

# City of Redmond



## Agenda

### Business Meeting

**Tuesday, October 7, 2025**

**7:00 PM**

**City Hall: 15670 NE 85th St; Remote: Comcast Ch. 21/321, Ziplify Ch. 34,  
Facebook (@CityofRedmond), Redmond.gov/rctvlive, or 510-335-7371**

## City Council

*Mayor*

*Angela Birney*

*Councilmembers*

*Vanessa Kritzer, President*

*Jessica Forsythe, Vice President*

*Jeralene Anderson*

*Steve Fields*

*Angie Nuevacamina*

*Osman Salahuddin*

*Melissa Stuart*

## REDMOND CITY COUNCIL

### AGENDA SECTION TITLE REFERENCE GUIDE

**Items From The Audience** provides an opportunity for community members to address the Council regarding any issue. Speakers must sign their intention to speak on a sheet located at the entrance of the Council Chamber, and limit comments to **three minutes**.

The **Consent Agenda** consists of routine items for which a staff recommendation has been prepared, and which do not require further Council discussion. A council member may ask questions about an item before the vote is taken, or request that an item be removed from the Consent Agenda and placed on the regular agenda for more detailed discussion. A single vote is taken to approve all items remaining on the Consent Agenda.

**Public Hearings** are held to receive public comment on important issues and/or issues requiring a public hearing by state statute. Community members wishing to comment will follow the same procedure as for 'Items from the Audience', and may speak after being recognized by the Mayor. After all persons have spoken, the hearing is closed to public comment. The Council then proceeds with its deliberation and decision making.

**Staff Reports** are presented to the Council by city staff on issues of interest to the Council which do not require Council action.

The **Ombudsperson Report** is made by the Councilmember who is serving as ombudsperson. The ombudsperson designation rotates among Council members on a monthly basis. She/he is charged with assisting community members in resolving issues with city services. The current ombudsperson is listed on the City Council webpage at [www.redmond.gov/189/city-council](http://www.redmond.gov/189/city-council).

The **Council Committees** are created to advise the Council as a whole. They consider, review, and make recommendations to the Council on policy matters in their work programs, as well as issues referred to them by the Council.

**Unfinished Business** consists of business or subjects returning to the Council for additional discussion or resolution.

**New Business** consists of subjects which have not previously been considered by Council and which may require discussion and action.

**Ordinances** are legislative acts or local laws. They are the most permanent and binding form of Council action and may be changed or repealed only by a subsequent ordinance. Ordinances normally become effective five days after they are published in the City's official newspaper.

**Resolutions** are adopted to express Council policy or to direct certain types of administrative action. A resolution may be changed by adoption of a subsequent resolution.

**Quasi-Judicial** proceedings are either closed record hearings (each side receiving ten minutes maximum to speak) or public hearings (each speaker allotted three minutes each to speak). Proceedings are those in which the City Council determines the rights or privileges of specific parties (Council Rules of Procedure, Section IV., J).

**Executive Sessions** - all regular and special meetings of the City Council are open to the public except for executive sessions at which subjects such as national security, property acquisition, contract bid negotiations, personnel issues and litigation are discussed.

**Redmond City Council Agendas, Meeting Videos, and Minutes are available on the City's Web Site:**

<https://redmond.legistar.com/>

**FOR ASSISTANCE AT COUNCIL MEETINGS FOR THE HEARING OR VISUALLY IMPAIRED:**

Please contact the City Clerk's office at (425) 556-2194 one week in advance of the meeting.



*Meetings can be attended in person, viewed live on RCTV (redmond.gov/rctlive), Comcast Channel 21/321, Ziply Channel 34, Facebook/YouTube (@CityofRedmond), or listen live at 510-335-7371*

## **AGENDA**

### **ROLL CALL**

#### **I. SPECIAL ORDERS OF THE DAY**

#### **II. ITEMS FROM THE AUDIENCE**

*Members of the public may address the City Council for a maximum of three minutes per person. Please use the speaker sign-up sheet located at the entry of the City Hall Council Chambers available from 6:30 - 7 p.m. on the day of the meeting.*

*In the event of difficulty attending a meeting in person, please contact the City Clerk (cityclerk@redmond.gov) by 2 p.m. on the day of the meeting to provide written public comment (400-word limit - please label your comment as "Items from the Audience") or for the remote comment registration form.*

#### **III. CONSENT AGENDA**

##### **A. Consent Agenda**

1. Approval of the Minutes: September 16, 2025, Regular Meeting and September 23 and 25, 2025, Special Meetings (recordings are available at Redmond.gov/rctv)

[Regular Meeting Minutes for September 16, 2025](#)

[Special Meeting Minutes for September 23, 2025](#)

[Special Meeting Minutes for September 25, 2025](#)

2. Approval of Payroll/Direct Deposit and Claims Checks

[Payroll Approval Register, September 10, 2025](#)

[Payroll Approval Register, September 25, 2025](#)

[Council Payroll Approval Register, September 30, 2025](#)

[Check Approval Registers, October 7, 2025](#)

3. [AM No. 25-144](#) Approval to Partner with King County Regional Homelessness Authority to Pool and Administer Severe Weather Shelter Funding

*Department: Planning and Community Development*

[Attachment A: Severe Weather Activation Summary](#)

[Attachment B: Request for Proposals Award](#)

[Announcement](#)

[Attachment C: Agreement for Homeless Services - Severe Weather Events](#)

**Legislative History**

9/16/25	Committee of the Whole - Public Safety and Human Services	referred to the City Council
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4. [AM No. 25-145](#) Approval of Agreements for Tablet Command Integration, Maintenance, and Shared Services with the Northeast King County Regional Public Safety Communications Agency (NORCOM) and Puget Sound Regional Fire Authority (PSRFA)

*Department: Fire*

[Attachment A: Final Tablet Command Services](#)

[Agreement](#)

[Attachment B: ILA - PSRFA Tablet Command Services and Billing](#)

**Legislative History**

9/16/25	Committee of the Whole - Public Safety and Human Services	referred to the City Council
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5. [AM No. 25-146](#) Approval of the Sixth Amendment to Interlocal Cooperation Agreement Between King County and the City of Redmond for Maintenance of Redmond Watershed Trails

*Department: Parks and Recreation*

[Attachment A: Sixth Amendment to Interlocal Cooperation Agreement](#)

**Legislative History**

9/23/25	Committee of the Whole - Parks and Environmental Sustainability	referred to the City Council
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6. [AM No. 25-147](#) Approval of Authorization for Acquisition of the Redmond Community Center at Marymoor Village and Adoption of an Ordinance to Recognize the Revenue and Expenditure Transfers Needed to Fund the Acquisition

a. Ordinance No. 3229: An Ordinance of the City Council of the City of Redmond, Washington, Amending Ordinance No. 3196, 3215, & 3224, by Making Adjustments to the City's 2025-2026 Biennial Budget, In Exhibit 1

*Department: Finance*

[Attachment A: Rainier Title Map of Parcel 122505-9043](#)

[Attachment B: Legal Description of Parcel 122505-9043](#)

[Attachment C: Draft LWIT Purchase and Sale Agreement](#)

[Attachment D: Ordinance - 2025-2026 Budget Adjustment #3](#)

[Exhibit 1: 2025-2026 Budget Adjustment #3](#)

**B. Items Removed from the Consent Agenda**

**IV. HEARINGS AND REPORTS**

**A. Public Hearings**

**B. Reports**

**1. Staff Reports**

- a. [AM No. 25-148](#) Economic Development and Tourism Progress Report

*Department: Planning and Community Development*

[Attachment A: Redmond Economic Development Strategic Plan - Adopted July 16, 2024](#)

[Attachment B: Redmond Tourism Strategic Plan](#)

[Attachment C: Year 1 Economic Development Division Implementation Report](#)

[Attachment D: 2024 TPA Annual Report to City of Redmond](#)

[Attachment E: Presentation](#)

- b. [AM No. 25-149](#) World Cup Planning Update

*Department: Planning and Community Development*

[Attachment A: Presentation](#)

**2. Ombudsperson Report**

*September: Councilmember Anderson*

*October: Councilmember Nuevacamina*

**3. Committee Reports**

**V. UNFINISHED BUSINESS**

**VI. NEW BUSINESS**

**VII. EXECUTIVE SESSION**

**VIII. ADJOURNMENT**

*Meeting videos are usually posted by 12 p.m. the day following the meeting at [redmond.legistar.com](http://redmond.legistar.com), and can be viewed anytime on Facebook/YouTube (@CityofRedmond) and OnDemand at [redmond.gov/OnDemand](http://redmond.gov/OnDemand)*



# City of Redmond

15670 NE 85th Street  
Redmond, WA

## Memorandum

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**Date:** 10/7/2025  
**Meeting of:** City Council

**File No.** SPC 25-077  
**Type:** Minutes

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Approval of the Minutes: September 16, 2025, Regular Meeting and September 23 and 25, 2025, Special Meetings (recordings are available at [Redmond.gov/rctv](http://Redmond.gov/rctv))

## **CALL TO ORDER**

A Regular Meeting of the Redmond City Council was called to order by Mayor Angela Birney at 7 p.m. The meeting was held in the Redmond City Hall Council Chambers.

## **ROLL CALL AND ESTABLISHMENT OF A QUORUM**

Present: Councilmembers Anderson, Fields, Forsythe, Kritzer, Nuevacamina, Salahuddin and Stuart

Absent: None

## **SPECIAL ORDERS OF THE DAY:**

A. PROCLAMATION: National Hispanic Heritage Month

Mayor Birney read the proclamation into the record and presented it to Mariana Martinez, Executive Director from Centro Cultural Mexicano, who spoke to the proclamation.

## **ITEMS FROM THE AUDIENCE**

Mayor Birney opened Items from the Audience at this time. The following persons spoke:

- Juliet Dutcher, Adam Koch, and Johanna Bandler - supports unionizing services industry at Meta, unaffordability in the area, and needing support for unionizing;
- Wolfe Adriatico - concerns with the approval of the teen center stakeholder group, process and Councilmember attendance;
- Chester Anderson - Old Firehouse Teen Center closing, the closures effect on teens, and not being allowed on the stakeholder group;
- Erin Hamilton - concerns with providing public comment;
- Faith2386 - concerns with the Council;
- Elena and Chandra Goka - incentivizing electric biking;
- Ling Chen - stop the closure of the Redmond Fred Meyer;
- David Morton - using technology and innovation to combat climate change and prioritizing green infrastructure;
- Linda Seltzer - parking requirements causes issues for residents in the downtown area; and
- Max Ruhlman - (written comment) not in support of the process for closing the Old Firehouse Teen Center.

**CONSENT AGENDA**

MOTION: Councilmember Kritzer moved to approve the Consent Agenda. The motion was seconded by Councilmember Stuart.

VOTE: The motion to approve the Consent Agenda passed without objection (7-0).

1. Approval of the Minutes: September 2, 2025, Regular Meeting and September 9, 2025, Special Meeting
2. Approval of Payroll/Direct Deposit and Claims Checks
  - #188781 through #188781
  - #191376 through #191382
  - #1881 through #1881
  - \$17,926.50
  - #13715 through #13950
  - \$3,876,029.69
3. AM No. 25-126: Acceptance of a Port of Seattle Economic Development Grant in the Amount of \$120,000 for 2025 and 2026 Programming
4. AM No. 25-127: Approval to Accept Simple Possession Advocacy Representation (SPAR) Grant
5. AM No. 25-128: Acceptance of the King County Veterans, Seniors, and Human Services Levy (VSHSL) Grant
6. AM No. 25-129: Approval of an On-Call Agreement with River Oaks Communication, in an Amount Not to Exceed \$150,000, for Consultant Services
7. AM No. 25-130: Award of Construction Contract to Fury Site Works Inc., of North Bend, WA, in the Amount of \$820,885, for the Sidewalk Repairs Avondale Way Project
8. AM No. 25-131: Approval of an Interlocal Agreement for Washington Conservation Corps (WCC) 2025-26 with the Washington State Department of Ecology

9. AM No. 25-132: Award of Progressive Design-Build (PDB) Contract to Lease Crutcher Lewis WA, LLC of Seattle, Washington, for the Maintenance and Operations Center (MOC) – Campus Redevelopment Project
10. AM No. 25-133: Award of Parks Signage & Wayfinding Standards and Strategy Plan Contract, to Toole Design Group, LLC, in the Amount of \$99,997
11. AM No. 25-134: Approval of the Poet Laureate
12. AM No. 25-135: Approval of the Washington State Opioid Settlement with Purdue Pharma and Generic Manufacturers
13. AM No. 25-136: Approval of the Gartner, Inc Subscription in the Amount of \$50,749
14. AM No. 25-137: Adoption of a Resolution for RedMed Plan Changes for 2026
  - a. Resolution No. 1610: A Resolution of the City Council of the City of Redmond, Washington, Adopting a Revised Summary Plan Description for the City of Redmond Self-Insured Medical Plan
15. AM No. 25-138: Adoption of an Ordinance Amending Redmond Municipal Code (RMC) Subsection 5.04.080.F Increasing the Business License Model Minimum Threshold for Out-of-City Businesses, and Implementing Adjustments to the Threshold Every Four Years
  - A. Ordinance No. 3227: An Ordinance of the City of Redmond, Washington, Amending Redmond Municipal Code (RMC) Subsection 5.04.080.F to Implement a One-Time Increase to the Business License Model Minimum Threshold for Out-of-City Businesses, with Adjustments to the Threshold Every Four Years Based on Cumulative Inflation, as Required by RCW 35.90, Municipal Business Licensing; Providing For Severability, and Establishing an Effective Date
16. AM No. 25-139: Adoption of an Ordinance Ratifying and Affirming Termination of Community Facilities District (CFD) 2014-01 and Amending the Redmond Municipal Code (RMC) to Repeal Chapter 3.95, Community Facility District No. 2014-1



- a. Ordinance No. 3228: An Ordinance of the City Council of the City of Redmond, Washington, Approving a Petition by Microsoft Corporation to Dissolve Redmond Community Facilities District No. 2014-01; Making Findings in Support of the Dissolution; Providing for the Remaining Balance to be Repaid to Microsoft Corporation; Repealing Chapter 3.95 of the Redmond Municipal Code; Providing for Severability; and Establishing an Effective Date

- 17. AM No. 25-140: Approval of the King County District Court ILA Amendment

Mayor Birney read the resolution and ordinance titles into the record.

**ITEMS REMOVED FROM THE CONSENT AGENDA: NONE**

**HEARINGS AND REPORTS**

Staff Reports

- a. AM No. 25-141: Urban Centers Parking Management Existing Conditions Report

Carol Helland, Director of Planning and Community Development, introduced this item and Caroline Chapman, Senior Planner, provided a report to the Council and responded to Councilmember inquires.

- b. AM No. 25-142: Second Quarter 2025 Financial Report

Kelley Cochran, Finance Director, provided a report to the Council and responded to Councilmember inquires.

Ombudsperson Reports:

Councilmember Salahuddin reported receiving resident contacts regarding: supporting immigrant communities.

Councilmember Anderson reported receiving resident contacts regarding: Redmond Pride event; Kroger merger; changes to Metro bus route 222; and teen center closure.

Councilmember Forsythe reported receiving resident contacts regarding: trash receptacles; Flock cameras; contacting Tisza; Eastrail opening; Old Firehouse Teen center; e-bike program; intersection concerns; Salt and

Straw opening; high school student sustainability ambassador; Marymoor transit parking; Fred Meyer closure; and immigration safety.

Councilmember Stuart reported receiving resident contacts regarding: environmental sustainability action plan; immigration enforcement; Lavish Root employees; Eastside Housing Equity Coalition; Redmond Central Connector ribbon cutting; Metro Flex ribbon cutting; and gun buyback event.

Councilmember Nuevacamina reported receiving resident contacts regarding: Leadership Eastside Mayor's luncheon; Issaquah salmon event; and Hispanic Heritage Month.

Councilmember Kritzer reported receiving resident contacts regarding: Welcoming Week; Girl Scouts; New Business item; ESAP refresh; Eastrail ribbon cutting; The Charles ribbon cutting; Old Firehouse Teen Center feedback; a letter to Kroger to not close Fred Meyer; and a letter supporting a union.

Committee Reports:

Councilmember Forsythe provided a committee report:

- Disability Board.

Councilmember Stuart provided committee reports:

- Association of Washington Cities Legislative Priorities Committee and Public Issues Committee.

**UNFINISHED BUSINESS: NONE**

**NEW BUSINESS:**

A. AM No. 25-143: Allocate \$250,000 of Community Stability Funding to Support Immigrants, Refugees, and Asylum Seekers

MOTION: Councilmember Kritzer moved to Allocate \$250,000 of Community Stability Funding to Support Immigrants, Refugees, and Asylum Seekers as outlined in the memo. The motion was seconded by Councilmember Salahuddin.

Following Councilmember discussion,

VOTE: The motion to approve passed without objection  
(7-0) .

**EXECUTIVE SESSION:**

- A. To Consider the Selection of a Site or the Acquisition of Real Estate by Lease or Purchase [RCW 42.30.110(1)(b)] - 20 minutes

Mayor Birney announced the Council will now leave the meeting and go into Executive Session to Consider the Selection of a Site or the Acquisition of Real Estate by Lease or Purchase RCW 42.30.110(1)(b) for 20 minutes. Per state law, public attendance is not allowed during the Executive Session. Action will not take place following the Executive Session.

*Executive Session convened at 9:30 p.m., and ended at 9:50 p.m.*

**ADJOURNMENT**

There being no further business to come before the Council the regular meeting adjourned at 9:50 p.m.

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ANGELA BIRNEY, MAYOR

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CITY CLERK

*Minutes Approved: October 7, 2025*

**CALL TO ORDER**

A Special Meeting of the Redmond City Council was called to order by Mayor Angela Birney at 6:30 p.m. The meeting was held in the Redmond City Hall Council Chambers.

**ROLL CALL AND ESTABLISHMENT OF A QUORUM**

Present: Councilmembers Anderson, Fields, Forsythe, Kritzer, Salahuddin, and Stuart.

Absent: Councilmembers Nuevacamina and Salahuddin.

**JOINT MEETING WITH REDMOND ARTS AND CULTURE COMMISSION**

The purpose of the special meeting was to hold a joint meeting with the Redmond Arts and Culture Commission.

Chris Weber, Cultural Arts Supervisor, introduced this item, the Commissioners introduced themselves and reported to the Members of the Council regarding:

- Mission, vision and values;
- Programs and projects;
- Successes; and
- Priorities.

Discussion ensued regarding: vibrant community; funding sources; favorite projects; community event innovation fund; performing arts; and new approaches to public art.

**ADJOURNMENT**

There being no further business to come before the Council the special meeting adjourned at 6:54 p.m.

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ANGELA BIRNEY, MAYOR

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CITY CLERK

*Minutes Approved: October 7, 2025*

**CALL TO ORDER**

A Special Meeting of the Redmond City Council was scheduled for September 25, 2025, commencing at 5 p.m. The meeting was held at Esterra Park.

**ROLL CALL AND ESTABLISHMENT OF A QUORUM**

Present: Councilmembers Fields, Kritzer, and Stuart

Absent: Councilmembers Anderson, Forsythe, Nuevacamina, Salahuddin

Due to lack of quorum, the special meeting adjourned.

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ANGELA BIRNEY, MAYOR

\_\_\_\_\_  
CITY CLERK

*Minutes Approved: October 7, 2025*



# City of Redmond

15670 NE 85th Street  
Redmond, WA

## Memorandum

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**Date:** 10/7/2025  
**Meeting of:** City Council

**File No.** SPC 25-078  
**Type:** Check Register

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Approval of Payroll/Direct Deposit and Claims Checks

City of Redmond  
Payroll Check Approval Register  
Pay period: 8/16 - 8/31/2025  
Check Date: 9/10/2025

Check Total:	\$ 74,125.41
Direct Deposit Total:	\$ 2,883,935.67
Wires & Electronic Funds Transfers:	\$ 1,707,821.34
Grand Total:	<u>\$ 4,665,882.42</u>

We, the undersigned Council members, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the City of Redmond, and that we are authorized to authenticate and certify to said claim.

All Checks numbered **188782** through **188792** ,  
Direct deposits numbered **191383** through **192167** , and  
Electronic Fund transfers **1882** through **1886**  
are approved for payment in the amount of **\$4,665,882.42**  
on this **10 day of September 2025**.

Note:

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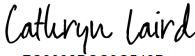
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City of Redmond  
Payroll Final Check List  
Pay period: 8/16 - 8/31/2025  
Check Date: 9/10/2025

Total Checks and Direct deposit:	\$ 4,155,361.90
Wire Wilmington Trust RICS (MEBT):	\$ 510,520.52
Grand Total:	<u>\$ 4,665,882.42</u>

I, the Human Resources Director, do hereby certify to the City Council, that the checks and direct deposits presented are true and correct to the best of my knowledge.

Signed by:  
  
7C0092BCC9C549B...

Human Resources Director, City of Redmond  
Redmond, Washington

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City of Redmond  
Payroll Check Approval Register  
Pay period: 9/1 - 9/15/2025  
Check Date: 9/25/2025

Check Total:	\$ 24,774.82
Direct Deposit Total:	\$ 2,971,917.36
Wires & Electronic Funds Transfers:	\$ 1,724,106.63
Grand Total:	<u>\$ 4,720,798.81</u>

We, the undersigned Council members, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the City of Redmond, and that we are authorized to authenticate and certify to said claim.

All Checks numbered **188795** through **188804** ,  
Direct deposits numbered **192172** through **192951** , and  
Electronic Fund transfers **1887** through **1893**  
are approved for payment in the amount of **\$4,720,798.81**  
on this **25 day of September 2025**.

**Note:**

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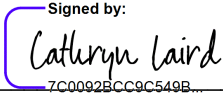
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City of Redmond  
Payroll Final Check List  
Pay period: 9/1 - 9/15/2025  
Check Date: 9/25/2025

Total Checks and Direct deposit:	\$ 4,218,630.72
Wire Wilmington Trust RICS (MEBT):	\$ 502,168.09
Grand Total:	<u>\$ 4,720,798.81</u>

I, the Human Resources Director, do hereby certify to the City Council, that the checks and direct deposits presented are true and correct to the best of my knowledge.

Signed by:  
  
7C0092BCC9C549B...

Human Resources Director, City of Redmond  
Redmond, Washington

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City of Redmond  
Payroll Check Approval Register  
Pay period: 9/1 - 9/30/2025  
Check Date: 9/30/2025

Check Total:	\$	2,179.32
Direct Deposit Total:	\$	11,122.94
Wires & Electronic Funds Transfers:	\$	4,571.41
Grand Total:	\$	17,873.67

We, the undersigned Council members, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the City of Redmond, and that we are authorized to authenticate and certify to said claim.

All Checks numbered **188805** through **188805** ,  
Direct deposits numbered **192952** through **192958** , and  
Electronic Fund transfers **1894** through **1894**  
are approved for payment in the amount of **\$17,873.67**  
on this **30th day of September 2025**.

**Note:**

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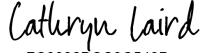
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City of Redmond  
Payroll Final Check List  
Pay period: 9/1 - 9/30/2025  
Check Date: 9/30/2025

Total Checks and Direct deposit:	\$	14,418.30
Wire Wilmington Trust RICS (MEBT):	\$	3,455.37
Grand Total:	\$	17,873.67

I, the Human Resources Director, do hereby certify to the City Council, that the checks and direct deposits presented are true and correct to the best of my knowledge.

Signed by:  
  
7C0092BCC9C549B...

Human Resources Director, City of Redmond  
Redmond, Washington

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I, Finance Director, do hereby certify to the City Council, that the checks for the month of September and October are true and correct to the best of my knowledge.

Signed by:  
  
706AE71EFDB1430...

Kelley Cochran, Finance Director  
City of Redmond  
Redmond, Washington

We, the undersigned Councilmembers, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the City of Redmond, and that we are authorized to authenticate and certify to said claim. All checks numbered 13951 through 14331, and WIRE and ACH Transfers are approved for payment in the amount of \$1,110.039.39. This 7<sup>th</sup> day of October 2025.

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## Memorandum

**Date:** 10/7/2025  
**Meeting of:** City Council

**File No.** AM No. 25-144  
**Type:** Consent Item

**TO:** Members of the City Council  
**FROM:** Mayor Angela Birney  
**DEPARTMENT DIRECTOR CONTACT(S):**

Planning and Community Development	Carol Helland	425-556-2107
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**DEPARTMENT STAFF:**

Planning and Community Development	Seraphie Allen	Deputy Director
Planning and Community Development	Brooke Buckingham	Human Services Manager

**TITLE:**

Approval to Partner with King County Regional Homelessness Authority to Pool and Administer Severe Weather Shelter Funding

**OVERVIEW STATEMENT:**

The 2025-2026 budget authorized \$50,000 in one-time funding to pilot a severe a weather shelter response. The City of Redmond is proposing to pool these funds through an Agreement with King County Regional Homelessness Authority (KCRHA). These funds would address service gaps during severe weather activations to ensure safety of people experiencing homelessness and to support providers when year-round shelters are at capacity.

☒ **Additional Background Information/Description of Proposal Attached**

**REQUESTED ACTION:**

☐ **Receive Information**      ☐ **Provide Direction**      ☒ **Approve**

**REQUEST RATIONALE:**

- **Relevant Plans/Policies:**  
Human Services Strategic Plan, Comprehensive Plan Policies
  - FW-HS-4: Strengthen existing, and pursue new, partnerships and collaborations to improve human services related outcome;
  - HS-10: Invest in subregional infrastructure and capacity to support people experiencing homelessness or at risk of becoming homeless. This includes coordination with entities responsible for oversight of King County's homeless system to ensure that subregional needs are met.
- **Required:**  
N/A
- **Council Request:**

N/A

- **Other Key Facts:**

The King County Regional Homelessness Authority (KCRHA) is responsible for coordinating a regional response to homelessness, including during severe weather activations (Attachment A). KCRHA recently conducted a procurement process to award funding for 2025 severe weather response activities. 16 agencies were awarded funds through this process, including 3 East King County agencies (Attachment B). KCRHA will be conducting another funding process for 2026.

Staff is proposing to allocate the City's severe weather funding to KCRHA, governed by terms established in the attached agreement (Attachment C).

This agreement specifies the intended use for these funds, reporting requirements, and roles and responsibilities. The KCRHA Governing Board approved this agreement on July 30, 2025. The City of Bellevue is taking this item to Council for approval in October. Should this agreement be approved, KCHRA has agreed to amend 2025 contracts and/or allocate funds through the next procurement process.

**OUTCOMES:**

The City has been collaborating with KCRHA since its foundation by meeting regularly with their staff, providing input, and elevating issues and concerns facing our communities. This partnership creates administrative efficiencies for the City as well as agency partners. Efforts to coordinate and align severe weather planning within King County ultimately benefit individuals most impacted by these events.

**COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:**

- **Timeline (previous or planned):**

N/A

- **Outreach Methods and Results:**

N/A

- **Feedback Summary:**

N/A

**BUDGET IMPACT:**

**Total Cost:**

\$50,000

Approved in current biennial budget:

☒ Yes

☐ No

☐ N/A

**Budget Offer Number:**

0000307

**Budget Priority:**

Housing and Human Services

**Other budget impacts or additional costs:**

☐ Yes

☒ No

☐ N/A

***If yes, explain:***

N/A

**Funding source(s):**  
General Fund

**Budget/Funding Constraints:**  
N/A

☐ **Additional budget details attached**

**COUNCIL REVIEW:**

**Previous Contact(s)**

Date	Meeting	Requested Action
9/16/2025	Committee of the Whole - Public Safety and Human Services	Provide Direction

**Proposed Upcoming Contact(s)**

Date	Meeting	Requested Action
	No meeting proposed at this time	N/A

**Time Constraints:**  
Timely approval of this agreement allows KCHRHA to amend contracts.

**ANTICIPATED RESULT IF NOT APPROVED:**

The City would have to establish a process to award its severe weather funds, which would result in additional staff capacity and operator capacity needed for administration of separate contracts.

**ATTACHMENTS:**

Attachment A: KCRHA Winter Severe Weather Activation Summary  
Attachment B: Request for Proposals Award Announcement  
Attachment C: Agreement for Homeless Services - Severe Weather Events



**KCRHA**  
King County Regional Homelessness Authority

# Winter Severe Weather Activation Summary

November 2024 – March 2025

**40**

nights  
activated  
total

**497**

beds/units  
added  
each night

**700**

people  
sheltered on  
coldest nights

**13**

nights  
longest two  
activations



## Family Shelter Intake Line

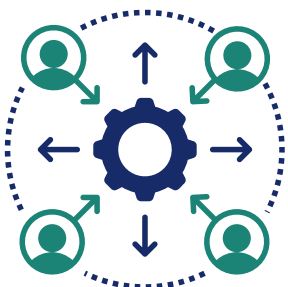
KCRHA worked with Mary's Place to expand the use of the Family Shelter Intake Line to be available for anyone seeking shelter during severe weather.



## Getting People to Shelter

KCRHA also received 300 free Metro bus tickets and 50 Link Light Rail tickets that we distributed to specific partners whose clients needed easier, faster access to transit in order to get to shelter. These were distributed to residents in need in the City of Woodinville, Bothell, Burien, and in Seattle via the Unified Care Team. In addition,

duty staff at shelters had contact information to nearby shelters to coordinate referrals and transportation of overflow guests by taxis in real time. KCRHA was able to secure support from Metro Access vans on some nights to expedite the relocation of overflow arrivals at The Seattle Center, ensuring that no one was left out in the cold if they came to the shelter late.



More than 53,000 people experience homelessness in King County each year, with 9,810 people experiencing unsheltered homelessness according to KCRHA's 2024 Unsheltered Point-In-Time Count.

**While the need exceeds current resources, strong coordination during this activation season helped bring many inside.**

# Regional Summaries

## Seattle

Over 750 beds/units were available citywide through year-round shelters, eight additional severe weather sites and one hotel voucher program:

- SODO Bay A (The Salvation Army): 35 beds operating January 12–29 and February 2–15
- Exhibition Hall: 140 beds operating January 12–17 and February 11–15
- Fisher Pavilion (Salvation Army): 120 beds operating February 2–10

City-owned properties were provided at no cost to KCRHA. People who showed up when the centers reached capacity got referred and provided transportation to nearby shelters that still had room including: LIHI Lakefront (40 beds), YouthCare: Orion Center (4 youth beds), Seattle Indian Center (4 beds, men only), Lake City Partners Ending Homelessness (hotel vouchers for up to 14 families/couples), Mary's Place Regrade (42 family members), Seaview United Methodist Church/Highline UMC (newly launched, 30 beds)

## North King County

For the second year under an ILA, cities including Shoreline, Lake Forest Park, Kenmore, Bothell, and Woodinville jointly funded the shelter at St. Dunstan's Church (capacity: 25), operated by the Urban League. This shelter was utilized by dozen repeated clients each night, and up to 25 on the coldest nights.

## East King County

Although KCRHA has no direct contracts here, we coordinated with cities and providers before the event and daily during activation. Severe weather shelters and hotel vouchers offered over 130 beds total.

- **Bellevue:** Sophia's Place - The Sophia Way (10 beds for single adult women), Eastside Men's Shelter - Porchlight (25 beds for single adult men - This shelter saw a 20-person overflow, those guests were referred/transported to Seattle-based shelters), Mary's Place (up to 47 family members per night), Lake Washington UMC Safe Parking: 60 people in vehicles, hotel vouchers
- **Kirkland:** New Bethlehem Shelter - Catholic Community Services (Families with Children), Willows Youth Services Center - Friends of Youth (Young Adults age 18-24; 26 beds), City of Kirkland hotel vouchers at Baymont Inn (up to 20 rooms)
- **Redmond:** Muslim Community Resource Center-MAPS, Hotel vouchers for up to 14 families/couples
- **Snoqualmie/Issaquah:** Reclaim- 4 rooms + motel vouchers

## South King County

KCRHA coordinated efforts with the cities of Auburn, Burien, Kent, Federal Way, and Renton. They opened severe weather shelters, adding 200+ beds—each at or over capacity.

- **Auburn:** YMCA Arcadia Youth Shelter - Year-Round Emergency Shelter (20 beds), Ray of Hope Resource Center Sundown Shelter (45 Year-Round Emergency Shelter beds & 16 Safe Parking spots), Ray of Hope Overnight Warming Center (room for 45-60 people to come inside and warm up (no beds/cots)
- **Federal Way:** FUSION (40 beds)
- **Burien:** Highline United Methodist Church (50 beds (frequently saw 70 each night), Mary's Place Burien Family Shelter (up to 17 family members)
- **Kent:** Holy Spirit Catholic Church gym - volunteer staff (40 beds)
- **Renton:** St. Anthony's Rec Hall - REACH Renton (40 beds (frequently saw 70 each night)
- **SeaTac:** YWCA of Seattle King County (Hotel vouchers for up to 55 families)
- **Maple Valley:** Vine Maple Place Year-Round Emergency Shelter, families with children only

## Additional Resources

- Warming Spaces: King County and Seattle Libraries, Sound Transit's Union Station, The Armory at Seattle Center, and day centers
- Health Outreach: Seattle Fire's Health One and Public Health transported individuals to shelters
- Daily Coordination: KCRHA hosted daily regional calls, updated info online, and printable outreach materials

**KCRHA thanks all partners who helped bring people in from the cold.**



## Request for Proposals Award Announcement

2025 Seattle King County Severe Weather RFP

RFP Released: May 13, 2025

Awarded Agency	Contract Period	Award
The Salvation Army	7/1/2025 - 12/31/2025	\$62,873
Urban League of Metropolitan Seattle	7/1/2025 - 12/31/2025	\$82,506
YouthCare	7/1/2025 - 12/31/2025	\$13,078
LIHI	7/1/2025 - 12/31/2025	\$50,261
Anything Helps	7/1/2025 - 12/31/2025	\$20,422
Society of St. Vincent de Paul	7/1/2025 - 12/31/2025	\$9,999
The University Heights	7/1/2025 - 12/31/2025	\$10,000
Roots Young Adult Shelter	7/1/2025 - 12/31/2025	\$5,000
Friends of Youth	7/1/2025 - 12/31/2025	\$24,310
YWCA	7/1/2025 - 12/31/2025	\$120,267
The Sophia Way	7/1/2025 - 12/31/2025	\$11,517
Congregations for the Homeless	7/1/2025 - 12/31/2025	\$29,269
Snoqualmie Valley Shelter Services	7/1/2025 - 12/31/2025	\$22,080
Your Hope and Future	7/1/2025 - 12/31/2025	\$22,550
Fusion	7/1/2025 - 12/31/2025	\$19,507
Highline United Methodist Church	7/1/2025 - 12/31/2025	\$13,500



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Please note that all awards and contract periods in this announcement are tentative. All obligations to perform or pay funds are contingent upon the execution of a written agreement signed by all required parties.

## Summary of RFP Goals

Guided by [KCRHA's Theory of Change](#), the Seattle King County Severe Weather Response Request for Proposal (RFP) sought applications from qualified agencies interested in providing severe weather services and supplies for youth and young adults, single adults (18+), couples, and/or families experiencing homelessness throughout King County. The intent of the Seattle King County Severe Weather Response RFP is to identify multiple agencies to provide emergency shelter and support services for individuals experiencing unsheltered homelessness during severe weather conditions, including extreme cold, excessive heat, and poor air quality. The fund sources are City of Seattle: \$254,142 and King County: \$263,000. If additional severe weather funding becomes available, it can be awarded to applicants of this RFP. All proposals were reviewed to ensure completeness, alignment with the program's scope, and budget feasibility. The rating panel recommended funding the proposal that will be able to best fulfill the following responsibilities:

- Propose to expand the number of severe weather beds or bed nights
- Provide low-barrier, safe, and dignified shelter options that prioritize accessibility and stability for all populations
- Offer essential basic needs such as meals, hygiene supplies, weather-appropriate gear, and access to clean water
- Connect individuals to supportive services and resources, such as housing assistance, healthcare, behavioral health care, and transportation
- Demonstrate an understanding of severe weather response needs, including the specific challenges faced by people experiencing unsheltered homelessness • Deliver services grounded in Housing First, Trauma-Informed Care, and holistic support models that promote long-term stability
- Prioritize equity for Black, Indigenous, and People of Color (BIPOC), LGBTQ+ individuals, and people with disabilities through culturally responsive and trauma-informed care
- Maintain sufficient, trained staffing to support shelter operations and ensure guest safety, support, and connection to services
- Engage in data collection, evaluation, and ongoing coordination with local systems to strengthen housing outcomes and service quality



## **AGREEMENT FOR HOMELESS SERVICES - SEVERE WEATHER EVENTS**

THIS AGREEMENT FOR HOMELESS SERVICES (this “Agreement”) is effective as of the date both parties ratify the agreement (“Effective Date”) and is among the Cities of Bellevue and Redmond, Washington, each a municipal corporation (each, a “Partner City” and together “Partner Cities”), and the KING COUNTY REGIONAL HOMELESSNESS AUTHORITY (the “Authority”), an independent governmental administrative agency formed pursuant to RCW 39.34.030(3). The Partner Cities and the Authority are referred to herein individually as a “Party” and collectively, the “Parties.”

### **RECITALS**

WHEREAS, the Authority was formed pursuant to the Interlocal Agreement for the Establishment of the King County Regional Homelessness Authority (the “Authority Interlocal Agreement”) by The City of Seattle and King County as an independent governmental agency pursuant to chapter 39.34 RCW in order to coordinate the provision of services within an equitable operational framework to individuals and families experiencing homelessness or at imminent risk of experiencing homelessness in King County; and

WHEREAS, homelessness is a regional crisis requiring local governments, nonprofits, partners and stakeholders to work together through cooperative action; and

WHEREAS, pursuant to the Interlocal Agreement, the Authority may enter into contracts with one or more Subscribing Agencies (as defined in the Interlocal Agreement) for the provision of Homeless Services (as defined in the Interlocal Agreement) subject to the conditions set forth therein;

WHEREAS, the Authority’s Five-Year Plan seeks to identify, evaluate, and expand the number of indoor shelter options available for families and individuals during severe weather events throughout King County and its Sub-Regions; and

WHEREAS, the Parties now desire to coordinate efforts to address homelessness during designated severe weather events in the East King County Sub-Region where the Partner Cities are located pursuant to the terms of this Agreement;

NOW, THEREFORE, the Parties hereby agree as follows:

### **ARTICLE I DEFINITIONS**

Terms defined in the recitals of this Agreement are incorporated herein as if fully set forth in this Agreement. Capitalized terms used herein shall have the following meanings. Terms not otherwise defined herein shall have the meanings set forth in the Interlocal Agreement, a copy of which is attached hereto as Exhibit C:

“**Agreement**” means this Agreement between the Partner Cities and the Authority for Homeless Services to be provided by the Authority, as it may be amended from time to time.

“**Authority**” means the King County Regional Homelessness Authority formed by The City of Seattle and King County as a separate governmental administrative agency pursuant to the Interlocal Agreement and RCW 39.34.030(3).

“**Clients**” means individuals and families experiencing homelessness or who are at imminent risk of experiencing homelessness.

“**Effective Date**” means the date this Agreement becomes effective between the Parties, which shall be no earlier than the date upon which all parties have ratified the agreement in accordance with their respective laws or bylaws.

“**Homeless Services**” or “**Services**” means shelters, day centers, hygiene facilities, housing, and related services to assist Clients to be provided by the Authority under the terms of this Agreement and as set forth in the attached Exhibits.

“**Initial Term**” means the initial term of this Agreement, which shall expire on December 31, 2026, as identified in Article II, Section 2.

“**Interlocal Agreement**” means the agreement between The City of Seattle and King County establishing the King County Regional Homelessness Authority, as amended and restated on November 7, 2024, and as it may be amended from time to time.

“**East King County Sub-Region**” consists of the cities of Kirkland, Redmond, Bellevue, Mercer Island, Sammamish, Beaux Arts Village, Clyde Hill, Hunts Point, Medina, Yarrow Point, Issaquah, Bear Creek, North Bend, Snoqualmie, Carnation, Duvall, and other adjacent jurisdictions to those cities, including unincorporated areas of King County.

“**RCW**” means the Revised Code of Washington.

“**Resources**” means those funds, in kind services or other consideration provided by an entity, including a Partner City, to support the operation of the Authority or the provision of Homeless Services. The Resources to be provided by each Partner City under the term of this Agreement as consideration for the Services to be delivered hereunder are included in Exhibit B.

“**Severe weather activation**” means the Authority’s regional emergency response to an extreme or severe weather event per its Severe Weather Policy issued on December 31, 2024, and as it may be amended from time to time.

“**Severe weather event**” means extreme cold weather temperatures, extreme heat weather temperatures, unhealthy air quality due to wildfire smoke, natural weather disasters, or other dangerous weather phenomenon that triggers a severe weather activation.

“**State**” means the State of Washington.

## ARTICLE II PURPOSE; TERM

**Section 1. Purpose.** The purpose of this Agreement is to set forth the terms related

to the Services to be provided by the Authority to clients in the jurisdictional boundaries of the Partner Cities, and the terms and conditions of each Partner City's funding or other , Resources in exchange for such Services when there is a severe weather event or in anticipation of a severe weather event.

**Section 2. Term.** This Agreement shall begin on the Effective Date and end on December 31, 2026 (the "Initial Term"), unless terminated earlier or extended as provided herein. After the Initial Term, this Agreement shall automatically renew each December 31 for one-year extensions unless terminated earlier or extended as provided herein.

### **ARTICLE III AUTHORITY RESPONSIBILITIES**

**Section 1. Authority's Responsibilities.** Subject to the terms of this Agreement, the Authority hereby agrees to operate a unified, regional homelessness response system and to provide Services to, or on behalf of the, the Partner Cities in support of its mission to significantly decrease homelessness throughout King County pursuant to the Interlocal Agreement. The Services to be provided by the Authority to, or on behalf of, the Partner Cities to clients under the term of this Agreement during or in anticipation of severe weather events are more fully described in Exhibit A (the "Services") and may be modified by the Parties hereto from time to time to reflect then-current levels of Resources.

**Section 2. Notice Affecting Performance.** The Authority shall promptly notify the Partner Cities in writing of any matters that could adversely affect the Authority's ability or eligibility to continue to perform services under this Agreement.

### **ARTICLE IV PARTNER CITY RESPONSIBILITIES**

**Section 1. Consideration and Resources.** In consideration of the Authority's commitment to provide Services under this Agreement, each Partner City agrees to provide Resources to the Authority. Such Resources shall be as set forth in Exhibit B attached hereto. Exhibit B may be updated from time to time to reflect updated Resources to be provided under this Agreement.

**Section 2. Requirements Applicable to Funds.** The Resources granted to the Authority under this Agreement may consist of a combination of Partner City, State, local and federal funding, and the Authority agrees to comply with the requirements applicable to each source of funds.

### **ARTICLE V DOCUMENTATION OF COSTS; RECORDS; REPORTING**

**Section 1. Documentation of Costs.** The Authority shall document all costs incurred in providing Services under this Agreement with properly executed payrolls, time records, invoices, vouchers, records of service delivery, or other official documentation evidencing in sufficient detail the nature and reasonableness of such costs. All payroll and financial records pertaining to any third-party contracts funded by a Partner City shall be clearly identified and readily accessible for

review by the Partner City.

**Section 2. Maintenance of Records.** The Authority shall maintain accounts and records, including personnel, property, financial, and programmatic records, records of the Services provided under this Agreement, and other such records deemed necessary by the Partner Cities to ensure proper accounting for all Partner City funds, to ensure compliance with this Agreement. Such records shall be retained as required by the Preservation and Destruction of Public Records Act, chapter 40.14 RCW, for a period of at least six years from the expiration of the Term of this Agreement; provided, however, that for any records and documents that are the subject of audit findings, those records shall be maintained for either (a) six years following expiration of this Agreement or (b) until the audit findings are resolved, whichever is longer.

**Section 3. Reporting.** Throughout the initial term of this Agreement, the Authority shall provide each Partner City with a report upon request and at least annually updates. Additionally, upon request, the Authority may be asked to present the report to the Partner City's city council. Such reports shall include information and data specific to the East King County Sub-Region from Homelessness Management Information System ("HMIS"), East King County planning activities of the Authority and partner agencies, and progress on funding administration and outcomes. Such reports shall also include information and data specific to the scope of work described in Exhibit A, including duration of severe weather activation and number of clients served. Additional reporting and city council briefings are available on request. Should the parties renew the agreement with additional Resources other than those described in Exhibit B, the Authority shall report on its activities in accordance with this section or as otherwise agreed to by the parties.

## **ARTICLE VI COMPLIANCE WITH LAW**

**Section 1. General Requirement.** The Parties hereto shall comply with all applicable laws of the United States, the State, the Partner Cities, and the Interlocal Agreement, when carrying out the terms of this Agreement.

**Section 2. Inventory and Property.** Any property, equipment and furnishings for the operations of the Authority shall be acquired by the Authority as provided by law, including any applicable federal laws. If a Partner City furnishes property, equipment or furnishings for the Authority's use, title to the same shall remain with the Partner City unless that property, equipment or furnishings is acquired by the Authority.

## **ARTICLE VII INDEMNIFICATION AND INSURANCE**

**Section 1. Indemnification.** To the maximum extent permitted by law, each Party shall hold harmless, defend, and indemnify the other Parties, their elected officials, officers, employees, agents, and volunteers from and against any and all suits, actions, claims, liability, damages, judgments, costs and expenses (including reasonable attorney's fees) that result from or arise out of the negligent or intentional acts or omissions of such indemnifying Party, its elected officials, officers, employees, agents, contractors and volunteers in connection with or incidental to the performance or non-performance of such Party's services, duties, and obligations under this

Agreement. In the event that the negligent or intentional acts or omissions of the officials, officers, agents, employees, or volunteers of two or more Parties in connection with or incidental to the performance or non-performance of the such Party's respective services, duties, and obligations under this Agreement are the subject of any liability claims by a third party, each such Party shall be liable for its proportionate concurrent actions or omissions in any resulting suits, actions, claims, liability, damages, judgments, costs and expenses and for their own attorney's fees. Nothing contained in this Agreement shall be construed to create a right in any third party to indemnification or defense. Each Party waives, as to each other only, their immunity from suit under Washington's Industrial Insurance Act, Title 51 RCW, solely to the extent necessary to provide each other with a full and complete indemnity from any claims made by the other Party's employees. This waiver of immunity was mutually negotiated by the Parties hereto.

**Section 2. Mandatory Disclaimer.** The Authority is an independent governmental agency created pursuant to an Interlocal Agreement between King County and the City of Seattle pursuant to RCW 39.34.030. All liabilities incurred by the Authority shall be satisfied exclusively from the assets and properties of the Authority and no creditor or other person shall have any right of action against King County, the City of Seattle, or any other public or private entity or agency on account of any debts, obligations, or liabilities of the Authority unless explicitly agreed to in writing by such entity or agency.

**Section 3. Insurance.** The Authority and each Partner City shall provide each other with evidence of insurance coverage, in the form of a certificate or other competent evidence from an insurance provider, insurance pool, or of self-insurance. Each Party shall provide to the other Party at least 30 days advance notice of any cancellation, suspension or material change in coverage.

## **ARTICLE VIII WITHDRAWAL AND TERMINATION**

**Section 1. Withdrawal.** Any Partner City may withdraw from this Agreement by providing written notice at least 45 days in advance of its intended withdrawal date to the Authority and the other Parties. For withdrawals effective December 31, 2025, notice must be given no later than September 30, 2025. Thereafter, any Partner City intending to withdraw by December 31 of any subsequent year must provide written notice by September 30th of that same calendar year.

**Section 2. Suspension, Modification and Termination.** This Agreement may be terminated in accordance with this Section.

- a. Loss of Funding. In the event any federal, State or local funds allocated to or by

a Partner City for Services contracted for under this Agreement are or become unavailable, the Partner City will suspend without recourse the Authority's obligation to render the related Services under this Agreement and the Partner City's obligation to pay for such Services, by providing 45 days prior written notice to the Authority as provided herein, specifying the effective period of such suspension, or by modifying the applicable Exhibits to this Agreement to reflect such loss of funding and corresponding modification to Services to be provided.

b. Termination of Interlocal Agreement. In the event The City of Seattle and King County elect to terminate the Interlocal Agreement, this Agreement shall terminate as of the date of termination of the Interlocal Agreement. Upon notification of intent to terminate, the Authority will notify the Parties of termination of this agreement within 10 days.

## **Section 2. Effect of Termination, Expiration or Withdrawal.**

a. Return of Unused Funds. Upon termination or expiration of this Agreement, the Parties shall coordinate the return of any disbursed and unused funds to a provider who can carry out the services contemplated by the funding provided. If that is not possible, the funds shall be returned to each Partner City. Upon withdrawal of a Partner City to this Agreement, the Parties shall coordinate the return of any disbursed and unused funds back to such Partner City.

b. Coordination of Contracts. Upon termination, expiration or withdrawal of this Agreement, all existing contracts funded with Partner City funds under this Agreement shall remain in effect and committed to the contracted party until their respective expiration dates. These contracts may be assigned to the appropriate Partner City at the discretion of the Authority. The Authority shall include in all contracts for Homeless Services under this Agreement terms that are in accord with this section, including but not limited to the ability to assign such contracts to the Partner City. No more than 60 days after notice of termination of the Interlocal Agreement between The City of Seattle and King County, the Authority shall provide each Partner City with a current list of contracts funded by the Partner City, together with the total contract value, the contract term, the source of funding for each such contract, and any additional information requested by the Partner City. The Parties shall work together and, to the extent necessary, in consultation with King County, coordinate the assignment to the appropriate entity and termination of all such contracts on or prior to termination of this Agreement.

c. Notification to Contract Holders. Upon notice of termination, expiration or withdrawal, the Authority shall promptly notify the Contract Holders of such termination, expiration or withdrawal, and of the intended assignment of the Contract Holder's contract to the Partner City or intended contract termination date.

## **ARTICLE IX MISCELLANEOUS**

**Section 1. Notice to the Parties.** Any formal notice or communication required to be given under this Agreement shall be deemed properly given if delivered either by physical or

electronic means (to email addresses designated by the Parties from time to time), or if mailed postage prepaid and addressed to:

If to City of Bellevue:

City of Bellevue  
Attn: Nico Quijano  
Address: 450 110th Avenue NE  
Address: Bellevue, WA 98004  
Email: [nquijano@bellevuewa.gov](mailto:nquijano@bellevuewa.gov)

If to City of Redmond:

City of Redmond  
Attn: Brooke Buckingham  
Address: PO Box 97010  
Address: Redmond, WA 98073-9710  
Email: [bbuckingham@redmond.gov](mailto:bbuckingham@redmond.gov)

If to the Authority:

King County Regional Homelessness Authority  
Attn: Kelly Kinnison  
400 Yesler Way, Ste. 600  
Seattle, Washington 98004  
Email: [kelly.kinnison@kcrha.org](mailto:kelly.kinnison@kcrha.org)

Each Party may update its notice information by providing written notice to the other Party.

**Section 2. Representatives.** The individuals listed above are designated as representatives of the respective Parties. The representatives shall be responsible for administration of this Agreement and for coordinating and monitoring performance under this Agreement. In the event such representatives are changed, the Party making the change shall notify the other Parties.

**Section 3. Amendments to Agreement.** No additions to or alterations of the terms of this Agreement shall be valid unless made in writing and executed by duly authorized agents of each Party. The Parties acknowledge that amendments to this Agreement may be necessary to ensure the provision of services by the Authority aligns with the principles set forth in the Interlocal Agreement. Consistent with this Agreement, the Partnering Cities and CEO of the Authority may enter into subsequent agreements to provide severe weather services to the East King County Sub-Region.

**Section 4. Governing Law; Venue.** This Agreement shall be governed by and interpreted in accordance with the laws of the State. Venue for any action brought under this



Agreement shall be in the Superior Court for King County.

**Section 5. Contractual Relationship.** The relationship of the Authority to the Partner Cities shall be that of an independent contractor, and the Authority agrees that no employee of the Authority shall be deemed or claimed to be an employee of the Partner Cities for any purpose. This Agreement does not authorize the Authority to act as agent or legal representative of any Partner City for any purpose whatsoever. The Authority does not grant any express or implied right or authority to assume or create any obligation or responsibility on behalf of or in the name of a Partner City or to bind a Partner City in any manner whatsoever. This Agreement is to facilitate the provision of Services. No joint venture, separate administrative or governmental entity, or partnership is formed as a result of this Agreement.

**Section 6. Integration.** This Agreement, together with all Exhibits hereto, contains all of the terms and conditions agreed upon by the Parties relating to the subject matter of this Agreement. No other understandings, oral or otherwise, regarding the subject matter of this Agreement shall be deemed to exist or to bind any of the Parties.

**Section 7. Severability.** In the event any provision of this Agreement shall be declared by a court of competent jurisdiction to be invalid, illegal, or unenforceable, the validity, legality and enforceability of the remaining provisions shall not, in any way, be affected or impaired thereby.

**Section 8. No Third-Party Beneficiary Rights.** The provisions of this Agreement are for the sole benefit of the Parties, and they will not be construed as conferring any rights to any third party (including any third-party beneficiary rights).

**Section 9. Waiver.** No covenant, term, or condition or breach thereof shall be deemed waived, except by written consent of the Party against whom the waiver is claimed, and any waiver of the breach of any covenant, term, or condition shall not be deemed to be a waiver of any preceding or succeeding breach of the same or any other covenant, term, or condition. Neither the acceptance by a Partner City of any performance by the Authority after the time the same shall have become due nor payment to the Authority shall constitute a waiver by the Partner City of the breach or default of any covenant, term, or condition unless otherwise expressly agreed to by the Partner City in writing.

**Section 10. Assignment.** This Agreement may not be transferred or assigned by the Parties without the prior written consent of the other Parties, which may be withheld in such Party's sole discretion.

**Section 11. Counterparts.** This Agreement may be executed in any number of counterparts, each of which shall be an original, and together such counterparts will constitute one and the same instrument.

**Section 12. Negotiated Agreement.** The Parties acknowledge that this is a negotiated agreement, that they have had the opportunity to have this Agreement reviewed by their respective legal counsel, and that the terms and conditions of this Agreement are not to be construed against any Party on the basis of such Party's draftsmanship of this Agreement.

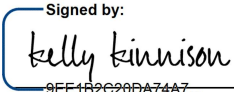
**Section 13. Conflict with Interlocal Agreement.** In the event of a conflict between this Agreement and the Interlocal Agreement, the terms of the Interlocal Agreement shall prevail.

**Section 14. Additional Parties.** Municipalities, local governments and public agencies within the region in which the other Parties are located may become a Party to this Agreement on execution of an addendum or amendment to this Agreement; provided, however, such new Party shall provide Resources to the Authority as consideration for the Services to be delivered hereunder.

[Signature Page Follows]

IN WITNESS WHEREOF, the Parties have executed this Agreement by having their representatives affix their signatures below.

KING COUNTY REGIONAL HOMELESSNESS AUTHORITY, a Washington governmental administrative agency

By:   
Name: Kelly Kinnison  
Title: Chief Executive Officer  
Date: 9/3/2025

CITY OF BELLEVUE, a Washington Municipality

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

CITY OF REDMOND, a Washington Municipality

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

## **EXHIBIT A**

The Authority shall provide the following services to address severe weather event needs in the East King County Sub-Region and Snoqualmie Valley. The Authority shall procure the services of qualified providers who can provide the following services within the region described herein.

**1. Procurement of Severe Weather Services:**

- A. Secure severe weather shelter and emergency response services using combined Partner City resources and King County funds.

**2. Shelter and Emergency Operations:**

- A. Activate shelters within 24-72 hours of notification for severe weather events (such as extreme cold, excessive heat, heavy snowfall, or poor air quality).
- B. Provide additional overnight accommodation capacity during severe weather events, ensuring accessibility for individuals experiencing homelessness, including those with disabilities. Prioritize programs that provide capacity for those not currently served by the shelter system, including couples or people with pets.
- C. Offer daytime pop-up cooling and hydration stations during summer severe weather events.

**3. Basic Needs Provision:**

- A. Distribute essential supplies (e.g., blankets, warm clothing, personal hygiene items).
- B. Provide hot meals, snacks, beverages, and access to hygiene facilities (restrooms, showers).

**4. Referral and Support Services:**

- A. Provide on-site support from trained staff or volunteers, including emotional support and service referrals.

**5. Operational Management:**

- A. Collaborate with local government agencies and emergency management authorities to ensure effective response and resource allocation.
- B. Evaluate shelter operations regularly to implement improvements based on feedback and changing community needs.

**6. Data Management and Reporting:**

- A. Maintain detailed records on shelter utilization and costs.
- B. Provide an annual report to partner cities detailing services rendered, utilization data, and expenditures.
- C. Present findings to city councils upon request.

**7. Additional Allowable Costs:**

- A. Include hotel vouchers for individuals seeking shelter.
- B. Cover administrative costs related to severe weather operations.

**8. Health and Safety Protocols:**

- A. Implement measures to mitigate risks from communicable diseases, including COVID-19

**In furtherance of maintaining investment in the East King County Sub-Region, all dollars pooled within the East King County Sub-Region under the terms of this Agreement shall only be utilized for Services provided at a physical location within the East King County Sub-Region or that have been determined to be a program acceptable to the Partner Cities that is serving East King County Sub-Region residents.**

## **EXHIBIT B**

### **FUNDING AND PAYMENT/RESOURCES**

The Partner Cities agree to provide Resources to the Authority in exchange for Homeless Services under the terms of this Agreement. Throughout this Agreement, the contribution amount will be determined as described below. Each Partner City shall include its respective contribution in its budget for consideration by its city council for approval.

#### **Funding Contributions**

**1. Financial Support:**

- A. **Bellevue:** Provide \$40,000 for the 2025-2026 biennium, disbursed as \$20,000 annually.
- B. **Redmond:** Provide \$50,000 for the 2025-2026 biennium, disbursed as \$25,000 annually.

**2. Funding Disbursement:**

- A. Partner cities shall ensure timely disbursement of funds to KCRHA in accordance with agreed schedules.

#### **Designated Representatives**

- 1. Bellevue: Nicolas Quijano
- 2. Redmond: Brooke Buckingham

#### **Collaboration on Scope of Work**

- 1. Partner Cities will assist KCRHA in locating suitable service providers for severe weather services as described in Exhibit A. Assistance will include:
  - A. Criteria for shelter activation and response.
  - B. Alignment with KCRHA Activation Tiers or locally developed standards.
  - C. Assistance in crafting a scope of services for the funding provided in Exhibit A.
  - D. Pursuant to any request for proposals or qualifications, participation in the review of funding requests by providing at least one representative from each Partner City to participate on a rating panel

#### **Oversight and Reporting**

- 1. Review annual reports provided by KCRHA to ensure alignment with goals and funding utilization.
- 2. Provide feedback to KCRHA on severe weather operations and future improvements.



## Memorandum

**Date:** 10/7/2025  
**Meeting of:** City Council

**File No.** AM No. 25-145  
**Type:** Consent Item

**TO:** Members of the City Council  
**FROM:** Mayor Angela Birney  
**DEPARTMENT DIRECTOR CONTACT(S):**

Fire	Adrian Sheppard	425-556-2201
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**DEPARTMENT STAFF:**

Fire	Jim Whitney	Deputy Chief - Operations
Fire	Caleb Freeman	Battalion Chief - Training

**TITLE:**

Approval of Agreements for Tablet Command Integration, Maintenance, and Shared Services with the Northeast King County Regional Public Safety Communications Agency (NORCOM) and Puget Sound Regional Fire Authority (PSRFA)

**OVERVIEW STATEMENT:**

The Fire Department requests approval of two related agreements supporting the implementation and ongoing use of Tablet Command, a mobile incident management and situational awareness platform.

The first is an agreement with the Northeast King County Regional Public Safety Communications Agency (NORCOM) to provide integration and maintenance services necessary to connect dispatch data to Tablet Command. The second is an Interlocal Agreement with the Puget Sound Regional Fire Authority (PSRFA) for shared licensing, management, and billing of Tablet Command services. Together, these agreements will ensure reliable integration of dispatch data, streamlined billing, and standardized operational tools that enhance response coordination and support for Redmond's firefighters and partner agencies.

☒ **Additional Background Information/Description of Proposal Attached**

**REQUESTED ACTION:**

☐ **Receive Information**      ☐ **Provide Direction**      ☒ **Approve**

**REQUEST RATIONALE:**

- **Relevant Plans/Policies:**  
Fire Strategic Plan 2022-2027
- **Required:**  
Approval of interlocal and service agreements involving City financial obligations and multi-agency coordination
- **Council Request:**

N/A

• **Other Key Facts:**

- NORCOM will configure and support the integration runtime interface
- Redmond Fire's share of project costs includes a one-time implementation fee and annual maintenance
- The agreement ensures real-time CAD data delivery to Tablet Command for field use
- Redmond is a party to the original 2007 NORCOM ILA and qualifies as a participating principal

**OUTCOMES:**

Approval of the agreements provides for real-time data sharing and coordinated licensing to improve operational awareness and incident response. Through NORCOM, Redmond, Kirkland, and EF&R will receive IT integration and maintenance services to connect dispatch data into Tablet Command. Through PSRFA, Redmond will participate in shared licensing and billing for Tablet Command services. Together, these agreements increase visibility for command staff in the field, support Redmond Fire's mobile-first strategy, and strengthen regional coordination through a shared implementation approach.

**COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:**

• **Timeline (previous or planned):**

Internal technical coordination began Q1 2025. Formal agreement finalized Q3 2025.

• **Outreach Methods and Results:**

Engagement between NORCOM and agency representatives (Redmond, Kirkland, EF&R) to scope deliverables and timelines.

• **Feedback Summary:**

All three agencies support the scope and fee structure. Agreement drafted with input from legal and technology leads.

**BUDGET IMPACT:**

**Total Cost:**

Redmond Fire's share of the one-time implementation cost is \$595. The annual maintenance fee is \$170. Additional services beyond scope will be billed at \$127.50 per hour if required.

Approved in current biennial budget:

☒ Yes

☐ No

☐ N/A

**Budget Offer Number:**

0000277

**Budget Priority:**

Safe and Resilient

Strategic and Responsive

**Other budget impacts or additional costs:**

☐ Yes

☒ No

☐ N/A

*If yes, explain:*

N/A

**Funding source(s):**

General Fund

**Budget/Funding Constraints:**

N/A

☐ Additional budget details attached

**COUNCIL REVIEW:**

**Previous Contact(s)**

Date	Meeting	Requested Action
9/16/2025	Committee of the Whole - Public Safety	Provide Direction

**Proposed Upcoming Contact(s)**

Date	Meeting	Requested Action
N/A	None proposed at this time	N/A

**Time Constraints:**

Delay may impact regional alignment on implementation.

**ANTICIPATED RESULT IF NOT APPROVED:**

Redmond Fire will be unable to move forward with integration of Tablet Command. This would result in decreased incident visibility for field command and misalignment with regional partners.

**ATTACHMENTS:**

Attachment A: Final Tablet Command Services Agreement with NORCOM

Attachment B: ILA - PSRFA Tablet Command Services and Billing





**INFORMATION TECHNOLOGY  
ADDITIONAL SERVICES AGREEMENT  
by and between  
Kirkland Fire Department, Redmond Fire Department,  
Eastside Fire and Rescue and NORCOM**

THIS AGREEMENT FOR the Tablet Command project services is entered into by and between **Kirkland Fire Department** ("Kirkland Fire"), Redmond Fire Department ("Redmond Fire"), Eastside Fire and Rescue ("EF&R") and the **NORTHEAST KING COUNTY REGIONAL PUBLIC SAFETY COMMUNICATION AGENCY** ("NORCOM", and together as the "Parties").

WHEREAS, Kirkland Fire, Redmond Fire and EF&R are parties to the October 2007 Northeast King County Regional Public Safety Communications Agency Interlocal Agreement (the "Interlocal Agreement") and are Principals of NORCOM (as defined in the Interlocal Agreement); and

WHEREAS, Kirkland Fire, Redmond Fire and EF&R need NORCOM IT services to implement and maintain an Integration runtime interface to pull call data and send it to Tablet Command to interface with iOS application ("Tablet Command"); and

WHEREAS, at the request of Kirkland Fire, Redmond Fire and EF&R, NORCOM has agreed to provide such services for Kirkland Fire, Redmond Fire and EF&R; and

WHEREAS, Kirkland Fire, Redmond Fire and EF&R have agreed to fund the costs related to the provision and management of those services as indicated herein;

NOW, THEREFORE, in consideration of the mutual promises contained herein, the Parties agree as follows:

**SECTION 1. AGREEMENT FOR IT SERVICES.** NORCOM agrees to participate in the planning process and to provide interface implementation services to Kirkland Fire, Redmond Fire and EF&R during the term of this Agreement. Such services to be provided by NORCOM under the terms of this Agreement shall include the services set forth in Exhibit A, which is incorporated herein by this reference. Implementation services shall be provided by NORCOM IT staff members.

See Exhibit A: Scope of Services for a detailed list of services included in this agreement.

If Kirkland Fire, Redmond Fire and EF&R requires NORCOM IT services beyond those specified in Exhibit A in this Agreement, provided NORCOM agrees to deliver such services, a contract amendment shall be set forth in writing and shall be executed by the Parties hereto.

**SECTION 2. Kirkland Fire, Redmond Fire and EF&R RESPONSIBILITIES.** Kirkland Fire, Redmond Fire and EF&R hereby agrees as follows during the term of this Agreement:

- (a) **Designated Representatives.** Kirkland Fire, Redmond Fire and EF&R shall each designate in writing a person to act as its individual representative with respect to the services described in Exhibit A. Kirkland Fire, Redmond Fire and EF&R agree to promptly notify NORCOM in writing of any changes to its designated representative.

**SECTION 3. COMPENSATION.** Compensation for the services to be provided by NORCOM to Kirkland Fire, Redmond Fire and EF&R under the terms of this Agreement shall be as set forth in Exhibit B, which is incorporated herein by this reference. For hourly and other fees as described in Exhibit B,

NORCOM shall send an invoice to Kirkland Fire, Redmond Fire and EF&R for such services performed upon completion divided equally. Kirkland Fire, Redmond Fire and EF&R shall remit payment for undisputed fees to NORCOM within 30 days of receipt of the invoice.

SECTION 4. OWNERSHIP AND USE OF DOCUMENTS. All documents, reports, memoranda, diagrams, sketches, plans, design calculations, working drawings, and any other materials created or otherwise prepared by NORCOM as part of its performance of this Agreement for Kirkland Fire, Redmond Fire or EF&R shall be owned by and become the property of the Party for which the work is being done and may be used by that Party for any purpose beneficial to that Party. Public records requests are the responsibility of Kirkland Fire, Redmond Fire and EF&R. Metadata imported into Tablet Command's system related to work for a specific Party shall be the responsibility of that specific Party.

SECTION 5. NOTICE. The following individuals are designated as representatives of the respective Parties. The representatives shall be responsible for the administration of this Agreement and for coordinating and monitoring performance under this Agreement. In the event such representatives are changed, the Party making the change shall notify the other Party. Any notice or other communication given hereunder shall be deemed sufficient, if in writing and delivered personally to the addressee, or sent electronically or by certified or registered mail, return receipt requested, addressed as follows, or to such other address as may be designated by the addressee by written notice to the other Party:

To NORCOM:	William Hamilton Executive Director PO Box 50911 Bellevue, WA 98015-0911
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To Kirkland Fire:	Joseph Sanford Fire Chief 123 5 <sup>th</sup> Ave Kirkland, WA 98033
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To Redmond Fire:	Adrian Sheppard Fire Chief 8450 161 <sup>st</sup> Ave NE Redmond, WA 98052
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To EF&R:	Ben Lane Fire Chief 175 Newport Way NW Issaquah, WA 98027
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SECTION 6. INSURANCE. Each Party hereto shall maintain in full force throughout the duration of this Agreement Commercial General Liability insurance with a minimum coverage of \$ 2,000,000.00 per occurrence/aggregate for personal injury and property damage. This requirement shall be deemed satisfied by evidence of such Party's membership and coverage in a self-insured municipal insurance pool. Limits of coverage's, exclusions, and limits of liability shall be satisfactory to the other Party.

SECTION 7. INDEMNIFICATION. NORCOM shall defend, indemnify, and hold harmless Kirkland Fire, Redmond Fire and EF&R and its officers, officials, employees, or assigns, from and against any and all claims, actions, suits, liability, loss, costs, expenses, and damages of any nature whatsoever, which are caused by or result from a negligent act or omission of NORCOM, its agents, officers, employees or assigns, in performing any act or service pursuant to this Agreement.

Kirkland Fire, Redmond Fire and EF&R shall defend, indemnify, and hold harmless NORCOM and its officers, officials, employees, or assigns, from and against any and all claims, actions, suits, liability, loss, costs, expenses, and damages of any nature whatsoever, which are caused by or result from a negligent act or omission of that Party, its officers, employees, assigns or third-party contractors, in performing any act or service pursuant to this Agreement.

In the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of NORCOM and Kirkland Fire, Redmond Fire or EF&R, then each Party's liability shall only be to the extent of its negligence.

IT IS FURTHER SPECIFICALLY AND EXPRESSLY UNDERSTOOD THAT THE INDEMNIFICATION PROVIDED HEREIN CONSTITUTES EACH PARTY'S WAIVER OF IMMUNITY UNDER INDUSTRIAL INSURANCE, TITLE 51 RCW, SOLELY FOR THE PURPOSES OF THIS INDEMNIFICATION. THE PARTIES FURTHER ACKNOWLEDGE THAT THEY HAVE MUTUALLY NEGOTIATED THIS WAIVER. This indemnification shall survive the expiration of this Agreement.

#### SECTION 8. MISCELLANEOUS.

(a) Equal Opportunity. Neither Party shall discriminate against any person based on any ground prohibited under federal, state, or local law including race, creed, color, religion, national origin, sex, age, marital status, sexual orientation, veterans and military status, political affiliation, or belief or the presence of any sensory, mental or physical handicap in violation of any applicable federal law, Washington State Law Against Discrimination (chapter 49.60 RCW) or the Americans with Disabilities Act (42 USC 12110 et seq.).

(b) Governing Law. This Agreement shall be governed by and construed in accordance with the laws of the State of Washington. If any dispute arises between Kirkland Fire, Redmond Fire and EF&R and NORCOM under any of the provisions of this Agreement, resolution of that dispute shall be available only through the jurisdiction, venue, and rules of the King County Superior Court, King County, Washington.

(c) Attorney's Fees. In any claim or lawsuit for damages arising from the Parties' performance of this Agreement, each Party shall be responsible for payment of its own legal costs and attorney's fees incurred in defending or bringing such claim or lawsuit; however, nothing in this subsection shall limit each Parties' right to indemnification under this Agreement.

(d) Non-Waiver of Breach. The failure of either Party to insist upon strict performance of any provision of this Agreement or to exercise any right based upon a breach thereof or the acceptance of any performance during such breach shall not constitute a waiver of any right under this Agreement.

(e) Severability. If this Agreement, or any portion of this Agreement, is held invalid by a court of competent jurisdiction, the remainder of the Agreement shall remain in full force and effect.

(f) No Joint Venture or Partnership. No joint venture, separate administrative or governmental entity, or partnership is formed as a result of this Agreement.

(g) Compliance with all Laws. The Parties hereto shall comply with all federal, state and local laws, rules, regulations, and ordinances applicable to the performance of this Agreement.

(h) Entire Agreement. This Agreement contains the entire understanding between the Parties and supersedes any prior understandings and agreements between them regarding the subject matter hereof. There are no other representations, agreements, or understandings, oral or written, between the Parties hereto relating to the subject matter of this Agreement. No amendment of, or supplement to, this Agreement shall be valid or effective unless made in writing and executed by the Parties hereto.

(i) Assignment. The Parties shall not assign this Agreement or any interest, obligation, or duty therein without the express written consent of the other Party.

(j) Continuation of Performance. In the event that any dispute or conflict arises between the Parties while this Agreement is in effect, the Parties hereto agree that, notwithstanding such dispute or conflict, they shall continue to make a good faith effort to cooperate and continue work toward successful completion of assigned duties and responsibilities. Provided that if Kirkland Fire fails to pay for the services provided by NORCOM, can cease providing such services until payment is made.

(k) Addition of Parties. Additional agencies may become parties to this Agreement by executing an addendum signed by NORCOM and the new agency, with written consent of all existing parties.

## SECTION 9. REPRESENTATION AND WARRANTIES.

9.1 Mutual Representations and Warranties. Each Party represents and warrants to the other Party that (a) such Party has the required power and authority to enter into this Agreement and to perform its obligations hereunder, and shall have obtained and maintain all licenses, permits and certifications required for such Party in connection with the performance of such Services; (b) the execution of this Agreement and performance of its obligations hereunder do not and will not violate any other agreement to which it is a party; and (c) this Agreement constitutes a legal, valid and binding obligation when signed by both Parties.

9.2 NORCOM Warranties and Representations. NORCOM represents and warrants that the Services will be performed in a professional and workmanlike manner, consistent with applicable industry standards and the corresponding specifications set forth in the applicable Statement of Work and Service Level commitments.

- (a) Deliverables. NORCOM represents and warrants that each deliverable shall meet and conform to its applicable specifications as provided herein following its acceptance and during the Term. NORCOM also represents and warrants that the Service, in whole and in part, shall operate in accordance with the applicable approved configuration documentation, and this Agreement.
- (b) Services. NORCOM represents and warrants that (a) It shall perform all Services required pursuant to this Agreement in a professional manner, with high quality, (b) It shall give due priority to the performance of the Services, and (c) time shall be of the essence in connection with performance of the Services.
- (c) Maintenance Services Warranty. NORCOM warrants that, in performing the services under the Agreement, NORCOM shall substantially and materially comply with the descriptions and representations as to the services, including performing capabilities,

accuracy, completeness, characteristics, Statement of Work, configurations, standards, function and requirements, which appear in this Agreement. Errors or omissions committed by NORCOM in the course of providing the Services shall be remedied as set forth herein.

- (d) Warranty of Compliance with Applicable Law. NORCOM warrants the Services shall comply with all applicable Federal, State and local laws, regulations, codes and ordinances to which it is subject.

#### SECTION 10. TERM OF AGREEMENT.

- (a) This Agreement shall take effect on August 1, 2025 and shall remain in effect until either party terminates this agreement or when project work is completed by either Party. Either Party may terminate this Agreement by providing 60 days written notice to the other Party. Either Party may terminate this Agreement at any time prior to the time compensable services begin under this Agreement.
- (b) Any agency named as a party to this Agreement may independently terminate its participation upon sixty (60) days' written notice to NORCOM and the other participating agencies. Such termination shall not affect the validity or continuation of the Agreement as it applies to the remaining parties.

SECTION 11. EXECUTION. This Agreement shall be executed for the Parties hereto by their duly authorized representative. This Agreement may be executed in one or more counterparts.

DATED this \_\_\_\_\_ Day of \_\_\_\_\_, 2025.

NORCOM

Kirkland Fire Department

By: \_\_\_\_\_  
William Hamilton  
Executive Director  
NORCOM

By: \_\_\_\_\_  
Joseph Sanford  
Fire Chief  
Kirkland Fire Department

Redmond Fire Department

Eastside Fire & Rescue

By: \_\_\_\_\_  
Angela Birney  
Mayor  
15670 NE 85<sup>th</sup> St.  
Redmond, WA 98053

By: \_\_\_\_\_  
Ben Lane  
Fire Chief  
175 Newport Way NW  
Issaquah, WA 98027

## Appendix A: **Scope of Services**

NORCOM agrees to work with vendor, Tablet Command, to implement a one-way interface on the IOE Exporter

- Install and configure Tablet command Service.
- Configure exporter for Agency to receive data from exporter
- Schedule the application to run at regular intervals -OR- enable the application as a service (depending on what kind of application it is)
- Ensure continued operation of their application.

The following types of work are out of scope of this Agreement and will not be provided by NORCOM, which means that they are not covered under this Agreement and represent services NORCOM does not plan to offer. These services include but are not limited to:

- Re-development work required due to Tablet Command system upgrades or changes. Should Tablet Command system changes cause the interface to fail additional costs associated with rebuilding the interface can be negotiated and agreed to by the parties.

Appendix B:

**Table 1: Compensation**

Compensation for the services provided under this Agreement shall be as follows:

Service/Expense	2025 Cost/Rate	Terms
Flat Service Fee	\$1785	Up to 10 hours of technical resources to scope, build, test and implement the approved services.
Maintenance Fee	\$510	Annual fee to provide continued support of the interface. Interface is not considered mission critical and will not receive after hours support.
Additional Services Fee	\$127.50/hour	In the event work considered outside the scope of this agreement is required, or implementation exceeds the 10 hrs of technical resource time under the Flat Service Fee, NORCOM will provide work at the referenced rate. Work outside the scope of this agreement include matters such as repairs or modifications required due to actions of the vendor. Work hour estimates will be provided and mutually agreed upon before the outside scope of work is initiated.
After Hours Support	\$191.25	Not provided under this agreement. Exceptions for critical high priority issues must be approved by Kirkland Fire, Redmond Fire or Eastside Fire & Rescue.
Mileage IRS rate	IRS standard rate	For any travel incurred for the implementation or maintenance of the interface.
The hourly rates and fees in this agreement shall be increased 2% each calendar year.		



## **Description of Services**

This section describes various services available from NORCOM IT Staff. Not all services may be included in this agreement. Refer to Table 1: Compensation above for specific compensable services included in this agreement.

### **Credit hours**

Credit hours NORCOM agrees to work on this project before billing hourly service fees. The number of credit hours varies on the project scope and internal resource availability.

### **Flat Service Fee**

#### **Initial Set Up**

Includes administrative set up, billing, remote software licenses, additional support equipment and tools necessary for services provided under this Agreement. The initial set up fee shall be due and payable within 30 days of the effective date of this Agreement.

Include ten (10) technical resource hours associated with implementation.

### **Additional Services Fee**

Hourly rate for services that fall outside the scope of work outlined in this Agreement, which shall be billed in 15-minute increments. More than seven minutes spent on a task will trigger the additional 15-minute increment.

### **After Hours Support 1.5 times hourly service fee**

After hours support calls are outside of normal business hours – Monday - Friday, 7 am to 5 pm, excluding holidays. Hours worked during this time will be billed at time and a half (1 and ½). After hours support calls will be billed at a minimum of 30 minutes per call, then time based on actual time worked over 30 minutes.

### **Maintenance Fee**

Annual maintenance charge to offset support work necessary throughout the year, and recoup administrative and overhead costs.

### **Mileage IRS rate – Current standard rate**

Mileage is billed based on the IRS standard rate at the time if an onsite visit is required.

**INTERLOCAL AGREEMENT FOR  
TABLET COMMAND SERVICES AND BILLING  
by and between  
the City of Redmond and Puget Sound Regional Fire Authority**

THIS AGREEMENT is entered into on \_\_\_\_\_, 2025 between the City of Redmond, Washington, hereinafter called "the CITY", and Puget Sound Regional Fire Authority, hereinafter called "PSRFA".

WHEREAS, the CITY desires to work with PSRFA to coordinate common or shared notification, response, and incident management in order to produce a more reliable and standardized operational picture and to benefit response personnel as a whole; and

WHEREAS, PSRFA has an agreement with Tablet Command, Inc., dated February 11, 2025, for the provision of CAD integration and testing, account configuration, mobile device authentication, integration to third party solutions (staffing, pre-planning, etc.), initial training and orientation, access to Tablet Command services and applications, and ongoing customer support; and

WHEREAS, PSRFA's agreement with Tablet Command includes license and management provisions for the benefit of the Cities of Kirkland and Redmond as well as Eastside Fire and Rescue; and

WHEREAS, the CITY wishes to collaborate with PSRFA to take advantage of these services, now, therefore,

IN CONSIDERATION OF the terms and conditions set forth below, or attached and incorporated and made a part hereof, the parties agree as follows:

**1. Scope of Work.** PSRFA hereby agrees to provide to the CITY the Services applicable to the City of Redmond, as defined in the February 11, 2025 agreement between PSRFA and Tablet Command, Inc., attached hereto as Exhibit A and incorporated herein by this reference as if set forth in full. PSRFA shall furnish all services and related equipment except as specifically noted otherwise in this agreement. PSRFA shall comply with the terms and conditions of the February 11, 2025 agreement between PSRFA and Tablet Command, Inc. at all times.

**2. Duration.** This Agreement shall begin on the Effective Date and shall continue until the end of the initial term of the February 11, 2025 agreement between PSRFA and Tablet Command, Inc. This Agreement shall renew automatically for additional one-year terms unless either party provides notice of non-renewal at least ninety (90) days prior to the end of the then-current term.

**3. Payment.** The CITY shall pay PSRFA on a biannual basis for the license and management costs provided for in the February 11, 2025 agreement between PSRFA and Tablet Command, Inc. attributable to the City of Redmond. Such license and management costs shall not increase without the written consent of both parties. Such payment shall be full compensation for work performed or services rendered and for all labor, materials, supplies, equipment, and incidentals

necessary to complete the work. PSRFA shall be entitled to invoice the CITY no more frequently than twice per year in a sequence consistent with the invoicing from Tablet Command. Invoices shall detail the services rendered and the amount to be paid. The CITY shall pay all such invoices within 30 days of submittal, unless the CITY gives notice that the invoice is in dispute. In no event shall the total of all invoices paid exceed the maximum amount payable set forth in the February 11, 2025 agreement between PSRFA and Tablet Command, Inc. specifically related to the City of Redmond.

4. Indemnity. PSRFA agrees to hold harmless, indemnify and defend the CITY, its officers, agents, and employees, from and against any and all claims, losses, or liability, for injuries, sickness or death of persons, including employees of PSRFA, or damage to property, arising out of any willful misconduct or negligent act, error, or omission of PSRFA, its officers, agents, subconsultants or employees, in connection with the services required by this agreement, or the terms and conditions of the February 11, 2025 agreement between PSRFA and Tablet Command, Inc. provided, however, that:

A. PSRFA's obligations to indemnify, defend and hold harmless shall not extend to injuries, sickness, death or damage caused by or resulting from the sole willful misconduct or sole negligence of the CITY, its officers, agents or employees; and

B. PSRFA's obligations to indemnify, defend and hold harmless for injuries, sickness, death or damage caused by or resulting from the concurrent negligence or willful misconduct of PSRFA and the CITY, or of PSRFA and a third party other than an officer, agent, subconsultant or employee of PSRFA, shall apply only to the extent of the negligence or willful misconduct of PSRFA.

5. Records. PSRFA shall keep all records related to this agreement for a period of three years following completion of the work for which PSRFA is retained. PSRFA shall permit any authorized representative of the CITY, and any person authorized by the CITY for audit purposes, to inspect such records at all reasonable times during regular business hours of PSRFA. Upon request, PSRFA will provide the CITY with reproducible copies of any such records. The copies will be provided without cost if required to substantiate any billing of PSRFA, but PSRFA may charge the CITY for copies requested for any other purpose.

6. Disputes. Any dispute concerning this Agreement not disposed of by agreement between PSRFA and the CITY shall be referred for resolution to a mutually acceptable mediator. The parties shall each be responsible for one-half of the mediator's fees and costs.

7. Compliance and Governing Law. PSRFA shall at all times comply with all applicable federal, state, and local laws, rules, ordinances, and regulations. This Agreement shall be governed by and construed in accordance with the laws of the State of Washington.

8. Subcontracting or Assignment. PSRFA may not assign or subcontract any portion of the services to be provided under this agreement without the express written consent of the CITY.

9. Non-Waiver. Payment for any part of the work or services by the CITY shall not constitute a waiver by the CITY of any remedies of any type it may have against PSRFA for any breach of the agreement by PSRFA, or for failure of PSRFA to perform work required of it under the agreement

by the CITY. Waiver of any right or entitlement under this agreement by the CITY shall not constitute waiver of any other right or entitlement.

**10. Litigation.** In the event that either party deems it necessary to institute legal action or proceedings to enforce any right or obligation under this agreement, the parties agree that such actions shall be initiated in the Superior Court of the State of Washington, in and for King County. The parties agree that all questions shall be resolved by application of Washington law and that parties to such actions shall have the right of appeal from such decisions of the Superior Court in accordance with the law of the State of Washington.

**11. Taxes.** PSRFA will be solely responsible for the payment of any and all applicable taxes related to the services provided under this agreement and if such taxes are required to be passed through to the CITY by law, the same shall be duly itemized on any billings submitted to the CITY by PSRFA.

**12. Entire Agreement.** This agreement represents the entire integrated agreement between the CITY and PSRFA, superseding all prior negotiations, representations or agreements, written or oral. This agreement may be modified, amended, or added to, only by written instrument properly signed by both parties hereto. These standard terms and conditions set forth above supersede any conflicting terms and conditions on any attached and incorporate exhibit. Where conflicting language exists, the CITY'S terms and conditions shall govern.

IN WITNESS WHEREOF, the parties hereto have executed this agreement as of the day and year first above written.

Puget Sound Regional Fire Authority:

City of Redmond:

By: \_\_\_\_\_  
Title: \_\_\_\_\_

Angela Birney, Mayor  
DATED: \_\_\_\_\_

ATTEST/AUTHENTICATED:

\_\_\_\_\_  
City Clerk, City of Redmond

APPROVED AS TO FORM:

\_\_\_\_\_  
Office of the City Attorney

# Exhibit A

February 11, 2025 agreement between PSRFA and Tablet Command, Inc.

This Agreement (“**Agreement**”) is entered into as of February 11, 2025 (“**Effective Date**”) by and between **Tablet Command, Inc.**, (the “**Company**”), and Puget Sound Regional Fire Authority (or “**Customer**”). Company and Customer shall be individually referred to as a “**Party**” and collectively referred to as the “**Parties**”.

**Whereas**, an important value of the Customer is to operate a strong, sustainable, reliable, shared notification, response, and incident management system.

**Whereas**, the Customer believes that a common or shared notification, response, and incident management will produce a more reliable and standardized operational picture and benefit response personnel as a whole.

**Whereas**, the Customer recognizes that the following will improve safety on the emergency scene:

- Timely and accurate incident notification
- Comprehensive and accurate mapping and routing
- Access to agency map data through Esri ARC GIS Online
- Shared incident view by all users
- Transfer of command
- Standardized command and control
- Agency specified incident templates and checklists
- Time stamped record of all actions on the emergency scene
- Improved after-action analysis with time-stamped documentation
- Improved accountability.

**Whereas**, both Parties recognize that a relationship described herein may be mutually beneficial.

**Now therefore**, in consideration of the mutual promises contained herein, the Parties agree as follows:

1. **Services.** During the Term Company will provide the following “**Services**”: Services account activation, including CAD integration and testing, account configuration, mobile device authentication, integration to third party solutions (staffing, pre-planning, etc.) as outlined in the quote(s) provided, initial training and orientation, access to the Tablet Command services and applications for Authorized Users, and ongoing customer support.

2. **Customer Obligations, Representations and Warranties.**

- a. Customer users (“**Authorized Users**”) will be required to agree via a click-through agreement to the terms of the Apple Standard End User License Agreement (“**EULA**”), the content of which is available at <https://www.apple.com/legal/internet-services/itunes/dev/stdeula>. The terms of this Agreement and the EULA are binding on the Customer and each Authorized User. In the event of a conflict between the terms of this Agreement and the EULA, the terms of this Agreement shall control.

- b. In connection with the provision of the Services to Customer, Customer agrees to direct incident data to <https://api.tabletcommand.com>.
- c. Customer will not use the Services, or any of the content obtained from the Services, for any purpose that is unlawful or prohibited by this Agreement.

3. ***License Grants and Restrictions.***

- a. ***License Right.*** Company grants Customer a revocable, non-exclusive, non-transferrable, non-assignable limited right to install and use the Services on a computer or device controlled by an Authorized User (each a “**Device**”), and to access and use the Services on such Device strictly in accordance with the terms and conditions of this Agreement for the purpose of assisting users in managing their human resources and apparatus during an emergency.
- b. ***Restrictions.*** Customer shall not: (i) decompile, reverse engineer, disassemble, attempt to derive the source code of, or decrypt the Services; (ii) make any modification, adaptation, improvement, enhancement, translation or derivative work from the Services; (iii) violate any applicable laws, rules or regulations in connection with your access or use of the Services; or (iv) remove, alter or obscure any proprietary notice (including any notice of copyright or trademark) of Company or its affiliates, partners, suppliers or the licensors of the Services or otherwise obscure or modify the manner in which the material is displayed by means of the Services.
- c. ***License to Company.*** Customer grants Company an irrevocable, royalty-free, fully paid-up right to view, record and analyze your use of the Services, including but not limited to technical information about the Devices (including Device UUID), computer, physical location, system and application software, and peripherals.
- d. ***Restricted Use of the Services.*** The Services are not a substitute for sound fire management techniques and practices in emergency situations. Customer agrees not to use, access, sell, resell, or offer for any commercial purposes, any portion of the Services.
- e. ***General Practices Regarding Use and Storage.***
  - i. The Company may establish general practices and limits concerning use of the Services. Customer and its Authorized Users will use the Services in compliance with all applicable international, state, federal and local laws and in accordance with the terms of this Agreement. No Authorized User may access or use the Services for any purpose other than that for which the Company makes it available. Without limiting any other remedies, the Company may suspend or terminate any Authorized User account if the Company suspects that an Authorized User has engaged in unlawful or prohibited activity in connection with the Services. The Company acknowledges and understands that certain portions of the Services may require and utilize phone service, data access or text messaging capability.
  - ii. The Company may terminate an Authorized User’s account in its absolute discretion and for any reason. The Company is especially likely to terminate for reasons that include, but are not limited to, the following: (1) violation of this Agreement; (2) use of the Services in a manner inconsistent with the license right set forth above; (3) an Authorized User’s request for such termination; or (4) as required by law, regulation, court or governing agency order. The Company’s termination of any Authorized User’s access to the Services may be affected without notice and, on such termination, the



Company may immediately deactivate or delete such Authorized User's account and/or prohibit any further access to files or data from such account. The Company shall not be liable to the Customer, any Authorized User or any other third party for any termination of an Authorized User's access or account hereunder. In addition, an Authorized User's request for termination will result in deactivation but not necessarily deletion of the account.

- f. The Services and related documentation are "Commercial Items", as that term is defined at 48 C.F.R. §2.101, consisting of "Commercial Computer Software" and "Commercial Computer Software Documentation", as such terms are used in 48 C.F.R. §12.212 or 48 C.F.R. §227.7202, as applicable. Consistent with 48 C.F.R. §12.212 or 48 C.F.R. §227.7202-1 through 227.7202-4, as applicable, the Commercial Computer Software and Commercial Computer Software Documentation are being licensed to U.S. Government end users (a) only as Commercial Items and (b) with only those rights as are granted to all other end users pursuant to the terms and conditions herein.

4. **Fees.** Company shall provide the Services and the Services in consideration for the fees set forth in the quote(s) provided to and approved by the Customer. Each such quote shall be attached hereto as an Exhibit A. Company will issue periodic invoices and Customer agrees to pay such amounts within thirty (30) days of receipt. Any invoices that remain unpaid more than thirty (30) days past their due date shall incur interest at the rate equal to the lower of 15% per year or the maximum rate allowed by applicable law.

5. **Term.** The term of this Agreement will begin on the Effective Date and will continue until one year from the Effective Date. This Agreement shall renew automatically for additional one-year terms upon each anniversary of the Effective Date unless either party provides notice for non-renewal at least ninety (90) days prior to the end of the then-current term.

6. **Confidentiality and Data Security.**

- a. **"Confidential Information"** means any non-public information that relates to Company or Customer, as applicable, including without limitation, the terms and conditions of this Agreement, technical data, know-how, trade secrets, product plans, markets, services offerings, customer lists and customers, software, research and developments, inventions, processes, formulas, designs, drawings, hardware configurations or finances. Confidential Information does not include information that (i) is known to either Party at the time of disclosure as evidenced by written records, (ii) has become publicly known and made generally available through no wrongful act of the receiving Party or (iii) has been rightfully received by a Party from a third party who is authorized to make such disclosure.
- b. **Nonuse and Nondisclosure.** Neither Party will during or subsequent to the term of this Agreement, (i) use the Confidential Information for any purpose other than the performance of this Agreement or (ii) disclose Confidential Information to any third party. Confidential Information will remain the sole property of the disclosing Party. Each Party agrees to take all reasonable precautions to prevent any unauthorized disclosure or use of such Confidential Information.
- c. **Permitted Disclosure.** Notwithstanding the restrictions on use and disclosure of Confidential Information in 6.b, a Party may disclose Confidential Information as necessary to comply with a legal demand or obligation (e.g., subpoena, civil

investigative demand) so long as such Party provides at least five (5) business days prior written notice of such disclosure to the other Party (to the extent legally permitted) and any assistance reasonably requested by the other Party to contest or limit the disclosure. Company acknowledges and understands that the Customer is a public agency subject to the disclosure requirements of the Washington State Public Records Act, Chapter 42.56 RCW WPRA. If the Customer receives a request for information or records that Company may consider Confidential (e.g., proprietary information), the Customer will provide notice to Company pursuant to this section prior to disclosure. If Company contends that any documents are exempt from the WPRA and wishes to prevent disclosure, it may obtain a protective order, injunctive relief or other appropriate remedy from a court of law in the appropriate jurisdiction before the Customer is required to respond to the WPRA request.

- d. **Remedies.** In addition to the procedures for a WPRA request specified in Section 6.c above, if a Party discloses or uses (or threatens to disclose or use) Confidential Information, the Party whose Confidential Information is or may be disclosed or used will have the right, in addition to any other remedies under this Agreement, to seek injunctive relief to enjoin such acts, it being specifically acknowledged by the Parties that other available legal remedies are inadequate.

- 7. **Ownership.** The Parties agree that all copyrights, moral rights, notes, records, drawings, designs, inventions, improvements, developments, discoveries, computer programs (e.g. source code, object code, listings), work-in-progress, deliverables, drawings, designs, logos, images, trademarks, and trade secrets conceived, discovered, developed or reduced to practice by Company (collectively, “**Inventions**”), solely or in collaboration with others, are the sole property of Company, except the extent of any Customer Confidential Information.

#### 8. **Indemnity; Disclaimer; Limitations of Liability.**

- a. **Indemnification by Customer.** The Customer shall indemnify, defend and hold harmless the Company, and its affiliates and their respective officers, employees and agents, from any and all claims, demands, damages, costs, and liabilities including reasonable attorneys’ fees, due to or arising out of Customer’s or any Authorized User’s acts or omissions arising out of the use of the Services; or any breach of this Agreement.
- b. **Indemnification by Company.** The Company agrees to indemnify, defend, and hold Customer harmless from and against any and all third-party claims, including reasonable attorneys’ fees, costs, and expenses incidental thereto, which may be suffered by, accrued against, charged to, or recoverable from Customer, arising out of a claim that the Services infringe or misappropriate any United States or foreign patent, copyright, trade secret, trademark, or other proprietary right (an “**Infringement Claim**”). In the event that the Company is enjoined from delivering either preliminary or permanently, or continuing to license to Customer, the Services and such injunction is not dissolved within thirty (30) days, or in the event that Customer is adjudged, in any final order of a court of competent jurisdiction from which no appeal is taken, to have infringed upon or misappropriated any patent, copyright, trade secret, trademark, or other proprietary right in the use of the Services, then the Company may, at its expense and option: (a) obtain for Customer the right to continue using the Services; (b) replace or modify the Services so that it does not infringe upon or misappropriate such proprietary right

and is free to be delivered to and used by Customer; or, (c) in the event that the Company is unable or determines, in its reasonable judgment, that it is commercially unreasonable to do either of the aforementioned, the Company shall reimburse to Customer the unused portion of the fees paid for the Services.

- c. **Indemnification Procedures.** Promptly after receipt by Customer of a threat of any Infringement Claim, or a notice of the commencement, or filing of any Infringement Claim against Customer, Customer shall give notice thereof to the Company, provided that failure to give or delay in giving such notice to the Company shall not relieve the Company of any liability it may have to Customer except to the extent that the Company demonstrates that the defense of such action is prejudiced thereby. Customer shall not independently defend or respond to any such claim; provided, however, that Customer shall have the right, at its own expense, to monitor the Company's defense of any such claim. The Company shall have sole control of the defense and of all negotiations for settlement of such action. At the Company's request, Customer shall cooperate with the Company in defending or settling any such action; provided, however, that the Company shall reimburse Customer for all reasonable out-of-pocket costs incurred by Customer (including, without limitation, reasonable attorneys' fees and expenses) in providing such cooperation.
- d. **DISCLAIMER.** EACH PARTY DISCLAIMS ANY AND ALL WARRANTIES AND INDEMNITIES, EXPRESS OR IMPLIED, IN THE PROVISION OF SERVICES HEREUNDER, INCLUDING THE IMPLIED WARRANTIES OF NON-INFRINGEMENT, MERCHANTABILITY AND FITNESS FOR A PARTICULAR USE. THE CUSTOMER'S AND EACH AUTHORIZED USER'S USE OF THE SERVICES IS AT THEIR SOLE RISK. THE SERVICES ARE PROVIDED ON AN "AS IS" AND "AS AVAILABLE" BASIS AND THE COMPANY ASSUMES NO RESPONSIBILITY FOR THE TIMELINESS, DELETION, MISDELIVERY OR FAILURE TO STORE ANY USER COMMUNICATIONS OR PERSONALIZATION SETTINGS. THE COMPANY EXPRESSLY DISCLAIMS ALL WARRANTIES OF ANY KIND, WHETHER EXPRESS OR IMPLIED, INCLUDING, BUT NOT LIMITED TO THE IMPLIED WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE AND NON-INFRINGEMENT. SPECIFICALLY, THE COMPANY MAKES NO WARRANTY THAT (i) THE SERVICES WILL MEET CUSTOMER'S REQUIREMENTS AND (ii) ANY AUTHORIZED USER ACCESS WILL BE UNINTERRUPTED, TIMELY, SECURE OR ERROR-FREE. EXCLUDING ONLY DAMAGES ARISING OUT OF THE COMPANY'S WILLFUL MISCONDUCT, THE COMPANY SHALL NOT BE LIABLE FOR ANY DIRECT, INDIRECT, INCIDENTAL, SPECIAL, CONSEQUENTIAL OR EXEMPLARY DAMAGES RESULTING FROM THE CUSTOMER'S OR ANY AUTHORIZED USER'S USE OR INABILITY TO USE ANY SERVICES OR SERVICES THEREON. SCHEDULED AND PREVENTIVE MAINTENANCE AS WELL AS REQUIRED AND EMERGENCY MAINTENANCE WORK MAY TEMPORARILY INTERRUPT SERVICES OR ACCESS TO THE SERVICES. THE COMPANY IS NOT RESPONSIBLE FOR CUSTOMER'S OR ANY AUTHORIZED USER'S USE OF THE SERVICES OR THE DECISIONS AND INCIDENT MANAGEMENT OF THE CUSTOMER OR ANY OF ITS AUTHORIZED USERS.
- e. **LIMITATION OF LIABILITY.** In no event shall the company's total cumulative liability to the customer, any authorized user or any other party under this agreement, arising out of the use of the Services or otherwise exceed \$50.00. Some jurisdictions do not allow the exclusion of certain warranties or the limitation

or exclusion of liability for incidental or consequential damages. Accordingly, some of the above limitations may not apply to the Company. The disclaimers of warranty and limitations of liability apply, without limitation, to any damages or injury caused by the failure of performance, error, omission, interruption, deletion, defect, delay in operation or transmission, computer virus, communication line failure, theft or destruction or unauthorized access to, alteration of or use of any asset, whether arising out of breach of contract, tortious behavior, negligence or any other course of action by the company. Any claim or cause of action arising out of or related to use of the Services or this Agreement must be filed within one (1) year after such claim or cause of action arose or be forever barred.

## 9. **Privacy Compliance.**

- a. **Personal Information Defined.** “**Personal Information**” for purposes of this section means information that the Company processes on Customer’s behalf that identifies, relates to, describes, or is reasonably capable of being associated with or linked to a particular identifiable person or household and includes, without limitation, “personal information” as defined by the California Consumer Privacy Act of 2018, as amended, and as defined by the Personal Information Protection and Electronic Documents Act (Canada). For avoidance of doubt and not limitation, de-identified or aggregated information that is no longer reasonably capable of being associated with or linked to a particular identifiable person or household (“**Anonymized Information**”), will not be deemed Personal Information even if such information was derived from Personal Information. The Company may use and disclose Anonymized Information without limitation or restriction.
- b. **Restrictions on Use.** Unless specifically directed or authorized by Customer, the Company will not (i) sell or share (for cross-context behavioral advertising purposes) Personal Information; (ii) retain, use, or disclose Personal Information for any purpose other than the specific purpose of performing the services contemplated by this Agreement, including retaining, using, or disclosing Personal Information for a commercial purpose other than providing the services contemplated by this Agreement; (iii) retain, use, or disclose Personal Information outside of the direct business relationship between the parties; or (iv) combine the Customer’s Personal Information with Personal Information the Company processes on behalf of third parties or itself to the extent prohibited by applicable privacy and data security laws. Notwithstanding the foregoing, the Company may retain, use, or disclose Personal Information as reasonably necessary to fulfill or demonstrate compliance with its legal obligations.
- c. **Consent for Use.** The Customer will provide all notices and obtain all consents required by applicable laws and regulations for the Company to process Personal Information in connection with the Services and services contemplated by this Agreement including, without limitation, the Company’s transfer to and processing of Personal Information in the United States of America, Canada, and Australia. The Customer and each Authorized User will use the Services in compliance with all applicable laws and regulations.
- d. **Data Security.** The Company will implement reasonable administrative, technical, and physical safeguards to protect Personal Information in its control from unauthorized or unlawful access, disclosure, or use. Without limiting the generality of the foregoing, the Company will (i) encrypt all Personal Information while in transit from/to the Customer or a third party designated by the Customer to/from

the Company via SSL 256 bit AES encryption or equivalent; (ii) store Personal Information on server(s) located in SSAE 16 certified data center(s); and (iii) not disclose Personal Information to third-party subcontractors unless such subcontractors have entered into a written agreement with the Company imposing privacy, data security, and confidentiality obligations on such subcontractors no less stringent than those imposed on the Company in this Agreement. The Customer gives consent to the Company's use of subcontractors to process Personal Information on the Customer's behalf so long as the foregoing criteria are satisfied, and the Customer waives any right it may have under applicable privacy and data security laws to receive notice of the Company's appointment or removal of any subcontractor. The Customer will not knowingly introduce, or negligently permit to be introduced, into the Company's computer systems, databases, hardware, or software, any virus, malware, ransomware, or other contaminants (including, but not limited to, codes, commands, instructions, devices, techniques, bugs, or flaw) that may be used to access, alter, delete, threaten, infect, damage, disable, or inhibit our full use of the Company's computer systems, databases, hardware, or software.

- e. **Cooperation.** The Company will reasonably cooperate with Customer, at the Customer's cost, (i) in response to data subject requests for access, correction, deletion, or to exercise any other right provided by applicable laws and regulations to the use of such data subject's Personal Information and (ii) in response to the Customer's requests for assistance in connection with a data protection impact assessment, risk assessment, or similar analysis required by applicable privacy and data security laws. In the event the Company receives a data subject request relating to Personal Information, the Company will notify such data subject that it is unable to respond to the request without authorization from the Customer and will direct such data subject to contact the Customer directly to make the request.
- f. **User IDs.** The Customer will use best efforts to protect the confidentiality of user IDs, passwords, and other access credentials used by the Customer, or Customer's employees, agents, representatives, and Authorized Users' to access any of the services provided by the Company. The Customer will provide prompt notice to the Company of any actual or suspected compromised user IDs, passwords, or other access credentials.
- g. **Notice of Noncompliance.** The Company will provide notice to the Customer if the Company determines it can no longer process your Personal Information in compliance with this Agreement or applicable privacy and data security laws. The Customer may, at Customer's cost and upon at least thirty (30) days prior written notice to the Company, take reasonable and appropriate steps to mitigate the Company's processing of Personal Information that is not in compliance with this Agreement or applicable privacy and data security laws.
- h. **Audit.** No more than once per twelve-month period, at the Customer's cost, the Customer or its designee may audit the Company's data security and privacy practices related to Personal Information. The Customer will provide at least thirty (30) days' prior written notice of its intent to conduct such audit and will reasonably cooperate with the Company to minimize disruption to the Company's day-to-day business operations as a result of such audit.
- i. **Personal Information Retention.** Upon termination of the Customer's account, the Company will return or destroy, at the Customer's option, the Personal Information the Company processes on the Customer's behalf. Notwithstanding the foregoing, if return of such Personal Information is impractical, the Company

may destroy such Personal Information. Further notwithstanding the foregoing, the Company may retain such Personal Information (i) stored in an archive or backup system until such Personal Information is deleted from such system in the normal course of the Company's business and (ii) as reasonably necessary to fulfill or demonstrate compliance with its legal obligations or to defend or pursue a legal claim.

- j. **Opt-In Data Disclosures.** From time-to-time the Company may make available features or integrations that permit Customer to make certain data, which may include Personal Information, available to other Company customers or to third parties. If Customer opts-in to the use of such features or integrations, Customer authorizes Company to make Customer's data available as explained during the opt-in process. Customer agrees that company will have no liability to Customer related to data disclosed to other Company customers or third parties in connection with such features or integrations. Customer may withdraw its consent at any time by providing written notice to Company at the address for notice listed below, or via an email message sent to support@tabletcommand.com.
  - k. **AVL Data.** The Company is hereby authorized to share Automatic Vehicle Location ("AVL") data with other Company customers. Customer acknowledges and agrees that Company will have no liability to Customer related to AVL data shared with other Company customers. Company acknowledges and agrees that Customer retains the ability to opt out of participation in this AVL data sharing agreement at any time by providing written notice to Company at the address for notice listed below, or via an email message sent to support@tabletcommand.com.
10. **Insurance.** The Company will maintain in force during the term the insurance coverages as set forth on Exhibit B.
11. **Records.** The Company will maintain complete and accurate records in accordance with its then-current policies.
12. **Miscellaneous.**
- a. **Governing Law; Venue.** This Agreement shall be governed by the laws of the State of Washington without regard to Washington's conflicts of law rules. The Parties agree that the exclusive venue for any dispute arising hereunder shall be the federal or state located in King County Washington and the parties waive any objection to personal jurisdiction or venue in any forum located in that county.
  - b. **Assignability.** This Agreement may not be assigned by Customer, including by operation of law, without the prior written consent of the Company. The rights and liabilities of the parties hereto shall bind and inure to the benefit of their respective successors, executors and administrators.
  - c. **Entire Agreement.** This Agreement constitutes the entire agreement between the Parties and supersedes all prior and contemporaneous written and oral agreements between the Parties regarding the subject matter of this Agreement. Any waiver, modification, or amendment of any provision of this Agreement shall be effective only if in writing and signed by the Parties hereto.

- d. **Publicity.** Each party may issue press releases or otherwise publicly reference the other in advertising and marketing (such as Internet, TV, radio and print) including the use of quotations from key staff, pictures, and videos.
- e. **Attorney's Fees.** If any action at law or in equity is necessary to enforce or interpret the terms of this Agreement, the prevailing party shall be entitled to reasonable attorneys' fees, costs and necessary disbursements in addition to any other relief to which such party may be entitled.
- f. **Counterparts; Electronic Signatures.** This Agreement may be executed in counterparts, each of which will constitute an original, and all of which will constitute one agreement. The parties agree that they will accept signature by electronic transmission in portable document format (PDF) in lieu of original signatures and that the Agreement and any amendments hereto or quotes entered pursuant to this Agreement will have the same binding and enforceable effect with electronic PDF signatures as they would have with original signatures.

[signature page follows]

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the date first written above. The authorized representatives of the parties have signed this Agreement as of the Effective Date.

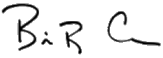

<b>Puget Sound Regional Fire Authority</b>	<b>Tablet Command, Inc.</b>
By: 	By: 
Name: Brian Carson	Name: William Pigeon
Title: Fire Chief	Title: CEO
Address for Notice:  Puget Sound Regional Fire Authority 20811 84 <sup>th</sup> Ave S, Suite 110 Kent, WA 98032	Address for Notice:  Tablet Command, Inc. 1212 Broadway Plaza, Ste 2100 Walnut Creek, California 94596



EXHIBIT A  
FORM QUOTE

EXHIBIT B  
INSURANCE REQUIREMENTS

During the term of the Agreement, the Company will maintain in force no less than the insurance coverages set forth as follows:

***General Liability***

General Aggregate:	\$4,000,000
Each Occurrence:	\$2,000,000
Products/Completed Operations Aggregate:	\$4,000,000
Personal & Advertising Injury:	\$4,000,000
Damage to Rented Premises:	\$250,000
Medical Expenses (Any one person):	\$10,000

***Automobile Liability***

Hired/Non-Owned:	\$4,000,000
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***Errors & Omissions***

General Aggregate:	\$4,000,000
Per Claim:	\$2,000,000
Per Occurrence:	\$2,000,000

***Cyber Liability***

General Aggregate:	\$4,000,000
Each Occurrence:	\$2,000,000



## Memorandum

**Date:** 10/7/2025  
**Meeting of:** City Council

**File No.** AM No. 25-146  
**Type:** Consent Item

**TO:** Members of the City Council  
**FROM:** Mayor Angela Birney  
**DEPARTMENT DIRECTOR CONTACT(S):**

Parks	Loreen Hamilton	425-556-2336
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**DEPARTMENT STAFF:**

Parks	Meg Angevine	Park Operations Supervisor
Parks	Darcey Rayner Shepard	Park Operations Manager

**TITLE:**

Approval of the Sixth Amendment to Interlocal Cooperation Agreement Between King County and the City of Redmond for Maintenance of Redmond Watershed Trails

**OVERVIEW STATEMENT:**

An Interlocal Cooperation Agreement between King County and the City of Redmond was executed in 1992 regarding the development of Redmond Watershed Trails. Paragraph 5 of this agreement addresses King County's financial obligation to support the maintenance, operations, and administration of the trails and support system. Paragraph 5 also defines the periodic review and renegotiation of the agreement every five years, and the conditions that would terminate King County's obligations.

☒ **Additional Background Information/Description of Proposal Attached**

**REQUESTED ACTION:**

☐ **Receive Information**      ☐ **Provide Direction**      ☒ **Approve**

**REQUEST RATIONALE:**

- **Relevant Plans/Policies:**  
N/A
- **Required:**  
Council approval is required for interlocal agreement
- **Council Request:**  
N/A
- **Other Key Facts:**  
The original Interlocal Cooperation Agreement has been amended five times previously to address the years, 2000 through 2004, 2005 through 2009, 2010 through 2014, 2015 through 2019, and 2019 through 2024. The

current agreement reflects an inflationary increase to accurately reflect maintenance costs and establishes yearly increases for the agreement period adjusted by *the lesser of:* (a) the Bureau of Labor Statistics' published consumer price index for all urban consumers (CPI-U), Seattle-Tacoma-Bremerton Annual Average, all items, index base period 1982-1984 = 100, and starting from February 2019, without reference to seasonal adjustments, or (b) three (3%) percent. If the Bureau adopts a different base period for this index, then the parties shall use that base period.

**OUTCOMES:**

Approval of the amended agreement will extend the life of the Interlocal Agreement for another five (5) years, through 2029.

**COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:**

- **Timeline (previous or planned):**  
N/A
- **Outreach Methods and Results:**  
N/A
- **Feedback Summary:**  
N/A

**BUDGET IMPACT:**

**Total Cost:**

King County will pay \$8220.50 for 2025 and an annual adjusted amount in the years 2026 - 2029 with the first payment arriving in the fourth quarter of 2025.

**Approved in current biennial budget:** ☐ Yes ☐ No ☒ N/A

**Budget Offer Number:**

N/A

**Budget Priority:**

Healthy and Sustainable

**Other budget impacts or additional costs:** ☐ Yes ☐ No ☒ N/A

***If yes, explain:***

N/A

**Funding source(s):**

N/A

**Budget/Funding Constraints:**

N/A

☐ **Additional budget details attached**

**COUNCIL REVIEW:**

**Previous Contact(s)**

Date	Meeting	Requested Action
9/23/2025	Committee of the Whole - Parks and Environmental Sustainability	Receive Information

**Proposed Upcoming Contact(s)**

Date	Meeting	Requested Action
N/A	None proposed at this time	N/A

**Time Constraints:**

Approval of this amendment is essential in funding the maintenance and operations of the recreational trails and support system in the Redmond Watershed Preserve.

**ANTICIPATED RESULT IF NOT APPROVED:**

The City Council could choose to modify the amendment and direct staff to renegotiate with King County and return with a new, amended agreement for Council's consideration at a later date. This action would delay the payments made by King County to the City for the operations and administration of the Watershed Preserve trail and support system.

**ATTACHMENTS:**

Attachment A: Sixth Amendment to Interlocal Cooperation Agreement

SIXTH AMENDMENT TO INTERLOCAL COOPERATION AGREEMENT  
BETWEEN KING COUNTY AND THE CITY OF REDMOND FOR DEVELOPMENT OF  
REDMOND WATERSHED TRAILS

RECITALS

- A. On November 7, 1989, King County voters approved the issuance of bonds to finance the acquisition, construction, development, and improvement of public green spaces, greenbelts, open space, parks, and trails; together with an excess property tax levy to pay the principal and interest on such bonds, all as authorized and placed on the ballot by King County Ordinance No. 9071 ("Ordinance 9071"). This ballot proposition included One-Million-Five-Hundred-Eighty-Four-Thousand Dollars (\$1,584,000) dedicated to develop a project commonly referred to as the Redmond Watershed Trails.
- B. Ordinance 9071 provides that, as a condition of the use of bond proceeds for trail system projects, the RWT must remain in passive recreational use by the general public in perpetuity, except that up to eighty (80) acres may be devoted by City to future active recreational use, such as athletic fields, or to passive use.
- C. Ordinance 9071 provides further that administration of the RWT Project and the maintenance of the developed trail system shall be the responsibility of King County until such time as the Redmond Watershed has contiguous boundaries with Redmond or some other city. The boundary of the City of Redmond is not yet contiguous with the Redmond Watershed and therefore King County still has responsibility for maintenance of the trail system in the Redmond Watershed.
- D. City and County executed the Interlocal Cooperation Agreement Between King County and City of Redmond - Open Space Acquisition Projects (hereinafter the "Open Space Agreement"), which provides that joint projects between County and City shall require the further agreement of both parties concerning the responsibilities of each.
- E. Pursuant to Ordinance 9071 and the Open Space Agreement, City and County entered into an Interlocal Cooperation Agreement for Development of the Redmond Watershed Trails ("1992 Agreement") on November 10, 1992 to establish RWT design, construction and maintenance cost-sharing parameters, in which City granted to County a recreational trail easement and a conservation easement in the RWT which were incorporated into the 1992 Agreement as Exhibit C and Exhibit D, respectively. Section 5 of the 1992 Agreement provided that Redmond shall assume the obligation to maintain, operate, and administer the recreational trail and support system upon completion of construction provided that King County pays Redmond's cost of maintenance, operation, and administration of the trail system in the amount of \$30,000 per year. All of the bond proceeds were expended for design, development, and construction of the trail system and associated support facilities including parking, restrooms, and utilities, and no bond proceeds remain. The 1992 Agreement provided further that the parties shall negotiate an agreement for Redmond's maintenance, operation, and administration of the recreational trail and support system, including providing for King County's payment to Redmond of amounts to be used by Redmond for maintenance, operation and administration of the trail, for each succeeding five year period beginning on or after January 1, 1999.

- F. In 2001, the 1992 Agreement was amended to reduce County's annual contribution from \$30,000 to \$20,000 to City for the years 2002 to 2004, to more accurately reflect RWT maintenance, operation, and administration costs. The 2001 amendment also provided for a proportional reduction in County's annual contribution to City in the event that new regional connecting trails were developed outside the RWT.
- G. In 2005, the 1992 Agreement was amended to extend the term through the end of 2009. The 1992 Agreement was amended a third time in 2010 to extend the term and reduce County's annual contribution to \$6,200 (from \$20,000), recognizing County's addition of approximately three (3) miles of new regional connecting trail through the Trilogy neighborhood of Redmond Ridge and therefore a reduction in the amount of regional trails in the Redmond Watershed. In 2015, the 1992 Agreement was amended a fourth time extending the term through 2019. In 2021, the 1992 Agreement was amended a fifth time extending the term through 2024.
- H. In accordance with Ordinance 9071, and pursuant to Section 5.B of the 1992 Agreement, the parties desire to provide for County's ongoing maintenance contribution to support RWT maintenance for the five year period beginning January 1, 2025 through the end of 2029 by amending the Agreement as provided below.

NOW, THEREFORE, THE CITY OF REDMOND AND KING COUNTY agree as follows:

1. Maintenance. The entirety of Paragraph 5 of the Agreement, and all subsequent Amendment to the Agreement are hereby amended to read as follows:

5. Redmond's Obligation to Maintain, Operate and Administer

A. King County Ordinance No. 9071 obligates King County to maintain, operate and administer the recreational trail and support system until such time as the Redmond Watershed Property has contiguous boundaries with Redmond or some other city. King County has requested that this obligation shall cease if ownership of the Redmond Watershed property is altered in any way. King County has also requested that Redmond assume the obligation to maintain, operate, and administer the recreational trail and support system upon completion of construction. Redmond hereby agrees to these requests. King County's maintenance, operation, and administration obligations shall cease if ownership of the Redmond Watershed property is altered in any way. Redmond shall also assume sole responsibility for the maintenance, operation, and administration of the recreational trail and support system upon completion of construction.

1. King County's Annual Contribution. County shall remit to City an annual payment which funds shall be utilized by City exclusively to pay for operation, maintenance, and administration of recreational trails in the RWT. During the first year for the Term, County shall remit to City an amount not to exceed eight thousand two hundred and twenty dollars and fifty cents (\$8,220.50). In subsequent term years, County's annual remittance to City shall be equal to the first year remittance adjusted by *the lesser of*: (a) the Bureau of Labor Statistics' published consumer price index for all urban consumers (CPI-U), Seattle-Tacoma-

Bremerton Annual Average, all items, index base period 1982-1984 = 100, and starting from February 2019, without reference to seasonal adjustments, or (b) three (3%) percent. If the Bureau adopts a different base period for this index, then the parties shall use that base period. Nothing in this Agreement obligates, or shall be deemed to obligate County to provide any additional funding beyond the amount specified in this Section.

2. Timing of Payment. County shall remit to City annually, up to the amount specified in this Section. City shall invoice County in writing. Unless County disputes City's invoice, the Division shall pay such invoice within forty-five (45) days of receipt.
  3. Reduction of County's Contribution. If County should relocate the East-West regional connecting trails to a new location outside the Redmond Watershed Property, the annual payment amount shall be reduced in proportion to the reduction in the number of trail miles within the Redmond Watershed Property serving as regional connecting trails in the County Regional Trail System. The reduction in the annual payment amount shall be prorated to reflect the date that a new East-West regional connecting trail is opened to the public.
  4. Subsequent Agreement. The parties shall meet by May 31 of the final year of the term to negotiate for the City's continued maintenance, operation, and administration of the recreational trails in the Redmond Watershed Property for a five (5) year period commencing January 1, 2025.
- B. In the event that the parties cannot reach agreement by the date specified in Paragraph 5.A.4, the parties shall submit the matter to binding arbitration as provided in this Paragraph. The matter shall be arbitrated by a panel of three (3) impartial arbitrators according to the rules of the American Arbitration Association. Each party shall select one member of the arbitration panel and the two arbitrators so chosen shall select the third member. Each member of the panel shall have expertise in park maintenance, administration, and operation. The task of the arbitration panel shall be to determine the cost of maintaining, administering, and operating the King County Regional Connecting trail and support systems constructed under the approved master plan to the standards then applicable to comparable trails and recreational uses in unincorporated King County for the five-year period beginning January 1, 2025. The decision of the arbitration panel shall be final and binding upon the parties and the amounts so determined shall be the amounts to be paid by King County to Redmond for the period indicated. Each party shall be solely responsible for compensation of the arbitrator selected by it, and the remaining costs of the arbitration, including, but not limited to, the compensation of the third arbitrator, shall be split equally between the parties.
- C. The process set forth in subparagraph 5.A.4 above shall be followed for each succeeding five-year period, provided that King County may terminate the obligation to pay maintenance, operation, and administration costs for the trail and support systems at such time as the Redmond Watershed Property has contiguous boundaries with the remainder of Redmond, if King County determines, through its normal legislative process, that termination is in the interest of county citizens.
- D. Redmond shall use all monies paid under this paragraph for operation, maintenance, and administration of the recreational trail and support system.



2. Notices. Subparagraph 11 of the Agreement is hereby amended to read as follows:

A. Notices. Required notices, with the exception of legal process, shall be given via email to the following respective addresses:

If to City:

Meg Angevine, Parks Operation Supervisor  
mangevine@redmond.gov

City of Redmond

MS: MOC PK

PO Box 97010

Redmond, WA 98073-9710

If to County:

Sujata Goel, Government Relations

[Sujata.goel@kingcounty.gov](mailto:Sujata.goel@kingcounty.gov)

Kcparks.legalnotices@kingcounty.gov

Parks and Recreation Division

201 S. Jackson Street

KSC-NR-6500

Seattle, WA 98104

3. Effect of Amendment. Except as expressly modified by this instrument, all terms and conditions of the Agreement, the first Amendment, the second Amendment, the third Amendment, the fourth Amendment, and the fifth Amendment to the Agreement remain in full force and effect.

CITY OF REDMOND

KING COUNTY

\_\_\_\_\_  
Angela Birney, Mayor

\_\_\_\_\_  
Warren Jimenez, Director  
Parks and Recreation Division

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

ATTEST/AUTHENTICATED

\_\_\_\_\_  
Cheryl Xanthos, City Clerk

APPROVED AS TO FORM:  
CITY ATTORNEY

APPROVED AS TO FORM:  
OFFICE OF THE KING COUNTY  
PROSECUTING ATTORNEY

\_\_\_\_\_  
Rebecca Mueller, City Attorney

\_\_\_\_\_  
Richard L. Anderson, Senior DPA



## Memorandum

**Date:** 10/7/2025  
**Meeting of:** City Council

**File No.** AM No. 25-147  
**Type:** Consent Item

**TO:** Members of the City Council  
**FROM:** Mayor Angela Birney  
**DEPARTMENT DIRECTOR CONTACT(S):**

Finance	Kelley Cochran	425-556-2748
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**DEPARTMENT STAFF:**

Finance	David Amble	Real Property Manager
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**TITLE:**

Approval of Authorization for Acquisition of the Redmond Community Center at Marymoor Village and Adoption of an Ordinance to Recognize the Revenue and Expenditure Transfers Needed to Fund the Acquisition

- a. Ordinance No. 3229: An Ordinance of the City Council of the City of Redmond, Washington, Amending Ordinance No. 3196, 3215, & 3224, by Making Adjustments to the City's 2025-2026 Biennial Budget, In Exhibit 1

**OVERVIEW STATEMENT:**

The City of Redmond currently leases the Redmond Community Center at Marymoor Village from the Lake Washington Institute of Technology (LWIT). The community center is located on King County parcel 122505-9043, which is owned by LWIT and currently available for purchase.

The City's current lease provides an option of first refusal, giving the City the first rights to purchase the property from LWIT, if offered. LWIT has approached the City, and the City has negotiated a fair market price of \$18.5 million, in an "As Is-Where Is" condition. A title report, site appraisals, and condition studies have been completed on the parcel. Prior identified environmental conditions were evaluated and mitigated by LWIT, and the City is desiring to move forward with acquiring the property.

The parcel is located in the south portion of the Marymoor Village neighborhood, just north of Marymoor Park. The parcel is approximately 142,000 square feet (sf) and includes the 100,000 sf community center and 42,000 sf of unimproved area. The City has an easement on the northeast corner of the lot for a lift station on the property. The parcel is zoned Commercial, and the City is interested in removing the risk of the property being acquired and redeveloped. The City would like to maintain a community service and municipal engagement facility in Marymoor Village.

☒ **Additional Background Information/Description of Proposal Attached**

**REQUESTED ACTION:**

☐ **Receive Information**      ☐ **Provide Direction**      ☒ **Approve**

**REQUEST RATIONALE:**

- **Relevant Plans/Policies:**  
Parks, Arts, Recreation, Culture, and Conservation Plan (PARCC) adopted 2022/2023 biennium
- **Required:**  
Council approval is required for adoption of an Ordinance.
- **Council Request:**  
N/A
- **Other Key Facts:**  
The sale of the property is subject to the approval of the State Board of Community and Technical Colleges, in accordance with RCW 28B.50.090(13).

**OUTCOMES:**

In 2018, widespread community engagement solidified the future plan for community and recreation centers in each urban center throughout Redmond. For the past six years, leasing of this facility has filled this need. The purchase will ensure the long-term community space in Marymoor Village and allows for increased services into the future. The facility is used for summer camps, teen services, enrichment programs, rental space for family and community gatherings, and active recreation.

Approval of this purchase protects City's current community center operations in the neighborhood. Acquisition also provides additional space for flexible staging and storage of assets while completing the MOC reconstruction project.

Upon purchasing the property, the City's lease with LWIT will be terminated, reducing planned expenditures of \$2.9 million through 2029.

**COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:**

- **Timeline (previous or planned):**  
2019-2022
- **Outreach Methods and Results:**  
Community Stakeholder Team
- **Feedback Summary:**  
Parks, Arts, Recreation, Culture, and Conservation Plan (PARCC) update process

**BUDGET IMPACT:**

**Total Cost:**  
\$18.5 million

**Approved in current biennial budget:** ☐ Yes ☒ No ☐ N/A

**Budget Offer Number:**  
N/A

**Budget Priority:**  
Healthy and Sustainable

**Other budget impacts or additional costs:**      ☒ Yes      ☐ No      ☐ N/A

***If yes, explain:***

The City will need to fund the replacement of the HVAC system, approximately \$500,000. Funding will be allocated during the development of the next 6-year CIP.

**Funding source(s):**

General Fund 5% CIP Transfers	\$2.0 million
Parks Impact Fees	\$5.25 million
Miscellaneous (Interest, Fee-in-Lieu, Rebate)	\$0.964 million
REET	<u>\$10.286 million</u>
	\$18.5 million

**Budget/Funding Constraints:**

A budget adjustment is attached to move available funding sources into the Parks Capital Investment Fund (315).

☒ **Additional budget details attached**

**COUNCIL REVIEW:**

**Previous Contact(s)**

Date	Meeting	Requested Action
N/A	N/A	N/A

**Proposed Upcoming Contact(s)**

Date	Meeting	Requested Action
N/A	None proposed at this time	N/A

**Time Constraints:**

LWIT desires to sell the parcel prior to the end of the calendar year. The projected closing of a sale between LWIT and the City is the end of October.

**ANTICIPATED RESULT IF NOT APPROVED:**

The property will remain for sale and may be purchased by another party. The City could lose its community center space in the Marymoor Village neighborhood.

**ATTACHMENTS:**

Attachment A: Rainier Title Map of Parcel 122505-9043  
Attachment B: Legal Description of Parcel 122505-9043  
Attachment C: Draft LWIT Purchase and Sale Agreement  
Attachment D: Ordinance - 2025-2026 Budget Adjustment #3  
Exhibit 1: 2025-2026 Budget Adjustment #3



File No. 827132RT

**Exhibit A – Legal Description**

Parcel A, King County Boundary Line Adjustment No. 0650004, according to the survey recorded under Recording Number 20060708900006, records of King County, Washington;

Situate in the County of King, State of Washington.

**Document Title:** Purchase and Sale Agreement

**Seller:** State of Washington, State Board for Community and Technical Colleges, Lake Washington Institute of Technology

**Purchaser:** City of Redmond

**Legal Description:** Ptn. of the SE 1/4 of the NW 1/4 of the SE 1/4 Section 12, Township 25 North, Range 05 East, Willamette Principal Meridian, King County, Washington; see Exhibit A "Legal Description"

**Assessor's Tax Parcel Number:** 1225059043

## PURCHASE AND SALE AGREEMENT

THIS REAL ESTATE PURCHASE AND SALE AGREEMENT ("Agreement") is entered into between the State of Washington, State Board for Community and Technical Colleges, Lake Washington Institute of Technology ("Seller"), and the City of Redmond, whose address is 15670 NE 85th Street, P.O. Box 97010, Redmond, Washington 98073-9710 ("Purchaser").

1. Property to be conveyed. Subject to the terms herein, Purchaser and Seller agree to the conveyance from the Seller to the Purchaser of the property legally described on Exhibit A, including all improvements thereon, and any and all personal property used in the operation of the land and improvements (hereinafter "the Property"). The Property is located at 6505 176th Avenue NE, City of Redmond, County of King, State of Washington.

2. Effective Date of Agreement. This Agreement shall be effective and binding upon either party only upon such date (the Effective Date) that it has been fully executed and notarized by all of the representatives of parties set forth on the signature pages attached and approved as to form by the Office of the Attorney General. This provision may not be waived by partial performance or otherwise, and no reliance shall be placed on this Agreement until it is so executed and approved.

3. Purchase Price. The purchase price shall be Eighteen Million Five Hundred Thousand Dollars and 00/100 (\$18,500,000.00).

3.1 Payment of Purchase Price. After the reconciliation of all debits and credits of this sale, Purchaser shall pay the balance of the Purchase Price—to include Purchaser's closing costs and all other allowable sale costs and fees—to the Closing Agent on the Closing Date via wire transfer of funds, or a certified check or cashier's check.

3.2 Escrow. The parties shall deposit this Agreement, and such other documents and monies as are required hereby into an escrow (the "Escrow") established with Prestige Escrow, Attn: Jen Post (the "Closing Agent"), whose address is 16932 Redmond - Woodinville Road NE, Suite A101, Woodinville, Washington 98072.

4. Title. Subject to the terms herein, the Seller agrees to execute and deliver on the date of closing a Statutory Warranty Deed to the subject Property free and clear of all encumbrances, except those waived by Purchaser. For the purposes of this section, an objection to an encumbrance is considered waived if not submitted in writing within fifteen (15) days of receiving the preliminary title report. At least thirty (30) days before closing, Purchaser shall provide the closing agent and Seller a written statement of any exceptions to title that it requests be cleared at or prior to closing. Upon receiving such statement, Seller shall have ten (10) business days to clear any exceptions not approved by Purchaser. At the conclusion of said period, if clearance of all objectionable exceptions has not been arranged, Purchaser may then either:

- a. Terminate this Agreement, by written notice to Seller, no later than five (5) days prior to Closing; thereafter neither party shall have any further rights or liabilities hereunder; or

Please Initial
____ / ____
Seller/Purchaser

Eff. 8.19.14

- b. Reach an agreement with Seller, no later than five (5) days prior to Closing, to have the exceptions cleared or waive its objections to these exceptions; in such event, the parties shall close the transaction as contemplated by this Agreement, subject to such exceptions that have not been eliminated. Failure to provide a timely notice of termination under “3a.” above shall constitute a waiver of objections not resolved by written agreement.

5. Warranties. Purchaser specifically acknowledges and agrees that, except as provided below, (1) Seller does not make any representations or warranties of any kind whatsoever, either express or implied, with respect to the Property, and (2) the Property is conveyed to Purchaser in an “AS-IS” and “WITH ALL FAULTS” condition as of the date of closing, including, without limitations, the condition or stability of the soils or ground waters, the presence or absence of hazardous materials on or under the Property, suitability for any construction or development, zoning and similar matters. Seller represents and warrants to Purchaser, as of the Effective Date and as of the closing date, as follows: (a) the execution and delivery of this Agreement by Seller, and the consummation of the transaction contemplated hereby, has been duly authorized by all necessary action on the part of Seller, this Agreement is legally enforceable in accordance with its terms, and no consent by any third party is required to complete the transaction contemplated hereby; (b) Seller has received no notice from any governmental authority that the Property, or any part thereof, is in violation of any law or regulation applicable to the Property; and (c) there are no pending actions, suits, or legal proceedings or any other pending proceedings affecting the Property, at law or equity, before any court or governmental agency.

5.1 Waiver of Disclosures. To the extent legally permitted, Purchaser waives all disclosures required by RCW 64.06. However, Purchaser does not waive the receipt of any disclosures required by RCW 64.06 that may not be waived (e.g. environmental), which disclosures shall be provided by Seller.

6. Closing. Closing of this transaction shall occur in the offices of the Closing Agent, either in person or virtually in accordance with Washington law regarding execution and authentication on or before **October 31, 2025**. For purposes of this Agreement, “closing” shall have occurred when all appropriate documents are recorded and the proceeds required for the sale are disbursed to Seller.

6.1 Closing Costs.

Seller shall pay the following costs associated with this transaction:

- a) Seller's attorneys' fees;
- b) Real property taxes shall be prorated to the date of closing and transferred into the name of the Purchaser upon closing. The state of Washington is real estate tax exempt; and
- c) Real estate excise taxes or transfer taxes due on the conveyance, if any; and

Purchaser shall pay all allowable closing costs and expenses in connection with this transaction, including the following:

- d) Purchaser's attorneys' fees;
- e) Escrow fees;
- f) Fees for recording of the Statutory Warranty Deed;
- g) Real property taxes shall be prorated to the date of closing with Purchaser paying the portion accruing for the period after the date of closing, if applicable.
- h) All special assessments, L.I.D. assessments, and R.I.D. assessments affecting the Property shall be prorated to the date of closing and paid by Purchaser after the date of closing;
- i) Title insurance premium or abstract fee and sales tax thereon, if any;
- j) Pursuant to the lease agreement between Purchaser and Seller, all charges and fees for utilities services provided to the Property prior to closing shall be paid by Purchaser; all utilities services shall be

<p>Please Initial</p>  <p>____ / ____</p> <p>Seller/Purchaser</p>
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- transferred into the name of Purchaser upon closing; and  
k) All real estate brokerage commissions or fees due on the transaction.

7. Governmental Approval. If the approval of any governmental agency is required for the sale of the Property, it is understood and agreed that this Agreement is subject to obtaining such approval. The closing date shall be extended for such period as may be required to obtain such approval.

8. Survey; Subdivision. In the event a city, county, or other governing authority having jurisdiction over the Property requires a survey or plat or has a subdivision ordinance, Purchaser shall, at Purchaser's expense, comply with such ordinance and take all steps necessary to obtain such survey, plat or subdivision. Seller agrees to cooperate with Purchaser in obtaining the necessary approvals. The closing date shall be extended for such period as may be required to obtain such approval.

9. Possession. Purchaser shall be entitled to possession of the Property upon the date of closing, subject only to such matters approved in writing by Purchaser.

10. Commission. Purchaser is responsible for all real estate brokerage commissions or fees of any kind or type that are due and payable in connection with this transaction.

11. Governing Law; Venue. This Agreement and the rights of the parties hereto shall be governed by and construed in accordance with the laws of the State of Washington, and the parties agree that in any such action, venue shall lie exclusively in Thurston County, Washington.

12. Time is of the Essence. Time is of the essence in the performance of any obligations pursuant to this Agreement. Failure of either party to insist upon the strict performance of the other party's obligation hereunder shall not constitute a waiver of strict performance thereafter of the other party's obligations hereunder.

13. Amendment, Waiver. No modification, termination, waiver, or amendment of this Agreement may be made except by written agreement signed by all parties or as otherwise specifically provided in this Agreement. All the terms, provisions, and conditions of this Agreement shall inure to the benefit of and be enforceable by Seller and Purchaser and their respective legal heirs, legal representatives, successors and assigns. This provision shall survive closing.

14. Notices. Any notices required or permitted to be given shall be in writing and delivered either in person or by certified mail, return receipt requested, postage prepaid, addressed as follows or to such other address as may be noticed by either party compliant with this notice:

SELLER: State Board for Community and Technical Colleges  
1300 Quince Street SE  
Olympia, WA 98501

PURCHASER: City of Redmond  
15670 NE 85th Street  
P.O. Box 97010  
Redmond, WA 98073-9710

Any notice given pursuant to this Agreement shall be deemed effective the day it is personally delivered or three (3) business days after the date it is deposited in the United States mail.

15. Entire Agreement. Except for the lease agreement referenced at paragraph 16 below, all understandings and agreements previously existing, if any, are merged into this

<p>Please Initial</p> <p>____/____</p> <p>Seller/Purchaser</p>
--

Agreement, which alone fully and completely expresses the parties' agreement, and the same is entered into after full investigation, neither party relying upon any statement or representation made by the other not embodied herein. This Agreement may not be changed or terminated orally under any circumstances and further may not be changed in a writing if such writing is not signed by all parties, unless otherwise specifically provided herein.

16. Leases. At the time of execution of this Agreement, Purchaser is leasing the Property from Seller pursuant to a written lease agreement. All rent and other amounts to be paid by Purchaser under said lease agreement shall be prorated to the date of closing.

17. Non-Foreign Affidavit. Seller is not a foreign person as the term is used and defined in Section 1445 of the Internal Revenue Code, as amended, and the regulations promulgated thereunder. Seller shall, upon the request of Purchaser, complete an affidavit to that effect.

18. Default; Remedies. In the event of material breach or default of this Agreement or any of the conditions or provisions hereof by Seller, Purchaser shall have as its sole remedy the right to terminate this Agreement upon written notice without any additional liability to Seller. In the event of a material breach or default in or of this Agreement or any of the conditions or provisions hereof by Purchaser, Seller's sole remedy shall be termination of this Agreement upon written notice without any additional liability to Purchaser. In the event this transaction does not close for any reason, Seller and Purchaser agree that the lease agreement referenced in paragraph 16 will remain in full force and effect.

19. Neutral Authorship. Each of the provisions of this Agreement has been reviewed and negotiated and represents the combined work product of both parties hereto. No presumption or other rules of construction which would interpret the provisions of this Agreement in favor of or against the parties preparing the same shall be applicable in connection with the construction or interpretation of any of the provisions of this Agreement.

20. Severability. In case any one or more of the provisions contained in the Agreement shall for any reason be held to be invalid, illegal or unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect any other provision hereof, and this Agreement shall be construed as if such invalid, illegal or unenforceable provision had never been contained herein.

21. Remedies Cumulative. Except as otherwise expressly provided herein, the rights and remedies given herein to Purchaser and Seller shall be deemed cumulative, and the exercise of one or more of such remedies shall not operate to bar the exercise of any other rights reserved to Purchaser or Seller under the provisions of this Agreement.

22. Exhibits. The following exhibits described herein and attached hereto are fully incorporated into this Agreement by this reference: Exhibit A.

[signature and notary pages follow]

IN WITNESS WHEREOF, the parties hereto have subscribed their names.

Seller:

Purchaser:

**STATE OF WASHINGTON**

**CITY OF REDMOND**

State Board for Community and Technical Colleges,  
Lake Washington Institute of Technology

By: \_\_\_\_\_

By: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

APPROVED AS TO FORM:

By: \_\_\_\_\_

Assistant Attorney General

Date: \_\_\_\_\_

STATE OF WASHINGTON       )  
  ) ss.  
County of \_\_\_\_\_)

On this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_ before me personally appeared \_\_\_\_\_ and said person(s) acknowledged that \_\_\_\_\_ signed this instrument, and on oath stated that \_\_\_\_\_ was authorized to execute the instrument and acknowledged it as the \_\_\_\_\_ of \_\_\_\_\_ to be the free and voluntary act of such party for the uses and purposes mentioned in the instrument.

In Witness Whereof I have hereunto set my hand and affixed my official seal the day and year first above written.

(Affix notary seal in box)

\_\_\_\_\_  
Notary Public in and for the State of Washington,  
Residing at \_\_\_\_\_  
My commission expires \_\_\_\_\_

STATE OF WASHINGTON       )  
  ) ss.  
County of \_\_\_\_\_)

On this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_ before me personally appeared \_\_\_\_\_ and said person(s) acknowledged that \_\_\_\_\_ signed this instrument, and on oath stated that \_\_\_\_\_ was authorized to execute the instrument and acknowledged it as the \_\_\_\_\_ of \_\_\_\_\_ to be the free and voluntary act of such party for the uses and purposes mentioned in the instrument.

In Witness Whereof I have hereunto set my hand and affixed my official seal the day and year first above written.

(Affix notary seal in box)

\_\_\_\_\_  
Notary Public in and for the State of Washington,  
Residing at \_\_\_\_\_  
My commission expires \_\_\_\_\_

**EXHIBIT A**  
**LEGAL DESCRIPTION**

PARCEL A OF REDMOND BOUNDARY LINE ADJUSTMENT NO. 060159, RECORDING NO. 20060706900006 IN THE SE QUARTER OF THE NW QUARTER OF THE SE QUARTER OF SECTION 12, TOWNSHIP 25 NORTH, RANGE 05 EAST, WILLAMETTE PRINCIPAL MERIDIAN, KING COUNTY, WASHINGTON; SAID BOUNDARY LINE ADJUSTMENT BEING:

LOT 1 CITY OF REDMOND, BOUNDARY LINE ADJUSTMENT, FILE NUMBER L030298 ACCORDING TO THE SURVEY THEREOF FOUND IN BOOK 175 OF SURVEYS, PAGES 179 AND 180, RECORDERS NUMBER 20040816900004 RECORDS OF KING COUNTY, WASHINGTON.

TOGETHER WITH THAT PORTION OF LOT 21 MARYMOOR BUSINESS CAMPUS ACCORDING TO THE PLAT THEREOF FOUND IN VOLUME 117 OF PLATS, PAGES 25 THROUGH 29, RECORDS OF KING COUNTY WASHINGTON, DESCRIBED AS FOLLOWS.

BEGINNING AT THE SOUTHWEST CORNER OF SAID LOT 21; THENCE NORTH 01° 07' 18" EAST ALONG THE WEST LINE THEREOF 250.00 FEET; THENCE SOUTH 88° 12' 52" EAST 167.50 FEET TO THE INSIDE CORNER OF SAID LOT 21; THENCE SOUTH 01° 07' 18" WEST 250.00 FEET TO A SOUTHEAST CORNER OF SAID LOT 21; THENCE NORTH 88° 12' 52" WEST 167.50 FEET TO THE POINT OF BEGINNING.

NON-CODE

**CITY OF REDMOND**  
**ORDINANCE NO. \_\_\_\_\_**

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY  
OF REDMOND, WASHINGTON, AMENDING ORDINANCE NO.  
3196, 3215, & 3224, BY MAKING ADJUSTMENTS TO  
THE CITY'S 2025-2026 BIENNIAL BUDGET, IN  
EXHIBIT 1

---

WHEREAS, the Finance Director has identified the need to make certain revisions to the 2025-2026 biennial City budget; and

WHEREAS, the City Council has reviewed the proposed adjustments to the budget and has determined that they should be made.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF REDMOND, WASHINGTON, DO ORDAIN AS FOLLOWS:

Section 1. Ordinance No. 3196 adopting the 2025-2026 biennial budget, passed by the City Council on November 19, 2024, Ordinance No. 3215 amending the 2025-2026 biennial budget and passed by the City Council on May 20, 2025, and Ordinance No. 3224 amending the 2025-2026 biennial budget and passed on July 15, 2025, are hereby amended to recognize the revenue and expenditure transfers needed to fund the acquisition of the Redmond Community Center at Marymoor Village.

Section 2. Severability. If any section, sentence, clause, or phrase of this ordinance should be held to be invalid or unconstitutional by a court of competent jurisdiction, such

invalidity or unconstitutionality shall not affect the validity of any other section, sentence, clause, or phrase of this ordinance.

Section 3.      Effective date. This ordinance shall take effect five (5) days after passage and publication of an approved summary thereof consisting of the title.

ADOPTED by the Redmond City Council this \_\_\_\_\_ day of \_\_\_\_\_, 20XX.

CITY OF REDMOND

\_\_\_\_\_  
ANGELA BIRNEY, MAYOR

ATTEST:

\_\_\_\_\_  
CHERYL XANTHOS, MMC, CITY CLERK

(SEAL)

APPROVED AS TO FORM:

\_\_\_\_\_  
REBECCA MUELLER, CITY ATTORNEY

FILED WITH THE CITY CLERK:  
PASSED BY THE CITY COUNCIL:  
SIGNED BY THE MAYOR:  
PUBLISHED:  
EFFECTIVE DATE:  
ORDINANCE NO.

# EXHIBIT 1

## Summary of 2025-2026 Budget Adjustments

Fund Number	Fund Name	2025-2026 Adopted Budget (Ord 3196)	#1 Clean Up Adjustment (Ord 3215)	#2 BFB Reconciliation (Ord 3224)	#3 RCCMV Acquisition	Revised 2025-2026 Budget
100	General Fund	\$ 339,604,752	\$ 222,038	\$ -	\$ -	\$ 339,826,790
011	Arts Activity	1,086,292	-	(3,190)	-	1,083,101
012	Parks Maintenance & Operations	4,083,017	-	(275,817)	-	3,807,200
013	Community Events	1,577,749	-	(5,498)	-	1,572,251
019	Human Services Grant Fund	7,927,425	-	(648,939)	-	7,278,486
020	Fire Equipment Reserve	9,278,894	416,000	(130,457)	-	9,564,437
021	Operating Reserve	9,752,281	-	(322,402)	-	9,429,879
025	COVID Recovery Fund	313,592	-	125,912	-	439,504
027	Capital Replacement Reserve	5,343,965	-	1,494,723	-	6,838,688
030	Business Tax	21,338,326	-	3,013,814	-	24,352,140
031	Real Property Fund	1,786,069	-	(88,305)	-	1,697,764
035	Fire Levy Fund	5,591,744	-	(106,560)	-	5,485,184
036	Police Levy Fund	9,004,639	-	66,136	-	9,070,774
037	Parks Levy Fund	1,039,474	-	22,920	-	1,062,393
095	Parks Maintenance Projects	6,627,176	-	(144,111)	-	6,483,065
096	Transportation Maintenance Project	18,981,028	-	6,524,533	-	25,505,562
099	General Governmental Maint	26,498,144	1,000,000	(1,570,896)	-	25,927,248
110	Recreation Activity	7,221,324	229,500	224,086	-	7,674,910
115	Development Review	10,865,715	-	(806,495)	-	10,059,220
117	Cable Access Fund	104,647	-	(23,812)	-	80,835
118	Operating Grants	4,411,481	-	(199,424)	-	4,212,057
122	Advanced Life Support	26,173,120	888,655	(2,014,805)	-	25,046,971
124	Fire Donations Fund	883,165	-	5,957	-	889,122
125	Real Estate Excise Tax	40,538,011	-	3,368,310	-	43,906,321
126	Drug Enforcement	162,015	-	(518)	-	161,498
131	Tourism (Hotel/Motel Tax)	2,700,494	-	118,527	-	2,819,021
140	Solid Waste Recycling	4,468,019	-	73,654	-	4,541,673
150	Transportation Benefit District	14,191,779	200,000	486,659	-	14,878,438
233	Non-Voted GO Bonds - Parks	12,033,020	-	75,461	-	12,108,481
315	Parks Capital Projects	30,592,925	-	(143,509)	10,950,000	41,399,416
316	Transportation Capital Project	75,770,657	1,518,000	(468,318)	-	76,820,339
319	General Governmental Capital	37,332,798	72,500	3,083,318	-	40,488,616
361	CFD 2014-1	775,537	-	-	-	775,537
362	CFD 2016-1	12,182,863	-	-	-	12,182,863
401	Water/Wastewater	125,835,398	-	5,511,740	-	131,347,138
402	UPD - Water/Wastewater	26,150,370	-	1,207,218	-	27,357,588
403	Water/Wastewater Capital Proj	39,019,901	-	6,087,160	-	45,107,060
404	Wastewater Capital Project	16,393,572	-	87,832	-	16,481,404
405	Stormwater Management	46,647,647	338,603	1,781,440	-	48,767,690
406	Stormwater Management Capital	67,956,008	-	3,007,116	-	70,963,124
407	UPD - Capital Projects	17,742,556	-	1,716,953	-	19,459,509
408	UPD Wastewater Capital Project	19,393,717	-	1,164,547	-	20,558,264
501	Fleet Maintenance	13,647,662	-	(188,321)	-	13,459,342
510	Insurance Claims & Reserves	9,295,168	-	485,723	-	9,780,891
511	Medical Self Insurance	41,504,237	-	(910,180)	-	40,594,057
512	Worker's Compensation	10,505,323	-	(579,331)	-	9,925,992
520	Information Technology	36,399,461	-	641,927	-	37,041,388
		<b>\$ 1,220,733,158</b>	<b>\$ 4,885,296</b>	<b>\$ 31,744,778</b>	<b>\$ 10,950,000</b>	<b>\$ 1,268,313,232</b>

Notes:

Ordinance #3196 establishing the 2025-2026 budget was approved by Council on November 19, 2024.





## Memorandum

**Date:** 10/7/2025  
**Meeting of:** City Council

**File No.** AM No. 25-148  
**Type:** Staff Report

**TO:** Members of the City Council  
**FROM:** Mayor Angela Birney  
**DEPARTMENT DIRECTOR CONTACT(S):**

Planning and Community Development	Carol Helland	425-556-2107
------------------------------------	---------------	--------------

**DEPARTMENT STAFF:**

Planning and Community Development	Seraphie Allen	Deputy Director
Planning and Community Development	Philly Marsh	Economic Development Manager
Planning and Community Development	Jackie Lalor	Tourism and Economic Development Administrator
Planning and Community Development	Kristen Raftis	World Cup Program Manager
Planning and Community Development	Domonique Meeks	Small Business Assistance Program Manager
Planning and Community Development	Kim Dietz	Principal Planner and Economic Development Special Projects Program Manager

**TITLE:**

Economic Development and Tourism Progress Report

**OVERVIEW STATEMENT:**

Redmond's first economic development strategic plan and tourism development strategic plan provided the roadmap necessary for Redmond to be competitive in economic strength and diversity. Included within the plans are over 200 strategies and actions. This report will provide an update on the first year of implementation, focusing on:

1. New staff and economic development tools
2. Subject matter expertise participation in studies and planning efforts
3. Business relations, including small business assistance, communication, and business attraction
4. Tourism development
5. District development and placemaking
6. Creative Economy

☒ **Additional Background Information/Description of Proposal Attached**

**REQUESTED ACTION:**

☒ **Receive Information**      ☐ **Provide Direction**      ☐ **Approve**

**REQUEST RATIONALE:**

- **Relevant Plans/Policies:**
  - Redmond 2050 Comprehensive Plan Economic Vitality Chapter
  - 2024 Economic Development Strategic Plan
  - 2024 Tourism Strategic Plan
- **Required:**

Per the TPA interlocal agreement between the City of Redmond and the City of Bellevue the 2024 TPA annual report is attached
- **Council Request:**

With the adoption of the Economic Development and Tourism Development Strategic Plans, Council requested updates on program development and progress.
- **Other Key Facts:**

N/A

**OUTCOMES:**

With the implementation of the strategies and development of applicable programs related to economic development, tourism and placemaking, the City of Redmond will advance the City's vision of a connected community that enhances livability, sustains the environment, and leads locally, regionally, and nationally.

**COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:**

- **Timeline (previous or planned):**

Both the Economic Development Strategic Plan and Tourism Strategic Plan conducted extensive stakeholder outreach and involvement in the development of the strategies adopted.
- **Outreach Methods and Results:**

Quantitative and qualitative methods including questionnaires, interviews and focus groups
- **Feedback Summary:**

Feedback was incorporated into the formation of the adopted strategies.

**BUDGET IMPACT:**

**Total Cost:**  
N/A

**Approved in current biennial budget:** ☐ Yes ☐ No ☒ N/A

**Budget Offer Number:**  
Community and Economic Development: 0000304

**Budget Priority:**  
Vibrant and Connected

**Other budget impacts or additional costs:** ☐ Yes ☒ No ☐ N/A

***If yes, explain:***

N/A

**Funding source(s):**

General Fund

**Budget/Funding Constraints:**

N/A

☐ **Additional budget details attached**

**COUNCIL REVIEW:**

**Previous Contact(s)**

Date	Meeting	Requested Action
N/A	Item has not been presented to Council	N/A

**Proposed Upcoming Contact(s)**

Date	Meeting	Requested Action
N/A	None proposed at this time	N/A

**Time Constraints:**

N/A

**ANTICIPATED RESULT IF NOT APPROVED:**

N/A

**ATTACHMENTS:**

Attachment A: Economic Development Strategic Plan

Attachment B: Tourism Development Strategic Plan

Attachment C: Year 1 Economic Development and Tourism Strategy Implementation Report

Attachment D: TPA Annual Report

Attachment E: Presentation





Redmond  
WASHINGTON

# City of Redmond Economic Development Strategic Plan

Adopted July 16, 2024



WXYZ



## ACKNOWLEDGMENTS

This Economic Development Strategic Plan has been developed in close collaboration with the City of Redmond staff and under the guidance of Mayor Angela Birney and the City Council. In addition, we'd like to thank numerous local and regional partners and stakeholders for their participation in interviews, questionnaires, and focus groups that guided the findings and development of this plan.

### **Redmond Mayor**

Angela Birney, Mayor

### **Redmond City Council**

Vanessa Kritzer, City Council President

Jessica Forsythe, City Council Vice President

Jeralee Anderson

Steve Fields

Angie Nuevacamina

Osman Salahuddin

Melissa Stuart

### **City of Redmond Staff**

Carol Helland, Planning and Community Development Director

Seraphie Allen, Planning and Community Development Deputy Director

Philly Marsh, Economic Development Manager

Kim Dietz, Principal Planner, Economic Development

Jackie Lalor, Program Administrator, Tourism and Economic Development

Brooke Buckingham, Human Services Manager

Jeff Churchill, Long Range Planning Manager

Vangie Garcia, Public Works Deputy Director

Jan Harrison, Program Advisor, Diversity, Equity, and Inclusion

Michael Hintze, Transportation, Planning, and Engineering Manager

Zach Houvener, Parks and Recreation Deputy Director

Jenny Lybeck, Program Manager, Sustainability

### **Economic Development Partners**

OneRedmond

### **Public Consultants**

Community Attributes, Inc.; President and CEO, Chris Mefford; Project Manager, Madalina Calen; and analysts Bryan Lobel, Kortney Cena, Carly Bednarski, Rebecca Ballweg, and Cassie Byerly

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## EXECUTIVE SUMMARY

In 2023, Redmond is one of the region's most dynamic and fastest growing cities, home to over 75,000 residents. As a major employment center, ranking fourth in the central Puget Sound region, Redmond is a global innovation hub for information technology, interactive media and gaming, and commercial space. Growth and change are expected to continue in Redmond as the City plans for Redmond 2050 and welcomes four light rail stations. To help address the challenges and opportunities of the future, an Economic Development Strategic Plan (EDSP) was prepared for the City of Redmond that will guide the City's economic development programs, policies, and allocation of resources for the next five years. The Plan was a collaborative effort led by the City of Redmond Economic Development Division staff, influenced by business community and economic development partners feedback obtained through interviews, focus groups, and a questionnaire, and is reflective of contributions from a team of cross departmental city staff, Mayor Angela Birney, and Redmond's City Council. The plan is aligned with other important efforts, such as the Redmond 2050 Economic Vitality Element.

This strategic plan is the first of its kind for Redmond and will provide a solid foundation on which the City of Redmond can continue to build past the five-year timeline with future updates. The plan recommends priority strategies and actions to realize within the next five years, as well as aspirational actions for future consideration beyond its lifespan.



## Economic Development Vision

The vision reflects the values and priorities for economic development for the City of Redmond and provides a signpost to guide focus areas and strategies.

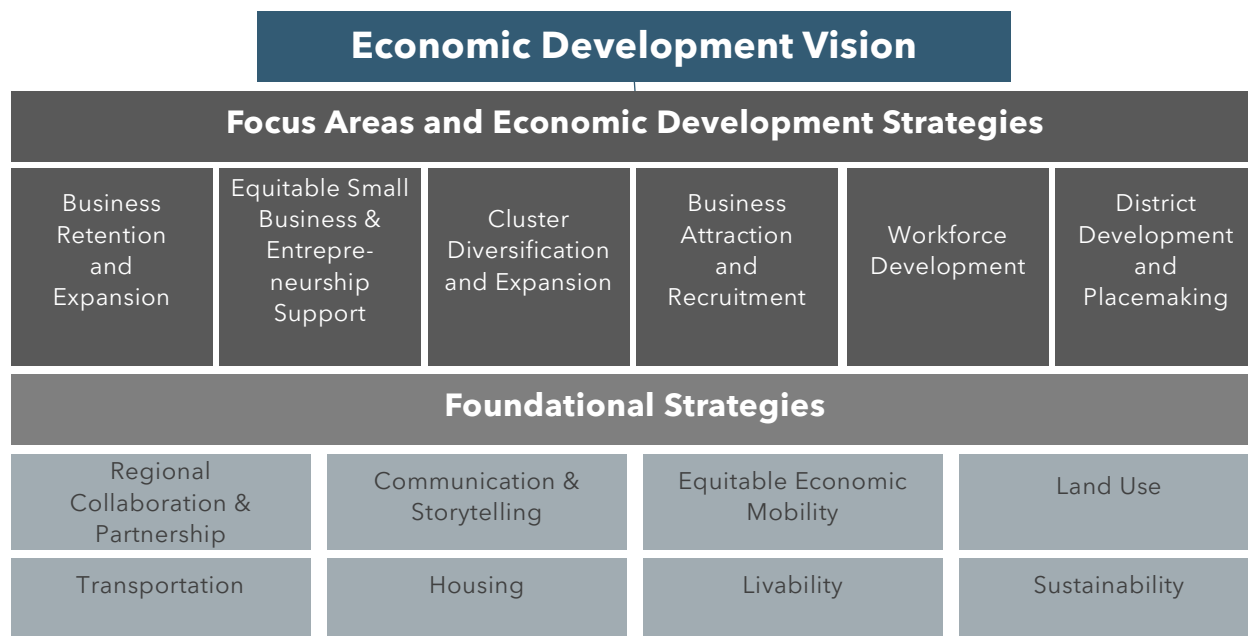
***“Redmond is a diverse, resilient, and growing economy, based on a foundation of innovation, inclusion, collaboration, and sustainability. The City has a welcoming and positive business climate with a highly educated, skilled, and international workforce. Redmond is a desirable destination with an exceptional quality of life, and vibrant amenities including recreation, culture, retail, and dining.”***



## Focus Areas and Economic Development Strategies

The Plan sets forth six focus areas in support of the economic development vision that were identified in collaboration with the City of Redmond and validated through research, analysis, and stakeholder engagement:

1. **Business Retention and Expansion:** Continue to build relationships and engage with existing and emerging businesses in Redmond to accurately assess their needs, address displacement risk and other challenges, and to support expansion of business operations in Redmond.
2. **Equitable Small Business and Entrepreneurship Support:** Provide small businesses in Redmond with the right tools to start, stay, grow, adapt, and flourish by working in partnership with technical assistance partners and trusted messengers to preserve and increase the number of local establishments.
3. **Cluster Diversification and Expansion:** Expand established and growing clusters to strengthen competitive advantages and attract businesses that diversify Redmond's economy and enhance economic resilience and increase tax revenue.
4. **Business Attraction and Recruitment:** Promote the attractiveness of doing business in Redmond and improve the business climate and opportunity for continued investment.
5. **Workforce Development:** Work with partners to attract, retain, and develop a broad base of creative and diverse talent in Redmond and increase access for Redmond residents to greater economic mobility.
6. **District Development and Placemaking:** Create and evolve district identities and branding to leverage district marketing power in support of inclusive and equitable growth and economic impact.



To achieve these outcomes, the City and its partners will need to pursue a set of recommended foundational and economic development strategies. Foundational strategies underpin Redmond's long-term success in achieving sustainable, equitable economic development and are the responsibility of multiple city departments. Eight foundational strategies were identified for regional collaboration and partnership, communication and storytelling, equitable economic mobility, land use, transportation, housing, livability, and sustainability.

This plan also proposes to move the City of Redmond toward achievement of its economic development focus areas by addressing each through a set of coordinated and phased economic development strategies. Each economic development strategy consists of interrelated and mutually supportive actions. The economic development strategies which are summarized below are primarily led by the City's Economic Development Division in collaboration with other city departments and external partners.

## **Business Retention and Expansion**

1A. Cultivate relationships with Redmond's business community through robust, ongoing communication and invitations for Redmond's businesses to be engaged in city efforts.

1B. Collaborate with Long Range Planning and Development Services to consider how the City can incentivize the creation of needed flexible spaces for retail, manufacturing, creative uses, and recreation uses.

1C. Work to proactively understand and predict the threats and opportunities for existing businesses in Redmond, including displacement.

1D. Work with public and private partners to foster small business space solutions.

## **Equitable Small Business and Entrepreneurship Support**

2A. Monitor the existing and emerging needs of small businesses in Redmond.

2B. Collaborate with partners to develop programs that provide culturally trusted small business support across industries in Redmond.

2C. Foster entrepreneurship across industries and work with partners to ensure support for a diverse community of entrepreneurs.

2D. Increase outreach to and understanding of Redmond home-based businesses to help them grow and connect to market opportunities.

2E. Encourage development of co-working, maker spaces, commercial kitchens, and other small business and entrepreneurial space needs in Redmond.

2F. Encourage an equity in contracting program to increase contracting, procurement, and consulting opportunities for small and minority owned businesses.

## **Cluster Diversification and Expansion**

3A. Invest in tools to collect and maintain data for tracking economic impact, monitoring business cluster trends, and identifying opportunities to expand industries.

3B. Continue to support Redmond's highest-employing and highest-growth cluster of Information, Communication and Technology and Interactive Media companies while pursuing growth in other technology related sectors.

3C. Boost Redmond's booming Commercial Space and Aerospace cluster by leveraging regional and local competitive advantages, concentration, and multi-jurisdictional supports.

3D. Monitor and support expansion in high-growth, emerging clusters in the Life Sciences and Clean Technology (Clean Tech) industries.

3E. Retain and grow independent retail activities that strengthen and differentiate Redmond's sense of place and experiential offerings.

3F. Support initiatives to highlight and grow the Creative Economy.

3G. Leverage and support tourism assets and initiatives in alignment with the Tourism Strategic Plan for continued cluster awareness and growth.

## **Business Attraction and Recruitment**

4A. Work with regional and state partners to proactively promote Redmond as an attractive place to do business.

4B. Support internal efforts to reduce the cost and time of doing business for Redmond's business and development communities.

4C. Target recruitment of businesses that strengthen the City's commercial, cultural, and district identities.

4D. Encourage infrastructure investments, zoning, and development that is conducive for business attraction targets.

## **Workforce Development**

5A. Collaborate with regional partners and service providers to improve awareness and access to education, training, and jobs for Redmond residents, including youth, tribe members, immigrants, and those returning to the workforce.

5B. Facilitate connections between employers and education and workforce development institutions to increase employer access to a qualified workforce.

5C. Identify and support opportunities to increase affordable dependent care and other supportive services to facilitate workforce attraction and retention.

5D. Build connections with public and private educational institutions within the region and monitor opportunities to attract programs or campuses to Redmond.

5E. Collaborate with regional and subregional workforce development partners to track workforce development trends.

## **District Development and Placemaking**

6A. Foster the creation of district organizations that can convene, brand, program, and promote Redmond's unique business districts.

6B. Develop and disseminate a unique, strongly branded identity for Redmond's business districts and pair with programming to grow visitation and business attraction.

6C. Leverage light rail and continue to prioritize planning and resources for key investments in growth centers to reinforce unique identities as vibrant cultural and commercial centers.

6D. Preserve and promote the arts, entertainment, events, cultural assets, and sciences in Redmond to attract new firms, industries, residents, and visitors.

6E. Evaluate opportunities to create and enhance industry cluster districts, such as an EcoDistrict.

Dear Redmond community and businesses,

We are proud to present and support the first Economic Development Strategic Plan for the City of Redmond. As Mayor and Director of Planning and Community Development, we recognize this plan's critical importance in shaping our city's economic future and fostering sustainable growth and prosperity for all residents, businesses, employees, and visitors.

This plan represents a comprehensive and forward-thinking roadmap for guiding economic development initiatives in Redmond. The collaborative spirit and optimism exhibited by our business community, community partners, staff, and city leaders significantly shaped this plan, ensuring that it is grounded in the needs and aspirations of our community. We thank everyone who contributed through their participation, perspectives, and subject matter expertise.

One of the key strengths of the plan lies in elevating Redmond as a welcoming and successful place to do business, while also ensuring that our approach to economic development is equitable, sustainable, and enriching for businesses and our community. By prioritizing district development and placemaking, expanding access to equitable small business and entrepreneurship support, advocating for innovation, and investing in workforce development, the plan seeks to create a holistic economic development program that can change with market dynamics. The direction of the plan allows Redmond to further thrive as an attractive place to do business and a desirable destination for residents, employment, and leisure.

Moreover, the plan recognizes the interconnectedness of economic development with other key city priorities, illustrated through a set of foundational strategies. The plan includes a spectrum of approaches that support a high quality of life and wide array of opportunities for businesses and residents alike.

As Mayor and Director of Planning and Community Development, we are committed to working closely with stakeholders and the community to ensure the successful implementation of the Economic Development Strategic Plan. By harnessing the collective expertise, resources, and energy of our community, we can realize the vision of a vibrant, inclusive, and innovative economy for Redmond. Together, we will continue to cultivate a thriving and interconnected economy, providing opportunities and impact for all.

Sincerely,



*Angela Birney*  
**Angela Birney**  
Mayor of Redmond



*Carol Helland*  
**Carol Helland**  
Planning Director of Redmond

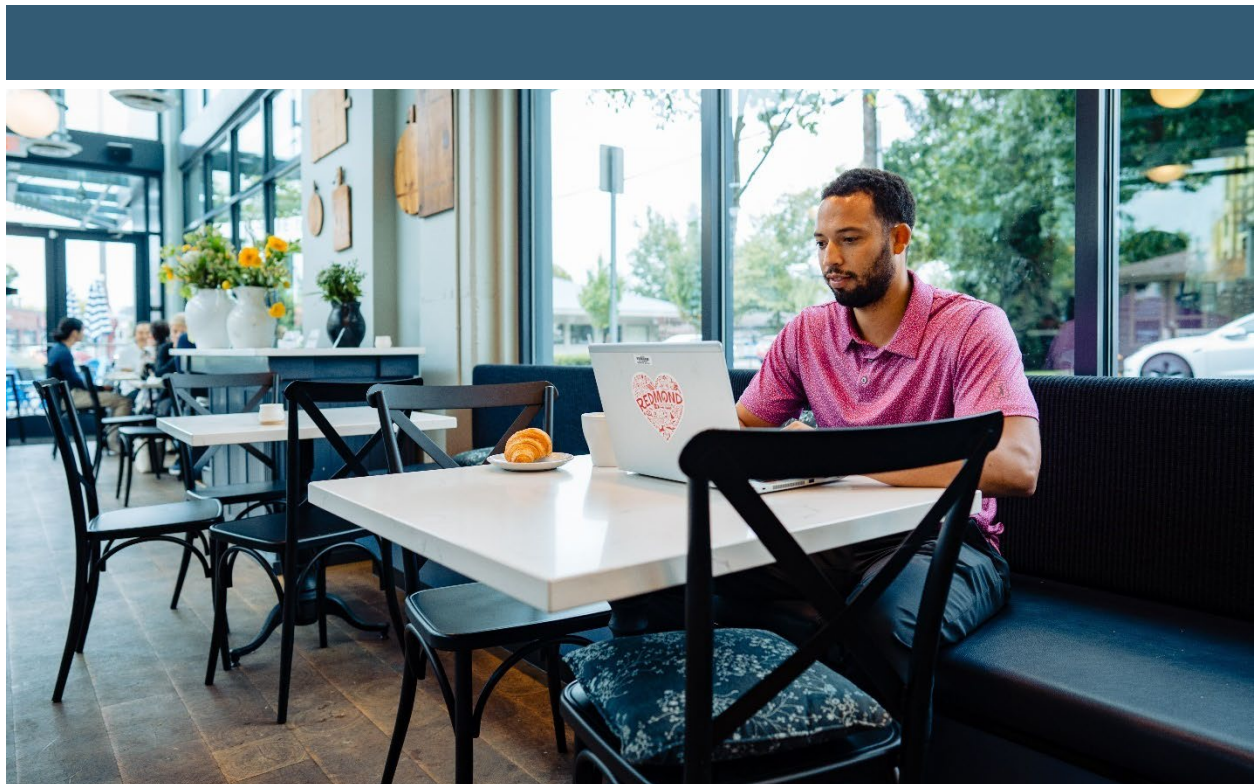
## INTRODUCTION

### Background and Purpose

The City of Redmond partnered with Community Attributes to develop its first Economic Development Strategic Plan (EDSP) to guide the City's economic development programs, policies, and allocation of resources for the next five years. The strategic plan is data-driven and reflects the current realities of Redmond, has been informed by extensive stakeholder engagement, and complements other Redmond and regional planning and economic development efforts.

This Economic Development Plan:

- Sets a vision for sustainable and equitable economic development in Redmond and proposes focus areas, strategies, and actions to achieve that vision.
- Facilitates implementation by recommending priority strategies and actions to realize within the next five years, as well as aspirational actions for future consideration beyond the lifespan of the plan.
- Recommends roles for the City and external partner organizations to implement the proposed strategies.



## Strategic Planning Process

The creation of Redmond's Economic Development Strategic Plan relied on data collection and analysis and robust outreach to stakeholders. Key components of this process include the following:

- **Landscape Assessment and Data Analysis.** The first step in the strategic planning process was to assess the City's current market and economic conditions. The consultant team examined both quantitative and qualitative data to understand where Redmond is today and how it got here. Additionally, a review of existing and ongoing studies, plans, and engagement was conducted to provide some background on the economic development environment and challenges and opportunities in Redmond. These efforts have culminated in a report that includes findings on holistic elements of Redmond's economy, which are summarized in the Redmond in 2023 section of the Plan and included in full as *Appendix A*.
- **Stakeholder Outreach.** Engagement activities in support of this plan include an online business questionnaire available in six languages, four interviews with major employers in Redmond, one interview with OneRedmond staff, and six focus groups of businesses and organizations in retail and restaurant, creative economy, technology and interactive media, life sciences, space/aerospace, and manufacturing sectors. Engagement findings are included in the Summary of Engagement section of the plan and a full engagement report is included in *Appendix B*.
- **Economic Development Core Team and City Council Meetings.** The consultant team and the Economic Development Division staff met with a team of cross departmental city staff members whose programs would be most influenced and impacted by the plan and with City Council throughout the process to review interim findings, discuss strategic priorities, and solicit feedback and input.





## Plan Organization

The Redmond Economic Development Strategic Plan is organized as follows:

- **Redmond in 2023.** A summary of economic and demographic trends in Redmond.
- **Strategic Themes Findings.** Summarizes insights from the landscape assessment, data analysis, and stakeholder engagement by strategic theme.
- **Economic Development Strategic Plan Framework.** Defines the elements of the Economic Development Strategic Plan framework.
- **Redmond's Vision for Economic Development.** Provides Redmond's vision for economic development, desired outcomes, and metrics for measuring success.
- **Foundational Strategies.** Identifies the foundational strategies for the plan.
- **Focus Areas and Strategies.** Provides recommended focus areas and economic development strategies organized by focus area for the City and its partners.
- **Implementation of the Economic Development Strategic Plan.** Summarizes considerations for successful implementation of the Plan.
- **Appendices.** Includes the Data Analysis & Landscape Assessment and Engagement Summary reports that were completed as part of the strategic planning process and provide supplemental information in support of the Plan.



## REDMOND IN 2023

This chapter provides an overview of economic and demographic conditions in Redmond, presented in three major sections: people, economy, and place. The analysis includes comparisons to five benchmark cities with similar economic profiles and the Puget Sound region to help provide context on how the city is performing. The benchmark cities include Bellevue, WA; Bothell, WA; Mountain View, CA; Hillsboro, OR; and Raleigh, NC.

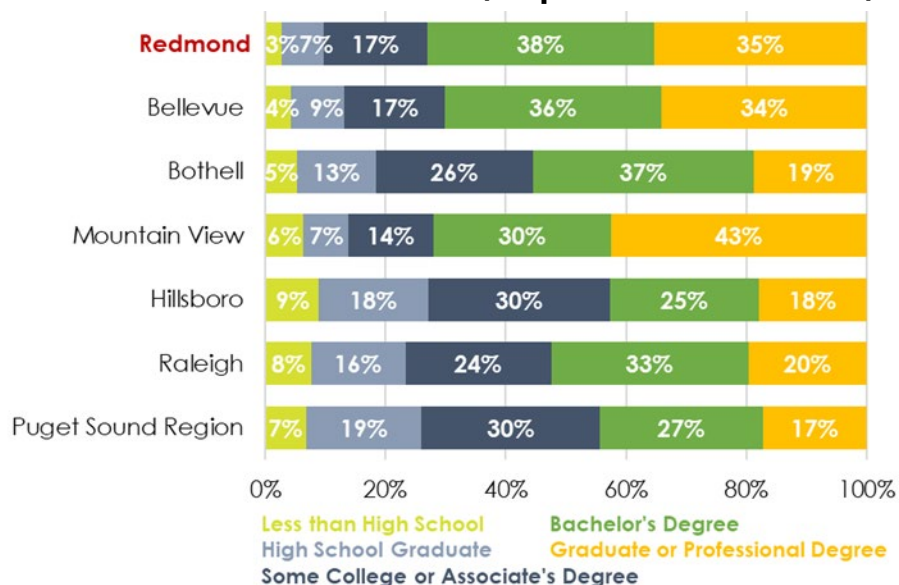
The following key findings are summarized from analysis that can be read in full in *Appendix A*.

### People

***Redmond's population is growing and is diverse, young, and highly educated.***

At 75,300 in 2022, Redmond's population has doubled since 1990 and is expected to grow at a faster pace than the Puget Sound Region through 2050. The City is home to a younger population compared to the surrounding Puget Sound region. Those between the ages of 25 and 44 continue to be the most prevalent age group in Redmond and have seen the most growth in absolute terms since 1990. Redmond's share of people of color has increased from 10% in 1990 to 51% in 2021, with the highest increase in Asian population.

**Exhibit 1. Educational Attainment, Population 25 and Older, 2021**



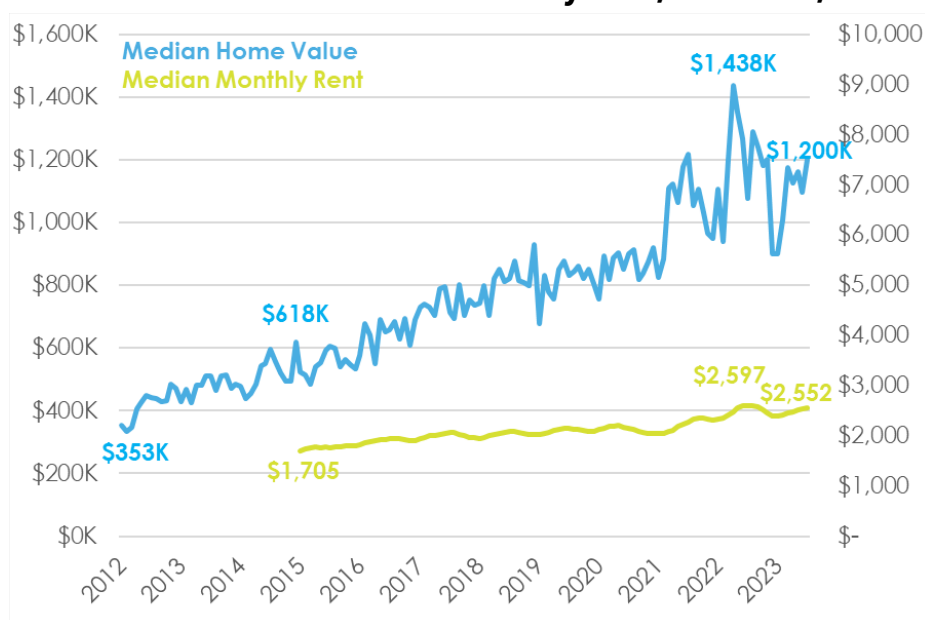
Source(s): U.S. Census ACS 5-Year estimates, 2021; CAI, 2023.

Redmond is the most educated community amongst all benchmark cities. In 2021, the proportion of residents aged 25 and older with a bachelor's degree or higher was approximately 73% in Redmond.

***Increased demand and housing underproduction in Redmond have led to rising costs.***

While Redmond has one of the highest shares of multifamily housing in the Eastside region, most of this housing comes in the form of apartments, and Redmond's housing market lacks a diverse range of housing types, including duplexes, multiplexes, townhomes, etc.

**Exhibit 2. Median Sale Price and Median Monthly Rent, Redmond, 2012-2023**



Source(s): Redfin, 2012 to 2023; CAI 2023.

The median sale price in Redmond, based on sales data from Redfin, increased by 166% between January 2012 and October 2023. This was lower than the Puget Sound region median sale price increase during this period and most benchmark jurisdictions except for Raleigh. Though not as dramatic, median monthly rent in Redmond has also risen significantly since 2015 – a 50% total increase from 2015 to 2023.

The rising cost of housing has led to issues with housing affordability which have had disproportionate impacts on certain populations. While 24% of Redmond's total

population experiences cost burden<sup>1</sup>, it is more prevalent in Pacific Islander households (45%) and Hispanic households (33%).



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<sup>1</sup> The Department of Housing and Urban Development defines cost burden as those households spending more than 30% of total income on housing.

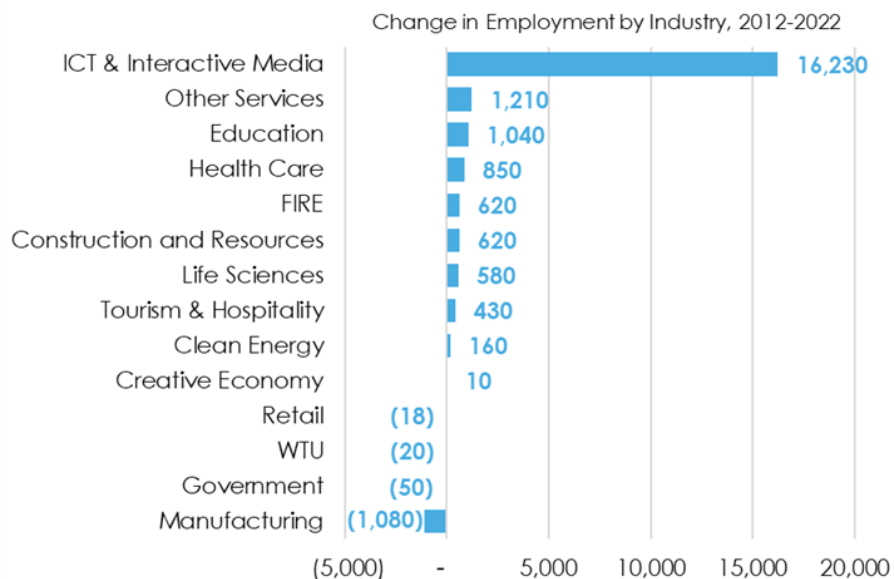
## Economy

***Over the past ten years, employment in Redmond grew by 22%, driven by the technology sector, but manufacturing jobs declined.***

From 2011 to 2021, employment growth in Redmond of 2% per year on average outpaced the Puget Sound region's average of 1.7% per year and ranked third among all benchmark communities, after Bellevue (1.7%) and Raleigh (1.2%).

Job growth in the past ten years was led by the Information Communication and Technology (ICT) & Interactive Media industry which accounted for 76% of the 21,000 jobs added between 2012 and 2022. Over the same period, the manufacturing sector lost over 1,000 jobs.

**Exhibit 3. Employment Change by Industry, Redmond, 2012-2022**



Source(s): Puget Sound Regional Council, Preliminary Estimates, 2023; Community Attributes, 2023.

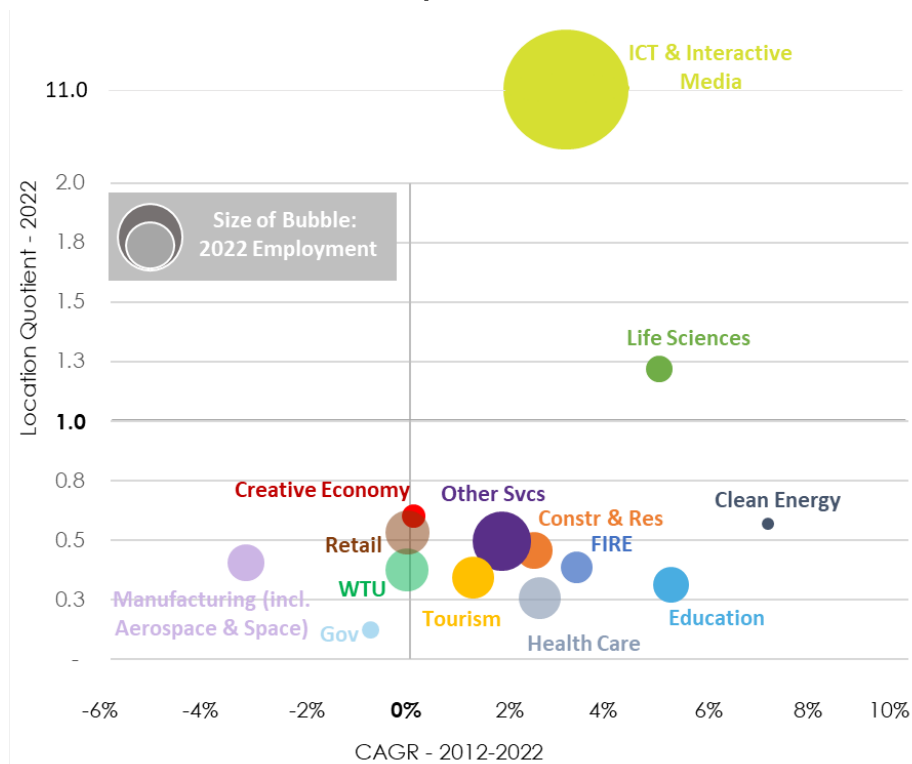
Note: ICT stands for Information and Communication Technology; WTU stands for Wholesale, Transportation, and Utilities; FIRE stands for Finance, Insurance and Real Estate.

**Information and Communication Technology & Interactive Media is by far the most concentrated industry in Redmond.**

Information and Communication Technology (ICT) & Interactive Media have a location quotient (LQ) of 11, which means that on a per job basis, the industry is 11 times more concentrated in Redmond than the US average. Microsoft is the leading ICT and Interactive Media presence in Redmond, with a 502-acre campus employing more than 47,000 workers and an employment multiplier of 5.9.

Life Sciences is the only other industry with a location quotient higher than 1. The fastest growing clusters in Redmond from 2012 to 2022 were Clean Energy (7.2%), Education (5.2%), and Life Sciences (5%).

**Exhibit 4. Industry Clusters by Size, Employment Change and Concentration relative to US, Redmond**



Source(s): Puget Sound Regional Council, Preliminary Estimates, 2023; Community Attributes, 2023.grow

Note: ICT stands for Information and Communication Technology; WTU stands for Wholesale, Transportation, and Utilities; FIRE stands for Finance, Insurance and Real Estate.

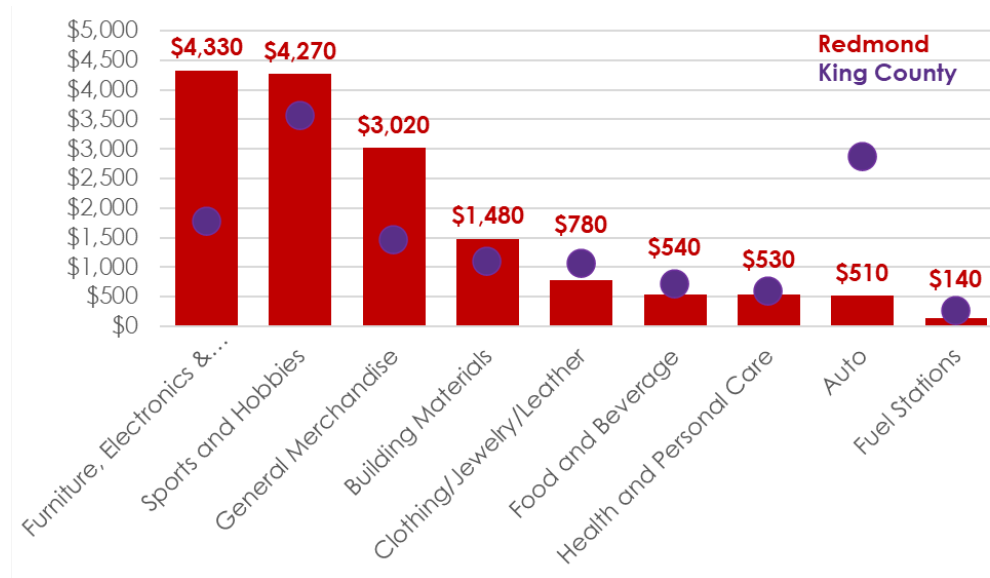


***Retail sales in Redmond increased at a slower pace than in King County. Auto retail, food and beverage, and clothing / jewelry / leather may represent retail sectors with opportunity for further growth in Redmond.***

Retail sales in Redmond fluctuated more than the totals for King County and increased at a slower pace -1.2% per year on average compared to 2.2% for King County between 2005 and 2022.

Per capita retail sales in Redmond exceeded the King County figure for four industries: furniture, electronics and appliances, sports and hobbies, general merchandise, and building materials. In 2022, Redmond's per capita furniture, electronics and appliances retail sales were nearly \$2,600 higher than the King County figure. Redmond underperforms in a few industries, with the largest difference in auto retail sales, followed by clothing/jewelry/leather, food and beverage, and health and personal care.

**Exhibit 5. Per Capita Retail Sales by Industry, 2022**



Source(s): Washington State Department of Revenue, 2023; Community Attributes, 2023.

***Compared to regional benchmark cities, Redmond has the lowest share of residents working outside the City.***

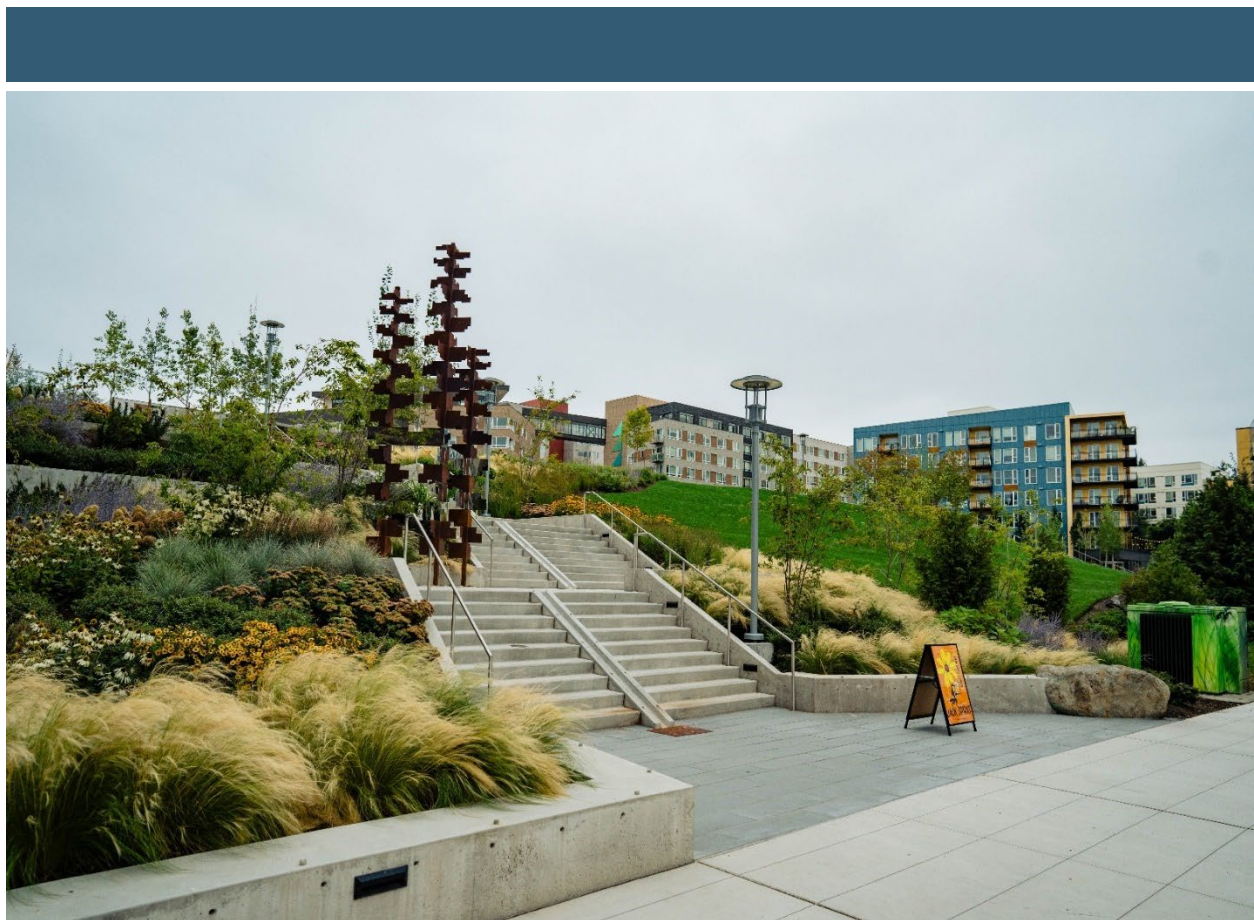
Roughly 68% of residents work outside Redmond and commute for work to Seattle (25%), Bellevue (16%), Kirkland (5%), and other cities on the Eastside and in the region. This is the lowest share among other Eastside cities like Bellevue, Sammamish, Issaquah, and Kirkland. In the same year, 89% of all Redmond workers commuted into the City for work from nearby communities, very similar to other Eastside cities.

## Commercial Real Estate

From 2007 to 2023, Redmond's industrial inventory declined by 2% and vacancy rates have been very low since 2020. Redmond's industrial vacancy rate experienced an all-time low of .1% in Q3 of 2022 but has since risen to 2.9% - still a too-low rate for the health of the market that may be impeding locations or expansions in the City.

Redmond's inventory of office space has not increased significantly for many years and vacancy rates at 5% in Q3 of 2023 are extremely low by regional standards and relative to most benchmark cities.

From 2010 to 2022, Redmond's retail square feet per capita declined by 31%, the most of all benchmark cities, and retail vacancies at 1% are extremely low.



## STRATEGIC THEMES FINDINGS

This section of the plan brings together insights from the landscape assessment, data analysis, and stakeholder engagement summarized by strategic theme.



### **Business Retention and Expansion**

- Existing businesses throughout the City are facing the risk of displacement due to recent growth, property sales, and redevelopment. Results from the business questionnaire conducted for the Plan found that only 18% of respondents felt their businesses were secure from relocation risk, with rising rents, lack of appropriate space, and redevelopment pressure identified as primary risk factors.
- A limited supply of appropriate, affordable space in Redmond constrains the real estate market for many uses, but especially for micro businesses, retail businesses, food and beverage manufacturing businesses, small scale manufacturing and prototype development, creative spaces, child-based spaces, recreational spaces, health related facilities, and automotive services. Newly developed spaces or redeveloped spaces come with higher rental costs, and the types of spaces



constructed often lack compatibility with businesses in need, due to first-floor height requirements, prioritization of other incentives, or the investment demands of chain retail tenants.

- From 2010 to 2022, Redmond's retail square feet per capita declined by 31%, the most of all benchmark cities, and retail vacancies at 1% are extremely low. The lack of retail space in Redmond is driving up lease rates and likely impacting the viability of smaller and independently owned businesses in Redmond (*Appendix A. Data Analysis and Landscape Assessment*).
- Co-located production, fabrication, and Research and Development (R&D) space may be essential for supporting industries such as space/aerospace, life sciences, ICT and interactive media, and clean energy / clean tech. However, limited industrial inventory may be impeding locations or expansions in the city.
- The strategic planning process has revealed challenges with using the City's business license data for outreach efforts or analysis to support and inform economic development initiatives. The outreach efforts for the plan also revealed the need for the City to continue to grow and build relationships with the business community in the service of economic development focus areas.



## Equitable Small Business and Entrepreneurship Support

- Small businesses represent a significant share of the City of Redmond's economy - 93% of businesses in Redmond have less than 50 employees and employ just over 18% of all workers in the City of Redmond.
- Several recent studies of small businesses in King County and Redmond have identified challenges, gaps, and needs for small businesses. These include limited access to capital, cultural and linguistic barriers, inadequate marketing of existing resources and services, limited capacity of nonprofit organizations and Community-Based Organizations (CBOs) and others (for full list refer to *Appendix A. Data Analysis & Landscape Assessment*).
- There is an opportunity for CBO trusted messengers to foster equitable small business support and work with the Overlake Village Small Business Hub.
- Small businesses in the Redmond 2050 Overlake Small Business Roundtable discussions identified additional needs for small businesses, such as space for future expansion of operations, family-friendly environment to attract families to the area, affordable and accessible housing options for employees and others (for full list refer to *Appendix A. Data Analysis & Landscape Assessment*).
- Small business respondents to the business questionnaire conducted for the Plan ranked space location/lease negotiation, networking opportunities, and marketing support as the top three most important small business services. They also ranked unaffordable commercial rents, parking access, and the increased cost of labor most frequently among the top three challenges they are facing in Redmond today.
- Due to lack of information in business license data, it is difficult to track trends in business ownership demographics.

## Cluster Diversification and Expansion

### Information Communication and Technology (ICT)

- The City's ICT / digital media cluster is responsible for more than half (63%) of all Redmond employment, with Microsoft alone accounting for over 47% of jobs. Technology workers may be vulnerable to industry consolidation, re-location / spinoffs, and contraction. Outreach for the Redmond 2050 Comprehensive Plan update suggested that continued reliance on the technology industry could result in economic and cultural homogeneity, a loss of small businesses, and housing affordability challenges for people working in other sectors, such as education, restaurants, and public service.
- Diversification of economic activity - including attracting new or expanded companies in underrepresented industries to Redmond - would increase the range of opportunities available to the 68% of residents that currently commute outside the City.

## Space

- Institutional support, large anchor employers, and principles of agglomeration suggest strong opportunities for up- and down-stream suppliers in Redmond's emergent space cluster.
- The space and aerospace sector sees an opportunity to increase awareness of their industry in Redmond and the region. Industry support and momentum around the Redmond Space District should be supported and branded for community pride and cluster growth.

## Life Sciences

- With 52 facilities in Redmond (third amongst 136 cities in the state), a location quotient of 1.2, and growth of nearly 600 jobs over the past decade, the City's life sciences cluster is situated amongst one of the fastest growing industries in the state (33.6% growth from 2015 to 2021) and benefits from adjacent technology and manufacturing capabilities in developing cancer therapies, drug production, and testing technologies, among other activities.

## Tourism and Retail

- By diversifying Redmond's retail, hospitality, and recreation industries and activities, Redmond invests in a unique sense of place and provides experiential offerings that are attractive to prospective businesses and talent.

## Creative Economy

- Creatives believe that the City of Redmond would benefit from a revival of the commitment to the arts and culture. They suggested that a strategy would be useful to define who Redmond wants to be with respect to arts and culture and how the City can achieve that vision.

## Other

- As Redmond's economic development program continues to mature, sector specific efforts, including targeted stakeholder engagement and strategic development should be further invested in, such as the efforts in the Tourism Destination Development Plan.





## Business Attraction and Recruitment

- Redmond faces several challenges in business attraction and recruitment, including high development costs, constrained land availability, talent recruitment and retention difficulties, and a scarcity of affordable workforce housing.
- The heightened cost of housing poses challenges in talent recruitment by leading many local employees to reside outside of Redmond and preventing new talent from moving in. Many local businesses have to hire remote talent to fill the gaps.
- Permitting for development is a contentious issue among participants, and businesses cite challenges, such as delays and lack of technical expertise.
- Promoting a distinctive identity and addressing quality of life issues, such as childcare availability, supporting local arts and culture, and providing recreation opportunities, may help to attract and retain a skilled talent pool in Redmond.
- There is confusion in Redmond around the roles of the different economic development agencies and a need to rebrand, but preserve existing partnerships.

## Workforce Development

- Recent studies conducted by Western Washington University have identified several challenges for Redmond's workforce; a marked skill gap in several occupation fields, fewer qualified workers with relevant degrees than there are job positions across most industries in Redmond, and finally, the workforce development ecosystem in Redmond lacks the programming presence of a regional workforce development council.
- Many residents and businesses in Redmond are unaware of available workforce development resources and opportunities.
- Engagement efforts show that Redmond's community members desire for workforce development efforts to be aligned with the needs of underserved communities and prioritize income self-sufficiency for workers in Redmond at a range of skill and education levels.
- Partnerships with employers in Redmond and data collection is needed to further understand the City of Redmond's workforce needs and regional skills that would support cluster diversification and expansion.
- Educational institutions and workforce development agencies may be effective at reducing skills gaps by providing in-demand skills training through informed curriculum.
- Inadequate access to childcare and adult dependent care were cited as challenges that impact working families and labor force participation in general.



## District Development and Placemaking

- With two designated Regional Growth Centers - Downtown Redmond and Overlake - forecast to accommodate 64% of Redmond's job growth through 2050, and Marymoor transitioning to a Countywide Growth Center, careful planning will be especially crucial to the economic success and sustainability of these areas.
- Livability in Redmond's centers and neighborhoods will depend on placemaking that prioritizes multi-modal travel, an appropriate mix of land uses, strong urban design, access to amenities - and enhancing the City's unique sense of place.
- It is increasingly vital for cities to differentiate themselves in terms of quality of life and amenities from other places to compete for top-tier talent - especially in industries with highly skilled and mobile workforces, such as tech, space / aerospace, life sciences, and clean tech.
- Planning for Downtown Redmond, as well as for Overlake and Marymoor, is focused on leveraging the game-changing potential of new light rail stations, including implementing dense, mixed-use, transit-oriented development, and increasing connectivity to the City's other commercial and neighborhood centers.
- Engagement found that district development in Overlake, the third-largest jobs center in the Puget Sound region, must match increased density with measures to address traffic congestion and improve walkability and pedestrian safety, as well as support for minority-owned businesses such as a dedicated liaison.
- Redmond currently lacks district-based organizations that are essential to help foster district-based branding and placemaking activities such as marketing campaigns and events.

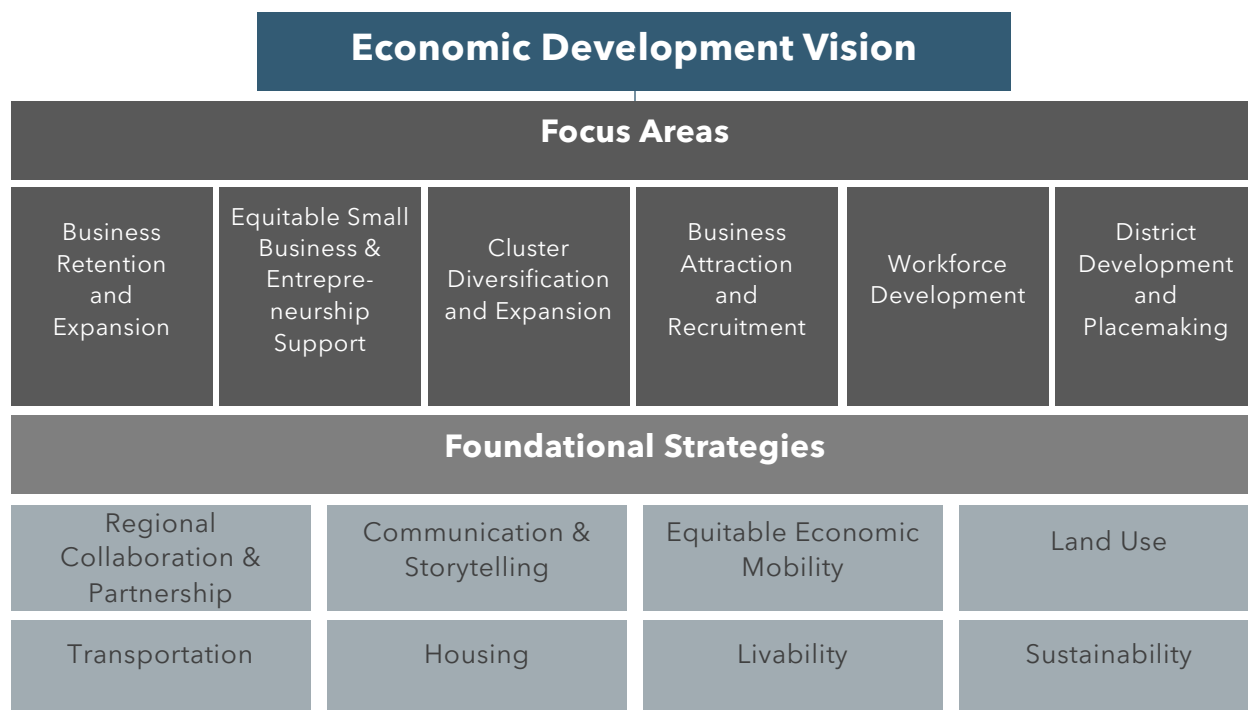




## ECONOMIC DEVELOPMENT STRATEGIC PLAN FRAMEWORK

This Economic Development Strategic Plan includes the following elements:

- **Economic Development Vision.** Reflects the values and priorities for economic development in the City of Redmond for the next five years. Provides a signpost to guide focus areas and strategies and should act as a reference point when making future decisions about prioritizing investments and development programs.
- **Foundational Strategies.** A broad array of critical citywide issues and aims that underpin Redmond's long-term success in achieving sustainable, equitable economic development. Essential to economic growth and vitality and a high quality of life in Redmond.
- **Focus Areas.** Broad thematic groupings that serve to organize the detailed strategies and actions at the heart of this plan. Identified in collaboration with the City of Redmond and validated through research, analysis, and stakeholder engagement. Each focus area has a goal which establishes desired outcomes for that area.
- **Economic Development Strategies.** Individual, coherent approaches to achieving the plan's focus areas. These have a short to medium term implementation timeline and are primarily led by the City's Economic Development Division in collaboration with other city departments and external partners. Each strategy includes a set of **actions** - tactical or place-based to provide specific interventions, recommendations, or guidance.



## REDMOND'S VISION FOR ECONOMIC DEVELOPMENT

For the City of Redmond, economic development uses policies, strategies, and actions to grow and sustain Redmond's economy, build personal wealth, support businesses, generate investment, and strengthen the local tax base needed to fund services and community infrastructure.

### Vision Statement

The vision statement below incorporates diverse voices, aspirations, and possibilities identified during the planning process.

***Redmond is a diverse, resilient, and growing economy, based on a foundation of innovation, inclusion, collaboration, and sustainability. The City has a welcoming and positive business climate with a highly educated, skilled, and international workforce. Redmond is a desirable destination with an exceptional quality of life, and vibrant amenities including recreation, culture, retail, and dining.***

This vision supports the three economic vitality goals in the Redmond 2050 Economic Vitality Element. These are:

1. *A sustainable and resilient economy*
2. *A high quality of life*
3. *A diverse workforce and business community*

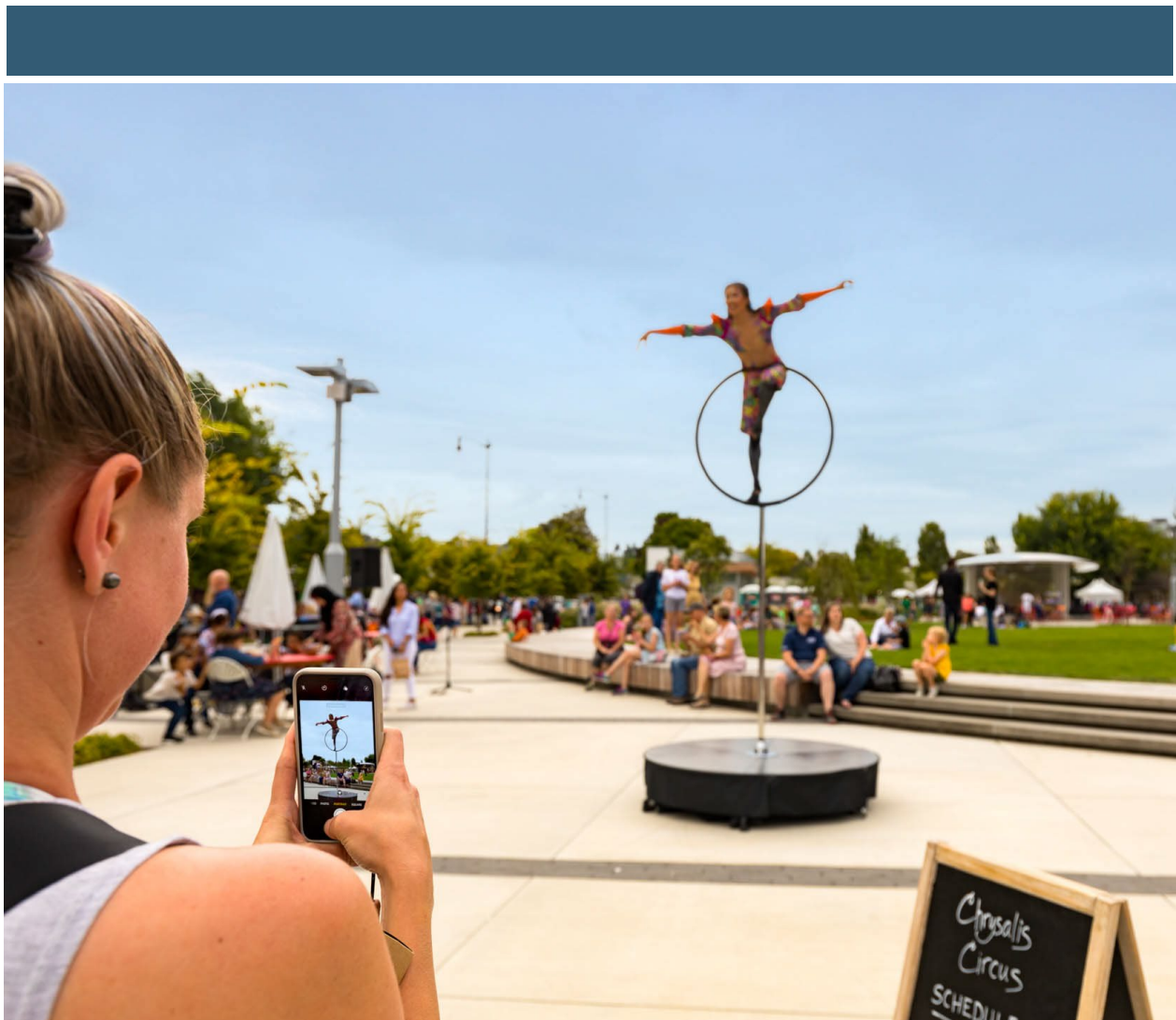
### Economic Development Outcomes

The vision statement describes several potential economic outcomes for the City of Redmond in the future:

- **Diverse, resilient, and growing economy.** Redmond has many of the needed assets to support a growing, more diverse economy: a strong and growing technology sector, institutional support, a diverse and highly educated population, and high quality of life. The City's existing industry strengths in technology, space, and manufacturing could lead to further growth in the emerging clusters of life sciences and clean tech. There are also opportunities for growth of the creative economy sector and retail that can strengthen and differentiate Redmond's sense of place and experiential offerings. All these opportunities can make Redmond's economy more resilient, growing the number and value of commercial and industrial properties to help diversify the tax base. Diversification can also make high-paying career opportunities available at different levels of education and experience.



- **An attractive place to do business.** Businesses are attracted to Redmond’s well-educated, skilled, and culturally diverse workforce. Small businesses thrive with the support of market opportunities presented by major employers, the purchasing power of an affluent workforce, and the growing culture of innovation. Building on existing strengths, this plan’s recommended strategies and actions support a positive business climate, the provision of suitable and affordable commercial space, and a culture of entrepreneurship and innovation.
- **Desirable destination to live, work, and visit.** Redmond aims to be recognized for its exceptional amenities and quality of life and celebrated as a top visitor destination on the Eastside. The strategies and actions proposed in this plan will continue to enhance the character and culture of the community.



## FOUNDATIONAL STRATEGIES

Wherever possible, the Economic Development Division and program should seek to support efforts to strengthen the City's fundamental livability, and, thereby, Redmond's economic foundations. Foundational Strategies are a broad array of critical citywide issues and aims that underpin Redmond's long-term success in achieving sustainable, equitable economic development. Essential to economic growth and vitality and a high quality of life in Redmond.

- **Strategy F1. Regional Collaboration and Partnerships:** Leverage partners across the region for organizational strengths and economies of scale in achieving aligned outcomes. Work in close collaboration with industry groups and organizations on legislative priorities pertaining to economic development programs.
- **Strategy F2. Communication and Storytelling:** Leverage citywide business engagement for relationship-building and storytelling. Amplify a compelling narrative illuminating the impact and benefit of Redmond economic development via strategic communications.
- **Strategy F3. Equitable Economic Mobility:** Support and engage in city efforts that foster equitable economic security and wealth generation.
- **Strategy F4. Land Use:** Track and support the preservation and growth of needed business spaces in Redmond with particular attention to retail, manufacturing, and R&D spaces linked to key clusters in Redmond.
- **Strategy F5. Transportation:** Encourage multimodal transportation infrastructure improvements that support employee travel, foster business development and expansion, and support business districts.
- **Strategy F6. Housing:** Monitor and support policies that contribute to housing affordability and supply for workers at all skill and income levels to increase the workforce both living and working in Redmond.
- **Strategy F7. Livability:** Support investment in quality-of-life amenities to attract and retain businesses and a diverse workforce.
- **Strategy F8. Sustainability:** Embed the City's sustainability goals within Economic Development business outreach and programming.

## FOCUS AREAS AND STRATEGIES

This section includes strategies and actions under each focus area. These are primarily led by the City's Economic Development Division in collaboration with other city departments and external partners. Each strategy includes a set of **actions** - tactical or place-based to provide specific interventions, recommendations, or guidance.

Actions denoted with a (\*) are longer-term actions that may not be feasibly achieved in the five-year period without investment in staffing or programmatic budget.

The **six focus areas and associated goals** are as follows:

### **Focus Area 1: Business Retention and Expansion**

Continue to build relationships and engage with existing and emerging businesses in Redmond to accurately assess their needs, as well as address displacement risk and other challenges to support expansion of business operations in Redmond.

### **Focus Area 2: Equitable Small Business and Entrepreneurship Support**

Provide small businesses in Redmond with the right tools to start, stay, grow, adapt, and flourish by working in partnership with technical assistance partners and trusted messengers to preserve and increase the number of local establishments.

### **Focus Area 3: Cluster Diversification and Expansion**

Expand established and growing clusters to strengthen competitive advantages and attract businesses that diversify Redmond's economy and enhance economic resilience and increase tax revenue.

### **Focus Area 4: Business Attraction and Recruitment**

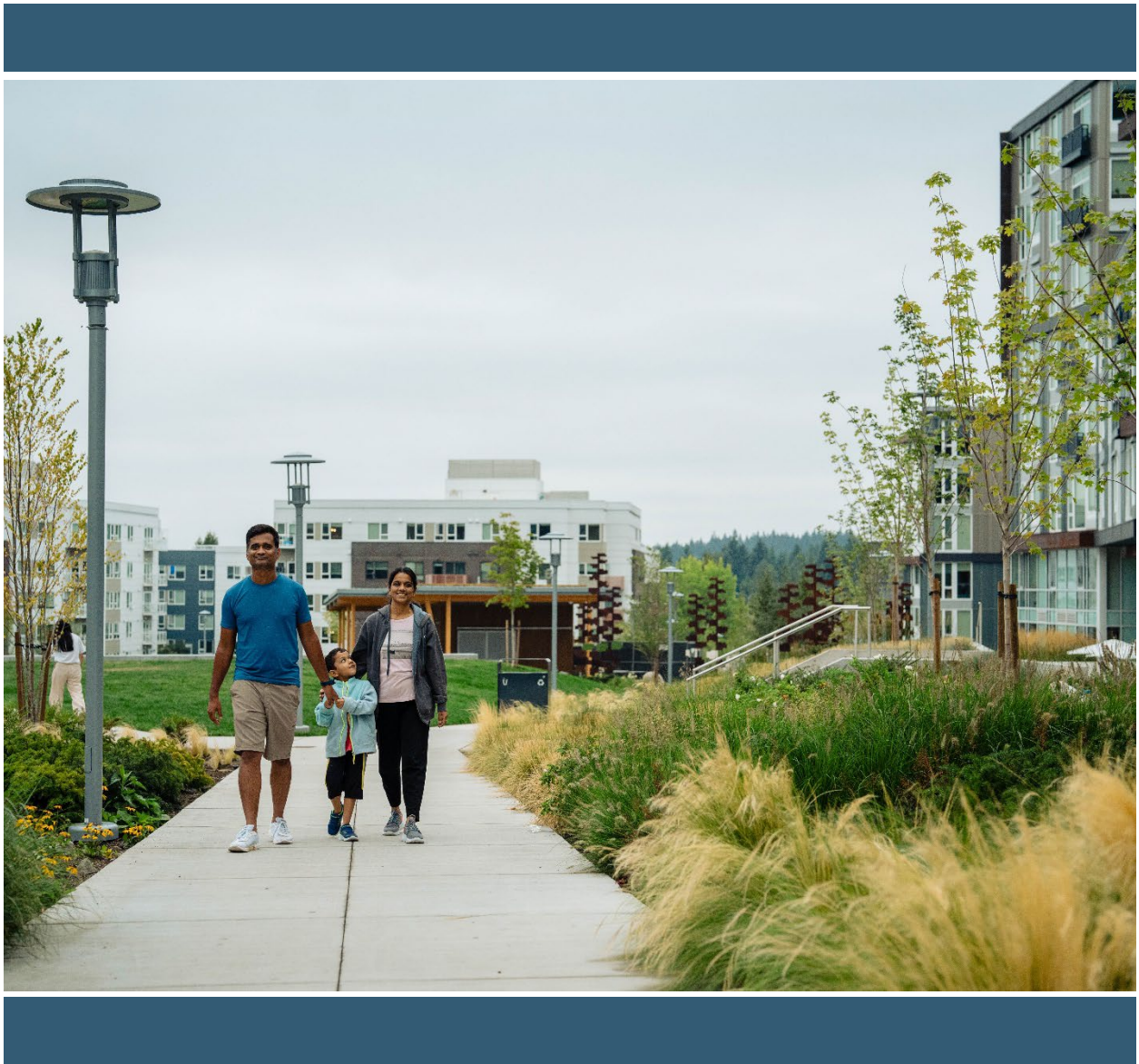
Promote the attractiveness of doing business in Redmond and improve the business climate and opportunity for continued investment.

### **Focus Area 5: Workforce Development**

Work with partners to attract, retain, and develop a broad base of creative and diverse talent in Redmond and increase access for Redmond residents to greater economic mobility.

### **Focus Area 6: District Development and Placemaking**

Create and evolve district identities and branding to leverage district marketing power in support of inclusive and equitable growth and economic impact.



## Focus Area 1: Business Retention and Expansion (BRE)

**Goal 1:** Continue to build relationships and engage with existing and emerging businesses in Redmond to accurately assess their needs, address displacement risk and other challenges, to support expansion of business operations in Redmond.

### **Strategy 1A. Cultivate relationships with Redmond’s business community through robust, ongoing communication and invitations for Redmond’s businesses to be engaged in city efforts.**

- **Action 1A.1.** Invest in staff time to develop a robust and sustainable business contacts database and utilize it to track, schedule, and monitor engagement and trends with Redmond businesses and entrepreneurs.
- **Action 1A.2.** Partner and communicate with other city departments engaged in business relations such as commute trip reduction (CTR), Parks and Recreation, waste reduction, pollution prevention, Public Works projects, and others.
- **Action 1A.3.** Create and send an annual welcome letter to Redmond businesses through the business license system.
- **\*Action 1A.4.** Encourage business licensing audit to ensure business license compliance for accurate data reporting and revenue generation.
- **\*Action 1A.5.** Facilitate networking opportunities between the City and local businesses, such as the development of an ongoing Business Roundtable program and/or a Business Recognition program.
- **\*Action 1A.6.** Foster and explore partnerships with Redmond's business community to implement shared goals and advance priorities for citywide economic development.

### **Strategy 1B. Collaborate with Long Range Planning and Development Services to incentivize the creation of needed flexible spaces for retail, manufacturing, creative uses, and recreation uses.**

- **Action 1B.1.** Consider development standards and other incentives to produce functional commercial and flexible spaces for industries that report a shortage of space opportunities or are facing displacement risk.
- **Action 1B.2.** Explore creative ways to utilize or dedicate existing spaces in Redmond to fill the spatial gaps reported by Redmond's industries and businesses.
- **Action 1B.3.** Serve as a liaison to advocate for local business needs to the City of Redmond internal departments and regional partners.
- **\*Action 1B.4.** Coordinate with building owners, developers, architects, and those involved in code and design review to advocate and to share best practices for improving the creation of affordable commercial spaces.
- **\*Action 1B.5.** Conduct an inventory of vacant or underutilized property and provide recommendations to mitigate barriers to utilization.





**Strategy 1C. Work to proactively understand and predict the threats and opportunities for existing businesses in Redmond, including displacement.**

- **Action 1C.1.** Strive to minimize the impacts of involuntary relocation or disruption of existing businesses.
- **Action 1C.2.** Work with Development Services to monitor the demolition and development pipeline.
- **Action 1C.3.** Monitor and encourage street level businesses openings, mitigating for closures due to redevelopment, by promoting adequate retail space provision in new development.
- **Action 1C.4.** Work proactively with Development Services, property owners, and developers to connect businesses being displaced with new developments or existing properties in Redmond.
- **Action 1C.5.** Continue to explore flexibility and creative solutions, such as limited lease agreements and other site-specific solutions, in use of existing spaces to mitigate displacement.
- **Action 1C.6.** Coordinate with business assistance providers to create and promote business consulting services related to business operations, lease negotiation, and space planning assistance, including options for cooperative ownership and succession strategies.

### **Strategy 1D. Work with public and private partners to foster affordable small business space solutions.**

- **Action 1D.1.** Encourage commercial affordability and commercial condominium incentives for developments.
- **\*Action 1D.2.** Partner or foster the creation of an entity focused on commercial affordability, such as a Public Development Authority (PDA), non-profit, or private entity to provide real estate support for small businesses and small-scale building owners.
- **\*Action 1D.3.** Encourage and incentivize developments to finance flexibility in retail tenancy.
- **\*Action 1D.4.** Work with private sector on tenant improvement funds and revolving loan funds (RLFs) within the limitations of Washington state's lending of credit/gift of public funds doctrine.

**Spotlight: City of Tacoma's Small Business Revolving Loan Fund.** The City of Tacoma's Revolving Loan Fund (RLF) program started in 1979, to assist small and moderately sized businesses located or locating to Tacoma. The RLF can provide gap financing over \$25,000 and up to \$500,000 where private financing is unavailable. The funds provided are available to fill a financing gap that exists between a project's total cost and the sum of owner equity and a loan from a senior lender. The Small Business RLF funds typically do not exceed 33% of a project's total cost. To be eligible, a small business must be operating within the City of Tacoma limits with all licenses and permits required and can show that most of its operations take place in Tacoma. A RLF applicant must show that it lacks collateral or attempted to access funds from a bank and the request was partially funded or rejected.

- **\*Action 1D.5.** Work with the private sector on researching the feasibility of Land Trusts or Land Banks for commercial development in Redmond.
- **\*Action 1D.6.** Explore options to support long-term affordability through agreements that run with the land (as in restrictive covenants) in the event of new development.

## Focus Area 2: Equitable Small Business and Entrepreneurship Support

**Goal 2:** Provide small businesses in Redmond with the right tools to start, stay, grow, adapt, and flourish by working in partnership with technical assistance partners and trusted messengers to preserve and increase the number of local establishments.

### Strategy 2A. Monitor the existing and emerging needs of small businesses in Redmond.

- **Action 2A.1.** Expand small business engagement to further develop and communicate policies and programs aimed at assisting small- and mid-sized businesses in Redmond.
- **\*Action 2A.2.** Invest in and work with Community-Based Organizations (CBOs) to address gaps in trust among diverse businesses - especially disadvantaged, women- and minority-owned businesses - and ensure needs are tracked to inform program development.
- **\*Action 2A.3.** Tailor economic development policies and programs to meet the needs of Redmond's small businesses including translated materials.
- **\*Action 2A.4.** Conduct a routine business survey to receive statistically significant data to inform economic development and business assistance programs.





## **Strategy 2B. Collaborate with partners to develop programs that provide culturally trusted small business support across industries in Redmond.**

- **Action 2B.1.** Invest in and support partner, community-based organizations (CBOs), and other organizations to enhance outreach, education, and training opportunities to existing micro and small businesses.
- **Action 2B.2.** Develop industry specific support programs, for priority industries, such as childcare, retail, and hospitality.
- **Action 2B.3.** Engage and partner with regional and state entities and programs to address capital access challenges for small minority owned businesses.
- **Action 2B.4.** Develop a multilingual small business toolkit, including handbooks on starting a business and associated tax, legal, and permit requirements in Redmond and King County.
- **Action 2B.5.** Encourage partner programs to provide small business owners with guidance on leasing or purchasing commercial property and lease negotiations.
- **Action 2B.6.** Consider additional partnerships to establish incentives and funding for condominium-style ownership of small businesses within separately owned and managed places, such as multifamily development.
- **Action 2B.7.** Promote business success stories using a variety of communication tools to provide example and inspiration for local businesses.

## **Strategy 2C. Foster entrepreneurship across industries and work with partners to ensure support for a diverse community of entrepreneurs.**

- **Action 2C.1.** Invest in entrepreneurship programming to foster new business starts in Redmond.
- **Action 2C.2.** Engage with self-employed business owners in Redmond to learn about the challenges and barriers impacting these businesses.
- **\*Action 2C.3.** Explore opportunities and encourage partners to provide free or affordable space for temporary or long-term local micro-business incubation including pop-ups and markets.
- **\*Action 2C.4.** Work with partners to create a one-stop resource for entrepreneurs to learn about business assistance resources and programs including advising on access to financial support.

**Spotlight: Eastside Small Business Support Hub:** In 2023, Bellwether Housing was selected to develop a transit-oriented, mixed-use, affordable housing project adjacent to the new Overlake Village light rail station, near the Microsoft campus in Redmond. Included in their proposal is nearly 10,000 square feet of ground floor space dedicated to a coalition of partners serving businesses in East King County, including One Redmond-One Eastside SPARK, Indian American Community Services (IACS), Eastside for All, and other regional community-based organizations. This space will provide the opportunity for a multicultural business center and business assistance hub to support the Eastside area's diverse population. In 2023, the City of Redmond won a \$15,000 grant, along with five months' coaching, from the National League of Cities to support the project. The Advancing Economic

Mobility Rapid Grant funds, to be matched by the City, supported the hiring of a consultant to work with the coalition to maximize the opportunities related to the development of a multicultural Eastside small business hub and shared commercial kitchen facility within the project. Phase I of this support includes an [analysis of needs and opportunities](#) completed in February 2024.

**Strategy 2D. Increase outreach to and understanding of Redmond home-based businesses to help them grow and connect to market opportunities.**

- **Action 2D.1.** Conduct a home-based business questionnaire to better connect and understand the needs and barriers facing Redmond's home-based businesses.
- **Action 2D.2.** In conjunction with Redmond 2050 policy, consider additional uses and activities for home-based businesses and create programs to support growth.
- **\*Action 2D.3.** Invest in programing that supports home-based business commerce needs and barriers, as well as promotes opportunities, such as market participation and e-commerce assistance.



**Strategy 2E. Encourage development of co-working, maker spaces, commercial kitchens, and other small business and entrepreneurial space needs in Redmond.**

- **\*Action 2E.1.** Support the creation of a multicultural Eastside small business hub and shared commercial kitchen facility.
- **\*Action 2E.2.** Foster existing maker spaces in Redmond to support expanded operations and additional incubator concepts.
- **\*Action 2E.3.** Leverage Redmond's supply of Class B & C office space to engage regional and national co-working firms for recruitment and development of co-working spaces.
- **\*Action 2E.4.** Explore partnering with private developers to reserve ground floor spaces for small and local businesses or community workspaces.
- **\*Action 2E.5.** Explore opportunities for pop-up business retail spaces through city-owned facilities, such as community centers and parks.
- **\*Action 2E.6.** Consider the creation of additional concept-based hubs and micro-districts.

**Spotlight: Redmond STEM Center and the Centro Cultural Mexicano Makerspace.** *The Redmond STEM Center, in collaboration with the Centro Cultural Mexicano of Redmond, operates a makerspace open to high school students that is free of charge. The makerspace features resources for 3D printing, laser cutting, robotics, t-shirt printing, embroidery, CAD, woodworking, web development, and more. The makerspace also includes classes in how to operate the machinery and related design. The makerspace hosts fabrication competitions and other events in conjunction with the STEM Center, such as a recent event where participants are given the materials and assembling instructions for mechanically powered airplanes (High Flying with Redmond STEM Center). The STEM Center itself functions as a hub for students to work, learn, and interact with industry mentors and professionals and hosts respected STEM organizations such as teams from FIRST Robotics, Vex Robotics, Rocketry Clubs, and various other interdisciplinary programs.*

**Strategy 2F. Encourage an equity in contracting program to expand contracting, procurement, and consulting opportunities for small and minority-owned businesses.**

- **Action 2F.1.** Commit to socially responsible procurement that promotes equity through city contracts by tracking percentage of consulting and purchasing dollars spent on Women and Minority Owned Businesses (WMBE).
- **Action 2F.2.** Consider a city-led “Equity in Contracting Program,” to offer access to contracting and procurement opportunities, as well as guidance and technical assistance, to historically underutilized businesses interested in providing supplies, services, and public works support to the City of Redmond.





## Focus Area 3: Cluster Diversification and Expansion

**Goal 3:** Expand established and growing clusters to strengthen competitive advantages and attract businesses that diversify Redmond's economy, enhance economic resilience, and increase tax revenue.

### **Strategy 3A. Invest in tools to collect and maintain data for tracking economic impact, monitoring business cluster trends, and identifying opportunities to expand industries.**

- **Action 3A.1.** Optimize the tracking of business licensing data collected and maintained.
- **Action 3A.2.** Gather, analyze, and track key Redmond business trends, including new business starts, expansions, relocations, improvements, investments, and displacement.
- **Action 3A.3.** Invest in tools and studies to measure economic and fiscal impacts, including tax revenues, of Redmond's industry clusters and disseminate findings to improve awareness in the community.
- **Action 3A.4.** Maintain close collaboration with state (Department of Commerce) and regional (Puget Sound Regional Council, Greater Seattle Partners) agencies to analyze and understand regional trends, opportunities, and threats for clusters and emerging businesses.
- **Action 3A.5.** Work to understand, identify, and grow activities and businesses (such as certain categories of retail, including auto sales) with potential to boost municipal revenue streams and enable other economic development activities.

### **Strategy 3B. Continue to support Redmond's highest-employing and highest-growth cluster of Information Communication and Technology (ICT) and Interactive Media companies while pursuing growth in other technology related sectors.**

- **Action 3B.1.** Regularly engage with major employers on needs and opportunities for partnership.
- **Action 3B.2.** Explore development of a gaming brand strategy for Redmond Interactive Media companies and facilitate gaming industry events, conferences, and district branding.
- **Action 3B.3.** Engage with technology employers to support emerging subsectors, such as artificial intelligence and satellite broadband, that are supportive of other key industries, such as Space and Life Sciences in Redmond.
- **\*Action 3B.4.** Facilitate stronger feedback loops from Technology and Interactive Media companies to educational and training institutions in STEM and other critical skills required by unfilled positions in these industries.

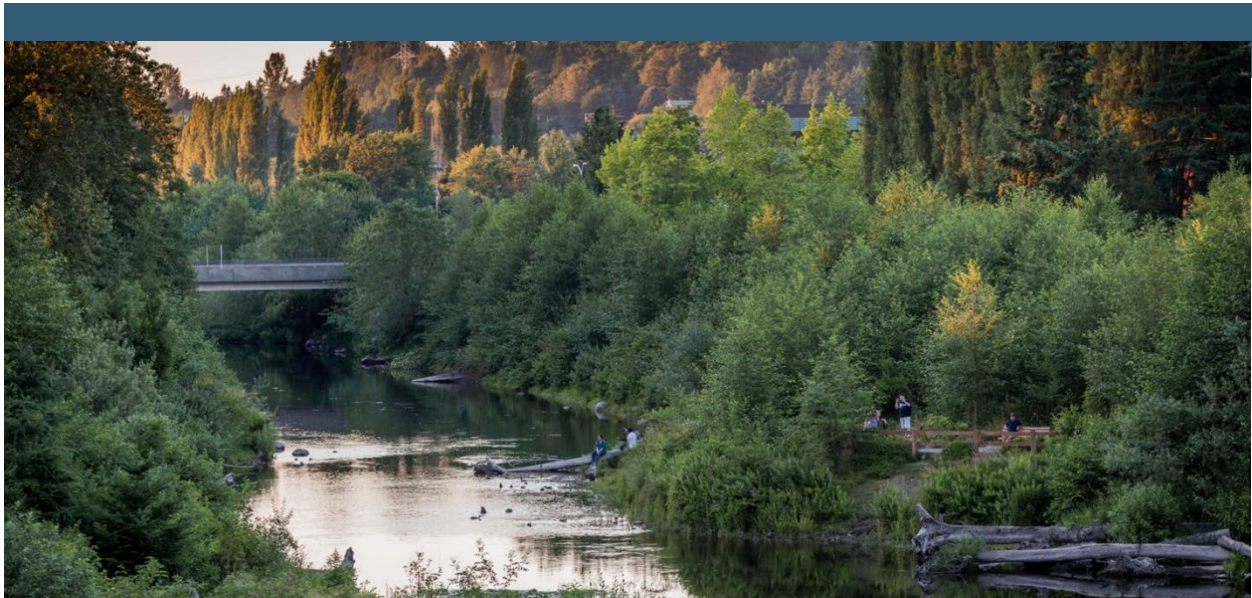


**Strategy 3C. Boost Redmond's Commercial Space and Aerospace cluster by leveraging regional and local competitive advantages, concentration, and multi-jurisdictional supports.**

- **Action 3C.1.** Maintain close coordination with local and regional entities to boost Redmond's Commercial Space and Aerospace cluster, including leveraging regional and local competitive advantages, concentration, and multi-jurisdictional supports.
- **Action 3C.2.** Build on the momentum of the Redmond Space District efforts by investing in the development and implementation of a Space cluster promotional campaign.
- **Action 3C.3.** Work with partners to highlight Space cluster achievements through other city initiatives and placemaking.

**Strategy 3D. Monitor and support expansion in high-growth, emerging clusters of the Life Sciences and Clean Technology industries.**

- **Action 3D.1.** Coordinate with state and regional agencies to explore the designation of a Southeast Redmond Industrial Growth Center to support life sciences, clean tech, and other industries in this important district.
- **Action 3D.2.** Spur cleantech industry growth in Redmond by leveraging the City's commitment to environmental sustainability in branding for business attraction.
- **Action 3D.3.** Consider partnering with Life Sciences Washington to identify opportunities for entrepreneurship and start-up mentoring programs in the Life Sciences industry.
- **Action 3D.4.** Monitor Redmond's business, tax, and regulatory policies to identify barriers to companies investing in long-term, high-risk R&D programs in the City.
- **\*Action 3D.5.** Identify opportunities to partner with the private sector to leverage investment in Life Sciences laboratory infrastructure and research facilities in Redmond.



**Strategy 3E. Retain and grow independent retail activities that strengthen and differentiate Redmond's sense of place and experiential offerings.**

- **Action 3E.1.** Strive to create active use retail definitions and requirements to support street level retail conducive to placemaking and tax generation.
- **Action 3E.2.** Monitor and support retail that is reflective of Redmond's community demographics and ensure Redmond residents have access to necessary goods, services, and activities.
- **Action 3E.3.** Conduct a retail demand and leakage study to inform targeted strategies for recruiting and retaining desired businesses and optimizing tax revenue.
- **Action 3E.4.** Consider development standards or flexible zoning to permit electric vehicle (EV) sales activities in select commercial or mixed-use zones.
- **Action 3E.5.** Support businesses that provide the services and amenities that attract resident, employee, and visitor spending.
- **Action 3E.6.** Increase the number of spaces dedicated for active retail use and create retail incubation tools, including space sharing and pop-up opportunities.







### **Strategy 3F. Support initiatives to highlight and grow the Creative Economy.**

- **Action 3F.1.** Work closely with the Redmond Arts and Culture program and commission to connect and convene Redmond's creative community and support their continued growth.
- **Action 3F.2.** Work with partners to develop a comprehensive marketing strategy to leverage the community's arts, culture, and innovation sectors and promote Redmond locally and nationally with a focus on showcasing the creative community.
- **\*Action 3F.3.** Engage the creative community to better understand the support and space needs of arts and culture organizations and individual artists in Redmond.
- **\*Action 3F.4.** Cultivate projects and partnerships that foster collaboration and business support between the creative community, arts and cultural organizations, and local technology companies.
- **\*Action 3F.5.** Collaborate with community partners to plan for and support the creation of a dedicated sizable indoor cultural and arts venue in Redmond.

**Strategy 3G. Leverage and support tourism assets and initiatives in alignment with the Tourism Strategic Plan for continued cluster awareness and growth.**

- **Action 3G.1.** Continue efforts to develop and offer diverse and inclusive arts, recreational, and cultural programming that draws visitors to Redmond.
- **Action 3G.2.** Support Redmond’s Tourism Program and the Tourism Strategic Plan to align the City’s tourism efforts for economic impact.
- **Action 3G.3.** Leverage and promote Redmond and the surrounding area amenities to attract increased visitation (including Marymoor Park, Woodinville Wine Country, Sammamish Valley, and Lake Sammamish).
- **\*Action 3G.4.** Leverage corporate tourism visits for future business investment in Redmond.



## Focus Area 4: Business Attraction and Recruitment

**Goal 4:** Promote the attractiveness of doing business in Redmond and improve the business climate and opportunity for continued investment.

### **Strategy 4A. Work with regional, state, and city partners to proactively promote Redmond as an attractive place to do business.**

- **Action 4A.1.** Invest in long-term marketing efforts to identify, brand, and promote Redmond's leading and target clusters to foster continued growth.
- **Action 4A.2.** Invest in partnerships that promote business attraction in Redmond, such as Washington State Commerce Department, Puget Sound Regional Council, Greater Seattle Partners, and the Innovation Triangle.
- **Action 4A.3.** Continue developing and hosting a web-based inventory of shovel-ready development sites for new business locations or expansion in Redmond's business districts.
- **Action 4A.4.** Invest in and conduct a Southeast Redmond market study to identify and target business attraction efforts.

### **Strategy 4B. Support internal efforts to reduce the cost and time of doing business for Redmond's business and development communities.**

- **Action 4B.1.** Continue to work with Development Services, as well as other city departments to provide a consistent and predictable regulatory environment and customer-focused approach to permitting, licensing, certification, and development processes.
- **Action 4B.2.** Consider public-private partnerships to advance, support, and construct future public infrastructure.

### **Strategy 4C. Target recruitment of businesses that strengthen the City's commercial, cultural, and district identities.**

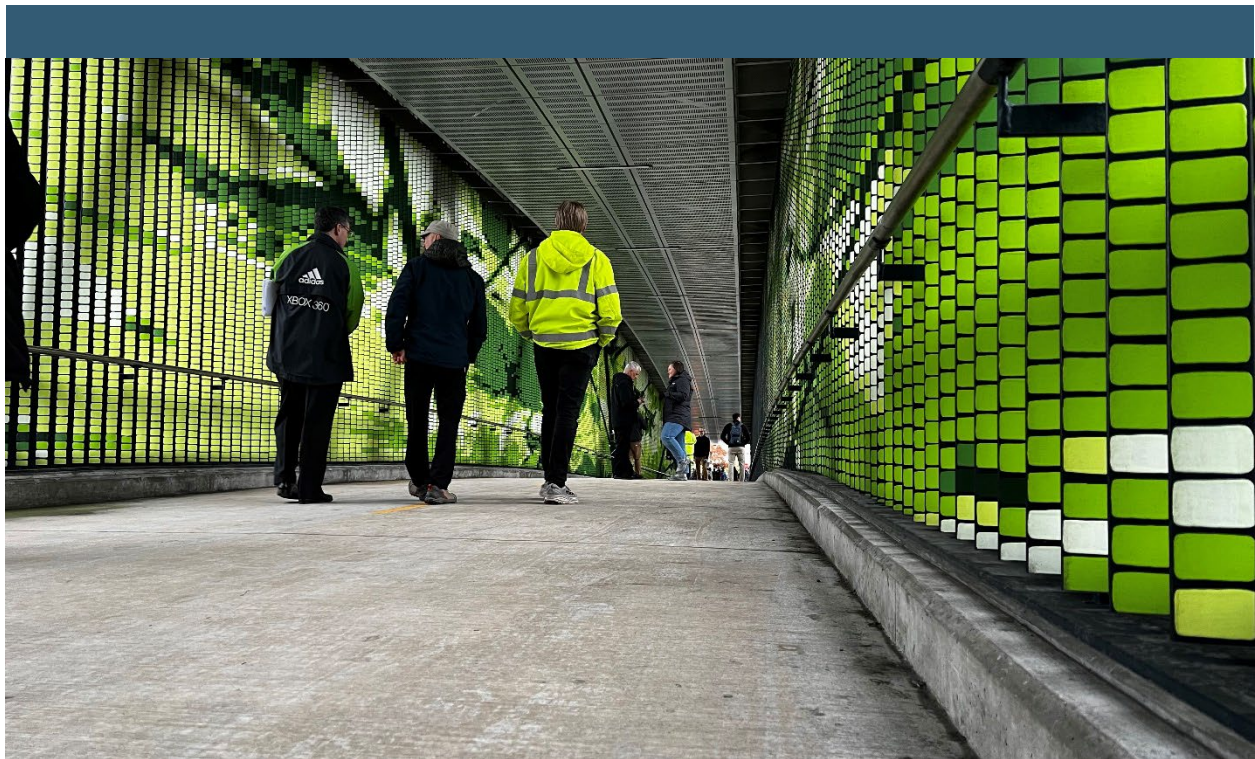
- **Action 4C.1.** Support and partner with regional business attraction entities and real estate brokers to create and distribute Redmond-specific marketing information.
- **Action 4C.2.** Focus efforts to attract corporate responsible companies that prioritize city values of inclusion and sustainability.
- **Action 4C.3.** Identify and develop profiles of companies and activities that are mutually supportive of Redmond's district identities in Overlake, Marymoor Park, Downtown, and Southeast Redmond.
- **Action 4C.4.** Leverage the unique assets present in Redmond's commercial districts for targeted recruitment.
- **Action 4C.5.** Regularly monitor properties for sale or rent and engage in direct recruitment of small businesses, aligning business models and needs with specific neighborhood identities and active retail gaps.



- **\*Action 4C.6.** Monitor gaps in needed goods and services to tailor business recruitment efforts.

**Strategy 4D. Support infrastructure investments, zoning, and development that is conducive for business attraction targets.**

- **\*Action 4D.1.** Monitor the City of Redmond Capital Investment Program (CIP) and advocate to add the extent to which projects support the City's economic development focus areas as a criterion.
- **\*Action 4D.2.** Participate in land use conversations to ensure that future land use and zoning designations support target cluster land, space, infrastructure, and co-location needs.
- **\*Action 4D.3.** Work with Puget Sound Energy (PSE) and other utility and infrastructure providers to ensure business support and necessary expansion capacity.



## Focus Area 5: Workforce Development

**Goal 5:** Work with partners to attract, retain, and develop a broad base of creative and diverse talent in Redmond and increase access for Redmond residents to greater economic mobility.

**Strategy 5A. Collaborate with regional partners and service providers to improve awareness and access to education, training, and jobs for Redmond residents, including youth, tribe members, immigrants, and those returning to the workforce.**

- **Action 5A.1.** Dedicate staff time to participate in workforce development and network with workforce partners.
- **Action 5A.2.** Collaborate with Human Services, CBOs, and regional cities to find new ways to increase access to workforce development resources.
- **Action 5A.3.** Track employment and wage trends in Redmond to facilitate enhancements for educational, training, and other employment capacity improvements.
- **\*Action 5A.4.** Identify, inventory, and engage associations attached to target sectors, such as Life Science Washington and Technology Alliance, to maintain a cutting edge understanding of available workforce resources.
- **\*Action 5A.5.** Create partnerships with programs that provide immigrant job navigation and degree transfer assistance.
- **\*Action 5A.6.** Identify ways to support trailing or struggling family members and connect them to the workforce.
- **\*Action 5A.7.** Create opportunities to outreach to new employees in Redmond and invite them to engage in city efforts.

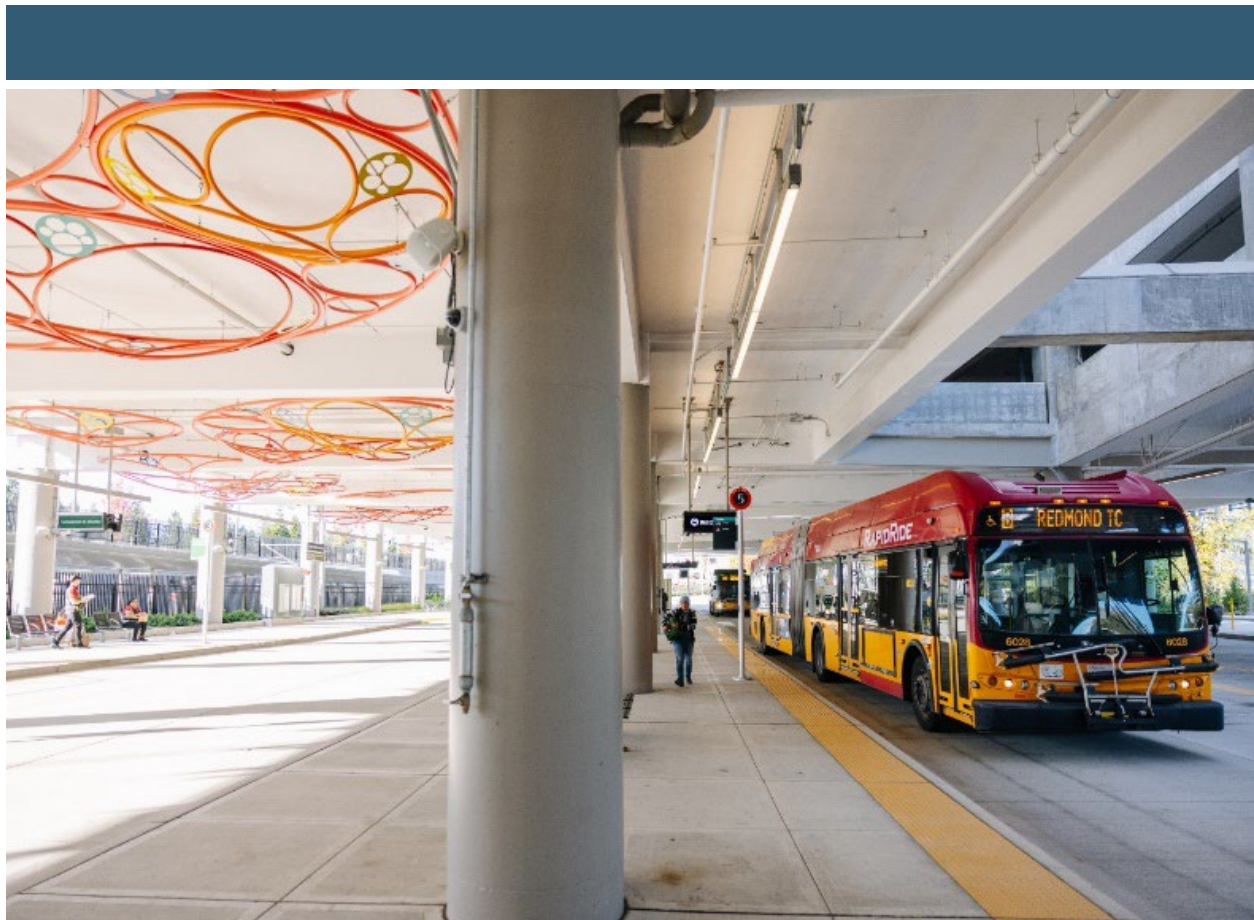
**Strategy 5B. Facilitate connections between employers and education and workforce development institutions to increase employer access to qualified workforce.**

- **Action 5B.1.** Connect businesses with workforce development resources that may address skill gaps and serve employers' current and future needs.
- **\*Action 5B.2.** Collaborate with employers to understand their current and future workforce needs, identify skill gaps, and identify approaches to addressing them.
- **\*Action 5B.3.** Support employer-based approaches to addressing skill gaps and upskill underserved residents.
- **\*Action 5B.4.** Partner with educational institutions on the broader Eastside and throughout the County to connect with employers and to inform curriculum with in-demand skills training.

- **\*Action 5B.5.** Consider a city pilot, along with thought leadership, in employment support programs that serve those with disabilities, language barriers, and skill gaps.

**Strategy 5C. Identify and support opportunities to increase affordable dependent care and other supportive services to facilitate workforce attraction and retention.**

- **Action 5C.1.** Monitor and work with partners to increase access to affordable dependent care for Redmond's workers.
- **\*Action 5C.2.** Encourage employer facilitation for cooperative employee services, such as childcare, upskilling, commute trip reduction, and language training.
- **\*Action 5C.3.** Work with local employers to identify supportive services most in need by Redmond's diverse workforce and to tailor city assistance.



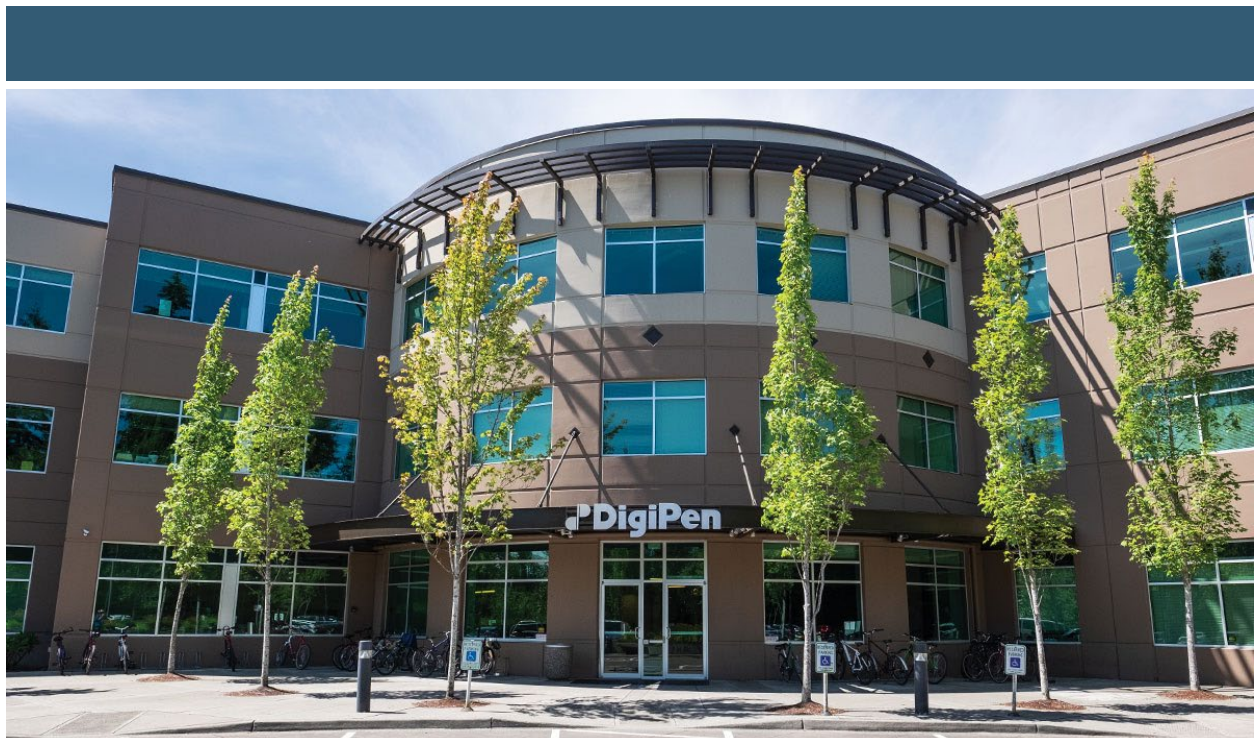


**Strategy 5D. Build connections with public and private educational institutions within the region and monitor opportunities to attract programs or campuses to Redmond.**

- **\*Action 5D.1.** Monitor opportunities to bring or develop a local campus of an institution of higher learning, especially one that aligns with Redmond’s target cluster economic base.

**Strategy 5E. Collaborate with regional and subregional workforce development partners to track workforce development trends.**

- **Action 5E.1.** Create and maintain an online directory of organizations and services in Redmond providing workforce development, internship and apprenticeship opportunities, and employment assistance.
- **Action 5E.2.** Promote and increase awareness of the available employment services and programs in the workforce development ecosystem directly to Redmond residents.
- **\*Action 5E.3.** Engage with workforce development partners to identify potential opportunities for the City to support innovative workforce development assets.



## Focus Area 6: District Development and Placemaking

**Goal 6:** Create and evolve district identities and branding to leverage district marketing power in support of inclusive and equitable growth and economic impact.

**Strategy 6A. Foster the creation of district organizations that can convene, brand, program and promote Redmond's unique business districts.**

- **Action 6A.1.** Research models for successful business districts, including business improvement districts and provide recommendations on how to facilitate their successful creation and operation.
- **\*Action 6A.2.** Consider facilitation of business improvement districts to increase effectiveness and funding for district branding and improvements.
- **\*Action 6A.3.** Evaluate and facilitate creation of a Washington Creative District and Main Street designation.
- **\*Action 6A.4.** Foster public private partnerships that build capacity of business districts to attract consumers, increase tax revenue, and generate jobs while enhancing placemaking.





**Strategy 6B. Develop and disseminate a unique, strongly branded identity for Redmond's business districts and pair with programming to grow visitation and business attraction.**

- **Action 6B.1.** Foster development and branding of unique destinations that celebrate heritage, culture, and diversity, and help to retain current residents and draw new residents, visitors, and investment.
- **Action 6B.2.** Actively market the unique assets and brands of Redmond's business districts starting with Downtown, Marymoor, and Overlake, but also consider Southeast Redmond and the Willows corridor.
- **Action 6B.3.** Support the development of district design guidelines, including signage, wayfinding, banners, lighting, and other urban design elements to reinforce visual district identity.
- **\*Action 6B.4.** Strengthen economic development communication support by partnering with the City's Communications Division and/or creating additional staff capacity.
- **\*Action 6B.5.** Inventory and solicit ideas from local businesses and property owners regarding temporary utilization for activities such as food or retail pop-ups, art / media projections, and advertising.

**Strategy 6C. Leverage light rail and continue to prioritize planning and resources for key investments in growth centers to reinforce unique identities as vibrant cultural and commercial centers.**

- **Action 6C.1.** Monitor retail spending and revenue leakage levels near the new light rail stations.
- **Action 6C.2.** Create more active retail spaces that encourage an 18-hour Downtown and vibrant nightlife.
- **Action 6C.3.** Work with the Planning and Community Development Department and zoning code to further define and promote active retail uses, including cafes, restaurants, bars, and other uses that energize the street level public space.
- **Action 6C.4.** Explore and support Downtown Redmond shuttle options, shared parking configurations, and wayfinding initiatives.
- **Action 6C.5.** Leverage large regional events, such as the World Cup to attract visitors to Redmond for economic impact.
- **Action 6C.6.** Explore the feasibility of Tax Increment Finance (TIF) districts, and/or other public-private partnership tools and funding streams, as options for funding neighborhood and district improvements and leveraging private development activity.

**Strategy 6D. Preserve and promote the arts, entertainment, events, cultural assets, and sciences in Redmond to attract new firms, industries, residents, and visitors.**

- **Action 6D.1.** Celebrate Redmond's diverse community through programming, enhancement of the built environment, new public art, and expanded retail offerings.
- **Action 6D.2.** Evaluate the historic and Main Street potential of Redmond for district development and promotion.
- **Action 6D.3.** Evaluate the state of Washington's creative district program and its potential for applicability in Redmond.
- **Action 6D.4.** Support events and other forms of activation that encourage the branding and placemaking envisioned for Redmond.
- **Action 6D.5.** Support the growing Overlake Intercultural District.
- **Action 6D.6.** Respectably acknowledge, celebrate, and support Native peoples, their history and cultural traditions, Tribal enterprises, and ancestral land rights.
- **\*Action 6D.7.** Explore public-private partnership options and explore the feasibility of the development of an indoor events space in Redmond.



**Strategy 6E. Evaluate opportunities to create and enhance functional industry cluster sub-districts or identities such as an Ecodistrict or Makers District.**

- **\*Action 6E.1.** Explore opportunities to facilitate and brand a Redmond ecodistrict in support of Redmond’s sustainability goals.
- **\*Action 6E.2.** Understand and optimize support for Southeast Redmond industrial use patterns and needs for activities with high potential value including life sciences, clean tech, and space cluster related fabrication, assembly, testing, R&D, and/or distribution.
- **\*Action 6E.3.** Study and consider the development of a Redmond Makers District, a business incubation zone that encourages and boosts collaboration and entrepreneurship, and offers large companies the opportunity to experiment with new products and processes.

**Spotlight: Ecodistricts.** The concept of an ecodistrict encompasses ideas around an urban area organized to manage energy consumption, reduce emissions and pollution, and manage water in a cooperative, maximally sustainable way, and can also include prioritizing public transport and other green mobility, such as bicycling and walking. The Bullitt Center in Seattle is located within the [Capitol Hill EcoDistrict](#), which defines itself as “sustainability applied at the neighborhood scale.” Ecodistricts provide a framework for realizing advanced sustainability through behavior change, building design, and infrastructure investments. In cities around the world, ecodistricts are being developed to improve environmental and social performance at a scale that extends beyond the building site alone. In addition to the Capitol Hill EcoDistrict, Seattle is home to the Seattle 2030 District. Other Ecodistricts can also be found in Austin, TX, Portland, OR, San Francisco, CA, Washington, D.C., London, and Stockholm, among a growing number of other examples.

## IMPLEMENTATION OF THE ECONOMIC DEVELOPMENT STRATEGIC PLAN

As the first comprehensive Economic Development Strategic Plan undertaken by the City of Redmond, this document paints the broad strokes of a strategic framework for action focused on attaining the City's vision for economic development. With subsequent iterations, this Plan will be further refined with more specificity around individual actions to achieve the focus areas outlined herein. The focus areas are appropriate for current conditions in 2024, and the strategies in the preceding section were identified as the most suitable and effective approaches to attain them at this time. Going forward, city staff and partners will monitor implementation of this plan closely for efficacy and efficiency and fine-tune their economic development tactics and tools in future updates.

Several considerations have been identified regarding successful, holistic, and timely implementation of the strategies and actions herein.

- **Staff Capacity.** The Redmond Economic Development Division is currently limited to only one full-time manager and one part-time staff that also leads the City's Tourism Program. Several actions highlighted herein may be feasibly accomplished within five years in collaboration with other city staff and external partners. However, given limited staff capacity, other actions are aspirational in nature.
- **Budget Opportunities.** Implementation will also be heavily dependent on funding for specific interventions, including city general fund and tourism program budget, state and federal grants, partner in-kind support, and private sector contributions.
- **Partner Program Development.** The City will be reliant on its close collaboration and coordination with partners to implement the strategies in this plan. It will be critically important for the City and close partners, such as OneRedmond, to evolve clearly-defined respective roles in order to maximize the potential of collaboration for aligned optimization and efficiency in implementation, co-implementation, and progress.
- **Agility.** One key challenge for city departments may relate to the speed and ease with which the public sector has historically been able to react to changes in the economy and its ability to adapt and respond quickly. Policy makers and leaders, as well as day-to-day staff, must recognize and strive to take advantage of new opportunities to enact the spirit of these strategies as they come. When economic fundamentals, community dynamics, or assets change, the City must reassess and pivot as needed to optimize outcomes.





## Measuring Success

As the City of Redmond makes progress on the implementation of the Economic Development Strategic Plan, it is important to regularly assess success towards meeting the vision and focus areas. Traditionally, economic development plans often attempt to measure the results of policies and programs aimed at supporting economic growth in terms of direct, quantitative metrics like new jobs, new companies, new investment, revenue growth, sales tax growth, and other such factors. However, jobs and private investment do not tell the whole story about the impact of the strategic plan. Therefore, the City should consider a combination of traditional and non-traditional performance measures, such as the ones listed below.

## Reporting

Throughout implementation of this Plan the Economic Development division will routinely report to Council on program development, implementation of actions, and key performance metrics of strategic implementation as well as receive insights and feedback on direction for continued implementation.

### **Traditional Performance Measures**

- Target industry employment growth, new full-time equivalent (FTE) jobs
- New business starts (licenses) and tax revenues
- Reduced numbers of displaced businesses / business closures
- Roundtable / event attendance
- Number of visits to website or number of times local businesses have been contacted
- Real estate sales numbers for the area, building permits
- Unemployment rate or population change
- Leads generated in target industry companies and number of customized proposals produced

### **Non-Traditional Performance Measures**

- Number of program participants served by workforce development initiatives
- Qualitative feedback from business community
- Touches or instances of direct engagement with businesses
- Testimonials or endorsements
- Inquiries received







# Redmond

## Tourism Strategic Plan





# Vision

A vibrant community where every person is welcomed.

Our diversity, active lifestyle, access to nature, and culture of innovation offers experiences that inspire exploration, foster enthusiasm, and leave a lasting impact on all who visit.



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Dear Redmond community and visitors,

Welcome to the unveiling of the first Redmond Tourism Strategic Plan! We want to thank everyone that contributed to this plan by sharing their perspectives, expertise, and unique experiences to create a roadmap for the journey ahead. Like a book, this is the first chapter of our tourism novel, and will serve as Redmond's destination guide for the next five years. We're excited to see where this story takes us.

Tourism creates economic growth, fosters vibrant cultural exchanges, and deepens mutual understanding among diverse communities. Welcoming visitors here allows us to proudly showcase the natural beauty of Redmond, forge meaningful connections, and embark on memorable experiences. By supporting the tourism industry, we are able to share and benefit from the distinctive charm and attractions that makes our city an extraordinary destination.

Within the pages of this plan, you will find several exciting initiatives poised to enhance and transform Redmond's tourism landscape. From the development of immersive cultural and technology experiences to the enhancement and promotion of Redmond's historic Downtown core, each idea is designed to enrich the visitor journey and foster a deeper connection with our city.

In the coming years, we anticipate a number of notable milestones, including the launch of innovative and diverse tourism programs, continued expansion of public transit options, and the creation of valuable partnership agreements. These endeavors stand as a testament to our commitment to building a tourism sector that is both inclusive and resilient, capable of withstanding the challenges of an ever-evolving world.

As we look to the future of Redmond, our collective focus remains on not only elevating the City as a destination, but also on ensuring that our approach to tourism is sustainable and enriching for our community and those who visit. We are excited to take this journey with you, creating lasting memories and fostering an environment where tourism thrives. Together, we will realize the vision set forth in this strategic plan, ensuring that Redmond continues to flourish as a center of culture, connectivity, and natural beauty. Thank you for helping us author this exciting new chapter in our city's story.

Sincerely,



A handwritten signature in black ink that reads "Angela Birney".

**Angela Birney**  
Mayor of Redmond



A handwritten signature in black ink that reads "Carol Helland".

**Carol Helland**  
Planning Director of Redmond



# I Introduction





Redmond is coming into its own. With a unique blend of innovative technology, natural beauty, and vibrant culture, it is evolving from a suburb into a city with its own unique personality and sense of place. The values and distinctive character that are a source of pride to residents are the same qualities that appeal to visitors.

Visitors take many forms, from friends and relatives who come to visit, to business travelers, to out-of-town participants in sports tournaments, to weekend holiday makers – all of them are dimensions of a complex tourism economy that supports local businesses, creates jobs, and builds awareness and interest for the community. In addition, the economic contribution is substantial. Redmond’s visitor economy in 2023 was conservatively estimated at \$634M.

Indirectly, visitors encourage environmental stewardship, promote arts and culture, celebrate local heritage, and support infrastructure development - all initiatives important to the quality of life of those who choose to call Redmond home.

A singular tourism experience involves the confluence and engagement of many businesses and stakeholders – many of whom may be oblivious to their role in the process. For example, a business traveler attending a short conference may also visit a local brewery, eat at a local restaurant, purchase a gift at a boutique shop, speak to the guest attendant at the hotel, etc.

Any one of those points of engagement are occasions to elevate or diminish the overall experience and will affect either the growth or diminishment of the destination brand.

The recent COVID pandemic in 2020 underscored the scope, importance, and vulnerability of the tourism economy. Tourism marketing has evolved to tourism management as destinations focus on yield, dispersion of benefits throughout the year, and increased sensitivity to capacity limitations and impacts on the quality of life of residents. Tourism is an engine not only of economic growth but of environmental, social, and cultural sustainability.

Collaboration, focus, measuring performance on an ongoing basis, and a commitment to strategic investment are key to leveraging resources and maximizing opportunities. The timing has never been better for Redmond. Tourism funding is currently available through the Lodging Tax Advisory Committee (LTAC) and the Tourism Promotion Area (TPA) – and there is a shared understanding among the stakeholders, that failing to utilize these resources for a common purpose would waste a significant opportunity for Redmond’s tourism economy.

A Tourism Strategic Plan for Redmond will build momentum for an economic sector with tremendous potential. The plan will be a road map for collaboration, investment, marketing, and programming. Also important, it will be a focus for both businesses and residents to understand and agree on a vision for the quality of destination to which Redmond aspires and that the community deserves.

**"Tourism done well is the collective celebration of thousands of individual experiences."**





## APPROACH

The Redmond Tourism Strategic Plan is a five-year roadmap that includes a vision, goals, and strategic initiatives. To develop the plan the project team conducted extensive research, analysis, and broad community engagement to ensure that there is a solid foundation for further development of the tourism industry in Redmond. Input from tourism industry leaders, elected officials, residents, community leaders, and clients, was instrumental in creating the plan's recommendations. The Tourism Strategy also considers key recommendations found in other regional planning initiatives that are underway or were recently completed.

The City of Redmond's Economic Development Department is poised to have a role in coordinating the next phase of the Tourism Strategy. Because this is a road map with ideas that transcend the tourism industry, initiative planning and implementation will be shared responsibilities among the tourism industry and supporting economic drivers that engage with visitors as they journey through Redmond. The effective engagement and alignment of all stakeholders is the key element in the journey of a successful tourism strategy. It is a journey the city will take together, and one that will benefit residents, businesses, and visitors for years to come.



**1,000+**

Pages of Documents and Data Summaries Review



National & International Trend Analysis



**45+**

1:1 Interviews



**20+**

Focus Group Attendees



**45+**

Visioning Workshop Attendees



**110+**

Community-Wide Interactions in Developing this Plan



**170+**

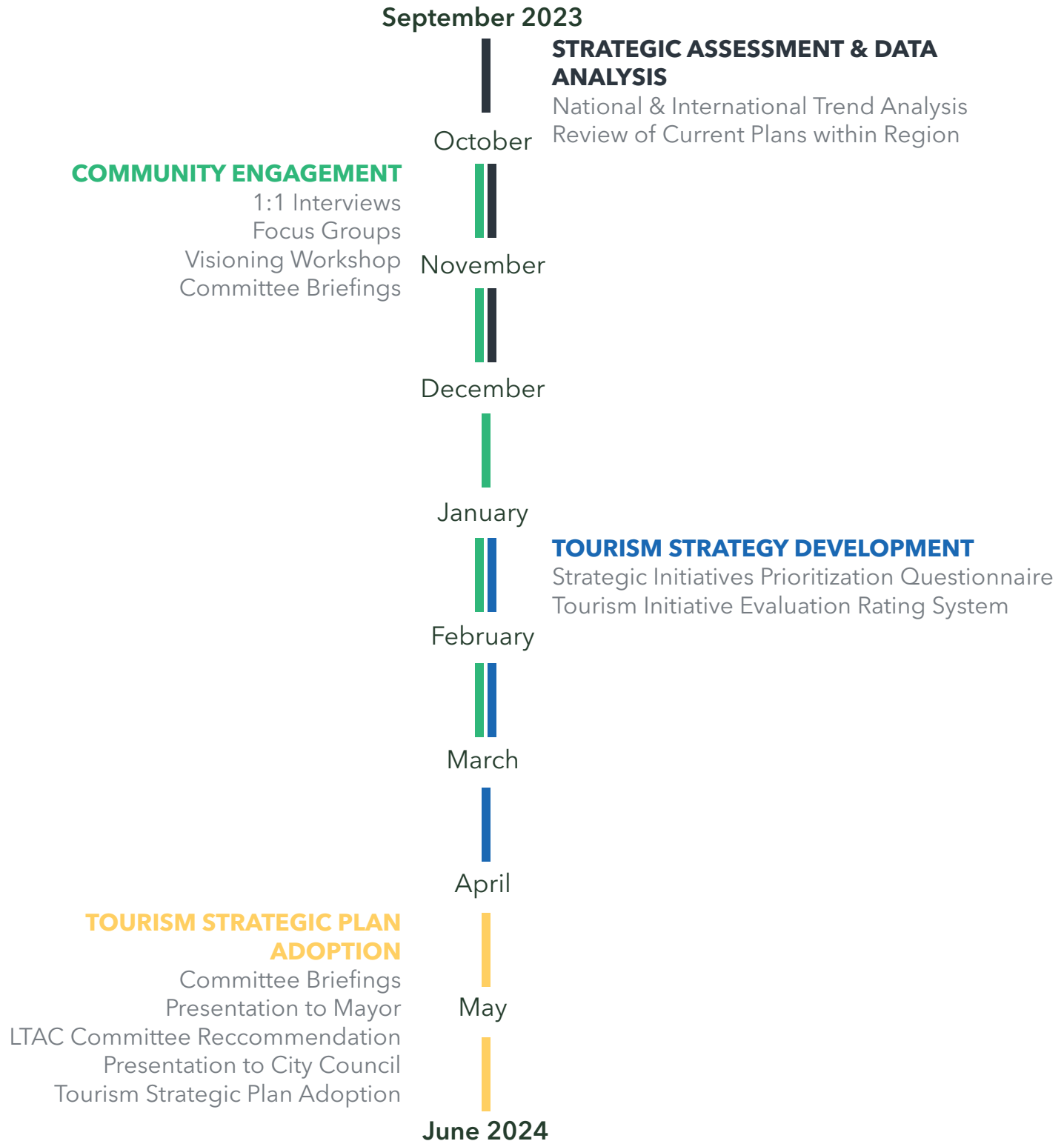
Questionnaire Outreach to Stakeholders



**20+**

Briefing Participants

# Redmond Tourism Strategic Plan Development Timeline





# Situation Analysis





## INDUSTRY ANALYSIS

The plan was informed by a thorough review of international research, and the following tourism trends are found to have relevance for Redmond. Each trend has a bearing on existing and potential market demand. They are relevant in terms of the means to connect with potential consumers, the types of experiences sought out by visitors to a destination, and the need for alignment with the qualities and values also important to residents.

### SUSTAINABLE TRAVEL

According to Euromonitor<sup>1</sup>, a leading provider of global business intelligence, sustainable travel packages (adventure, culture and heritage, eco-tourism, and wellness) are forecast to amount to USD134 billion in 2023 and will be the larger share of overall packages compared to typical mass-market tourism products like sun/sea-themed vacations.

More significantly, customers are willing to pay more for sustainable products and services, such as using renewables, carbon offsetting, paying specific price levels to ensure a fair or living wage, or sourcing local food and drink. In a recent

survey, 74 percent of Virtuoso travelers said they were willing to pay more to travel sustainably if they knew where their money was going<sup>2</sup>.

American Express echoed this sentiment with their observation that travelers want to discover lesser-known locations while helping to support local communities. The 2023 Global Travel Trends Report<sup>3</sup> found that 69% of all respondents agreed that they would be willing to spend more on a vacation if they knew it supported the local community.

<sup>2</sup> [Travel Trend Report: What's Next, According to Luxury Travel Experts | Virtuoso](#)

<sup>3</sup> [2023 Global Travel Trends Report \(americanexpress.com\)](#)

<sup>1</sup> [Top Three Travel Trends for 2023 - Euromonitor.com](#)

## SPORTS TOURISM

The global sports travel market plays a big part in strategic plans for destinations. Whether it is to view, participate, or volunteer in sports, the market continues to grow around the world. According to American Express in their 2024 trends survey, "Nearly three-quarters of global respondents are into sports, with 71% considering themselves either a "huge" or casual fan. And as easy as it is to watch from your living room, 37% have plans to travel for sports this year. Of those, 38% will average trips of 6 hours or more."

## WELLNESS

Health and wellness have become important motivations for travel. The

2023 Global Travel Trends Report shared that a large majority of respondents (75%) are planning to decrease screen time while traveling to better their mental health and/or seek to surround themselves with nature to focus on mental clarity (68%). Euromonitor expects that value-based offers such as sports, wellness, and eco-tourism are all expected to outperform standard packages over 2023-2027, with average value growth of over 12% per year.

## BLENDED TRAVEL

Closely related to the wellness trend is the growing importance of balancing work and play. Blended business and leisure travel is a growing trend, where consumers are redefining their work-





life balance and experiencing the joy of travel, whether through “workcations” or work-from-anywhere policies. Forbes<sup>4</sup> reported in 2022 that 89% of people plan to add personal vacation time to their business travel - many of whom will bring family and friends along.

## AUTHENTICITY

Travelers are increasingly seeking genuine experiences that offer a deeper connection with local cultures, traditions, and environments. This trend reflects a desire for meaningful travel that goes beyond the surface-level attractions to engage with the true essence of a destination. Authenticity provides unique, memorable experiences that resonate with travelers on a personal level.

## SOCIAL MEDIA

The immersive audio-visual experience of social media can present an invaluable source of information. A recent survey from Skyscanner, a global leader in travel, revealed that around half of its respondents made travel plans that were inspired by the content they had seen on social media. Instagram was the most popular source of travel ideas, followed by Facebook, and TikTok.<sup>5</sup>

The default device for planning and booking has become mobile, and consumers increasingly look to social media for travel ideas and inspiration. American Express<sup>6</sup> reported that 75% of

<sup>4</sup> [What Is Bleisure Travel, And How Is It Transforming the Hospitality Industry? \(forbes.com\)](https://www.forbes.com/sites/forbes/2022/01/12/what-is-bleisure-travel-and-how-is-it-transforming-the-hospitality-industry/?sh=6e696969696969696969696969696969)

<sup>5</sup> [Skyscanner Horizons](https://www.skyscanner.com/horizons)

<sup>6</sup> [2023 Global Travel Trends Report \(americanexpress.com\)](https://www.americanexpress.com/travel/trends-report/)

respondents agree that they have been inspired to travel to a specific destination by social media, and 57% of respondents agree that they like to capture content for their social media accounts during their travels. This can have negative repercussions as destinations “off the beaten path” can suddenly become popularized with a tsunami of social media impressions.

## ARTIFICIAL INTELLIGENCE (AI)

As reported in Destinations International 2023 Futures Study<sup>7</sup>, artificial intelligence is the most critical trend for the tourism industry to be focused on. According to the study... “The rise of generative AI provides new tools for customizing sales and marketing efforts from both a brand and content development perspective... Large online travel agencies are embedding new AI technologies into their apps that provide better personalized recommendations for customers, and from the companies’ perspective, better conversion and loyalty performance.”

<sup>7</sup> [DestinationNEXT 2023 Future Study](https://www.destinationnext.com/en/futures-study/2023)

**“Tourism creates economic growth, fosters vibrant cultural exchanges, and deepens mutual understanding among diverse communities.”**





## COMMUNITY ENGAGEMENT

The 2023 Futures Study identifies the third most important trend in tourism across the globe to be community engagement. The report states “Communities expect to be more engaged in destination, product and experience development for locals and visitors.” Community values, such as sustainability and equity, diversity, and inclusion, and reconciliation, needs to be considered by government and industry tourism planning. When a destination incorporates its local values into the visitor experience, this creative, cultural and community energy improves the quality of experience and competitive advantage for the destination.

## CORPORATE TRAVEL

According to American Express Global Business Travel, new ways of working will continue to reshape how the corporate market travels. For example, as mentioned above, blended travel (work and leisure) significantly impacts business travel behavior. Also, American Express states “corporate responsibility

and sustainable travel initiatives will remain front and center, accompanied by a rising emphasis on measuring, managing, and reducing carbon offsets associated with business trips.”

## LEGACY IMPACTS

In the business events sector, more attention is being given to the long-term legacy impacts from hosting meetings. In addition to the immediate outcomes derived by its economic benefits, business events perform another useful role for the host destination. For example, it provides the opportunity to broaden academic, professional, and scientific networks, form trade and investment relationships, partner in innovation, secure venture capital, and attract new talent. The trend is for government and industry to view business events as a strategic tool to strengthen their communities by maximizing the long-term impacts which a meeting has on wider society.

# CURRENT STATE OF REDMOND AS A DESTINATION

The research phase of the project included a comprehensive review of information available at the city and state level. This included hotel performance data (Smith Travel Research), AirDNA (VRBO and Airbnb performance), economic, and population data - both historical and projected. TripAdvisor was also referenced for historical data on the popularity and rating of key attractions in Redmond.

There was no historical data available on the visitor experience in Redmond in terms of length of stay, reason for visit, expenditures, economic impact, or popular itineraries. Those are opportunities for future inquiry.

Detailed research findings and charts are available in Appendix A. Top-level observations include the following:

- There are ten hotels in the city with 1,598 available rooms (2023). By 2023, occupancy and average daily rate have generally recovered to pre-COVID levels (2019), but revenue per available room (RevPAR) is still tracking substantially lower (-12%).
- Short-term accommodation available through Airbnb or VRBO provides an additional 259 listings - equivalent to the capacity of an additional mid-size hotel.
- Summer is the busiest season with occupancies exceeding 80%. Winter is the low season with occupancies of 50-60%.





- Weekday occupancies track significantly higher than weekend occupancies. This implies strong business demand for hotel space and a weak leisure market (which tends to fill the weekends).
- Redmond's current population is 77,490 (2023). Over the past ten years, it has exceeded the growth of King County and is exceeding the annual growth rate to meet the projected 2050 target of 128,400. This will have implications for the provision of housing and infrastructure in the Overlake, Downtown, and Marymoor areas of the city.
- The demographic segments that have grown the fastest in Redmond are the 25-40-year cohort, with a commensurate increase in management, business, science, and arts occupations. Ethnicity has also grown substantially in the past ten years with growing Chinese, Indian, and Hispanic populations. This influences the dynamic of the city in terms of creative expression, culture, amenities, and celebration.
- TripAdvisor research suggests that there are several local attractions and amenities in the city of Redmond that have very positive reviews but are not particularly popular. That is an opportunity for cross-promotion and future itinerary development within the city.
- The tourism economy's size in Redmond can be estimated using information available on accommodation spending in the city. Visitor spending impacts many sectors of a destination's economy from accommodation to food service, retail, entertainment, and local transportation. Spending on accommodation is typically from as low as 8% in a large urban environment, to as high as 20% in rural environments. On that basis, knowing that accommodation spending in 2023 was approximately \$73M, and using 11.6% as an estimate, the total value of Redmond's visitor economy can be estimated to be \$634M.





# COMPARATIVE MARKETS

Each destination has a unique dynamic in terms of how industry, government, and residents come together to manage and promote visitation to their community.

Over time, relationships evolve and adapt as opportunities are realized and greater awareness of impacts – economic, social, and environmental – are understood.

Key attributes of successful destinations include:

- 1 A broad base of communication and outreach between businesses, government, and residents;
- 2 A strategic focus in terms of stimulating and building and managing visitor demand; and
- 3 ongoing key performance metrics to evaluate performance and success.

Some examples are provided of small and mid-sized cities that may have implications and parallels for Redmond.







## BEND, OREGON

Bend is a small city on the Deschutes River, in Oregon, with a population of 102,000 in 2021. Estimated visitation annually is 4.5 million, with the bulk of the travel occurring in the summer season.

Key attractions include:

- Deschutes River: A playground for outdoor enthusiasts, offering kayaking, paddleboarding, and scenic river walks.
- Mount Bachelor: A renowned ski resort in winter and a hiking and mountain biking haven in summer.
- Old Mill District: A revitalized area with shops, restaurants, and a picturesque riverfront.

**Visit Bend** serves as the primary organization dedicated to promoting tourism responsibly on behalf of the City of Bend. Their mission is to enhance Bend's economy through cultural tourism. From musical productions to

art exhibits, film festivals, and more, Visit Bend supports cultural opportunities that draw visitors to the area.

The Bend Cultural Tourism Fund (BCTF), a grant program under Visit Bend, funds various cultural initiatives. These grants support events and projects that enrich Bend's arts and cultural assets, diversify its tourism offerings, and establish it as a premier cultural destination. Examples include the Bend Yoga Festival, Bend Design Conference, and Winter PrideFest.

The Bend Chamber of Commerce plays a vital role in supporting local businesses and economic development but is not directly involved in tourism marketing, visitor servicing, or promotion.

The annual budget for Visit Bend in 2024 was estimated at \$5.2M.





## SANTA FE, NEW MEXICO

Santa Fe, New Mexico’s capital, is renowned for its Pueblo-style architecture and as a creative arts hotbed. It had a population of 88,193 in 2021. Estimated visitation to the county annually is 4.0 million, with the summer and fall being popular periods.

Key attractions include:

- Historic Plaza: The heart of Santa Fe, featuring adobe architecture, art galleries, and the Palace of the Governors.
- Canyon Road: Lined with art studios, boutiques, and charming restaurants.
- Georgia O’Keeffe Museum: Showcasing the works of the iconic artist.

**Tourism Santa Fe** is the destination marketing organization that promotes the city’s history, culture, retail, and culinary offerings. Services provided include marketing, direct sales, event

creation, and a grant program for non-profit visual and performing arts organizations.

Tourism Santa Fe also markets and operates the Community Convention Center and provides support to the city for public art programming and management.

The Santa Fe Chamber of Commerce is not directly involved in tourism marketing or visitor servicing, but its efforts indirectly benefit tourism by maintaining a healthy local economy.

The annual budget for Tourism Santa Fe in 2018 was estimated at \$12.2M.





## FLAGSTAFF, ARIZONA

Flagstaff, Arizona, is a gateway to the San Francisco Peaks, home to Arizona's tallest mountain (Humphreys Peak) and the Arizona Snowbowl ski resort. It had a population of 76,989 in 2021. Estimated visitation to the city annually is 6.0 million, with the summer and fall being popular periods.

Key attractions include:

- Lowell Observatory: A historic observatory where Pluto was discovered.
- Sunset Crater Volcano National Monument: Explore volcanic landscapes and lava fields.
- Coconino National Forest: Offers hiking trails, camping, and stunning vistas.

**Discover Flagstaff** (the Convention and Visitors Bureau) is part of the Economic Vitality Division of the City of Flagstaff.

It acts as the destination marketing organization for the city. Discover Flagstaff is responsible for administering tourism programs for the City of Flagstaff and receives an allocation of 30% of the Bed, Board, and Beverage tax collected.

Programs include marketing to tour operators, travel agents, meeting planners, group coordinators, and individual leisure travelers, as well as the development of public outreach and educational programs, media relations, and media coverage. Discover Flagstaff is also responsible for the creation and maintenance of partnership opportunities locally and regionally.

The annual budget for Discover Flagstaff in 2023 was estimated at \$3.6M.





## BOZEMAN, MONTANA

Bozeman is a city and the county seat of Gallatin County, Montana. It had a population of 53,293 in 2021. Estimated visitation to the city annually is 1.4 million, with summer being a popular period.

Key attractions include:

- Yellowstone National Park: Just a short drive away, Bozeman serves as a gateway to the park's geysers, wildlife, and natural wonders.
- Downtown Bozeman: A vibrant area with boutiques, breweries, and art galleries.
- Museum of the Rockies: Home to dinosaur fossils and exhibits on regional history.

**Visit Bozeman** is the destination marketing organization, and it is comprised of two organizations, the

Bozeman Convention and Visitors Bureau and the Gallatin Valley Tourism Business Improvement District. It is overseen by the Chamber of Commerce.

Visit Bozeman partners with the State of Montana, Yellowstone Country, the Bozeman/Yellowstone International Airport, the Bozeman Area Chamber of Commerce, and many other organizations to attract visitors to the area.

Visit Bozeman also supports local events, sports tournaments, concerts, and business conferences in the form of grants through the Gallatin Valley Tourism Business Improvement District.

The annual budget for Visit Bozeman was not publicly available.



## DURANGO, COLORADO

Durango is a home rule municipality that is the county seat and the most populous municipality of La Plata County, Colorado. The city population was estimated at 19,071 in 2020. Estimated visitation to the city annually is 2.6 million, with summer and fall being popular periods.

Key attractions include:

- Durango & Silverton Narrow Gauge Railroad: A historic steam train journey through the San Juan Mountains.
- Mesa Verde National Park: Explore ancient cliff dwellings and learn about Native American history.
- Downtown Durango: Lively streets with restaurants, shops, and live music venues.

Historically, the **Durango Chamber of Commerce** played a significant role in organizing tourism in the city, and was engaged in tourism marketing, visitor servicing, and promotion. However, as of 2019, a decision was made to transition to a Destination Marketing and Management Organization operating as Visit Durango. A primary motivation was the need to transition from a pure marketing organization to an entity with responsibility for destination “stewardship” – perceived as a top priority for residents of the community.

The annual budget for Visit Durango in 2024 was estimated at \$2.1M.





## REDMOND, WASHINGTON

Redmond is a city in King County Washington and is part of metropolitan Seattle. It is located fifteen miles east of downtown Seattle and has a population of 77,490 in 2023. Annual visitation to Redmond is not known but Seattle and King County estimated visitation of 33.9 million visitors in 2022, including overnight visitors of 18 million.<sup>1</sup>

Key attractions include:

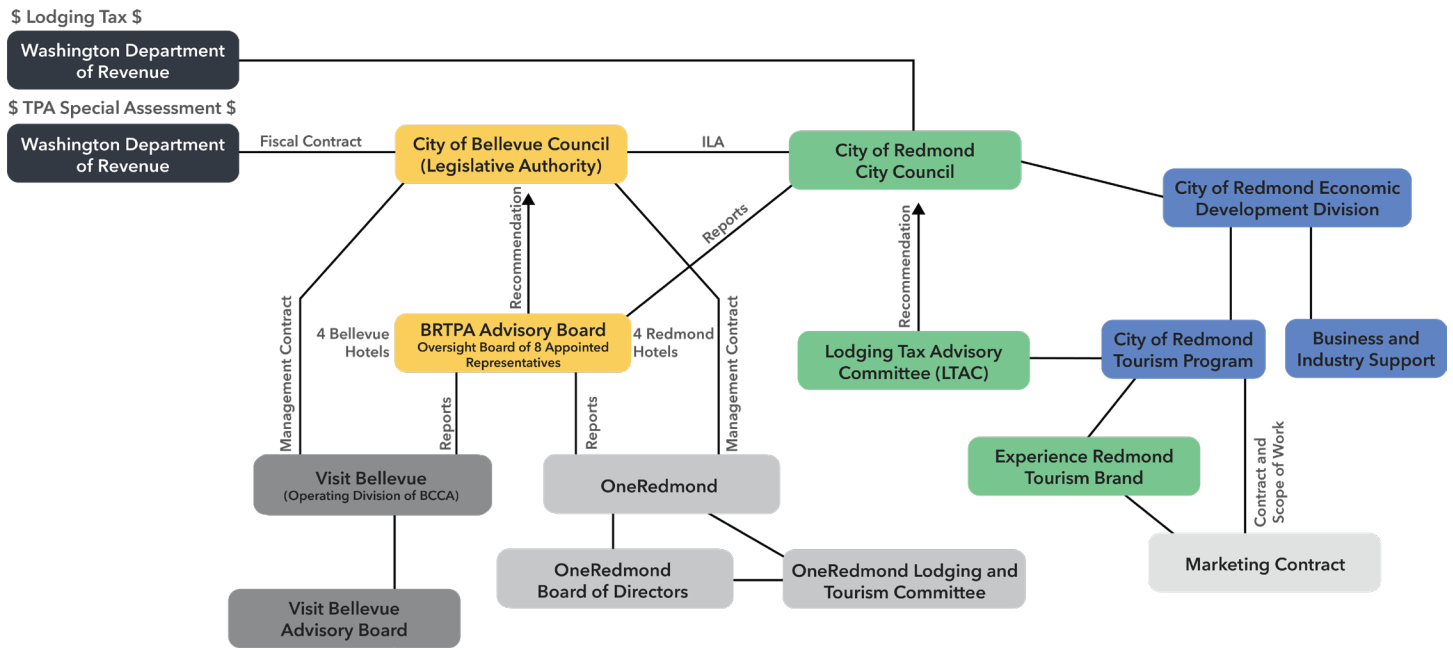
- Marymoor Park: A suburban park with over 550 acres providing opportunities for biking, rock climbing, tennis, and picnicking.
- Sammamish River Trail: A scenic route along the river enjoyed by bicyclists, dog walkers, and families.
- Microsoft Visitor Center: Located on the Microsoft headquarters campus, the visitor center offers insights into Microsoft's innovations and technologies.

There is no dedicated Destination Marketing Organization in the City of Redmond and oversight for tourism is provided by three entities. A Tourism Promotion Area (TPA) was recently created, and management is provided by OneRedmond. OneRedmond also manages the Chamber of Commerce. The Economic Development Division of the City manages a visitor-oriented website, a marketing brand (Experience Redmond), and contracts out marketing, advertising, and media placement. This includes the publication of a visitor guide, social media activities, and basic research. A committee of the city – the Lodging Tax Advisory Committee (LTAC) – provides financial support for festivals and events and underwrites the tourism activities of the Economic Development Division.

Redmond's expected annual budget from all sources for marketing and managing tourism in 2024 is estimated at \$1.4M.

<sup>1</sup> [Visit Seattle Releases 2022 Visitation Data at Annual Meeting | Visit Seattle](#)

# CURRENT TOURISM STRUCTURE WITHIN REDMOND



## COMPARATIVE MARKETS TABLE

City	Population	DMO (Y/N)	Responsibility for Tourism	Visitation	Annual Budget
Bend, Oregon	102,000	Y	Visit Bend	4.5 million	\$5.2 million
Santa Fe, New Mexico	88,193	Y	Tourism Santa Fe	4.0 million	\$12.2 million
Flagstaff, Arizona	76,989	Y	Discover Flagstaff	6.0 million	\$3.6 million
Bozeman, Montana	53,293	Y	Visit Bozeman	1.4 million	N/A
Durango, Colorado	19,071	Y	Visit Durango	2.6 million	\$2.1 million
Redmond, Washington	77,490	N	TPA/OneRedmond & LTAC/City of Redmond	N/A	\$1.4 million

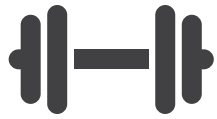


# SWOT Analysis and Planning Considerations





# SWOT ANALYSIS



## STRENGTHS

- Redmond's population has grown at almost twice the rate of King County's since 2010 (2.8% vs. 1.5%/year).
- Redmond in 2023 is much more ethnically diverse than in 2010, with growing Indian, Chinese, and Hispanic communities.
- An Economic Development Strategic Plan, including vision statements, goals, and strategies is being completed and will provide important context for tourism management.
- Marymoor Park is a strong recreational asset for the community with a diverse events calendar, playing fields, and a velodrome.
- Redmond contains 59 miles of public trails, of which 39 miles are owned and operated by the city.
- Redmond is a community rich in public art with over 30 separate pieces on display.
- Redmond operates and maintains an extensive system of 47 parks comprising 1,351 acres of land in a variety of neighborhood, community, and resource parks.
- 60 Acres offers premium athletic fields. It is the largest soccer complex west of the Mississippi (when configured for soccer).
- Redmond has a strong technology connection as the home of Microsoft and Nintendo of America.
- Redmond has a growing commercial space sector including Aerojet Rocketdyne, SpaceX, Project Kuiper, and Honeywell Aerospace.
- Experience Redmond has already invested in a web domain, STR research, marketing materials, and a visitor's guide.
- The Redmond Town Center is an eclectic mix of retail and services in downtown Redmond and a popular venue location for events.
- Redmond, as part of Metro Seattle, is an evolving city attracting new residents and young professionals.
- The Light Rail will provide improved access to downtown Seattle and the airport.
- The Lodging Tax Advisory Committee (LTAC) has actively partnered with festivals and events for several years.
- The recently formed Tourism Promotion Area (TPA) is an opportunity to expand the scope and focus of market programming.
- Summer is the peak season for visitation.
- The summer event, Derby Days, has a long history and is well attended and supported by the community.
- The nearby communities of Bellevue, Kirkland, Woodinville, and Issaquah have their own unique sense of place that complements a visit to Redmond.
- The city is actively addressing housing and planning to accommodate an estimated 128,400 residents by 2050.
- The daytime population base (2019) is estimated to be 130,523 versus the resident base of 77,490 (2023).
- Redmond is the "Bicycle Capital of the Northwest."



## WEAKNESSES

- There is a lack of indoor venues, leading to no capacity to host indoor events above approximately 300 people.
- LTAC investments in events and festivals are not linked to the generation of incremental demand.
- Tourism – the visitor economy – is a relatively new industry for Redmond and the economic implications are not well understood.
- Very little data is available on tourism spending, travel patterns, profiles, and length of stay in Redmond.
- Redmond has little experience collaborating with other cities or the state in terms of attracting visitation, sports, or events.
- The trail system is not well integrated into the streetscape, particularly in the downtown area.
- Overnight visitation is heavily skewed towards business travel with weekends being less busy.
- Downtown parking can be a constraint.
- Overlapping jurisdictions related to trails could lead to confusion and inefficiency regarding programming, signage, and interpretation.
- There is no tourism industry, hotel association, or advocacy group within Redmond.
- There is limited capacity for meetings and conferences.
- Tourism performance data on an ongoing real-time basis does not exist.
- There is a lack of nightlife.



## OPPORTUNITIES

- Create a Destination Marketing Organization (DMO) for Redmond responsible for marketing and managing tourism.
- Leverage investments through the support of the LTAC and the TPA to finance an independent DMO.
- Marketing and programming for the Redmond Town Center could be integrated into the broader strategy of marketing the destination.
- Partner on programming with the wineries and tasting rooms in nearby Woodinville.
- Leverage the relationship with the State of Washington and the Port of Seattle.
- Leverage the potential of sports in Redmond (soccer and cricket in particular) through affiliation with the Seattle Sports Commission.
- Developing the city of Seattle's potential as a source market for Redmond by building awareness.
- Redmond can support a broader regional approach to soliciting meetings, sports, and conference business.
- Improve web/social media exposure for themes, experiences, and retail within the city.
- Capitalize on the interest and appeal of craft beers and iconic restaurants.
- Leverage the TPA relationship with Bellevue into a strategic relationship.
- Enhance Redmond's reputation as the "Bicycle Capital of the Northwest."
- Capitalize on the technology and innovation strength with an annual mini-tech conference; showcasing innovation, careers, and trends in the sector.



## THREATS

- Limited access to labor markets to support a service-intensive tourism industry.
- Destination marketing and development is a long-term proposition requiring sustained political and funding support. Lack of continuity can compromise success.
- An aging population may put increasing demands on the labor force and the city's infrastructure.
- Climate change may have longer-term repercussions regarding seasonality, conference; showcasing innovation, careers, and trends in the sector.





# PLANNING CONSIDERATIONS

During the engagement phase of developing this plan, several themes started to emerge as key takeaways that helped to guide the development of the vision, goals, and initiatives. Planning considerations below are grouped by their corresponding goal.

.....

## Planning considerations in relation to enhancing the visitor experience include the following:

### 1 The growing diversity of Redmond will be a catalyst for changing programming in traditional festivals/events and the creation of new opportunities.

- Redmond in 2023 is much more ethnically diverse than in 2010, with growing Indian, Chinese, and Hispanic communities.
- Redmond has also seen growth in young families with parents employed in the professional and managerial sectors.

### 2 Tourism growth must be considered along with the resident demand for infrastructure and services.

- A growing population base creates a growing demand for infrastructure and services. Those same assets can be enjoyed and supported by visitors to a community but need to be considered in the context of carrying capacity and access to avoid friction.

### 3 Programming and events at Marymoor are opportunities for packaging and extending length of stay.

- Providing value-added opportunities to stay and experience Redmond could be a value-add to any event and persuade participation.
- Working with event organizers and communicating well in advance with potential participants is key.

### 4 Parks and green spaces serve diverse recreational needs for both residents and visitors.

- Signage, interpretation, and communication through key channels (e.g. hotels, websites) will stimulate awareness and participation by visitors to the city.

### 5 Public art is an integral part of Redmond's identity and conveys a strong and unique sense of place.

- Public art, combined with aesthetically beautiful and natural surroundings, invites exploration by residents and visitors. It also invites sharing on social media and is easily integrated into visitor programming.

### 6 The trails are a strong asset of the city and could be leveraged as a connector for visitors.

- Integrating the trail system into the downtown core with standardized signage and interpretation is key to elevating access and use by visitors to the city.

## Planning considerations in relation to building strategic partnerships include the following:

### 7 Work with recreation partners across the region to program and draw visitors to the region year-round.

- Organizers for recreational events are often interested in working with tourism organizations to help with logistical support and the provision of opportunities to enhance delegate participation.

# 8

**Leverage and work in partnership with other organizations within the state to create opportunities to connect with long-haul markets.**

- Visit Seattle, the Seattle Sports Commission, the Port of Seattle, and the State of Washington Tourism are some of the organizations that can create opportunities to connect with external markets.

# 9

**Adjacent communities have their own assets and identities that complement a visit to Redmond.**

- Adjacent communities (Bellevue, Kirkland, Woodinville, Issaquah, etc.) have their own assets and identities that complement a visit to Redmond and could be integrated into programs and itineraries.

# 10

**The LTAC and TPA could provide a base for funding an organization to market and manage tourism in Redmond.**

- Multiple sources of funding for marketing and managing tourism in a destination are not uncommon. Ideally, there is alignment and focus in terms of how funds are invested to support economic growth.

**Planning considerations in relation to developing support for the industry include the following:**

# 11

**The City of Redmond and its partners have established relationships with tourism stakeholders which has provided a strong foundation for the destination.**

- The work that has gone into developing the Experience Redmond brand is an example of a local initiative that has already engaged and empowered the tourism community. There is a foundation of interest and goodwill that can be built on and focused as part of a tourism strategy.





**12** Lack of clarity in the roles and responsibilities of tourism partners has created confusion and misalignment in support of the tourism industry.

- There is an expectation among tourism stakeholders in Redmond that alignment and focus will avoid duplication and inefficiency going forward. It's an opportunity to maximize and leverage resources toward building a stronger tourism economy.

**13** Creating a dedicated Destination Marketing Organization (DMO) in Redmond could further enhance a collaborative approach to destination marketing and management.

- Developing the visitor economy will require investment, collaboration, and a multi-year strategic focus.
- Marketing must be complemented by an engaged understanding of resident sentiment and destination stewardship that respects community values and aspirations.

**14** The TPA's current relationship with Bellevue and potentially other communities could be leveraged into a long-term collaboration.

- Longer term, the lessons learned, and intelligence gathered from the TPA relationship could be used to build a business case for TPA development in other jurisdictions.

**15** The lack of indoor space for programming, events, meetings, and conferences is a constraint.

- The lack of indoor space has obvious implications for events that may be vulnerable due to season or weather. It is a constraint for residents and certainly for potential visitors who may be trying to plan for weeks or months in advance.

**16** LTAC investments in events and festivals should have stronger tourism economic benefits.

- Ideally, investment are linked to the generation of incremental demand for the city, with the highest yield being overnight visitation. Local events can be an important source of market and economic intelligence if organizers are sufficiently trained in basic research, sampling, and survey techniques.

**17** Tourism is a newly recognized industry for growth in Redmond and the awareness of its economic and social benefits should be emphasized within the community.

- Tourism is a complex industry that touches many sectors of a destination's economy - accommodation, foodservice, retail, entertainment, transportation, etc. It is also dependent upon the interrelationships of many stakeholders to be successful. Understanding its contribution to the quality of life in a destination is important for ownership and support.

**18** Improved data and research are needed to better measure success, understand visitor dynamics, and set targets for performance goals.

- Engagement and communication are important to ensure alignment with community values.
- Community members such as residents and business owners can be important advocates and champions for tourism.
- Understanding the economic value of the visitor economy, including gross domestic product (GDP), taxes, and employment is one way to build political and community support for tourism.
- Developing a strong visitor economy needs political support over the long term.

**Planning considerations in relation to building destination awareness include the following:**

- 19** **More effort should be spent on developing weekend leisure travel experiences.**
- Weekends are a need period and an opportunity to stimulate leisure demand for Redmond. Extending business travel into the weekend through pre/post opportunities as a value-added offer is also an option.

- 20** **Internationally renowned companies based in Redmond that have strong international brand identities can be leveraged to build awareness for the city.**
- International brand recognition already creates equity for the destination where they are located. The key is creatively connecting the sense of place to the brand in ways that are compelling and that stimulate interest in visiting.

- 21** **The Sound Transit 2 Line is an opportunity for building day trips and overnight visitation from residents and visitors in the Greater Seattle Region.**
- Ease of access is an ideal opportunity to build awareness of Redmond and its assets within a metro population that remains largely unaware of what is so close at hand. Creative programming and engagement can stimulate interest, increase visitation, and create local ambassadors for Redmond.

- 22** **Redmond has recreational assets such as fields, trails, and access to water that will attract incremental sporting events.**
- The Seattle Sports Commission is one example of a potential strategic partner that could be an advocate for Redmond's recreational assets.

- 23** **Broadening digital/social media awareness of the breadth of products and experiences in Redmond is a marketing opportunity.**

- The web is an obvious venue for theming, suggested itinerary development, imagery, and testimonials about Redmond. Ideally, the site engages user participation so that endorsements, photography, and recommendations are driven organically rather than through paid media. Content and imagery should be regularly updated and fresh.

- 24** **Leverage earned media and visitor testimonials to drive market awareness organically.**

- Passionate and inspired consumers are the best source of information and insight about a destination. Creative ways to engage and elevate user testimonials and influencers are a key tactic to connect with like-minded audiences.





# | Vision





# VISION FOR THE TOURISM INDUSTRY IN REDMOND

A destination vision should ultimately describe the state of the destination if it is to be successful in all its strategic activities. In other words, a destination vision is a desired future state. It needs to be both aspirational and inspirational. The language should be simple to make the statement as memorable as possible. Ultimately, a strong destination vision is one which residents can rally around, and visitors will ultimately want to experience.

Themes to be considered for the destination vision emerged through the visioning workshop, focus groups, one-on-ones and a digital questionnaire. The following five themes resonated the most with the participants and form the basis of the destination vision.

## INNOVATION

We celebrate our connectedness through innovation and leadership

## DIVERSITY

We are a community enriched by a myriad of people and perspectives

## VIBRANCY

We are a city which feels healthy and alive

## WELCOMING

We are excited to share our love for Redmond with visitors

## CLOSE TO NATURE

We are a place to enjoy and participate in outdoor activities



Therefore, the recommended destination vision for Redmond is...

**A vibrant community where every person is welcomed.**

**Our diversity, active lifestyle, access to nature, and culture of innovation offers experiences that inspire exploration, foster enthusiasm, and leave a lasting impact on all who visit.**





A large crowd of people, mostly children and young adults, are gathered outdoors for a festival. Many of them have colorful paint (pink, purple, yellow) smeared on their faces and clothes. They are smiling and some are raising their hands. In the background, there are modern, multi-story apartment buildings with balconies. A few white tents are set up on the grass. The sky is clear and blue.

# Strategic Goals and Initiatives







# Goal 1: Enhancing Visitor Experience

Enhancing the visitor experience has many benefits – from the potential to extend the length of stay of existing visitors to Redmond, to the potential to attract new markets. Enhanced experiences also strengthen a destination’s value proposition.

## INITIATIVES

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1. Position and promote Redmond as an intercultural destination showcasing various cultures through arts, events, and dining options.
2. Curate and package Redmond’s distinctive and intimate venues and activities as tailored options for breakout meetings and team-building events and promoting the city as an attractive destination for business travelers.
3. Increase the allocation of lodging tax funds to tourism grants by removing the 9% fixed allotment equaling approximately \$40,000, to better align with historical budgeted amounts of \$150,000. This adjustment aims to incentivize event attraction by encouraging overnight stays, thus maximizing the economic impact of tourism initiatives.
4. Regularly assess the Lodging Tax Advisory Committee (LTAC) funding application criteria to attract events that can draw visitors to Redmond during periods and locations with low hotel occupancy rates.
5. Develop a “dine around” or business passport program over a multi-week winter period.
6. Support Redmond’s transportation programs that provide visitor infrastructure.
7. Position and promote Redmond as a recreation destination within the region.
8. Foster attraction of an additional accredited cycling event to take place on the streets of Redmond to attract visitors from more than 50-miles away.
9. Foster the development of an annual multi-day event featuring innovations and opportunities in technology.
10. Promote and utilize the light rail stations to increase compression traffic from large events in other parts of the region such as Seattle.
11. Promote and encourage extending leisure stays during business trips to facilitate additional nights for travelers to experience the destination’s offerings.



## INITIATIVES

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12. Utilize the appeal of Redmond's breweries and proximity to Woodinville Wine Country as foundations for developing effective promotion campaign strategies.
13. Spotlight the vibrant artistic community and public art through targeted promotional campaigns, curated itineraries, and an enhanced digital experience.
14. Foster the growth of event tourism audiences by offering marketing workshops and toolkits to empower event organizers.
15. Harness Redmond's reputation as a dog and pet-friendly destination to enhance marketing efforts.
16. Evaluate and support infrastructure including walkability and bicycle trail systems to enhance visitor information and wayfinding that improves access within the city.
17. Foster Redmond as a welcoming and belonging destination by creating inclusive visitor experiences for a variety of abilities and considerations including accessibility, neurodiversity, and language.
18. Promote parks in Redmond's urban centers as a destination, fostering a diverse range of programming to maintain its vibrancy and activate the surrounding area.
19. Foster partnerships and programming that highlight Redmond's globally known gaming industry to attract visitors.
20. Encourage the development of retail spaces that will attract culinary, beverage, and nightlife businesses to Redmond.
21. Explore implementation of an innovative technology experience showcasing or introducing Redmond's unique companies, gaming characters, activities, events, and more.
22. Develop a reliable visitor shuttle or transportation program designed to efficiently transport guests from hotels to various destinations.
23. Explore if interest and market would support a stand-alone venue highlighting Redmond's gaming industry and work with the private sector for creation.
24. Partner with Woodinville to expand wine programming, partnerships, and events in and around Redmond.
25. Encourage piloting and expanding new event concepts with the potential to drive overnight stays.
26. Support public/private partnerships to develop indoor event space to host larger conferences in the city.
27. Expand existing winter programming and signature experiences that broaden awareness and attract visitors to Redmond for winter hotel and retail expenditures.
28. Evaluate the feasibility of establishing a visitor center or kiosk, with a focus on selecting a prime location near a light rail station, or additionally, a mobile visitor kiosk to provide flexibility in location or to showcase at various events.



## Goal 2: Building Collaborative Partnerships

Building strategic relationships with key partners provides access to new resources, expertise, and communication channels. It also builds ownership and long-term equity in the value of the destination and the importance of the visitor economy.

### INITIATIVES

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1. Strengthen the ongoing relationship with Marymoor Park with regular check-ins, updates, and support for existing events.
2. Promote recreational fields, trails, and water for tournaments, competitions, and events to recreational and athletic organizations.
3. Develop strong partnerships with restaurant, retail, and entertainment establishments, showcasing them as integral components of the visitor experience through targeted tourism marketing efforts.
4. Enhance partnership with Redmond Town Center as a tourism retail asset and a venue for events.
5. Explore the feasibility of establishing a dedicated Destination Management Organization (DMO).
6. Continue fostering partnerships with neighboring and other Eastside cities to collaboratively drive forward regional tourism initiatives and programs for mutual benefit.
7. Support strategies related to transportation solutions and ensure they are in place for visitors in addition to commuters.
8. Collaboratively develop annual work plans between the LTAC and TPA.
9. Explore the creation of a Memorandum of Understanding (MOU) between the LTAC and TPA, delineating respective responsibilities for different tourism initiatives.
10. Engage closely with Visit Seattle, as well as participate in the Washington State DMO network which meets monthly.
11. Explore avenues to streamline partnerships, organization structure, and decision-making channels in Redmond's tourism eco-system.



## INITIATIVES

12. Engage with the Seattle Sports Commission to bid on future events and leverage their network to extend Redmond's reach and visibility as a host destination and accommodation supplier for local and regional activities.
13. Engage with the Port of Seattle to reach international markets.
14. Engage with the State of Washington Tourism to reach international markets.







## **Goal 3: Developing Support for the Tourism Industry**

Tourism depends upon a sustained investment in resources and support over the long term to be successful. Building destination brand awareness, stimulating interest, converting to visitation and expenditure, and exceeding expectations involves the collaborative efforts of many stakeholders.

### **INITIATIVES**

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1. Work with the LTAC to prioritize support for events and festivals that include an overnight component.
2. Evaluate the city's banner policy to increase awareness, promotion, and celebration of the unique Redmond events, experiences, and history.
3. Consider adopting industry best practice for lodging tax budgeting by transitioning from budgeting based on fixed percentages to a model centered on prioritization and need.
4. Consider acquiring an event-based economic impact model through Destinations International to measure the economic contribution of each event supported by the LTAC.
5. Explore and allocate resources towards advanced tools and data software systems aimed at analyzing visitor data.
6. Increase the allocation of lodging tax funds to staffing by removing the 2% fixed administrative allotment, which equals approximately 4 hours of staffing a week. A funding increase should consider fully supporting the staffing needs essential for efficient management of the LTAC and tourism program.
7. Conduct a benchmark economic impact study on the visitor economy for Redmond.





## Goal 4: Building Destination Awareness

Building destination awareness is about connecting through channels and intermediaries with audiences who are interested and motivated to visit because of the brand appeal of the destination. The entire path to purchase process from awareness to visitation may take several years and a sustained commitment in marketing from the destination.

### INITIATIVES

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1. Incorporate translated content into blog posts and social media feeds.
2. Leverage Redmond's innovations in space, gaming, and technology in tourism promotion.
3. Track visitor segmentation and partner with media influencers that reach Redmond's diverse traveler populations.
4. Leverage Redmond's historic downtown core and historic assets for destination branding and asset development.
5. As Redmond continues to expand, prioritize additional investments in storytelling and the development of digital photo and video assets.
6. Consider working with a creative institution such as the DigiPen Institute of Technology to tell the story of nature, technology, and creativity in Redmond.
7. Encourage district development, placemaking, and branding initiatives to enhance tourism assets, with a particular focus on districts accessible via light rail.
8. Promote awareness of the Overlake Intercultural District offerings.
9. Consider investment in targeted publications through advertising buys and earned media.
10. Ensure planning and programming considers the importance of maintaining Redmond as a clean, safe, and welcoming destination for visitors, as well as locals.
11. Work with the Port of Seattle to build awareness for Redmond among trade servicing cruise passengers as a destination easily accessed by light rail, home to technology giants, and close to Woodinville Wine Country.
12. Develop a media kit to have information on hand in the event of questions and/or leads.



## INITIATIVES

13. Develop a meetings and convention strategy which focuses on key economic sectors of Redmond.
14. Invest in tools for analyzing tourism feeder markets, then pilot targeted advertising and promotional campaigns to attract overnight stays from those markets.
15. Allocate resources towards technology solutions for capturing event and conference contact leads, strategically enhancing opportunities to generate hotel business.





# | Conclusion

A woman with blonde hair, wearing a red sleeveless dress, is smiling and dancing in a grassy park at sunset. She is holding hands with others in a circle. In the background, other people are visible, including a man in a white shirt and a young girl in a white shirt. The scene is bathed in the warm, golden light of the setting sun.

# CONCLUSION

The Redmond Tourism Strategic Plan is a path forward for the city to develop and capitalize on the unique assets and opportunities to grow its visitor economy. Focus is imparted by the vision which incorporates key tenets - innovation, diversity, vibrancy, nature, and hospitality - that make Redmond a special place to live, work, and play. Strategies and initiatives capitalize on specific opportunities, where possible, but more importantly provides context for longer term aspirations that may be realized as resources become available. Collaboration is an essential theme because successfully developing and managing the visitor economy requires multiple stakeholders working toward a common purpose.

At its core, tourism is about transformative experiences undertaken by visitors within a destination. Done well, tourism enriches lives, broadens perspectives, and creates lasting memories. It also provides opportunities to connect with residents and celebrate the events and culture that make life meaningful. Respect for the community and its values are core for visitors understanding their role as stewards for the places they come to experience. This engagement establishes a foundation for a destination to endure for future generations.

None of this though occurs by happenstance. Successful destinations engage businesses, residents, and local politicians to a common vision of what success looks like and a path forward that

is achievable. Destination management is arguably just as important as destination marketing.

Through the LTAC and the TPA, Redmond already has the key stakeholders engaged who recognize the inherent value of growing the visitor economy. Operationalizing that ambition is informed by the Redmond Tourism Strategic Plan. It is a path forward for capitalizing on the many opportunities to build a competitive advantage that is distinct and compelling.

Redmond is coming into its own as a 21st century city with a unique identity and sense of place. A healthy visitor economy will grow awareness, invite investment, encourage repeat visitation, and attract new residents. Tourism has the potential to be an important part of Redmond's economic future.





A scenic photograph of a bridge over a river with autumn foliage in the background. The bridge has a metal railing and is reflected in the water below. The trees in the background are in various shades of green, yellow, and orange, indicating autumn. The overall tone is slightly muted and artistic.

# Appendix A: Additional Research







## ATTRACTIONS IN REDMOND

The following table shows the most popular attractions in Redmond according to data

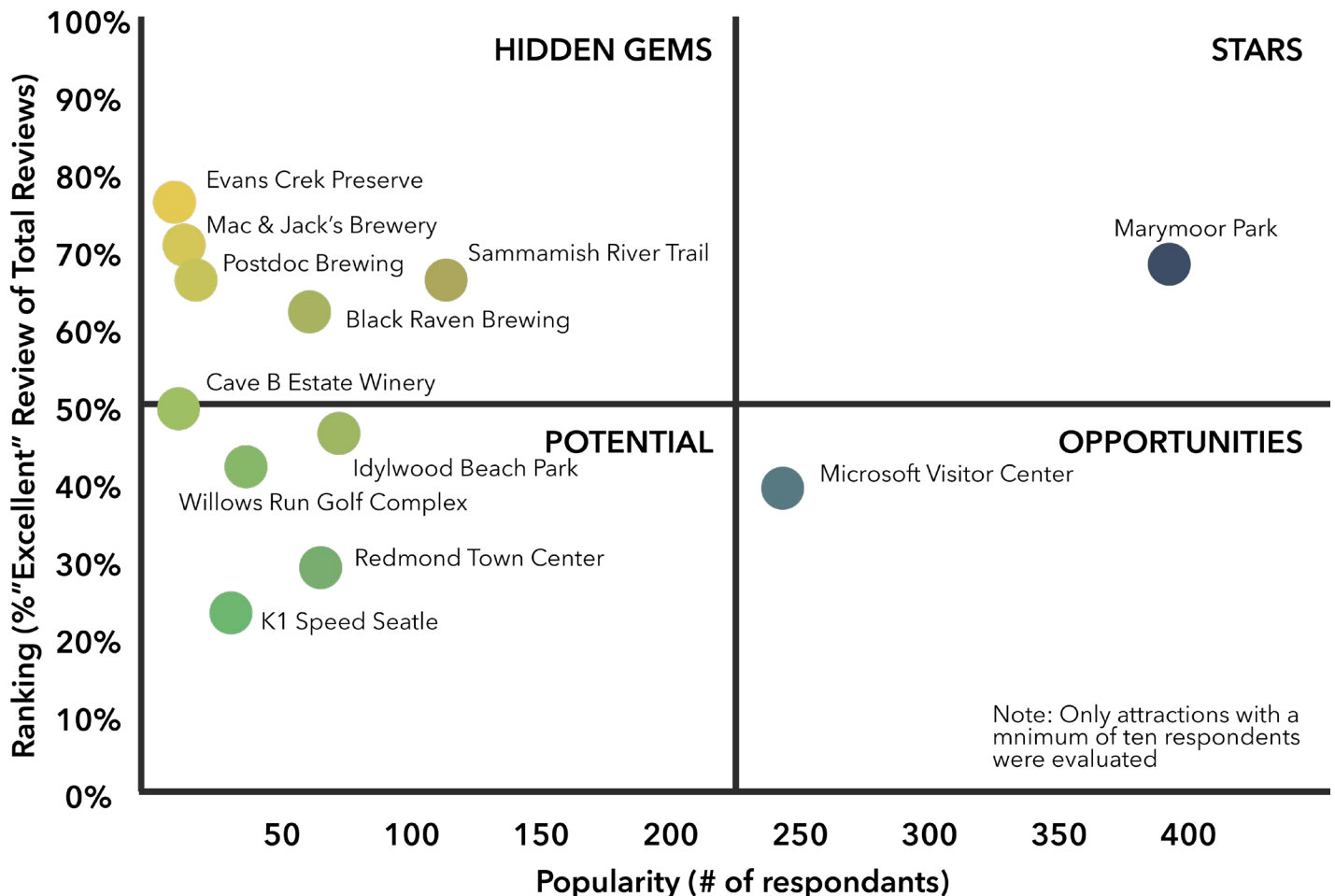
available on Tripadvisor<sup>1</sup> from 2010-2023. Data is plotted along two dimensions – “popularity” as measured by the frequency of respondents who provided a review of the attraction over the years, and “brand ambassadors” which is a subset of total reviews that provided the highest possible ranking for the attraction.

<sup>1</sup> [https://www.tripadvisor.ca/Attractions-g58702-Activities-oa0-Redmond\\_Washington.html](https://www.tripadvisor.ca/Attractions-g58702-Activities-oa0-Redmond_Washington.html)

The chart is segmented into four quadrants – Stars, Opportunities, Potential, and Hidden Gems. “Stars” are the most straightforward – popular attractions with very positive reviews. They can be capitalized on immediately as important additions to just about any traveler’s itinerary.

The “Hidden Gems” are the most intriguing. While availability and access may be limited due to seasonal or infrastructural factors, these attractions have a passionate fan base. Strengthening awareness among existing and potential visitors can significantly boost Redmond’s appeal as a destination.

### TripAdvisor - “Best Things to do in Redmond”



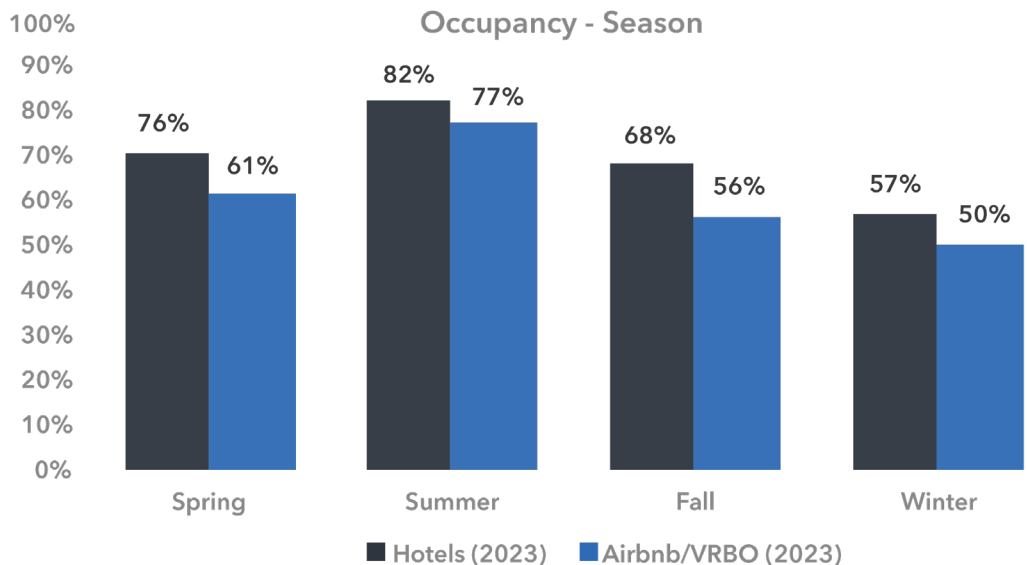
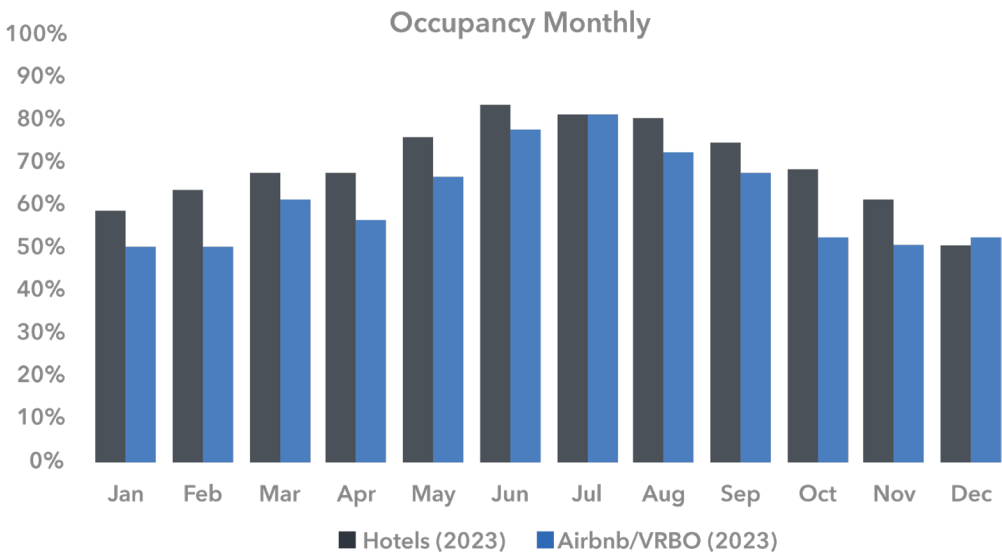


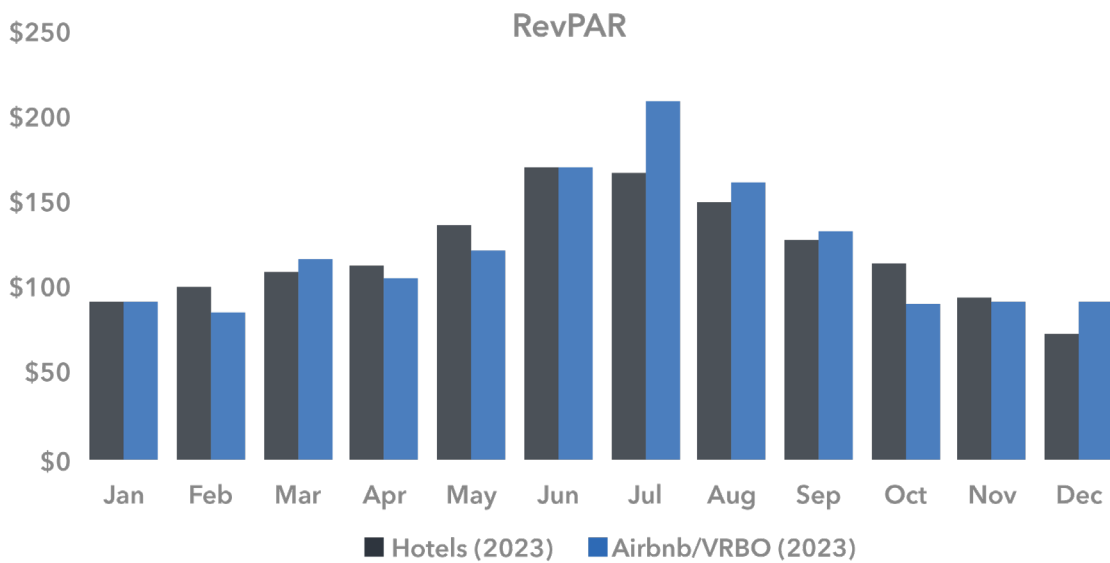
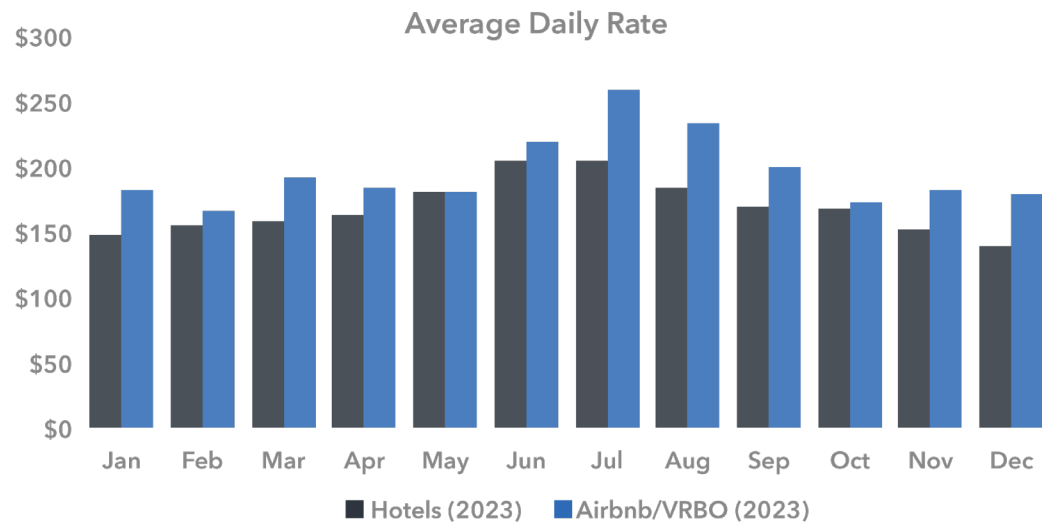


## HOTEL AND AIRBNB/VRBO PERFORMANCE

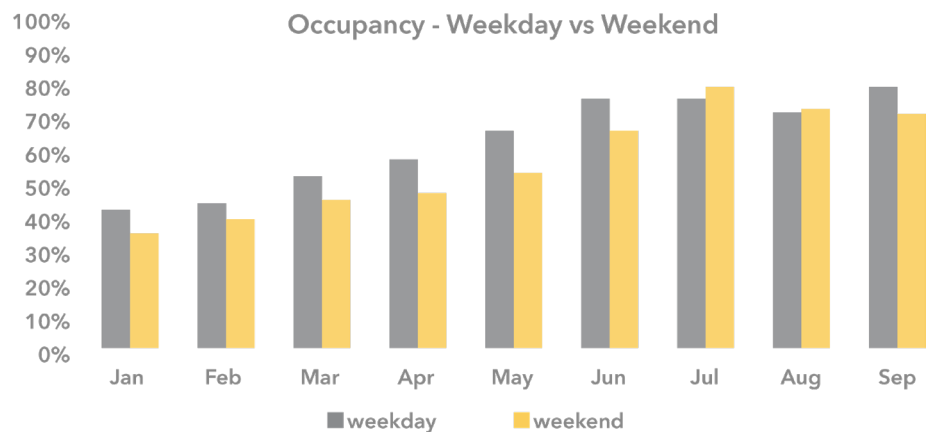
The hotel performance as recorded by Smith Travel Research (STR) is based on a sample of 10 hotels representing 1,598 available rooms in Redmond. The data is for 2023. AirDNA provides data on the performance of Airbnb and VRBOs for the city of Redmond. There were 259 listings reported for 2023.

Overall annual occupancy was 60%, the average daily room rate was \$178, and revenue per available room (RevPAR) was \$107. Occupancy and rate had recovered to pre-COVID levels, but RevPAR was still down by -12%. In 2023 there were also 259 Airbnb/VRBOs listings in operation in Redmond which is equivalent to the capacity of an additional mid-sized hotel. Comparisons are illustrated below.





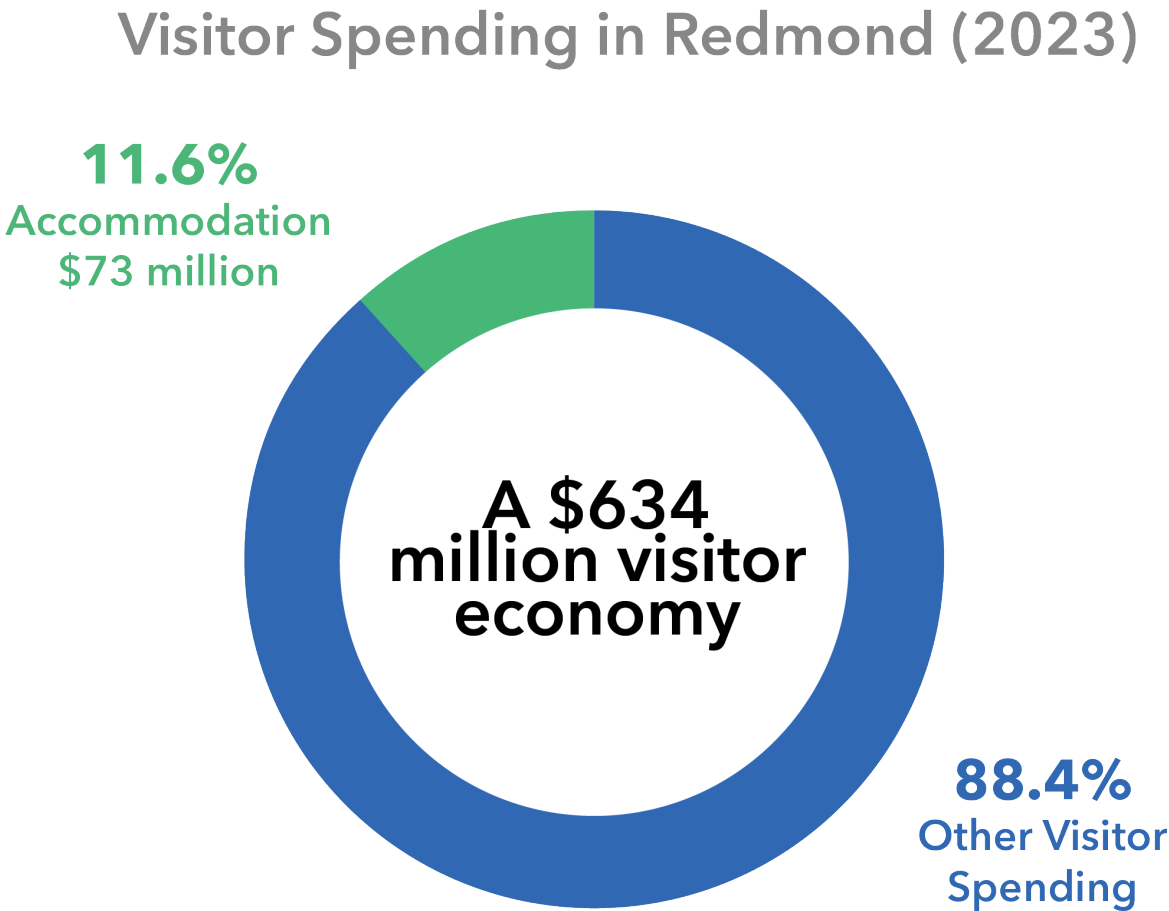
Weekday occupancies for hotels are markedly different than weekend occupancies. This implies strong business demand during the week and a lack of leisure demand (which typically fills weekends). Weekday versus weekend occupancy for the period from January to September 2023 is illustrated below.



Airbnb/VRBOs are a significant economic contributor to the city with annual gross revenue estimated at \$11.0M. The STR hotel sample, by comparison, contributes an annual gross revenue of \$62.2M. Collectively, accommodation revenue in 2023 for the city of Redmond (hotels and Airbnb/VRBO) is estimated at \$73.3M.

as a proportion of the total visitor economy varies from a low of 8% to a high of 20% of total spending. On that basis, it's reasonable to estimate that the total value of the visitor economy that flowed through the city in 2023 is conservatively estimated at \$634M dollars.

Estimating the economic value of the visitor economy is more challenging because there has never been an economic impact analysis undertaken in the city. However, reviewing comparable analysis undertaken for several regional jurisdictions, accommodation spending





## POPULATION AND DEMOGRAPHICS

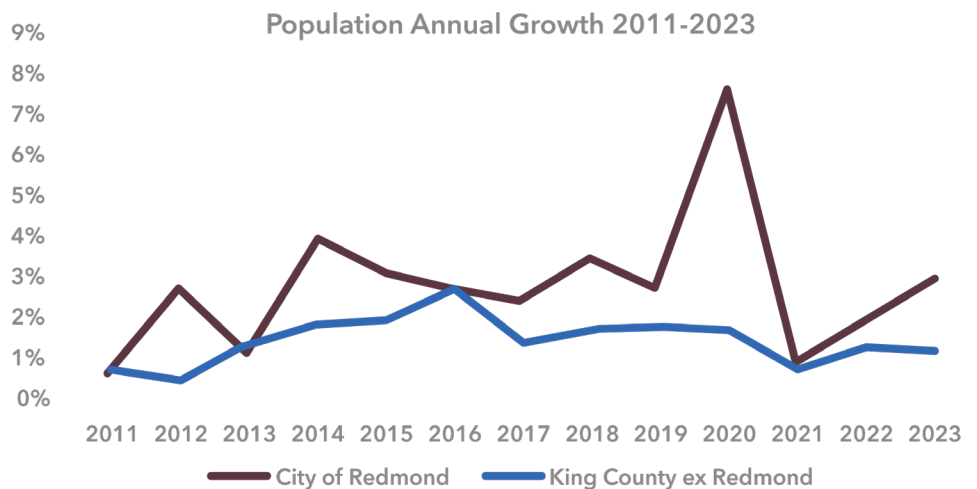
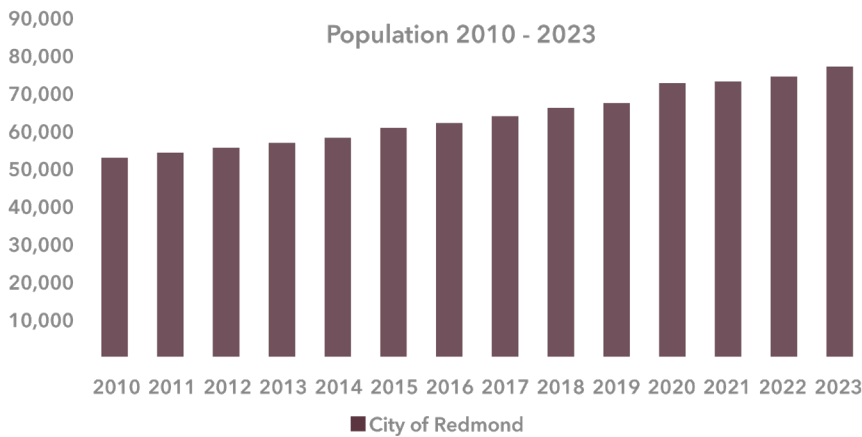
The population of the city of Redmond in 2023 was an estimated 77,490<sup>1</sup>. Since 2010 it has grown at an annual rate of 2.8%, greater than the rest of King County (1.5%), and at a rate greater than projected to meet the population target of 128,400 projected for 2050<sup>2</sup>. A growing population will have implications for the provision of housing and infrastructure in the Overlake, Downtown, and Marymoor areas of the city.

The growing population of Redmond is also getting more ethnically diverse, with growing Asian and Hispanic communities. In 2010, the Asian community for example, was 26% of the population. By 2022, that had increased to 41%<sup>3</sup>, growing particularly with an influx of residents from China and India. Growing ethnicity influences the dynamic of a community in many ways from the retail/foodservice mix to the ways in which a community celebrates its culture.

3 <https://api.census.gov/data/2022/acs/acs1/cprofile>

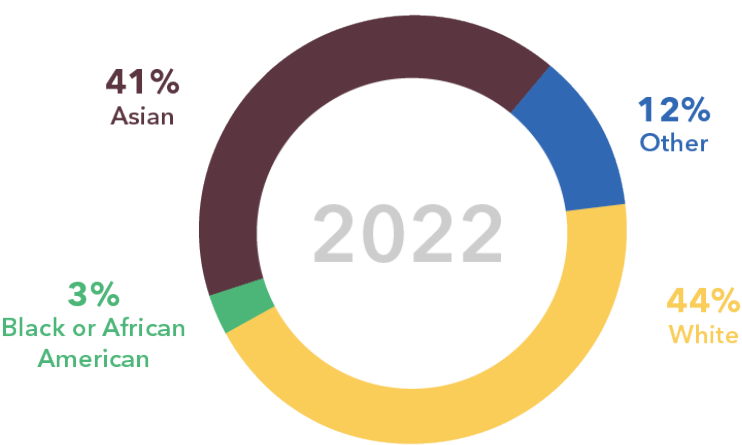
1 <https://www.redmond.gov/818/Demographics-and-Statistics>

2 <https://www.redmond.gov/942/Locate-and-Expand>

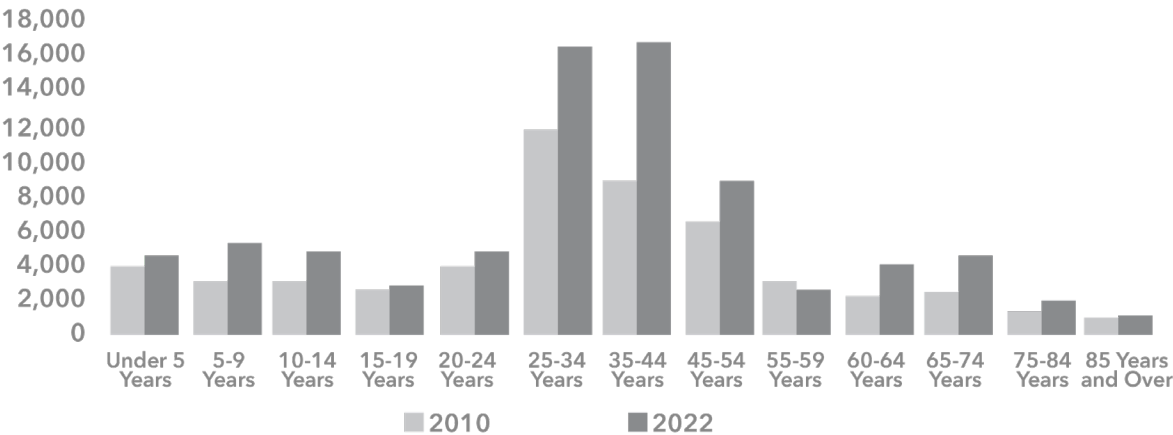




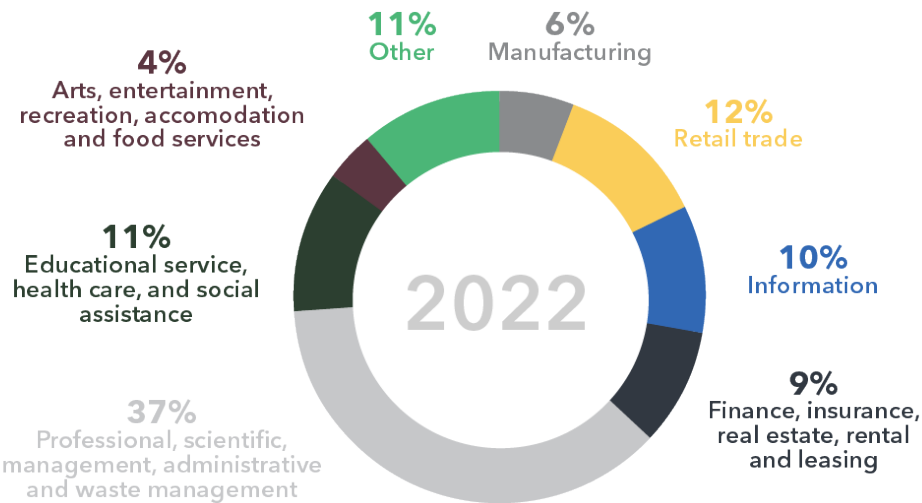
The growth of Redmond has been particularly strong in the 25-44-year-old segment, with occupations in the business, management, arts, and sciences sector also growing. This too influences the city’s dynamic in terms of the demand for recreational amenities, participation in local programs, and the introduction of new events or adapted programming for existing ones.



Population by Age



A successful tourism strategy adapts and evolves as resident aspirations and interests also change over time. Festivals and events change their programming or introduce new elements to stay fresh and connected to their audiences. Community programming that meets resident needs will often find that those same experiences will both attract and be popular with visitors as well. Connecting with locals is a strong motivation for travel.



A smiling man with a beard and a baseball cap, holding a long metal rod, standing in front of a large industrial machine with a rotating drum. The machine appears to be part of a food processing or manufacturing facility, with a large drum containing a brown, granular substance. The background is slightly blurred, focusing attention on the man and the machine.

# Appendix B: Stakeholder and Community Engagement Participants

# CONSULTATIONS

Listed below are the communities and organizations that assisted in the development of the Redmond Tourism Strategic Plan.

## Project Team

Philly Marsh, Economic  
Development Manager  
Jackie Lalor, Economic  
Development & Tourism  
Program Administrator  
Jordan Young, InterVISTAS  
Consulting  
Stephen Pearce, GainingEdge  
Paul Vallee, GainingEdge  
John Lambeth, Civitas

## Redmond Mayor

Angela Birney, Mayor

## Redmond City Council

Vanessa Kritzer, City Council  
President  
Jessica Forsythe, City Council  
Vice President  
Steve Fields, LTAC Chair  
Jeralee Anderson  
Angie Nuevacamina  
Osman Salahuddin  
Melissa Stuart

## Lodging Tax Advisory Committee

Dan Angellar  
Nancy Heard  
Melody Lanthorn  
George Manojlovic  
Latha Sambamurti

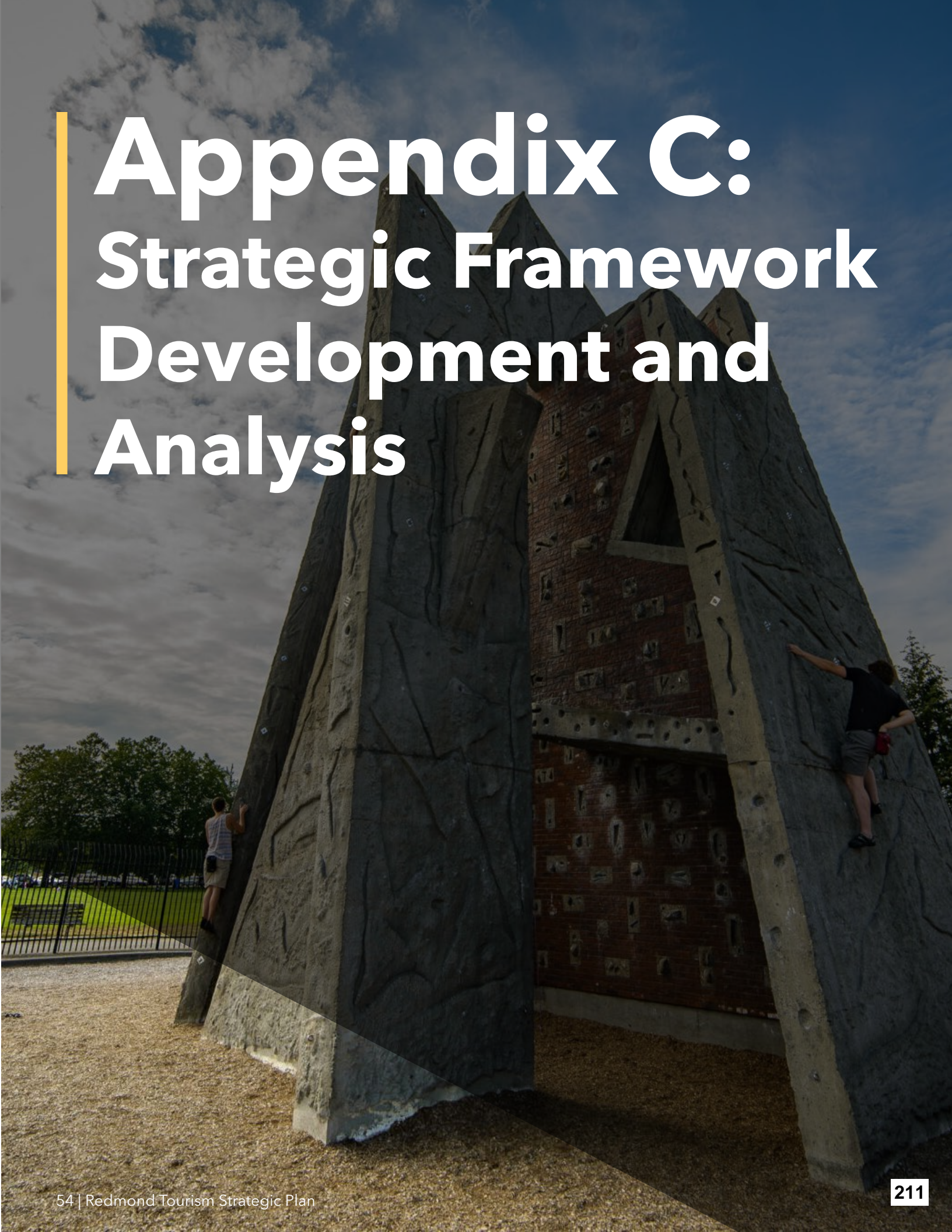
## Additional Participants

Agave Cocina & Cantina  
Restaurant  
Aloft Seattle Redmond  
American Diabetes Association  
AmPowering  
Archer Hotel Redmond  
Bold Hat Productions  
Brick & Mortar Books

Bullseye Creative  
Centro Cultural Mexicano  
City of Bellevue, WA  
City of Bothell, WA  
City of Issaquah, WA  
City of Kent, WA  
City of Kirkland, WA  
City of Redmond, WA  
Clo Marketing, Inc.  
Colon Cancer Coalition  
Conference Direct  
Conundroom Escape Rooms  
Dough Zone Dumpling House  
Family Holi Festival  
Flatstick Pub Redmond  
Hampton Inn & Suites Seattle-  
Redmond  
Hilton Garden Inn Redmond  
Town Center  
Hyatt House Seattle/Redmond  
Iskcon Vedic Cultural Center  
JJ Mahoney's  
Jordan T Adams Events  
Creative LLC  
Julie D. Merken, CMP LLC  
Kind and Company Events  
King County, WA  
Kirkland Kiwanis Foundation  
Lake Washington Youth Soccer  
Association  
LamontCo  
Mac and Mabel Home Store  
Marymoor Velodrome  
Association  
Meta  
Microsoft  
Modular on the Spot Concert  
Monse Colombian Festival  
Move Redmond  
Obliteride 2023  
OneRedmond  
OneRedmond Foundation  
Palmer's

Plantify LLC  
Pomegranate Bistro  
Port Seattle  
Pride Across the Bridge  
Redmond Arts Festival  
Redmond Historical Society  
Redmond Historical Society  
Redmond Inn  
Redmond Rotary Club  
Redmond Town Center  
Redmond's Bar & Grill  
Residence Inn Seattle East/  
Redmond  
Run for Good Racing Co  
Seattle Marriott Redmond  
Shaburina HotPot  
SJA Property Management  
SnoValley Chamber of  
Commerce  
SPIE  
State of Washington Tourism  
The Details  
The Emotional Abuse  
Discussion  
The French Bakery  
Vedic Cultural Center  
Visit Bellevue  
Visit Issaquah  
Visit Seattle  
Woodblock  
Woodinville Wine Country





# Appendix C: Strategic Framework Development and Analysis



# TOURISM INITIATIVES EVALUATION RATING SYSTEM (TIERS) ANALYSIS

The Tourism Initiative Evaluation Rating System (TIERS) analysis is a framework for evaluating a broad range of proposed initiatives to bring focus to those initiatives that would be the most meaningful for the destination. It is a qualitative framework that includes criteria such as the following:

- Destination Enhancement - considers whether the initiative has the potential to generate excitement and praise for the destination/host community, whether it can be a catalyst for change, increase interest in visitation, expand the scope of products/services offered, and truly differentiate the destination/host community. Scoring options vary from "significant" to "not likely".
- Timeline to Realize Benefits - assesses the time frame for payback to the destination in terms of return on investment, economic benefits to the community, and incremental visitation or extension of visit. A short timeline is less than two years; a long timeline is greater than five years.
- Complexity of Project to Realize Benefits - assesses the capital cost required, ownership, and the number of stakeholders that need to be involved to see the project through. A low risk/uncomplicated initiative would have minimal costs and require no partners; a high risk/complicated venture would entail high capital costs, ongoing operational obligations, and a multitude of stakeholders.
- Resource Requirements - examines ongoing operational obligations in terms of staff and costs. The scope would be a low level of investment where time and costs are nominal, to a high level of investment.
- Alignment with Sustainable Tourism - assesses the fit between the proposed initiative and support for environmental, socio/cultural, and economic sustainability. The scoring system ranges from "unlikely" to "highly likely".
- Provides Opportunities for Residents and Local Business Owners - assesses the likelihood of the proposed initiative to deliver direct support for community stakeholders. Scoring options would vary from "yes" to "negligible".
- Connects and Supports the Vision for the Destination - examines the alignment between the proposed initiative and the values shaping the vision for Redmond. Range of responses would vary from "yes" (strong support) to "negligible" (not aligned with the vision).

Each of the criterion in the TIERS analysis was ranked equally with a maximum value of 5 and a minimum value of 1. The average of each criterion was then combined to produce the overall score for the initiative and informed the project team how each initiative should be prioritized.







# Appendix D: Tourism Organizational Structure Options

# TOURISM ORGANIZATION STRUCTURE OPTIONS

In 2023, the cities of Redmond and Bellevue entered into an interlocal agreement. They passed an ordinance establishing the Bellevue-Redmond Tourism Promotion Area (TPA) under the Revised Code of Washington § 35.101 et seq. (TPA Law). The TPA levies an assessment of \$2.50 per lodging unit per night of stay for lodging businesses with forty (40) or more lodging units within the TPA boundaries.

The Bellevue City Council serves as the legislative authority for the TPA, and the Bellevue-Redmond Tourism Promotion Area Advisory Board (TPA Advisory Board), consisting of representatives from assessed lodging businesses, makes recommendations to the City Council regarding the use of revenue from the TPA fee.

The City of Bellevue collects the assessment revenue. Revenues are deposited into separate accounts designated for the Redmond and Bellevue zones of the assessment, proportionate to the amount collected from each zone.

Destination management organizations selected by the TPA advisory board implement sales and marketing campaigns in line with the TPA's management plan. For Redmond's share of revenue from the TPA, OneRedmond,

the organization that also manages Redmond's Chamber of Commerce, was selected as the 2024 management organization to implement TPA programs for the city in the absence of an established destination management organization (DMO).

In addition to revenue from the TPA, the City of Redmond levies a Lodging Tax of one percent (1%) on short-term lodging stays. The City of Redmond's Lodging Tax Advisory Committee (LTAC) oversees the Lodging Tax revenue. The Lodging Tax funding structure currently authorizes fifty percent (50%) of the lodging tax revenue to be dedicated to tourism marketing programs, including but not limited to the Experience Redmond brand management contract. Experience Redmond serves as the city's longstanding tourism brand inclusive of a logo, brand guidelines, website, social media, advertisements, and more.

As noted, revenues from the TPA and Lodging Tax are overseen by different advisory boards. Without a strong partnership and alignment between these two governances, the risk exists of duplicated spending and missed opportunities for coordination to optimize revenues.

For a visual of the current advisory board structure of these two funding sources, see page 20.



# OPTIONS TO CREATE STRONG COLLABORATION

There are several viable options to improve collaboration and coordination between the City, LTAC, TPA Advisory Board, and TPA management organization. These include:

- **Status quo:** Currently, the City of Redmond Lodging Tax is managed by the Redmond LTAC, with Experience Redmond serving as the primary tourism marketing brand. This brand is contracted out to a marketing consultant to manage through a Request for Proposal (RFP) process. Meanwhile, Redmond's share of the TPA funds is overseen by the TPA Advisory Board, which contracts with a selected management organization. The current model is unique and complex, with various boards and committees involved in the absence of a traditional DMO.
- **Status quo with Memorandum of Understanding (MOU):** The TPA management organization could sign an MOU with the City of Redmond and the LTAC, establishing roles and responsibilities among each entity to help ensure there is no unnecessary overlap in services.
- **Diverting Funds to One Organization:** In many destinations, two separate organizations will coordinate spending by having one organization contract with the second for marketing, sales, and other services. This integrated approach diverts revenue from the first organization to the second and centralizes revenue and marketing/sales strategies in one central organization. This structure allows both organizations to continue working towards the same goal but allocates more money to one organization where the majority of the tourism marketing occurs. The chosen organization would require additional capacity to be built in for staff time.

- **Create a New Nonprofit to Serve as the Destination Management Organization (DMO):** Many destinations have also improved their collaboration and maximized spending by forming a separate nonprofit organization to oversee marketing efforts for the destination. In this scenario, rather than one organization allocating resources to the second, both the Redmond LTAC and either the TPA Advisory Board would allocate revenue from the Lodging Tax and TPA to the nonprofit DMO, which would, in turn, centrally oversee marketing services. If this option is selected, we recommend establishing the new DMO as a nonprofit organization without members.

Regardless of the structure chosen, it would be beneficial and highly encouraged for both the TPA and LTAC to co-partner on each committee's budgeting process and seek alignment and agreement on funding initiatives.

Given the options available to the City of Redmond, it is essential to consider case studies of other destinations and their organizational structure related to lodging taxes and special assessment districts. These studies provide an overview of how other destinations coordinate revenues from multiple sources and centralize decision-making to ensure that they are getting the best return on investment for their destinations.

# CASE STUDIES



## SACRAMENTO, CALIFORNIA

Sacramento, California's capital city, is a significant destination with over 500,000 residents. Its official DMO, the Sacramento Convention & Visitors Bureau (doing business as Visit Sacramento), has been instrumental in drawing visitors to the city.

Visit Sacramento draws revenue from three primary sources, including a city-wide hotel/lodging tax (known in California as Transient Occupancy Tax, or TOT) and two special districts which assess local businesses in a similar model as Washington State's TPA law.

The Sacramento Tourism Infrastructure District (STID) is an assessment district levied on short-term room rentals. The assessment is one percent (1%) of gross short-term rental revenue and is designed to provide funding for capital improvements within the city. Specifically, the assessment is used to provide funding for the construction of a ballroom as part of Sacramento's SAFE Credit Union Convention Center and other infrastructure projects. Visit Sacramento administers the STID in conjunction with a Tourism District Committee consisting of Sacramento City staff, staff from Visit Sacramento, and representatives from local lodging businesses subject to the assessment.



Additionally, Visit Sacramento receives funding from a second assessment district, the Sacramento Tourism Marketing District (STMD). Established in 2012, the STMD is designed to provide funding to increase sales and marketing activity by Visit Sacramento. Similar to the STID, Visit Sacramento manages the STMD in conjunction with a TMD Tourism Committee consisting of hoteliers, and assessment revenue is directed to sales and marketing activities that directly benefit the lodging businesses paying the assessment. While the STID is focused primarily on funding capital improvement projects within the city, revenue from the STMD is used for sales and marketing efforts.

Finally, Visit Sacramento receives funding from a portion of the city's TOT. While much of the TOT is diverted to the city's General Fund, roughly \$1.6M is pledged annually to Visit Sacramento for its marketing activities.

Because all three revenue sources are centrally managed by Visit Sacramento (with input from key stakeholders within the City of Sacramento and assessed lodging businesses), Visit Sacramento is able to oversee marketing spending to maximize efficiency and reduce duplicative spending.

With more than \$12.3M in revenue in 2022, Visit Sacramento focuses its efforts on spending that may not be typical for other destinations. It has focused on drawing businesses to the Sacramento region for large events, hosting the Aftershock Rock Festival and GoldenSky County Music Festival in 2023.

Additionally, Visit Sacramento places an emphasis on drawing meeting and convention sales to city, as well as high-profile amateur sporting events such as NCAA events, USA Track & Field, Senior Softball, IRONMAN, and international rugby and soccer.

Additionally, Visit Sacramento has successfully branded the city as America's Farm-to-Fork Capital. Part of its marketing efforts have included designing and launching a Farm-to-Fork website, where visitors can find lists of Sacramento's restaurants and featured spots to get a bite to eat. Visit Sacramento also hosts an annual Farm-to-Fork festival in partnership with the City of Sacramento, which draws thousands of visitors annually to the city center.

Because Visit Sacramento centrally oversees the spending of revenue from all three sources, it is able to maximize its marketing efforts to sell Sacramento as a destination for meetings and conventions, travel trade, and leisure travelers. Additionally, because of this ability to pool resources, Visit Sacramento has created internal divisions tasked with specific aspects of the overall marketing efforts, including a Sports Commission and Event Crew, which can be funded more effectively than if the revenue streams were split between different organizations. In this way, centralizing decision-making about marketing programs has made Visit Sacramento more effective as a DMO than if the revenue was managed separately.



## OAKLAND, CALIFORNIA

Located across the bay from foggy San Francisco and home to one of the largest ports in the country, Oakland has turned its reputation around from a potentially dangerous city in the 1980s and early 90s to a bustling, exciting destination for tourists today, thanks in no small part to the efforts of the Oakland Convention and Visitors Bureau, known as Visit Oakland.

Founded in 1999, Visit Oakland receives revenue from two primary sources: a portion of a city-wide TOT and the entirety of the revenue from the Oakland Tourism Business Improvement District (OTBID), an assessment on short-term lodging businesses within the city.

Established in 2015, the OTBID follows a similar model to the Sacramento Tourism Marketing District and Washington State TPAs. It levies an assessment of \$1.50 per night on short-term lodging businesses within the city and is managed by Visit Oakland. Funds from the OTBID are dedicated to marketing and advertising programs that promote assessed businesses within the OTBID, and sales efforts are designed to secure direct bookings at assessed businesses.



In addition to the revenues from the OTBID, Visit Oakland are funded by a portion of the city's 14% TOT levied on short-term lodging stays. Specifically, Visit Oakland receives 1.5% of the total 14%, as allocated in a 2009 ballot measure.

Visit Oakland took in roughly \$2.5M in revenue in 2021, funding unique programs designed to draw visitors to Oakland. Rather than attempting to draw in visitors from far-away destinations, in recent years, Visit Oakland has focused on events and festivals targeted at a younger demographic from closer to home. These include Oakland's Restaurant Week, a weeklong festival celebrating Oakland's unique culinary experience and culturally distinct neighborhoods, and Oakland's Vegan Trail and Cannabis Trail, offering curated tours of Oakland's unique vegan restaurants and cannabis establishments.

With a strong focus on younger visitors, Visit Oakland has also been instrumental in sponsoring the Activate Oakland Event Sponsorship program, launched in 2023, to revitalize downtown and neighborhood commercial areas. The program provides funding for events that support Oakland's commercial district, small businesses, arts, and culture. Visit Oakland also launched an Inspiration Guide highlighting events and things to do in various neighborhoods within the city. The guide also includes an Oakland Style fashion section and music, arts, and culinary highlights.

Visit Oakland is able to centralize the implementation of tourism marketing programs for the City of Oakland in a way that would be difficult were the funding sources to be managed by separate organizations. This has allowed Visit Oakland to create marketing that spans multiple efforts, including featured restaurants from the Oakland Restaurant Week or the Oakland Vegan trail in the Inspiration Guide. By combining both revenue sources under one roof, Visit Oakland ensures its marketing efforts have the maximum effect.



## HUMBOLDT COUNTY, CALIFORNIA

Home to chilly Pacific-Northwest beaches, towering coastal redwood forests, and sparse mountain ranges, California's Humboldt County is a densely forested region containing more than 40% of all remaining old-growth Coast Redwood forests. Though not traditionally considered a premier tourist destination, the county offers countless outdoor activities unique to the Pacific Northwest.

Unlike Sacramento and Oakland, where one major destination marketing organization coordinates spending from multiple sources, tourism in Humboldt County is split between two main organizations. However, though funds are divided between multiple

organizations, the two collaborate closely and coordinate spending to ensure that marketing campaigns and other spending have maximum effect.

The Humboldt County Visitors Bureau (HCVB), a nonprofit organization and the county's accredited destination marketing and management organization, receives a portion of a county-wide TOT, a 12% tax levied on short-term lodging within the unincorporated areas of Humboldt County.

Another organization, the Humboldt Lodging Alliance (HLA), administers the county-wide Humboldt Tourism Business Improvement District (HTBID). Similar



to the HCVB, the HLA is a nonprofit organization. However, the HLA is the official owners' association for the Humboldt County lodging industry and is comprised of representatives from local lodging businesses. The HTBID levies a 2% assessment on short-term lodging stays within the county.

The HCVB and the HLA collaborate closely in the management and spending of revenue from the portion of the county TOT allocated to the HCVB and the HTBID assessment assigned to the HLA. Each organization provides different marketing and public relations services, with the HLA focusing on marketing and advertising, as well as new and existing events and capital/infrastructure improvements. The HCVB, in turn, represents Humboldt County at trade shows, engages with travel writers, and creates travel guides for visitors to the region.

Additionally, there is close collaboration between the two organizations at the board level. In 2018/19, 4 of the 13 HCVB Board Members also served on the HLA Board.

Though the HCVB's revenue is small compared to many other destinations, totaling only approximately \$250K in 2021/22, HCVB puts this revenue to good use. In recent years, they have focused on printed materials for visitors, a monthly e-newsletter, and travel trade shows to draw in new visitors and improve their experience in the county. HCVB also promotes the county during cruise ship stops in the area, handing out brochures and guides to travelers.

In line with putting money to good use, HCVB funded a series of concerts, the Old Steeple Concert series, to promote live music venues within the county. These concerts were recorded and aired on public television, and while only \$1K was invested in the program, the concerts aired in 33 states and were viewable by more than 50% of the US population.

HLA, in turn, receives significantly more revenue than HCVB. In 2021/22, the HTBID netted revenues of more than \$1.8M managed by HLA. With these funds, HLA established Humboldt's "California's Redwood Coast" brand and website, and a digital and print advertising campaign, "Follow the Magic." The Follow the Magic campaign led to a significantly increased growth rate for the tourism industry in Humboldt County and included billboards, digital and print advertising, cable TV spots, and social media content. HLA also sponsors Community Funding programs and assists in creating websites and a print advertising campaign for individual cities within Humboldt County.

Though Humboldt County has multiple organizations managing two different funding streams, it has undertaken steps to ensure these two organizations collaborate closely. By splitting marketing and other efforts by organization, HCVB and HLA have ensured they are not spending money on the same task. Additionally, by undertaking efforts to overlap board members, the two have established a reliable method of coordinating and sharing information.

# Economic Development and Tourism Strategic Plan Year 1 Implementation Report

Redmond's first Economic Development Strategic Plan and Tourism Development Strategic Plan provided the roadmap necessary for Redmond to be competitive in economic strength and diversity. Included within the plans are over 200 strategies and actions.

Within the first year of adopting the Economic Development Strategic Plan over 90 of 171 action have begun implementation.

Within the first year of adopting the Tourism Development Strategic Plan over 50 of 65 actions have begun implementation.

## Some highlights include:

### Capacity and Tool Development

To successfully deliver on the strategic plans, additional staff capacity and targeted consultant support were required. The city also procured tools to enhance communication and data reporting, including the Bludot business contact system and Placer.ai.

#### Key Staffing and Contract Updates:

- **Small Business Assistance Program Manager** – Hired and onboarded Domonique Meeks to expand outreach and support for small businesses.
- **World Cup Planning Program Manager** – Hired and onboarded Kristen Raftis to coordinate Redmond's planning efforts for the 2026 FIFA World Cup.
- **Creative Economy, Heritage, and Small Business Permit Liaison** – Refined the role led by Kim Dietz to better support the City's creative economy and streamline permitting for small businesses.
- **Tourism Marketing Consultant** – Launched a new, targeted contract with Bullseye Creative to advance tourism marketing priorities.
- **Tourism Public Relations Firm** – Led request for proposals (RFP) process and onboarded GreenRubino Public Relations to lead media outreach, influencer campaigns, and organic tourism promotion efforts.
- **OneRedmond Contract Enhancements** – Introduced a new format to include monthly reports and invoicing.
- **Placer.ai Data Tool** – Implemented to measure visitor trends and spending patterns; supported acquisition of an enterprise-wide solution for all City staff.
- **Bludot Business Contact Management System** – Deployed to improve business outreach through efficient and accurate contact information management.



Domonique Meeks, Small Business Assistance Program



Kristen Raftis, World Cup Program Manager



## Studies and Planning Effort Involvement

Economic Development staff continue to refine processes to improve customer service, efficiency, and effectiveness. The strategic plan outlined the importance of being informed and lending expertise and influence in various city studies. Economic Development staff actively support and align various programs with City-wide policy and planning efforts to ensure coordinated outcomes across functions. Numerous city studies are taking place in 2025 that Economic Development staff are leading or supporting including:

**SE Redmond Market Study** to support the application for Countywide Industrial Center designation with King County and to identify economic development strategies to strengthen the Southeast Manufacturing Industrial Center for both existing and emerging businesses.

**Business License Audit Study** to fully evaluate the City's business license program to identify all customers who should be part of the business license program with the city and understand gaps in compliance and revenue leakage.

**Business District Study** to understand potential for the formation and management of district level organizations to partner with the city on shared strategies and programs.

**Wayfinding Study** to develop a comprehensive plan establishing standards for signage and wayfinding across City parks, trails, facilities, and priority points. Division staff supported this effort by serving on the RFP committee and aligning priorities such as placemaking, districting, and enhancing the ease of movement to ensure the best possible experience for visitors, employees, and residents.

**Public Art Plan Update** is relevant to the creative sector and tourism. Economic Development support includes developing partnerships with businesses to enhance their customer base through events and artistic presentation and fostering support and growth for creative entrepreneurs as a business sector.

**Downtown Bike Storage Project** to partner with Redmond hotels to pilot a secure bike storage program. The goal is to provide locked access for bikes, supporting visitors traveling with their own bicycles as well as those using hotel-provided bikes, while enhancing first- and last-mile connectivity in Redmond for all.

**Downtown Circulator and Shared Parking** to improve transit accessibility by connecting riders with first- and last-mile solutions through a free shuttle service. Division staff contributed to this effort by serving on the RFP committee and facilitated an introduction between the Transportation team and the Bellevue Redmond Tourism Promotion Area (BRTPA) management organization to explore potential funding partnerships.

**Curbside Management Plan** to represent the business perspective such as pick-up, drop-off, supply chain, and customer-based access. Division staff involvement ensures that business perspective and needs are highlighted in addition to supporting business outreach.

**Environmental Sustainability Action Plan Update** to represent opportunities for business support and to foster complete neighborhoods in which people who live and work in Redmond's centers have walkable, rollable, and equitable access to goods and services.

## Business Relations, Assistance and Communications

A core need for the City of Redmond is to build effective relationships with businesses for trust and engagement to proactively identify challenges and provide meaningful assistance. City staff have launched many communication channels and engagement opportunities for this to take place and will leverage World Cup opportunities for business engagement and support.

- Launched Monthly Economic Development Newsletter with 1,848 subscribers and growing
- Launched Small Business Advising Office Hours and Startup425 Coworking Hours
- Inaugural Downtown Merchant Business Meeting at Centro de Mexicano
- Hosted Startup425 Space Panel and Founders Institute Graduation
- Created a Business Marketing 101 webinar
- Created a Business Finance 101 webinar
- Created Small Business Permit Assistance Program
- Created Small Business Siting and Permitting video series (in postproduction with Communications)
- Launched Business Improvement Code Package
- Completed operational procedures and waiver guidance for Home Childcare providers
- Created Creative Economy Work Program
- Completed legislative amendments for streamlining permitting and design review procedures
- Reached over 150 businesses through door-to-door outreach

**Business Displacement:** Assisting businesses who are being displaced due to redevelopment continues to be the greatest business assistance challenge, however, Redmond has emerged as a thought leader in this field participating in many national conversations.

- Completed HUD contract for Thriving Communities Residential and Small Business Displacement Technical Assistance.



**Startup425** is proud to announce the launch of the Startup425 accelerator program, in partnership with the Founder Institute! This intensive program offers two tracks: one for **startup** founders who plan to seek venture capital investment; the other for traditional entrepreneurs building sustainable **small businesses**.

The program is free to anyone living or building their business in a Startup425 partner city (Bellevue, Bothell, Issaquah, Kirkland, Redmond, and Renton). Sessions will be held virtually with optional in-person events from the end of September until late January with breaks for holidays, final dates TBD.

Sign up for more information at [startup425.org/accelerator/](http://startup425.org/accelerator/)

Supported by:



### Get Support for Your Business

**Due Soon: Startup425 Cohort 3 Accelerator Application**

The Startup 425 Accelerator is a 15-week educational program designed to help new entrepreneurs rapidly develop their business idea and launch a company while learning essential business skills. With multiple tracks to meet the needs of different founders, the Accelerator is designed for first time small business entrepreneurs looking for guidance or support, potential founders considering a startup idea, and early-stage founders looking to raise capital for the first time. Apply by Monday, Sept. 1.

[Learn more and apply](#)

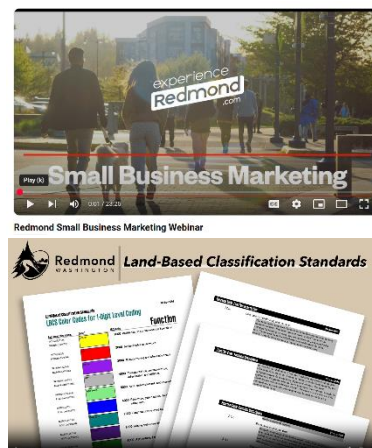
**September CoWorking Day and Office Hours with Startup425 and OneRedmond**

Looking to grow your business, get advice, or connect with other entrepreneurs? Join us at Redmond City Hall (15670 NE 85th Street) for two great opportunities designed to support founders, small business owners, and aspiring entrepreneurs. In September we will combine both OneRedmond office hours with Shawn Palmer and Startup425 CoWorking and office hours with Jonathan Blanco.

Next Session: Tuesday, Sept. 9  
Time: 10:30 a.m. - 2:00 p.m.

**Office Hours with OneRedmond**

- Participated as panelist in Small Business Anti-displacement Network on commercial displacement in residential development
- Initiated business displacement and storefront activation priority with four commercial brokers
- Design Standards Adoption - requirement for active use retail requirements at high volume pedestrian intersections
- Encouraging the SE Redmond Industrial Study to look at potential for rehoming of Marymoor Village businesses that are displaced due to redevelopment.
- Researching code language to assist with business



## Business Attraction:

Redmond is fortunate to be home to many successful technology companies and Redmond's workforce is attractive to many companies looking to locate or expand. However, it's important to maintain a clear open and welcome sign for companies to bring their economic impact to Redmond.

- Created Overlake, Marymoor and Downtown District Zoning Illustrations to assist with storytelling and business attraction
- Updated District Profiles with district level information and benefits
- Created a Business Attraction Video
- Secured Mayor's appointment to Greater Seattle Partners Board
- Hosted Select USA Spin off event at Microsoft with 30 global ready to invest businesses
- Launched SE Market Study to preserve manufacturing in Redmond
- Continue to lead Innovation Triangle updates and strategic initiatives



### The future is written in Redmond

If you want to build the next great anything, you need the vision to push forward, the culture to inspire you, and the talent to get you there. Redmond is a place where all three come together. Whether you aspire to create a startup or relocate an already thriving business, here you can find the re



## Tourism Program:

Guided by the direction of the Tourism Strategic Plan, with a unique blend of innovative technology, natural beauty, and vibrant culture, Redmond is evolving from a suburb into a city with its own unique personality and sense of place. The values and distinctive character that are a source of pride to residents are the same qualities that appeal to visitors. Redmond features outdoor concerts, community events, first-class lodging, craft breweries, and eclectic shopping and dining.



## Tourism Marketing & Brand Oversight:

The City continues to elevate the Experience Redmond brand, focusing on storytelling and outreach that highlight what makes Redmond special.

Key initiatives include:

- Developing and implementing a new communications strategy aligned with the Tourism Strategic Plan.
- Managing brand oversight and content strategy for the Experience Redmond channels.
- Administering contracts with Bullseye Creative and GreenRubino Public Relations to ensure consistent, high-quality marketing and PR efforts.
- Planning, executing, and evaluating advertising campaigns using performance metrics to guide future investments.

## Tourism Strategic Development and Implementation:

Through strategic partnerships and coordinated efforts, the Tourism Program works to strengthen Redmond's position as a regional visitor destination. Projects and partnerships include:

- Implementing the Tourism Strategic Plan
- Conducting ongoing needs assessments and updating priorities as needs evolve to align initiatives with community and visitor demand.
- Overseeing the program budget, consultant contracts, and project deliverables.
  - Building and maintaining local and regional relationships, including BRTPA (Bellevue Redmond Tourism Promotion Area)
  - WTA (Washington Tourism Alliance)
  - Port of Seattle
  - Woodinville Tourism
  - Eastside Tourism Alliance

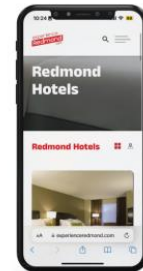
## 2024 Experience Redmond Engagement



WEBSITE  
USERS  
196,375

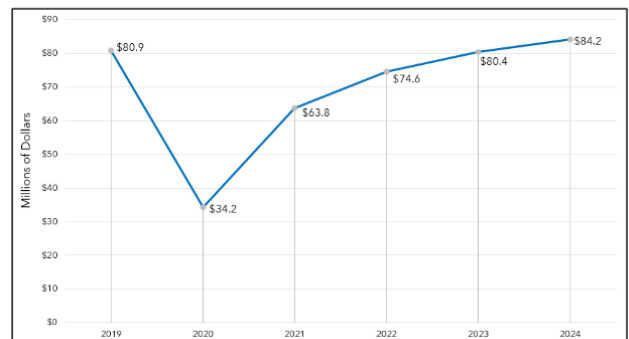
SOCIAL MEDIA  
IMPRESSIONS (ORGANIC)  
1,049,661

E-NEWS  
SUBSCRIBERS  
4,976



## Historic Economic Impact

Source: Placer.ai Travel & Tourism Advanced Report Pulled 7/15/25





## Tourism Event Grant Management:

The Tourism Program manages the City's Tourism Program Grant process, which supports events that attract visitors and enhance Redmond's destination appeal.

Program highlights:

- Created and continuously update all grant program documentation and website content.
- Recruit applicants and manage stakeholder communications.
- Facilitate applicant meetings and lead discussions to clarify program objectives.
- Oversee the application scoring process, prepare LTAC funding recommendations, and guide the City Council approval process.
- Manage grant contracts, documentation review and compliance, and funding disbursement.

Recently updated the LTAC Committee Rules and Procedures to improve transparency and efficiency.

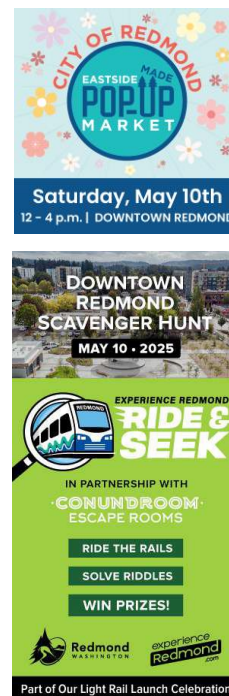
## District Development and Placemaking:

With the opening of four new Light Rail stations, the opportunity to convene, brand and promote district level destinations is primed.

### Downtown and Marymoor Village Light Rail Opening

Staff took advantage of the opportunity to leverage the Downtown and Marymoor Village opening for strategic program implementation.

- Received a \$10,500 tourism grant for District Development activations
- Intentionalist Small Business Pass -26 businesses participated, corporate partnership, 500 people registered on day 1
- Eastside Made Popup Market - 24 vendors, vacant storefront activation
- Activation of Downtown Park
- Conundrum City Scavenger Hunt with over 2,000 participants



### Overlake Intercultural District

Staff executed a Purchase and Sale Agreement with Bellwether Housing for acquisition of a commercial condo space and adjacent open space to boost placemaking and district development in the Overlake Intercultural District.

## Creative Economy

The creative economy spans strategies within the Redmond 2050 Comprehensive plan, Economic Development Strategic Plan and Tourism Strategic Plan. Through strategic plan development community outreach, it was discovered how prominent creative businesses are within Redmond. The economic development division is excited to launch a Creative Economy program that combines existing programs to amplify each for the benefit of the community involved in the creative sector. The program is inspired by state, regional, and local visions, plans, policies, priorities, strategies and individual work programs toward a common focus of job creation, small business success, and community vitality.

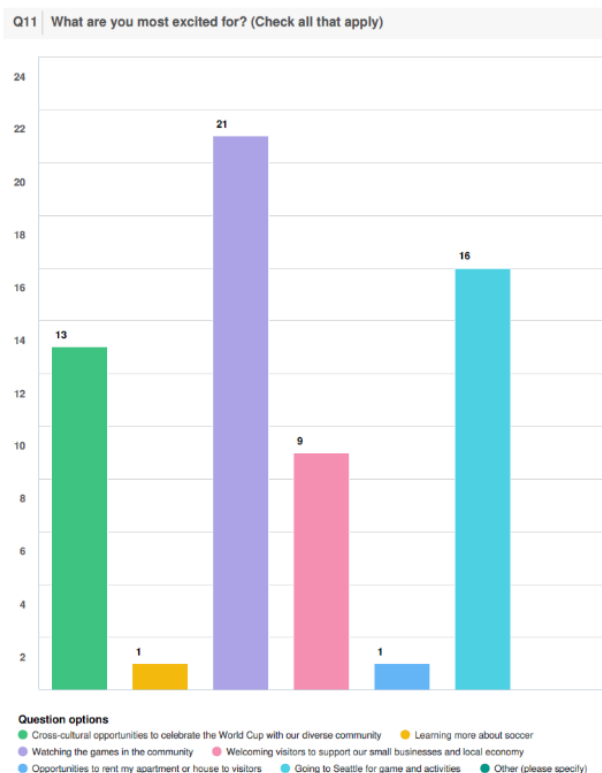
## **World Cup Preparations and Activations:**

### Interdepartmental Project Management

In March, we welcomed Kristen Raftis as our World Cup Planning Program Manager. Kris was integral in planning for the light rail opening opportunities and the Club World Cup Watch Party at Redmond Town Center. From the learnings of those two events, Kris effectively leads the organization of cross departmental core and sub-groups to prepare and manage the World Cup implementations in Redmond.



### **Community Outreach:**



In May, a community questionnaire was developed and promoted to help learn more about the community desires. Additionally, we collected feedback at the June 23, Club World Cup Watch Party. Staff will continue promotion and analytics of a business and community questionnaire for residents, community members, business owners, or local organizations to help the city shape programs and activations related to the World Cup.

There have so far been over 50 responses with most individuals very excited to celebrate Redmond's diverse community through watch parties of the World's Game.

### **June 4 Business and Community Meeting**

In this open session for small businesses held in early June, nearly 50 small business owners and community members gathered at City Hall to learn more about next year's tournament and resources available to assist businesses.

Sounders legend Brad Evans joined as a special guest to share about the unifying power of soccer and the excitement expected over the course of the year, followed by presentations



from SeattleFWC26 Local Organizing Committee member Dylan Ordoñez and City of Redmond Small Business Assistance Program Manager Domonique Meeks highlighting activation and assistance opportunities. Finally, a panel of four local small business owners shared more about their feelings surrounding the upcoming games.



### **June 23 Redmond Soccer Watch Party**

In partnership with Amazon and Redmond Town Center, the City's Redmond Soccer Watch Party provided a gathering space to watch Sounders FC face Paris Saint-Germain on a giant outdoor screen. Over 250 community members attended, enjoying the great weather, exciting game, and a variety of family-friendly activities, including a youth play area presented by Arena Sports, VR soccer experiences, a Pride Across the Bridge selfie station, and

City booths. Mayor Birney and Sounders legend Jhon Kennedy Hurtado joined the fun, addressing the crowd before the match about all the excitement to come in 2026!

### Short Term Rental Regulation Evaluation

The Short-Term Rental Code Update project involves a cross-departmental team lead by Planning and Community Development and Finance, for proposed updates to Short Term Rental Code and standard operating procedures. A Council study session on proposed recommendations is scheduled for October 28, 2025.

### Branding and Messaging

Economic Development Division staff has worked closely with Communication staff on developing messaging and branding that is reflective of Redmond and conveys the event and campaign goals. The established webpage [Redmond.gov/soccer](https://Redmond.gov/soccer) already has more than 1,500 views.



### Regional Thought Leadership

Redmond continues to lead the way in proactively planning and leveraging the World Cup opportunities. Many neighboring cities and organizations have reached out or invited staff to present to share learnings and opportunities. Staff is in close communication with the Local Organizing Committee and local FIFA representatives on opportunities

### **Upcoming Activations**

#### October 8, 2025 Let's Get Match Ready: World Cup Info and Strategy Session

The Economic Development Division is leading a convening on Wednesday, Oct. 8 at Redmond City Hall for an exciting World Cup Info and Strategy Session. Networking starts at 9:30 a.m. followed by a live presentation at 10:00 a.m. This free event is designed to help local businesses tap into the energy of international soccer and learn about resources that are available all year long. Enjoy light refreshments while you hear from City of Redmond staff and a Seattle Sounder legend.

#### World Cup City Office Hours:

The Economic Development Division is hosting Office Hours for businesses and community members to come and collaborate on ideas and activations related to the World Cup. Wednesday, October 15<sup>th</sup>, 4-6pm. Wednesday, November 12, 4-6 pm.

#### Mayor's Ambassador Group:

The Economic Development Division is facilitating a Mayor's World Cup Ambassador group representing major Redmond businesses, non-profits, and partner organizations. Meeting quarterly the group will guide opportunities and programming with the 2026 World Cup Coming to the region with the intention of creating an unforgettable experience for visitors, athletes, and residents by showcasing Redmond's connectivity to the region, celebrating our diverse culture, and fostering an atmosphere of excitement and hospitality. The ambassador group will help to guide strategies and programming around the objectives of: Brand and Promote Redmond, Attract Visitation and Spending for Economic Impact, Legacy Coalition Building for District Development and Branding, Foster Community Pride and Connection, Safe and Enjoyable Experience for the Redmond Community.



#### Match Draw Event

The teams and locations will be announced on December 5 and to celebrate this milestone the city is planning and Match Draw event in Redmond to celebrate the world's game and the teams that will be playing in the region. Staff is working with local businesses to plan activations around the Match Draw event.



### Soccer Stories

Division staff is supporting Communications with concept development and promotion of Soccer Stories that profile and highlight Redmond Community members and their passion for the World Game and love of Redmond.

### Futbol for All and Sports Speaker Series

Staff is in the works of creating a series of speaker events for the community to attend to learn more about soccer, fútbol and how the World's Game connects us all. The Soccer Speaker Series will kick off with a Soccer 101 class hosted this fall with Sounders Legend James Riley.

### Business Promotion (Passport to World Cup Countries)

Like the Overlake Small Business Passport, Small Business Saturday Passport or business promotional campaigns around the light rail opening, the Economic Development division plans to create a business promotional campaign for January and February when business tends to be slower in Redmond that highlights our global businesses and garners excitement for the World Cup.

### Tourism Promotions

The City's LTAC invested \$50,000 in Experience Redmond tourism promotion and will develop a strategic marketing and advertising campaign to promote Redmond to visitors in the region for World Cup.

# 2024 Bellevue-Redmond Tourism Advisory Board Annual Report to the City of Redmond

## Summary

Recognizing tourism's vital role in the local economy, the Bellevue Redmond Tourism Promotion Area (BRTPA) was established in 2023 to utilize fees collected from lodging businesses to enhance and expand tourism in both partner cities. Having completed their first full year, current BRTPA zone administrators, Visit Bellevue and OneRedmond have had the opportunity to develop tourism in exciting ways in 2024. Along with their quarterly reports to the BRTPA Advisory board, both administrators meet monthly with the City of Bellevue, with the intent of providing a full picture of what is being accomplished with TPA funds. We value our collaboration with the City of Redmond and are confident that this agreement will further foster a flourishing tourism economy, bringing benefits to both visitors and residents alike, in both cities.

## Advisory Board

The BRTPA Advisory Board is composed of 8 members, each a representative of their community's stakeholders, as required by BCC 3.100.010 and the interlocal agreement between the cities of Redmond and Bellevue (Interlocal Agreement). Each board member is assigned a numbered position with a prescribed term, ranging from two to four years. There are four representatives from the Redmond Zone, and four from the Bellevue Zone. The Board, headed by chair Caroline Dermarkarian and vice chair Wade Hashimoto, meets quarterly, every January, April, July and October, in addition to any special meetings called during the year.

Tourism Promotion Area Advisory Board makes recommendations to the Bellevue City Council regarding the use of revenue from the TPA fee. The board holds public meetings and makes studies, analyses and works closely with zone administrators throughout the year, informing decisions with industry expertise.

TPA board members have met individually with Bellevue City staff to provide additional opportunities for feedback and input on TPA initiatives. Summaries of these discussions have been compiled and presented either as reports or briefings during public meetings.

As of May 2025 the board members are: Nate Moore (Marriot, Redmond), Kim Saunderson (Residence Inn, Redmond), Rashed Kanaan (Aloft and Element, Redmond), Cassandra Lieberman (Archer Hotel, Redmond), Rocky Rosenbach (Courtyard Marriott, Bellevue), Wade Hashimoto (Westin and W Hotel, Bellevue), and Caroline Dermarkarian (Marriott, Bellevue), and Kate Hudson (Residence Inn, Bellevue).

## Revenues and expenditures

Revenue figures for both Bellevue and Redmond closely aligned with projections. Expenditures in each zone remained within the parameters established by the Interlocal Agreement between the two cities and adhered to the budgets approved by the Bellevue City Council in 2023. For this initial 16 month period, budget approvals occurred in October 2023; moving forward, budgets will be submitted to Bellevue City Council for approval by July of each subsequent year. Each zone administrator submits invoices on a monthly basis, and a summary of these invoices is presented to the BRTPA Advisory Board at every quarterly meeting. Alongside the quarterly reports, this process provides board members with a comprehensive picture of the tourism efforts being carried out. In 2025, invoicing has been standardized, providing a clear and consistent method for tracking monthly expenses.

Summary, October 2023 – December 31, 2024:

	Revenues	Expenditures	Account Balance*
Bellevue	\$ 3,611,276.09	\$ 3,388,394.80	\$256,050.96
Redmond	\$ 1,074,120.55	\$ 443,039.08	\$640,846.06

\* The account balance at the end of 2024. Includes accrued interest and the City of Bellevue's unspent funds from its 5% administrative fee, which were added back to each account proportionally to their revenues.

## Work plans and Budgets

As reported last year, work plans and budgets were presented to Bellevue City Council on October 16<sup>th</sup> 2023 and were approved as part of the Mid-Biennium Budget on November 20<sup>th</sup> 2023. These first budgets follow a 16 month cycle, ending December 31<sup>st</sup> 2024, while all subsequent budgets will follow a 12 month cycle.

Workplans for both the Bellevue and Redmond Zones follow the same format within the same allowable uses, further defined by specific areas of focus or buckets. The budgets within the buckets for each zone reflect the individual needs and priorities for the individual zones. The different work plans align with the different stage of tourism development for each zone.

Expenditures have been monitored, and both zones have adhered to their budgets while strategically utilizing contingency accounts. This approach ensures flexibility, allowing adjustments based on evolving research findings and data-driven spending priorities throughout the year.

Strategic plans for both zones are attached to this report together as Attachment A.

	Bellevue Zone 16-month total	Redmond Zone 16-month total
<b>Projected Collections after admin fees</b>	<b>\$3,726,160</b>	<b>\$1,106,807</b>
<i>Marketing and Communication</i>	\$1,043,923	\$0
<i>Destination Sales</i>	\$925,727	\$22,450
<i>Tourism Development</i>	\$921,000	\$68,340
<i>Festivals and Events</i>	\$305,110	\$0
<i>Admin and Research</i>	\$134,000	\$341,868
<i>Contingency (10%)</i>	\$396,400	\$117,746
<i>Reserves</i>	\$0	\$556,403
<b>Total</b>	<b>\$3,726,160</b>	<b>\$1,106,807</b>

## Management agreements

Recognizing their local expertise and expressing satisfaction with their work, the BRTPA Advisory Board has recommended renewing contracts with Visit Bellevue and OneRedmond to continue administering TPA funds for their respective zones. These contracts will remain in effect through December 31, 2025

## The year ahead

City staff will begin working with Visit Bellevue and OneRedmond on developing the 2026 budgets and strategic plans, which are due to the City of Bellevue as part of the budget process in July 2025.

We are grateful to the City of Redmond and to the BRTPA Board for their partnership.

## Attachments

Attachment A: Annual Report, OneRedmond

Attachment B: Annual Report, Visit Bellevue



## OneRedmond 2024 Annual Report

At today's meeting, OneRedmond, the administrator of Tourism Promotion Area (TPA) funds for the Redmond Zone, will present their 2024 Annual Report.

### BACKGROUND

OneRedmond serves as the administrator of Tourism Promotion Area (TPA) funds for the Redmond Zone, working with the City of Redmond to increase tourism in the City. Today, OneRedmond will present their 2024 Annual Report.

### OVERVIEW

As Redmond has not had an external Destination Management Organization (DMO) representing the interests of the lodging and tourism community, OneRedmond continues to work on developing the infrastructure and identifying partnerships and programs that support the tourism market with the goal to highlight and increase the Redmond Hotel occupancy. This work is being done collaboratively with the City of Redmond and our hotel community. Researching, developing and testing new pilot programs to increase overnight stays has been the top priority.

### EXPEDITURES

During 2024, OneRedmond primarily focused on the master planning for Redmond Tourism while also piloting several sales and development initiatives. Immediate research and consultant support were essential throughout the year to ensure rapid results. Excluding funds allocated for reserves, OneRedmond achieved a cost savings of approximately \$111,000 across the three main work categories—administration and research, destination development, and destination sales. This cost savings is expected to be a one-time occurrence, as the program will have a solid foundation in the coming year. It is important to note that while some areas of the budget experienced overspending, others were underspent due to fluctuating costs from the Fall of 2023 when the original budget was set. However, the budget's contingency fund was more than sufficient to absorb these variances.

Total for 2024	Actual	Budget
Administration and Research	\$349,197.80	\$342,868.00
Destination Development	\$36,057.67	\$68,340.00
Destination Sales	\$57,738.61	\$25,450.00
Contingency (10%)		\$117,745.00
<b>Total</b>	<b>\$442,994.08</b>	<b>\$554,403.00</b>

## PROGRAM HIGHLIGHTS:

### **Master Planning:**

- Significant work on master planning of program infrastructure for long-term support of the Lodging and Tourism Industry in Redmond including SWOT analysis.
- Expanded and refined master venue and facility list for Redmond and surrounding areas, including:
  - Strengthening relationships with local venues and facilities.
  - Identifying venue and facility partnerships that drive overnight hotel stays.
- Engaged with key Tourism and Hospitality organizations to boost tourism and hospitality opportunities for Redmond Hotels, including:
  - State of Washington Tourism
  - Seattle Sports Commission
  - Washington Festivals and Events Association
  - Washington State Chapter of Meeting Professionals International
  - Puget Sound Business Travel Association
  - International Live Events Association
  - Eastside Tourism Council
- Continued to evaluate and implement tools that enhance tourism initiatives. Research was conducted on the following:
  - CRM Platforms:
    - Simpleview + Economic Impact Calculator, MINT
    - Tempest
  - Geofencing Platforms:
    - Datafy
    - Placer.ai
  - Hospitality Data & Analytics:
    - CoStar
    - Key Data
  - Booking Engines:
    - Ripe Booking

### **Program/Destination Development**

- Launched, developed, and managed partnership initiatives with Woodinville Wine Country in collaboration with the City of Redmond.
- Launched, developed, and managed partnership initiatives with Seattle Theatre Group (STG) for *Concerts at the Farm* (May – October 2024) in collaboration with the City of Redmond.
- Continual evaluation of partnerships' return on investment to Redmond Hotels to determine long-term support.

- Conducted research on various transportation options within Redmond to support tourism growth including the new Sound Transit 2-Line Light Rail options.
  - **Shuttles or motorcoaches** were tested and evaluated as a transportation solution for visitors in Redmond.
    - After full evaluation and testing, it was deemed not feasible due to lack of flexibility and a poor return on investments.
    - The pivot was made to a new pilot program of using ride share gift cards with tourism packages.
    - This transportation program is currently underway and will be evaluated in 2025 Q4.

### **Sales Support**

- Created template for uniform Group Request for Proposal
- Processed leads and distributed to Redmond Hotels as appropriate.
- Collaborated to secure the AVP Pro Beach Volleyball event at Marymoor Park, June 13 – 15, 2025.
  - Note: In January 2025, AVP Pro Beach Volleyball cancelled the 2025 event and has verbally committed to hosting the event in Marymoor Park in 2026.
  - OneRedmond partnered with Visit Bellevue in funding support of \$15,000.00 grant towards the overall request of \$75,000.00.
- Developed the strategy, logistics, and marketing efforts for “dog tourism” highlighting Redmond’s dog-friendly city
  - Created a new dog-focused event for March – April 2025.
- Staffing was increased both internally and externally to support the tourism efforts.

### **PR & Marketing**

- Created promotional assets and marketing ads for the dog-focused event
  - Secured SEA Airport billboard

### **Reserve Building**

- Successfully built a reserve fund held at the City of Bellevue for Redmond Hotels.

## Budget and Timeline

As work begins to build Redmond's DMO, the following budgets and timelines are outlined below.

### Proposed Timeline



### Proposed Budget

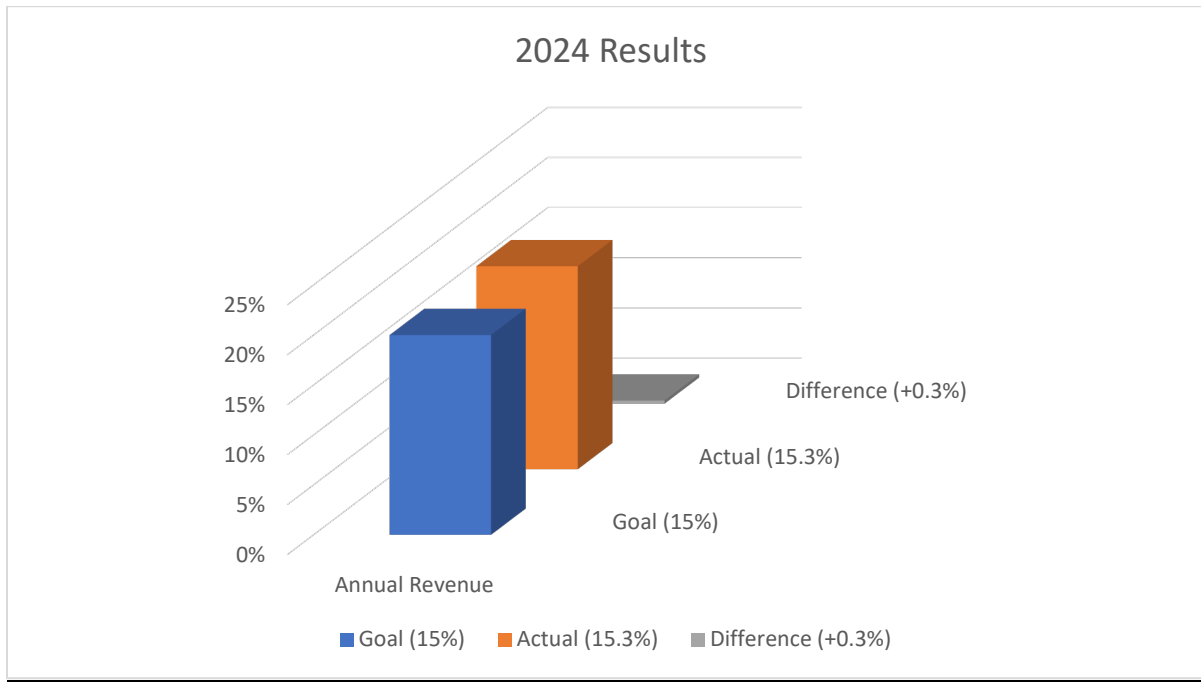
	Sept - Dec '23	Q1 '24	Q2 '24	Q3 '24	Q4 '24	Total
Revenue (Based on previous year occupancy)	\$ 333,535	\$ 155,193	\$ 171,545	\$ 277,813	\$ 239,370	\$ 1,177,455
Department of Revenue (1%)	\$ 3,335	\$ 1,552	\$ 1,715	\$ 2,778	\$ 2,394	\$ 11,775
Legislative Authority Fee (Up to 5%)	\$ 16,677	\$ 7,760	\$ 8,577	\$ 13,891	\$ 11,968	\$ 58,873
<b>Net Revenue</b>	<b>\$ 313,523</b>	<b>\$ 145,881</b>	<b>\$ 161,252</b>	<b>\$ 261,144</b>	<b>\$ 225,007</b>	<b>\$ 1,106,807</b>
Administrative/Research/Data	\$ 77,868	\$ 66,000	\$ 66,000	\$ 66,000	\$ 66,000	\$ 341,868
Reserves	\$ 156,761	\$ 72,940	\$ 80,626	\$ 130,572	\$ 112,504	\$ 553,404
Destination Development	\$ 20,000	\$ 10,840	\$ 13,500	\$ 13,500	\$ 10,500	\$ 68,340
Destination Sales	\$ 4,700	\$ 8,750	\$ 3,000	\$ 3,000	\$ 6,000	\$ 25,450
Contingency (10%)	\$ 33,354	\$ 15,519	\$ 17,155	\$ 27,781	\$ 23,937	\$ 117,745
<b>Total Expenses</b>	<b>\$ 292,683</b>	<b>\$ 174,050</b>	<b>\$ 180,281</b>	<b>\$ 240,853</b>	<b>\$ 218,941</b>	<b>\$ 1,106,807</b>

### ANNUAL HOSPITALITY DATA FOR 2024:

The current hotel inventory in Redmond consists of 1,598 rooms across ten (10) full service and limited-service properties, a figure that has remained unchanged since 2023.

In 2024, a total of 400,876 guestrooms were sold, reflecting an 8.4% increase compared to 2023. Additionally, total guestroom revenue for the year reached \$79,266,155.00, representing a 15.3% year-over-year growth (Source: CoStar Report: February 2025).





The goal was to achieve a 15% increase in overnight visitors based on 2023's annual guestroom gross revenue, the actual **revenue exceeded the goal by 0.3%.**

- A closer look at the monthly comparison between 2023 and 2024 reveals that September 2024 did not see the same level of demand growth as September 2023.
- In late summer 2023, Microsoft Corporation lifted its previous travel freeze and encouraged more in-person collaboration and meetings.
- This shift contributed to a rise in both group and transient travel in September 2023, leading to occupancy gains for Redmond hotels.

#### CONTACT

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# ANNUAL REPORT

2024



## LAND ACKNOWLEDGMENT

# We Recognize, Respect, and Honor.

Visit Bellevue acknowledges that our destination is located on the Indigenous Land of the Coast Salish peoples, including the Duwamish, Suquamish Tribe, Muckleshoot Indian Tribe, and Snoqualmie Indian Tribe. We thank and honor the caretakers of this land, which has been their home since time immemorial. We thank and honor their connection to the land and region, and pay respect to Coast Salish Elders past and present. We commit to care for the land and water, and equity.

### **Our Commitment**

Visit Bellevue is dedicated to:

- Supporting Indigenous-owned businesses and cultural initiatives.
- Promoting inclusive storytelling and authentic representation in tourism.
- Partnering with local Indigenous communities to celebrate their history and contributions.

We encourage visitors to learn more about the Indigenous heritage of this land and to engage with the rich traditions, stories, and perspectives that continue to shape Bellevue today.

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# Surpassing Recovery and Fueling a New Era of Growth.

Visit Bellevue serves as the official Destination Management Organization (DMO) for Bellevue, Washington, dedicated to driving economic growth, increasing overnight visitation, and enhancing the visitor experience.

In 2024, Bellevue achieved full recovery from the pandemic's impacts, surpassing historical benchmarks and solidifying its position as a premier destination for leisure, meetings, and business travel. Strategic investments, innovative marketing, and the full implementation of the Bellevue Destination Development Plan fueled this momentum, transforming Bellevue's tourism sector and expanding its economic impact.

## Key 2024 Achievements

- 2.2 million overnight visitors, strengthening Bellevue's hospitality sector.
- 75,000 future contracted room nights, generated through meetings and convention sales.
- 970 million marketing impressions and 900,000 engagements, achieved through robust paid media, content development, and a newly expanded focus on international markets.

With the continued support of the Tourism Promotion Area (TPA) investment, Visit Bellevue and its partners have surpassed recovery and are now poised for a new era of growth. Bellevue is no longer just a regional player—it is a destination of choice, attracting visitors from across the country and worldwide.



## THE TOURISM PROMOTION AREA

# Driving Bellevue's Tourism Success



The TPA was strategically established to serve as a powerful catalyst for Bellevue's tourism economy, fueling destination marketing, sales, and tourism development initiatives. This investment is designed to generate incremental overnight visitor demand while fostering long-term growth within Bellevue's lodging and tourism sectors.

Through a collaborative, forward-thinking approach, the TPA has been instrumental in accelerating Bellevue's recovery from the pandemic, transforming challenges into opportunities, and elevating the city's position as a premier travel destination. This synergy between public and private stakeholders has yielded remarkable results, positioning Bellevue as a city that not only competes but thrives in the national and international tourism landscape.

In 2024, these strategic investments propelled Bellevue's tourism success to new heights. Landmark initiatives such as Bellevue Lake Cruises—a first-of-its-kind waterfront experience, tour offerings, and the updated Destination Development Plan, have redefined Bellevue's tourism offerings. By strengthening infrastructure, enhancing visitor experiences, and introducing innovative programs, the TPA has played a pivotal role in actualizing Bellevue's vision as a dynamic, must-visit destination.

As we continue building on this momentum, the TPA remains a cornerstone of Bellevue's tourism strategy, driving sustainable growth, increasing economic impact, and ensuring that Bellevue remains a vibrant, world-class city for visitors and residents alike.

## MEET THE TEAM

# Building Stronger for Bellevue's Future

Our success is driven by a passionate, skilled team committed to positioning Bellevue as a premier travel destination. In 2024, we expanded our departments and added key roles, enhancing our ability to drive innovation, elevate visitor experiences, and strengthen community engagement.

### Strategic Team Growth in 2024

- **Destination Sales Manager (Small Market)** – Strengthening group sales and developing new verticals like sports and cruise tourism.
- **Event Services Manager** – Enhancing meetings and events with seamless planning and execution.
- **Tourism Manager** – Expanding visitor experiences through new programs like food tours and waterfront activities.
- **Destination Stewardship & Community Relations** – Ensuring sustainable and resilient tourism growth that diversifies economic success and elevates community well-being.

These additions bolster Bellevue's tourism strategy, enabling us to launch impactful programs, drive economic growth, and elevate our destination's global presence.



#### Destination Sales

Drives overnight visitation by promoting Bellevue for conventions, meetings, events, and corporate travel



#### Marketing & Communications

Elevates Bellevue's brand by creating awareness, visibility, strategic content, public relations, and targeted paid media campaigns



#### Visitor Experience

Enhances visitor experience through training, coordination, visitor services, festivals, and tourism development



#### Community Relations

Developing Bellevue's built environment and enabling conditions including the arts, innovation, sustainability, accessibility



## VISITOR ECONOMY CONTRIBUTIONS

# Overnight Visitor Impact to Bellevue

Bellevue's visitor economy is a vital pillar of the city's economic success, fueling job creation, business growth, and public services. Overnight visitors play a particularly crucial role, driving revenue across lodging, dining, retail, attractions, and transportation. Their impact extends beyond tourism, directly benefiting Bellevue residents, businesses, and infrastructure.

## What if Bellevue Lost its Overnight Visitors?

The financial contributions of overnight visitors significantly reduce the tax burden on Bellevue households. If overnight visitors disappeared, the city would face severe economic shortfalls, forcing residents to bear the cost.

- To maintain current city services, each household would need to pay an **additional \$1,279 per year in taxes**.
- To sustain the current level of economic activity, each household would need to spend an additional **\$44,122 per year** in local spending.

These numbers underscore the critical role of tourism in ensuring Bellevue remains a thriving, vibrant city.

## The Bellevue Visitor Economy-2024





# Hotels: The Backbone of Visitor Economy

Bellevue's hoteliers, hospitality teams, and lodging partners are at the heart of our city's visitor experience. They provide more than just a place to stay—they deliver quality service, enhance visitor satisfaction, and create a welcoming environment that encourages repeat visits.

**By partnering with Visit Bellevue and investing in tourism development, our hotels help:**

- Attract high-value visitors, supporting Bellevue's economy.
- Host conventions, meetings, and corporate travel, driving business tourism.
- Support major events and activations, strengthening the city's destination appeal.
- Provide jobs and economic opportunities, benefiting the local workforce.

As Bellevue's tourism industry continues to grow, our hotel partners remain essential to sustaining momentum and ensuring Bellevue thrives as a premier business, leisure, and events destination.

BELLEVUE HOTEL LODGING METRICS (2019 - 2024)

	SUPPLY	DEMAND	OCCUPANCY	REVENUE	ADR	REVPAR
2019	2,017,598	1,420,278	70%	\$261,689,981	\$184	\$130
2022	1,912,600	1,145,298	60%	\$214,006,728	\$188	\$113
2023	1,912,600	1,193,801	62%	\$232,362,063	\$195	\$122
2024	1,928,188	1,411,967	68%	\$272,329,697	\$208	\$141

# A City in Transformation

In 2018, Bellevue's tourism industry set out to transform the city into a premier destination and Visit Bellevue into a full-service Destination Management Organization (DMO). The Bellevue Destination Development Plan provided a clear roadmap, prioritizing branding, sales, marketing, tourism development, festivals, events, activations, and transportation.

Since then, we've made tremendous progress, strengthening Bellevue's competitiveness as a destination. A key milestone was securing sustainable funding through the Bellevue-Redmond Tourism Promotion Area (TPA)—a vital investment that continues to elevate Bellevue's tourism industry. Since evolving from a suburban community into a sophisticated, urban destination, we ask: "Who do we want to be?"

The updated Destination Development Plan defines this vision, positioning Bellevue as a city that seamlessly blends:



URBAN SOPHISTICATION



CULTURAL RICHNESS &amp; INNOVATION



NATURAL BEAUTY &amp; RECREATION



TECHNOLOGICAL ADVANCEMENT

## Strategic Priorities for Sustainable Growth

The plan focuses on six key areas to drive economic growth, enhance visitor experiences, and enrich community life:

- **Urban Lifestyle & Placemaking** – Strengthening Bellevue's identity as a world-class city.
- **Arts & Innovation** – Supporting creative industries and cultural experiences.
- **Recreation & Experiences** – Expanding outdoor activities and unique attractions.
- **Culinary Destination** – Positioning Bellevue as a premier food and beverage hub.
- **Conferences & Events** – Enhancing Bellevue's reputation as a top-tier meeting destination.
- **Built Environment & Enabling Conditions** – Investing in infrastructure, accessibility, and sustainability.

This roadmap ensures that Bellevue remains a dynamic, inclusive, and attractive city for residents, businesses, and visitors alike—fostering long-term prosperity and quality of life.

# Bellevue's Strengths & Challenges

The following key strengths and challenges were identified and shared during Phase 1 of the project based on insights collected during the destination assessment, including stakeholder perspectives and destination performance analysis. These strengths and challenges form the foundation for the strategic recommendations that follow and they have guided the development of Bellevue's updated Destination Development Plan.

## Strengths

### CATEGORY

#### Built Environment

##### Ideal Location

Bellevue boasts scenic views of Lake Washington, lush parks and proximity to Seattle's amenities.

##### Safe and Walkable Environment

"People choose Bellevue for its safety and cleanliness."

#### Strategic Features

##### Diverse Population

Bellevue is a minority-majority community, with over 60% of its population being non-white.

##### Tech Industry Hub

The birthplace of several tech giants, the three top employers in Bellevue are in the tech sector.

#### Activities & Experiences

##### Access to Nature

A base camp for exploring the Pacific Northwest, Bellevue's 80 miles of trails, close proximity to three national parks and access to Lake Washington set it apart for outdoorsy travelers.

##### Shopping Destination

Luxury and local shops make up Bellevue's eclectic retail offerings.

##### Strong Local Culinary Scene

With over 200 highly rated restaurants, Bellevue is becoming known as a culinary hotspot.

## Challenges

### CATEGORY

#### Activities & Experiences

##### Underdeveloped Cultural Identity

"We have a vibrant, diverse community putting on shows, events and small festivals – people just aren't aware."

##### Limited Number and Maturity of Visitor Attractions

"As a rapidly maturing city, we lag behind other major cities' tourism assets. We need to be intentional in how we design the future of Bellevue's vibrancy."

##### Underfunded Arts and Culture

"All great cities have museums, yet Bellevue's are struggling. Part of this is because of limited capital and a scarcity mindset that to invest in Bellevue's art and culture ecosystem is to inherently take away from others."

##### Limited Nightlife

"Many of our restaurants close at 9 or 10 p.m., which makes it difficult to go out for a night on the town."

#### Business Travel

##### Reliance on Corporate Travel

"Corporate travel has not recovered to pre-pandemic levels; what will replace reduced business travel, including in tech?"

##### Limited Meeting and Conference Spaces

"We recently lost a large contract to Seattle because our current facilities were too small."

#### Industry Advancement

##### Lack of Labor

"There isn't a defined pipeline for the service industry. Those that we are able to hire usually live well outside the city because they can't afford to live closer."

##### Affordability Concerns

Bellevue's overall cost of living is 58% more than the national average and nearly 30% more than the state average.

## BELLEVUE DESTINATION DEVELOPMENT PLAN UPDATE

# Strategic Priorities:

Bellevue features a dynamic blend of urban sophistication, rich cultural heritage, lush parks and scenic views. This iteration of the Destination Development Plan builds upon the strong foundation laid by the initial plan, which was essential for establishing the Visit Bellevue organization and its core functions. With the foundational work now complete, this updated plan shifts our focus to growth and refinement. We can now concentrate on enhancing programming, driving innovation and executing strategic initiatives that align with Bellevue's evolving identity and aspirations.

### STRATEGIC PRIORITY 1

#### Urban Lifestyle & Placemaking

To foster well-rounded retail destinations, vibrant public spaces and engaging community activities, Visit Bellevue and its partners will implement initiatives that emphasize the city's exceptional quality of life and commitment to Pacific Northwest wellness. This includes promoting healthy living through accessible green spaces, wellness programs and a focus on sustainable urban development.



### STRATEGIC PRIORITY 2

#### Arts & Innovation

As a quickly maturing city, Bellevue has the opportunity to distinguish itself as a destination at the intersection of arts and technology. By activating events, installations and collaboration opportunities that celebrate this intersection, the city can become the hub of art, culture and technology advancement.



### STRATEGIC PRIORITY 3

#### Recreation & Experiences

Located in the heart of the Pacific Northwest, Bellevue's natural beauty and access to recreational opportunities create a formidable foundation to attract visitors looking for outdoor adventures. By leaning into this strength, Bellevue can create experiences that leave lasting impressions and encourage repeat visits.



### STRATEGIC PRIORITY 4

#### Culinary Destination

It takes intentional and strategic planning to become a culinary destination that not only showcases the city's diverse flavors and creativity but also encourages visitors to choose Bellevue in their vacation itinerary. Partnering with local chefs, restaurants and food festivals can help curate a distinctive and ever-evolving experience.



### STRATEGIC PRIORITY 5

#### Conferences & Events

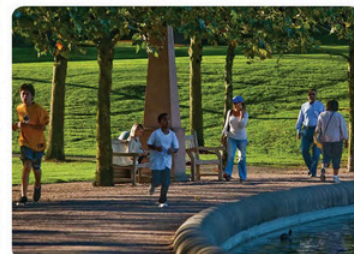
From international conferences to local festivals, there are ample opportunities for Visit Bellevue and its partners to build upon existing events and create new activations that enhance the city's reputation as a premier destination for business and leisure travelers.



### STRATEGIC PRIORITY 6

#### Built Environment & Enabling Conditions

Ensuring that the visitor experience is both enjoyable and accessible is an important aspect of promoting destination stewardship. Improving Bellevue's vibrancy only goes as far as a visitor can experience it. By prioritizing transportation, public spaces and sustainable development, Visit Bellevue and its partners can ensure that the city creates an ecosystem where visitors feel welcome and safe.





## RESULTS

# Recovery, Growth, and Sustaining our Lodging Industry

The global pandemic significantly impacted our tourism economy, erasing years of gains in visitor spending, employment, and tax revenues. However, we view this as a temporary setback and are committed to a robust recovery and future growth. In 2024, we saw a full recovery, with our lodging industry revenues rebounding over and beyond pre-pandemic levels.



By strategically investing Bellevue-Redmond TPA dollars to stimulate travel demand, we aim to accelerate Bellevue's recovery and invest in the future growth of our industry and community. Our focus is not just on recouping lost ground, but on creating a stronger, more resilient tourism sector that can withstand future challenges.

Our recovery strategy includes specific attention to creating new incremental lodging business in Bellevue and improving occupancy during traditionally slow periods and underperforming days of the week, specifically weekends and Q1, Q2 & Q4. This approach will ensure a more balanced and sustainable growth for our lodging industry and enhance Bellevue's position as a premier travel destination.



The Bellevue lodging industry has shown remarkable resilience in the face of the pandemic. We've made significant strides in putting the challenges of the pandemic behind us. With improving domestic travel conditions and the strategic use of TPA resources, we are well on our way to restoring and enhancing Bellevue's position as a premier travel destination.

# Overall Goals & Pace

## OVERNIGHT VISITORS

2024 RESULT



2.2M VISITORS

2025 GOAL



2.4M VISITORS

RECENT RESULTS 2022: 1.8M 2023: 1.93M 2024: 2.2M

## CITYWIDE HOTEL OCCUPANCY

2024 RESULT



68% OCCUPANCY

2025 GOAL



72% OCCUPANCY

RECENT RESULTS 2022: 60% 2023: 63% 2024: 68%

## WEEKEND HOTEL OCCUPANCY

2024 RESULT



64% OCCUPANCY

2025 GOAL



66% OCCUPANCY

RECENT RESULTS 2022: 57% 2023: 61% 2024: 64%

## ECONOMIC IMPACT

2024 RESULT



\$1.9B IMPACT

2025 GOAL



\$2B IMPACT

RECENT RESULTS 2022: \$1.4B 2023: \$1.5B 2024: \$1.9B



## 2024 TPA IMPACT SUMMARY

- + 248K new overnight visitors
- Improve citywide hotel occupancy by 9% and weekend occupancy by 5%
- Increase visitor spending by \$129M and overall economic impact by \$392M

## DEPARTMENT UPDATES

# Destination Sales

Visit Bellevue's Destination Sales was focused on prospecting, relationship building, and developing new incremental group business for Bellevue. The team expanded to include four FTE's with the addition of a Destination Sales Manager Small Market. The team traveled extensively including attending 15 shows and conducting two sales missions. Destination Sales attended business development events with the American Society of Association Executives, Destinations International, ConferenceDirect, HelmsBriscoe, LamontCo, Meeting Professionals International, Professional Convention Management Association, and several less recognized shows to support new verticals such as sports and cruise.

The Destination Sales team continued to leverage the effective event sponsorship program and focused on building attendance via convention services by our Event Services Manager with tools like marketing materials, digital campaigns, social media outreach, and visitor information. Prospecting sales tools included subscriptions and systems included Cvent, Mint+, Knowland, and Simpleview CRM, which were all important in the distribution mix. Additional programs in 2024 included paid marketing program for partnerships with third parties, advertising, and digital marketing to support and grow the sales program.

The success of Destination Sales achieved 98% of the lead generating goal by generating 294,345 room night leads on a goal of 300,000 room night leads. The reach achieved 116% of the room night booking goal by contracting 75,156 room nights on a booking goal of 65,000 room nights.

- Contributed 75,000 contracted room nights, reflecting the incremental business that enhances Bellevue's base visitor economy.
- Generated 295,000 room night leads, focusing on groups and events that wouldn't normally be in the City.
- Increased city-wide hotel occupancy to 68%, creating a seven-day-a-week business model as a vital part of this work.



# Overall Goals & Pace

## LEADS GENERATED

2024 RESULT



295K RM NIGHTS

2025 GOAL



375K RM NIGHTS

RECENT RESULTS 2022: 240K 2023: 269K 2024: 295K

## BOOKED BUSINESS

2024 RESULT



75K RM NIGHTS

2025 GOAL



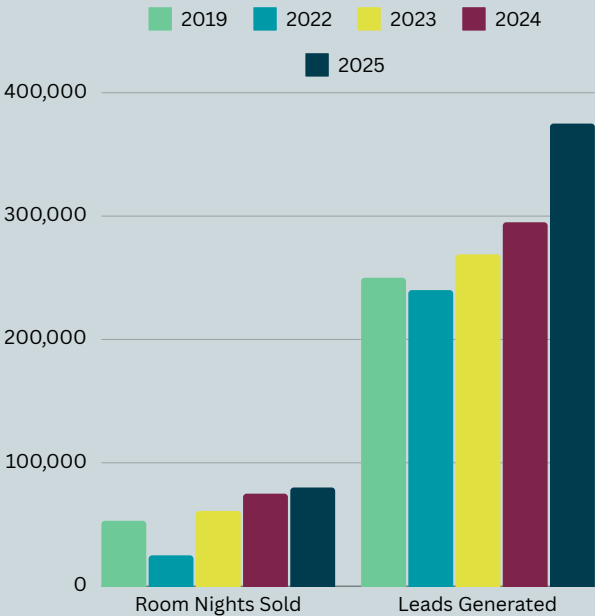
80K RM NIGHTS

RECENT RESULTS 2022: 25K 2023: 61K 2024: 75K



## 2024 TPA IMPACT SUMMARY

- Improved weekend and off-season hotel occupancy
- 85% pick up of room blocks. 26% Increase of booked rooms
- 21% Increase of leads
- Establish relationships with new annual events for Bellevue.





# Marketing & Communications

Our marketing and communications strategy is designed to elevate Bellevue's brand and position it as a premier visitor destination. We aim to welcome the world with a powerful website, a strategic content marketing approach, proactive public relations, engaging social media, targeted paid media, and innovative intercept marketing programs. These tools work in synergy to inspire potential visitors and raise the visibility, awareness, and perception of Bellevue.

## Paid Marketing

3.4%

CTR

Click Through Rate  
2024 Results

Our paid marketing plan built on significant learnings from previous campaigns. We've executed a dynamic ad format on our platforms and an intercept approach on leading OTA's and programmatic. This strategy targeted travelers searching for Seattle, Bellevue, and other Washington destinations. Our programmatic campaign, YouTube, Epsilon, and Sojern sites have significantly contributed to our website traffic

## Social Media & Content

In terms of organic social media and content development, we have established meaningful programs with content creators and weekly videos to highlight and showcase Bellevue's visitor experiences. Our owned media properties include Aspire, Insider's Edge, The Buzz, Rush Hour Alerts, and Media Alerts, as well as our organic social media channels. We aim to generate more impressions, engagements, clicks, and messages through our organic and boosted social media.

24M

IMPR

Impressions  
2024 Results



## WEBSITE

Our website, [visitbellevuewa.com](https://visitbellevuewa.com), is a key tool in our marketing strategy. We increased website traffic by 183% in 2024, reaching 604,754 unique users and 630,183 website sessions in 2024.

## PUBLIC RELATIONS

Our public relations representation and programming are also a crucial part of our marketing and communications strategy. Together with our staff we have professional representation to pitch and represent Bellevue to the national and Canadian media, press, and content creators through pitching story ideas, media relations, newsletters, and facilitating familiarization trips.

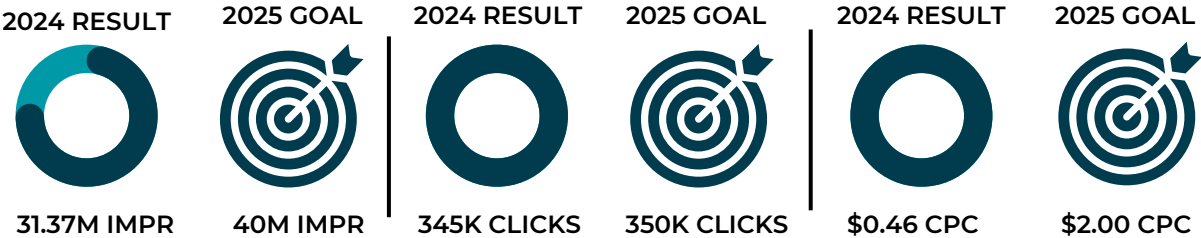


## OVERSEAS MARKETING

We executed our inaugural international campaign with our staff and agency to represent Visit Bellevue in Japan. We have established professional representation to guide us in the representation and development of an initial campaign. They arranged foreign journalist visits or FAMs, performed traditional PR and media relations, and managed organic and paid social media in addition to the Yuru-Chara development of Belle The Bobcat.

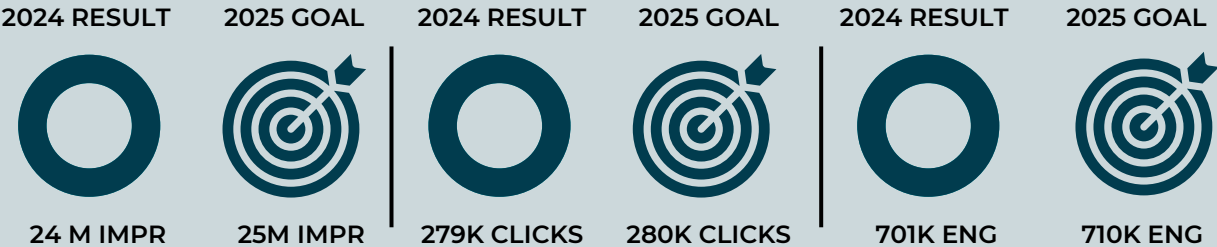
# Overall Goals & Pace

## PAID MEDIA GOALS



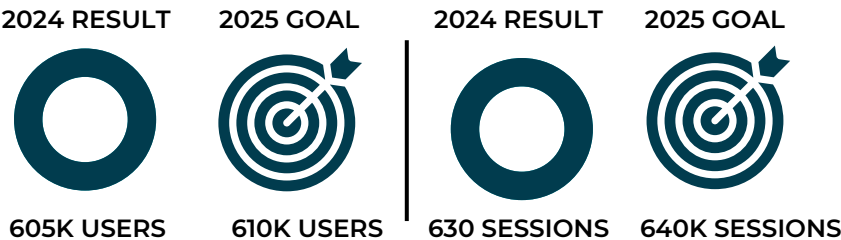
2022 TOTAL: 14.85 MILLION IMPRESSIONS / 48K CLICKS / \$5.81 CPC    2023 TOTAL: 17.8 MILLION IMPRESSIONS / 99K CLICKS / \$3.27 CPC    2024 TOTAL: 31.37 MILLION IMPRESSIONS / 345K CLICKS / \$0.46 CPC

## SOCIAL MEDIA GOALS



2022 TOTAL: 8.2 MILLION IMPR / 72.2K CLICKS / 154.3K ENGAGEMENTS    2023 TOTAL: 10.3 MILLION IMPR / 91K CLICKS / 391K ENGAGEMENTS    2024 TOTAL: 24 MILLION IMPR/ 279K CLICKS / 701K ENGAGEMENTS

## WEBSITE GOALS

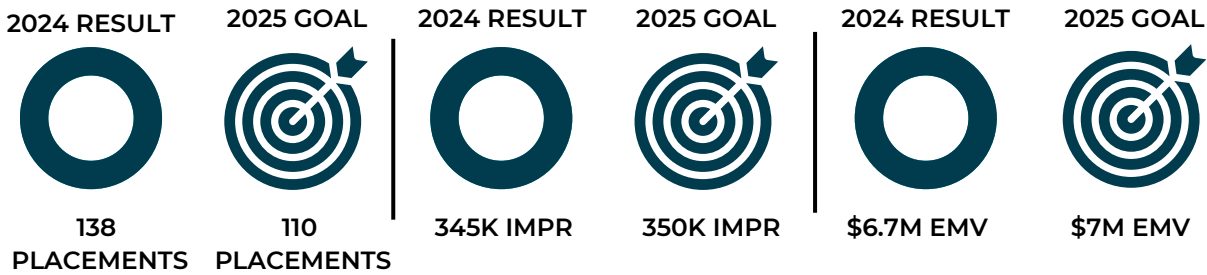


RECENT RESULTS 2022: 205K USERS / 260K SESSIONS 2023: 267K USERS / 319K SESSIONS 2024: 605K USERS / 630K SESSIONS

\*Impressions (IMPR), Cost Per Click (CPC), Engagements (ENG)

# Overall Goals & Pace

## PUBLIC RELATIONS GOALS



2023 TOTAL: 48 PLACEMENTS / \$3M MEDIA VALUE    2024 TOTAL: 138 PLACEMENTS / \$6.7M MEDIA VALUE



## 2024 TPA IMPACT SUMMARY

- Created 425M additional impressions
- Created 315K additional website sessions
- Improved CPC by \$2.84
- Created 14m more social media impressions 310K engagements, 190K clicks
- Generated +\$3.5m in earned media coverage



# Visitor Experience & Tourism Development

Our 2024 visitor experience and tourism development initiatives were designed to enhance the Bellevue experience while stimulating tourism growth. We implemented some new innovative programs to address the gaps and challenges faced by visitors and to provide them with memorable improved experiences.

## BELLHOP

Our BellHop service is a prime example of this innovation. This free, electric, on-demand shuttle service is designed to solve the first mile – last mile challenges in Bellevue. By providing a convenient and eco-friendly transportation option, we are enhancing the visitor experience and making it easier for visitors to explore the city. BellHop's success included finding two new partners to fully fund the program (Amazon & City of Bellevue). In 2024 BellHop served 87,000 passengers achieved a 10:26 wait time, saved over 12k gallons of fuel and achieved a 4.92 customer service rating.

## MOBILE WELCOME CENTER

Bellevue's Mobile Welcome Center, our all-electric traveling welcome center provided visitor services and information during 218 days and at more than 35 events. It was strategically located at popular spots including Bellevue Downtown Park, Bellevue Arts Museum, Bellevue Botanical Garden, City Center Plaza, and many shopping areas. It is estimated that the MWC served approximately 26k visitors providing them with valuable information and enhancing their experience while in Bellevue.



## DEPARTMENT UPDATES

### MOBILE CONCIERGE WEB-BASED APP AND FREESTANDING INTERACTIVE KIOSK

This progressive web app serves as an essential tool for attendees and visitors, offering real-time information on dining, attractions, shopping, events, and nightlife in Bellevue. With features like personalized itinerary building, online reservations, interactive mapping, wayfinding, live-chat attendee services, and social media integrations, Bellevue's offerings are conveniently accessible in the palm of your hand.

### FESTIVALS AND EVENTS INCUBATOR PROGRAM

In collaboration with key stakeholders of Bellevue's hospitality industry, Visit Bellevue is proud to continue to support local festivals and events. This funding and support program in 2024 aimed to attract, incubate, and grow Bellevue festivals and events that celebrate and enhance our economy but also the quality of life for visitors and residents. In 2024, we provided sponsorship funding to six festivals and 14 conventions and conferences. These events represented 26,400 room nights and over \$28million in visitor spending.

### MULTICULTURAL TOURISM COUNCIL

Bellevue's Multicultural Council proved to be valuable knowledge in helping us welcome the world. As a city that values hospitality, diversity, inclusion, and equity, Bellevue strives to create an environment where everyone feels welcome. The Council's efforts helped us promote multi culturally owned businesses and provided resources to produce content so our visitors can explore and appreciate the diverse cultures that comprise Bellevue. Visit Bellevue is committed to the creation of a robust visitor resource hub and content that reflects the city's commitment to excellence in multicultural hospitality and tourism.

### REGIONAL COLLABORATION

Visit Bellevue in partnership with our surrounding communities has successfully established the Eastside Regional Tourism Council, and is actively working with our neighboring cities such as Woodinville, Redmond, Bothell, Kirkland and Issaquah to enhance our regional appeal. Our aim is to encourage longer-stay visitor by expanding the portfolio of tourism activities and attractions, thereby increasing the collective economic impact of tourism across our region.



# Tourism Development

The Bellevue Tourism Development program in 2024 was robust. Our shared vision to create and enable Bellevue-centric tour and attraction options was successful. Our long-term goal is to work with an existing tour and develop new business opportunities to create and build a tourism centric business plan for Bellevue and highlight Bellevue as destination city. Some of our 20024 programs include:

## BELLEVUE LAKE CRUISES

Visit Bellevue worked with Duffy Boats Northwest and the city of Bellevue to develop a pilot program to experience surrounding the waterfront beauty of Lake Washington aboard a luxury Duffy Electric boat. Guests enjoyed the incredible views of the Bellevue and Seattle skyline. The guided tour is a relaxing excursion past the old whaling station, floating bridges, and incredible shoreline estates. Guests enjoyed the beautiful vistas of Mt. Rainier, Olympic Mountains, and Bellevue's natural wetlands. During the 90-day pilot program we delivered a cruise to 688 guests from 15 states and 12 countries. We are currently seeking the continuation of this program and the ability for year around seasonal and special themed experiences.

## SAVOR BELLEVUE FOOD TOURS

Bellevue's Multicultural Council is a vital force in preparing the city to welcome the world with open arms. As a city that values hospitality, diversity, inclusion, and equity, Bellevue strives to create an environment where everyone feels welcome. The Council's efforts extend to promoting minority-owned businesses and providing resources to explore and appreciate the diverse cultures that comprise Bellevue. Since its establishment, Visit Bellevue has created a robust visitor resource hub that reflects the city's commitment to excellence in multicultural hospitality and tourism.

## BELLEVUE AIRPORT SHUTTLE

Seeking help to solve our collective connectivity and transportation challenges, Visit Bellevue worked to develop a new partnership with Eagle Transportation Service to establish the Bellevue Airport Shuttle program. Seeking a safe, reliable and convenient connection between SEA (Seattle-Tacoma International Airport) and hotels in Bellevue with a seven day a week hourly schedule an affordable fixed rate.

This Bellevue Airport Shuttle service continues to develop and establish itself as a best-in-class elevated shared transportation airport service. We continue to develop the service with special corporate and group discounts together with special logistics for locals and Bellevue workforce. We expect to be serving 150 – 200 passengers a day when fully optimized.



## DEPARTMENT UPDATES

### BIKEHOP PROGRAM

BikeHop is a new tourism pilot program developed in 2024 for Bellevue visitors offering complimentary e-bike at a four participating Bellevue hotels. We hope to continue to bring awareness and visibility to Bellevue's excellent outdoor recreation, parks and trails. Each complimentary e-bike comes with everything visitors need for the perfect outing. In 2025 we are seeking to add a few more hotel locations as well as establishing a central point along Eastrail where all hotels can send their guests for free e-bike usage.

### WATERFALL & WINE TOUR

Visit Bellevue worked with Compass Outdoor Adventures to test a new tour highlighting the regions hiking to waterfalls and wine tasting. During this pilot program the tour program experiences varying levels of success, Visit Bellevue learned what it takes to promote, sell and curate such an offering. We also learned about the price points that our visitors are seeking and their available time for leisure activities. This knowledge will serve us well as we continue to develop future tour opportunities.

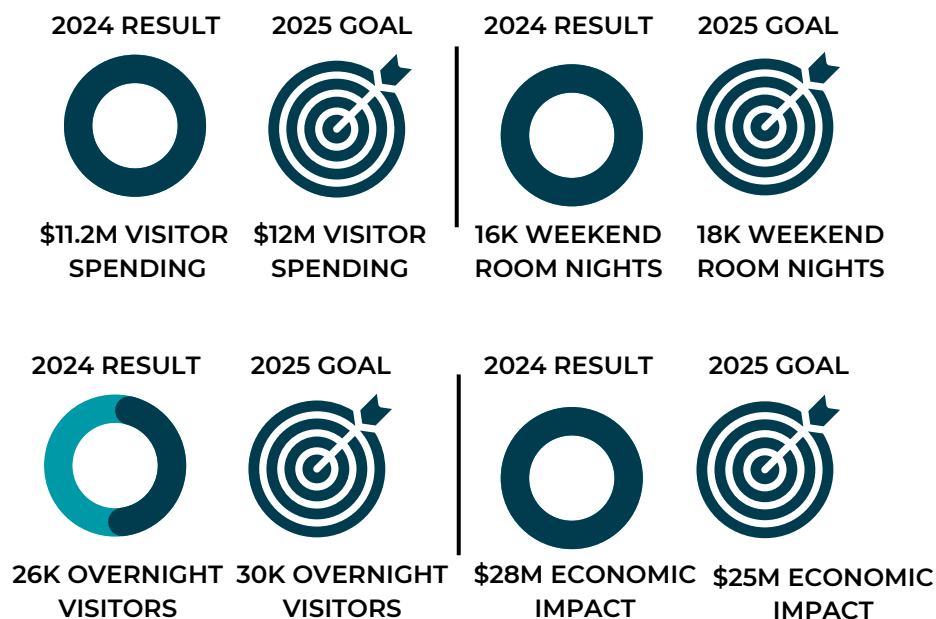




## VISITOR EXPERIENCE

# Overall Goals & Pace

## FESTIVALS AND EVENTS



## 2024 TPA IMPACT SUMMARY

- Promoted Multicultural Tourism
- Improved visitor transportation
- Developed culinary tourism programs
- Support keeping Bellevue clean & safe.
- Developed new Bellevue tours and attractions
- Improved nightlife & entertainment

# THANK YOU

22



On behalf of Visit Bellevue, Bellevue's Official DMO, we would like to extend a thank you for the opportunity and ability to manage the newly instated TPA program of work in 2024. You have entrusted us to stimulate economic growth and inspire memorable visitor experiences for Bellevue. Our team shows up every day with a commitment to continue to grow and flourish through our community partnerships and destination programming.

Our dedicated team, innovative initiatives, and comprehensive approach to destination management are specialized and specifically designed for Bellevue. We take immense pride in the investment of the TPA funds to improve Bellevue's attractiveness as a travel destination and raise our collective quality of life. We are excited about the potential of the future and are committed to using this scope of work to enhance Bellevue's position as a premier leisure, meetings, and corporate destination. We look forward to working with our partners and stakeholders to achieve our shared goals and contribute to Bellevue's vibrant future.



11100 NE 6TH Street, Bellevue, WA 98004  
P: (877) 425-2075  
[www.visitbellevuewa.com](http://www.visitbellevuewa.com)



# Economic Development and Tourism Update

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October 7, 2025

Philly Marsh, Economic Development Manager

Jackie Lalor, Economic and Tourism Administrator





# Agenda

- Capacity Development
- Studies and Planning Efforts
- Small Business Assistance
- Business Attraction
- Tourism Promotion
- District Development and Placemaking
- Creative Economy





# Capacity and Tool Development

- New Staff
- Refined and New Consultant Contracts
- Data Tools and Business Contact Management Database





# Studies and Planning Efforts

- Southeast Redmond Market Study
- Business License Study
- District Development Study
- Subject Matter Expertise involvement in multiple other planning efforts including:
  - Environmental Sustainability Action Plan
  - Downtown Bike Storage
  - Downtown Circulator and Shared Parking
  - Downtown Parking
  - Curbside Management Plan
  - Wayfinding Study
  - Public Art Plan
- Regional Connections

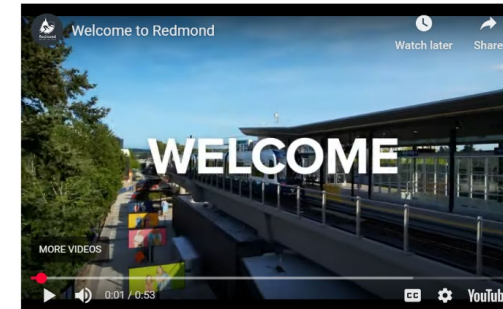






# Small Business Assistance

- New Economic Development Communications
  - Newsletter launched in May | 1,848 subscribers
  - Business Contact and Relationship Management Tool
- Small Business Advising Office Hours
- New Business Roundtables
- Business Walks
- Startup425



## The future is written in Redmond

If you want to build the next great anything, you need the vision to push forward, the culture to inspire you, and the talent to get you there. Redmond is a place where all three come together. Whether you aspire to create a startup or relocate an already thriving business, here you can find the resources and the welcoming environment your company



**FOUNDER INSTITUTE STARTUP425**

Startup425 is proud to announce the launch of the 5425 accelerator program, in partnership with the Founder Institute! This intensive program offers two tracks: one for startup founders who plan to seek venture capital investment; the other for traditional entrepreneurs building sustainable small businesses.

The program is free to anyone living or building their business in a Startup425 partner city (Bellevue, Bothell, Issaquah, Kirkland, Redmond, and Renton). Sessions will be held virtually with optional in-person events from the end of September until late January with breaks for holidays, final dates TBD.

Sign up for more information at [startup425.org/accelerator](http://startup425.org/accelerator)!

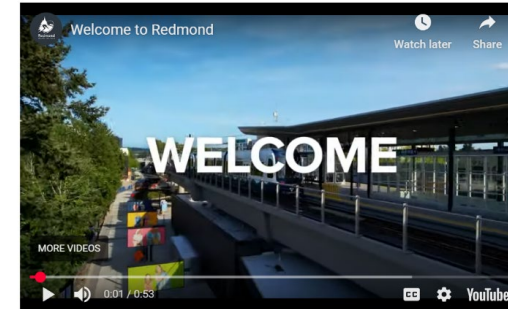
Supported by:

Logos for partner cities:



# Business Attraction

- Greater Seattle Partners
- Innovation Triangle
- Redmond Space District
- Commercial Broker Meetings
- New Business Openings



## The future is written in Redmond

If you want to build the next great anything, you need the vision to push forward, the culture to inspire you, and the talent to get you there. Redmond is a place where all three come together. Whether you aspire to create a startup or relocate an already thriving business, here you can find the resources and the welcoming environment your company







# Tourism Program

- Tourism Strategic Development and Implementation
  - Strategic Plan Status: 64 Initiatives
  - 17% complete | 64% in progress | 19% on deck
- Tourism Marketing and Brand Oversight of Experience Redmond
- Tourism Event Grant Management
- Tourism Promotion Area and Regional Relationship Coordination





# 2024 Redmond Economic Impact

Source: Placer.ai Travel & Tourism Advanced Report Pulled 7/15/25

	Overnight Trips 195.9K	?	+1.5% YoY
	Visit Nights 606.2K	?	+4.6% YoY
	Total Visitors' Spend \$84.2M	?	+4.7% YoY

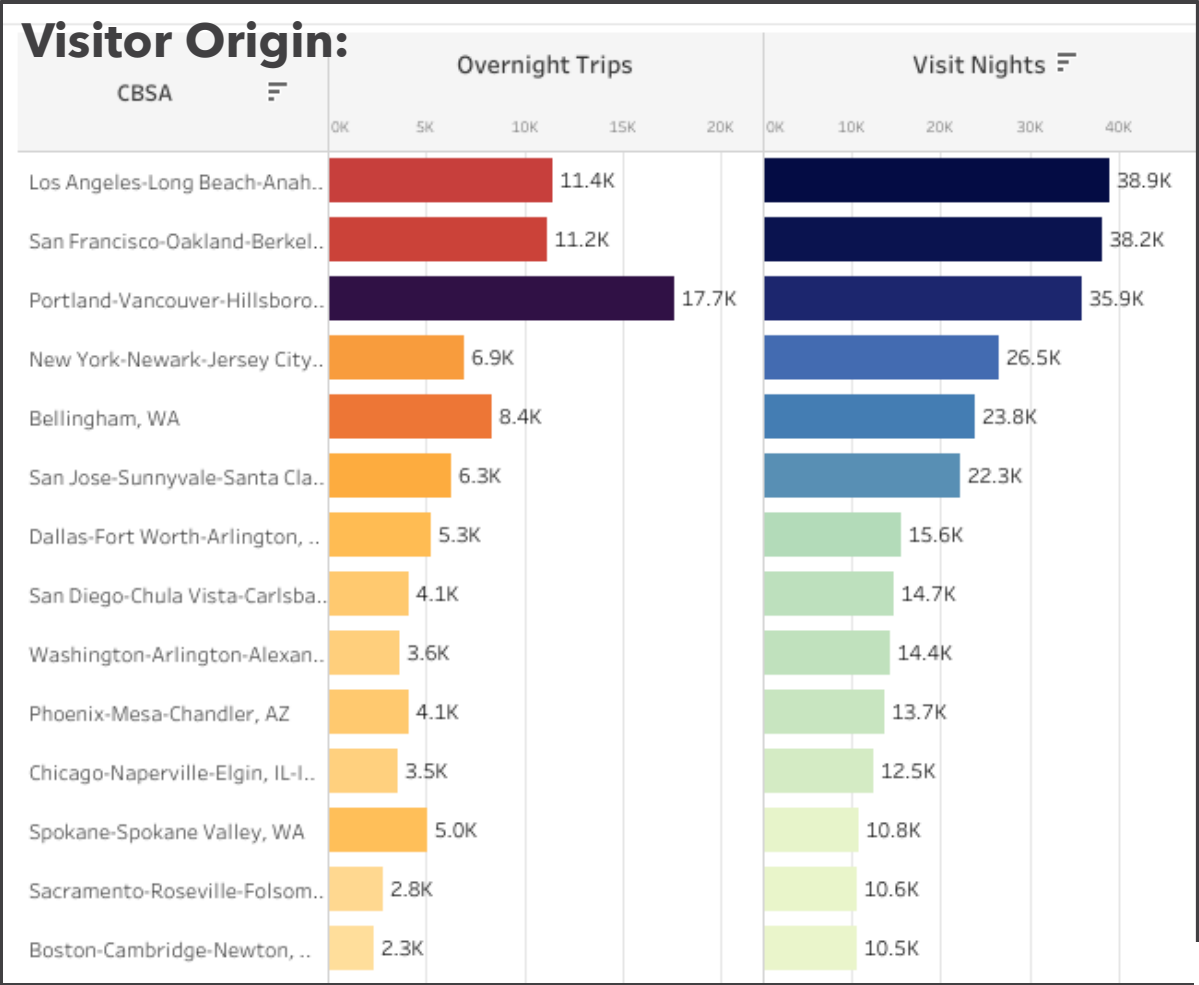
**Note:** This data is domestic (U.S.) only.

**Overnight Trips:** The estimated number of traveler visits (accounting for overnight visitors) in Redmond

**Visit Nights:** The total number of nights that visitors stayed in the area of interest.

**Total Visitor's Spend:** The estimated total dollar amount spent by visitors in the market during the report's date range. Please note that Spend data does not include online purchases or travel accommodation expenses (i.e., hotels, etc.). Calculated by multiplying Foot-Traffic based tourist visitations by local credit-card based transactions (average transaction size, across all spend categories).

**CBSA:** Core Based Statistical Areas





# City Transportation-Related Tourism Projects

.....

## Micro-Transit Shuttle

- Same Vendor as Bellevue's BellHop
- Q1 - 2026 Soft Launch Expected

## Secure Bike Storage

- Oct./Nov. Request for Proposals (RFP)
- Q2 - 2026 Expected Launch

## Wayfinding

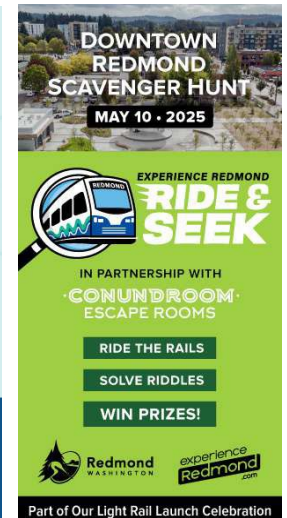
- Parks & Trails Citywide Wayfinding Project
- 2025/2026: Audit of Parks & Trails Signage, Design Planning
- TBD: Signage Implementation





# District Development

- Marymoor Village and Downtown Light Rail Opening
- Quarterly Business Meetings
- District Development Feasibility Study

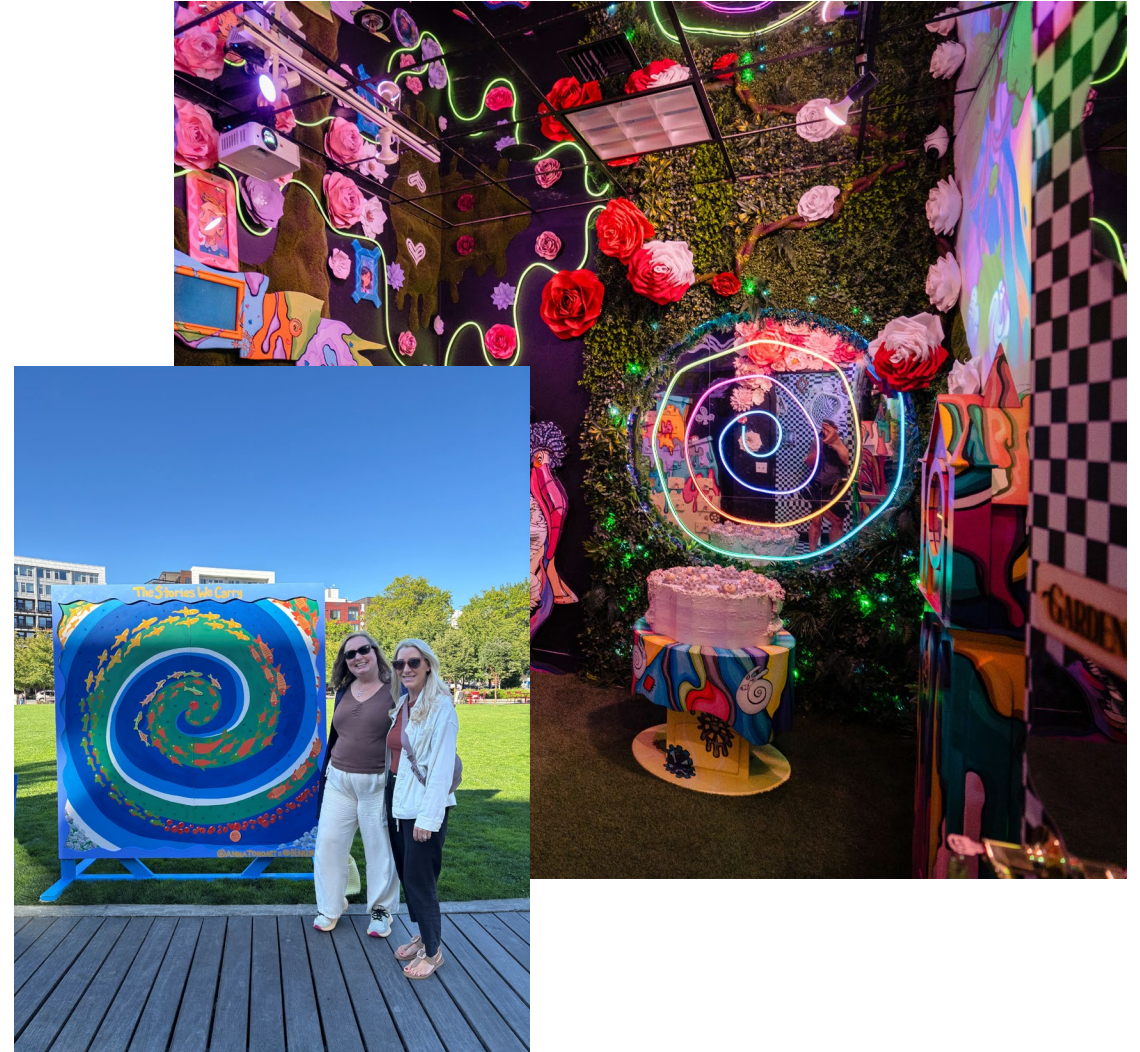






# Creative Economy

- Comprises 18% of Redmond Business
- Collaboration with Public Art Program and Masterplan Update
- October Forum for Creatives and Home-Based Businesses
- Asset Mapping, Questionnaire, and Connection to Business Assistance Resources



# Thank You

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Any Questions?

Philly Marsh, Economic Development Manager  
pmarsh@redmond.gov | [redmond.gov/ecdev](https://redmond.gov/ecdev)





## Memorandum

**Date:** 10/7/2025  
**Meeting of:** City Council

**File No.** AM No. 25-149  
**Type:** Staff Report

**TO:** Members of the City Council  
**FROM:** Mayor Angela Birney  
**DEPARTMENT DIRECTOR CONTACT(S):**

Planning and Community Development	Carol Helland	425-556-2107
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**DEPARTMENT STAFF:**

Planning and Community Development	Seraphie Allen	Deputy Director
Planning and Community Development	Philly Marsh	Economic Development Manager
Planning and Community Development	Kristen Raftis	World Cup Planning Program Manager
Executive	Kelly Schutz	Communications Manager
Parks	Zach Houvener	Deputy Director
Police	Brian Coats	Deputy Chief
Fire	Ameé Quiriconi	Deputy Chief

**TITLE:**  
World Cup Planning Update

**OVERVIEW STATEMENT:**  
This staff report will provide an update on planning efforts in preparation for the 2026 World Cup.

☐ **Additional Background Information/Description of Proposal Attached**

**REQUESTED ACTION:**

☒ **Receive Information**      ☐ **Provide Direction**      ☐ **Approve**

**REQUEST RATIONALE:**

- **Relevant Plans/Policies:**
  - Redmond 2050 Comprehensive Plan
  - 2024 Economic Development Strategic Plan
  - 2024 Tourism Development Strategic Plan
  - 2023 Comprehensive Emergency Management Plan
- **Required:**  
N/A

- **Council Request:**

N/A

- **Other Key Facts:**

Seattle was selected to host six matches from the FIFA World Cup 26, including USA's second group fixture and two knockout games. These matches take place from June 15-July 6. Hosting the event is anticipated to leverage more than \$100 million in economic activity. A projected 750,000 visitors will be in the Seattle region to soak up the event atmosphere with the over 4 billion global viewers who watch the World Cup. With a new transformational transportation system, Redmond should be ready to leverage this opportunity to welcome the World and highlight the City through visitation and global broadcast.

In March, the City of Redmond welcomed Kristen Raftis as our World Cup Planning Program Manager. Kris leads the organization of cross-departmental core and sub-groups to prepare and manage the World Cup implementations in Redmond.

The following planning subgroups have been formed and started planning and implementing applicable programming.

- Watch Parties and Activations - Lead: Economic Development

This group will focus on watch party grants and logistics, Fútbol for All Speaker Series, and business activations.

- Communications - Lead: Communications

This group will focus on communications plan and strategy, internal and external communications, branding, and Mayor liaison.

- Emergency Preparedness - Lead: Fire Department

This group will focus on pre-planning for local and regional response, continuity of government, and coordinated communications.

- Public Safety and Response - Lead: Police Department

This group will focus on local and regional response, human trafficking awareness training, threat assessments, and coordinated communications.

- Operations and Logistics - Lead: Parks Department

This group will focus on the transportation corridor, maps, sidewalks, traffic flow, cable internet, and other critical operational functions.

- Finance - Lead: Finance Department

This group will review the World Cup budget, track, and report expenses.

- Internal City of Redmond - Lead: Planning and Community Development

The group activates City of Redmond employees who are interested in leading and supporting staff activities during and leading up to the World Cup. They can also volunteer at city-sponsored events.

## **OUTCOMES:**

The World Cup provides the opportunity for an unforgettable experience for visitors, athletes, and residents by showcasing Redmond's connectivity to the region, celebrating our diverse culture, and fostering an atmosphere of excitement and hospitality. Objectives and outcomes include:

- Brand and Promote Redmond as a Destination
- Attract Visitation and Spending for Economic Impact
- Legacy Coalition Building for District Development and Branding
- Foster Community Pride and Connection
- Safe and Enjoyable Experience for the Redmond Community



To date, activations have included:

#### Business and Community Meetings

In the open session for small businesses held in early June, nearly 50 small business owners and community members gathered at City Hall to learn more about next year's tournament and resources available to assist businesses. Sounders legend Brad Evans joined as a special guest to share about the unifying power of soccer and the excitement expected over the course of the year, followed by presentations from SeattleFWC26 Local Organizing Committee member Dylan Ordoñez and City of Redmond Small Business Assistance Program Manager Domonique Meeks, highlighting activation and assistance opportunities. Finally, a panel of four local small business owners shared more about their feelings surrounding the upcoming games.

#### Next meeting on October 8, 2025

The Economic Development Division is leading a convening on Wednesday, Oct. 8, at Redmond City Hall for an exciting World Cup Info and Strategy Session! Networking starts at 9:30 a.m. followed by a live presentation at 10:00 a.m. This free event is designed to help local businesses tap into the energy of international soccer and learn about resources that are available all year long. Enjoy light refreshments while you hear from City of Redmond staff and a Seattle Sounder legend! Learn more at [Redmond's Ready for the World | Redmond, WA <https://www.redmond.gov/2312/Redmonds-Ready-for-the-World>](https://www.redmond.gov/2312/Redmonds-Ready-for-the-World)

#### Club World Cup Redmond Soccer Watch Party

In partnership with Amazon and Redmond Town Center, the City's Redmond Soccer Watch Party provided a gathering space to watch Sounders FC face Paris Saint-Germain on a giant outdoor screen. Over 250 community members attended, enjoying the great weather, exciting game, and a variety of family-friendly activities, including a youth play area presented by Arena Sports, VR soccer experiences, a Pride Across the Bridge selfie station, and City booths. Mayor Birney and Sounders legend Jhon Kennedy Hurtado joined the fun, addressing the crowd before the match about all the excitement to come in 2026! This provided a great learning experience as staff plans for activations in 2026.

Upcoming activities will be shared in detail during the staff report but include the launch of a soccer speaker series, launch of soccer stories, a match draw event and more.

Upcoming Programs and Activities include:

#### Community Event Grants

These grants are for community organizations, nonprofits and businesses who would like to host a Watch Party during the World Cup next year. Applications are being accepted October 1, 2025, through January 15, 2026. A staff committee will review applications in mid-November and again after the grants close.

[Redmond World Cup Watch Party Grant Program | Redmond, WA <https://www.redmond.gov/2369/Redmond-World-Cup-Watch-Party-Grant-Prog>](https://www.redmond.gov/2369/Redmond-World-Cup-Watch-Party-Grant-Prog)

#### Fútbol for All Speaker Series launches with Soccer 101

Over the next few months, leading up to the World Cup, the City of Redmond will be hosting a series of Speaker events to educate and build excitement for the World Cup. Our Series kick-off will be a Soccer 101 class with Sounders legend James Riley and friends on Monday, October 27. This class is for adults with an interest in better understanding basic soccer and will include a classroom-style lecture, breakout sessions, Q&A, and autographs and photos.

#### Match Draw Party

We will host a Match Draw Party on Friday, December 5, 2025, at the Archer Hotel. Together, we will watch as teams are drawn for the group stage. Food and beverages will be available, along with a visit from a Sounders legend.

Soccer Stories

Soccer Stories invites Redmond residents and community members to submit their own personal accounts about how soccer and Redmond have shaped them. Stories will be shared in written format on redmond.gov, with select stories shared via the City's social accounts.

**COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:**

- **Timeline (previous or planned):**  
May 2025-July 2026
- **Outreach Methods and Results:**  
Meetings, questionnaire and individual stakeholder outreach
- **Feedback Summary:**  
Redmond residents and businesses who have completed the questionnaire are very excited for the World Cup and activities that will be planned in Redmond.

**BUDGET IMPACT:**

**Total Cost:**  
\$2,000,000.00

**Approved in current biennial budget:** ☒ Yes ☐ No ☐ N/A

**Budget Offer Number:**  
0000311

**Budget Priority:**  
Vibrant and Connected

**Other budget impacts or additional costs:** ☐ Yes ☒ No ☐ N/A

**If yes, explain:**  
N/A

**Funding source(s):**  
General Fund

**Budget/Funding Constraints:**  
N/A

☐ Additional budget details attached

**COUNCIL REVIEW:**

**Previous Contact(s)**

Date	Meeting	Requested Action
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**Date:** 10/7/2025  
**Meeting of:** City Council

**File No.** AM No. 25-149  
**Type:** Staff Report

N/A	Item has not been presented to Council	N/A
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**Proposed Upcoming Contact(s)**

Date	Meeting	Requested Action
N/A	None proposed at this time	N/A

**Time Constraints:**

N/A

**ANTICIPATED RESULT IF NOT APPROVED:**

N/A

**ATTACHMENTS:**

Attachment A: Presentation

# City of Redmond World Cup Program Staff Report

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October 7, 2025

Seraphie Allen, Zach Houvener, Kelly Schutz, Brian  
Coats, Amee Quiriconi





# Agenda

## Program Overview and Opportunities

## Subgroup Reports

- Watch Parties/Activations
- Communications
- Emergency Preparedness
- Public Safety Response
- Operations and Logistics





# World Cup 2026

.....

**June 11 - July 19, 2026**

Anticipated to be the largest sporting event in world history

## **Seattle Match Schedule**

June 15 Group Stage  
June 19 USA Group Stage  
June 24 Group Stage  
June 26 Group Stage  
July 1 Round of 32  
July 6 Round of 16

## **World Cup Final**

Sunday, July 19 New York New Jersey Stadium



# Region Opportunity



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## From Visit Seattle

- 750K visitors expected in the region
  - 50% will be international visitors
- Average stay is 9 days
- 2 - 3 billion viewers
- \$652.6 M Direct spending impact
- \$929.0 M Total economic impact
- \$106.5 M Total state and local taxes generated

\*Redmond easily accessible via light rail and the first stop on the line to Seattle Stadium (Lumen Field)





# Redmond is Ready for the World

.....

## City of Redmond's Investment of \$2 Million Dollars Will:

- Brand and Promote Redmond as a Destination
- Attract Visitation and Spending for Economic Impact
- Provide Legacy Coalition Building for District Development and Branding
- Foster Community Pride and Connection
- Create a Safe and Enjoyable Experience for the Redmond Community



# Activities to Date

## World Cup Community Questionnaire

- Launched World Cup community questionnaire for businesses, community members, and community organizations

## Are You Match Ready Business and Community Meeting

- Presentations from Sounders Legend Brad Evans and Seattle FWC26 Local Organizing Committee SVP Dylan Ordoñez
- 50+ business owners and community members attended

## Club World Cup Watch Party at Redmond Town Center

- Kickoff event for City of Redmond's year long campaign
- Sounders legend Jhon Kennedy Hurtado attended
- 250+ attendees
- Business specials at Redmond Town Center
- City booths
- Coverage on KIRO7 news







# Upcoming Programing

.....

## Wednesday, Oct. 8

- Small Business and community strategy and information session - Sounders Legend Brad Evans, FIFA 2026 Local Organizing Committee, and FIFA Seattle Director

## October/November

- Community Viewing Party Grants open
- Fútbol for All Speaker Series launches
  - Soccer 101 class - Oct. 27
- Ambassador kick off meeting

## Friday, Dec. 5

- World Cup Draw Watch Party





# Watch Parties in 2026

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**Community Watch Parties with city grant support**

**"Meet Me at Marymoor"  
World Cup Watch Party  
at Marymoor Park  
July 19, 2026**

# Communications

.....

Near-term goal: Socialize Redmond's World Cup campaign and activities within the wider community

- Successful initial rollout of branding and campaign; follow-up media pitches
- Leading "Soccer Stories" engagement program
- Developing leadership factsheet – updated monthly for city leaders







# Emergency Preparedness and Public Safety Response

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## Emergency Preparedness (Fire)

- Emergency Support Function review and Strengths/Weaknesses/Opportunities/Threats analysis
- Create a World Cup-specific Incident Action Plan as an annex to the Comprehensive Emergency Management Plan
- Identify and facilitate a citywide tabletop exercise
- Identify department/Emergency Support Function specific training and resource needs
- Develop Community Volunteers
- Public Education messaging

## Public Safety Response (Police)

- Objectives developed
- Anti-Human Trafficking Training
- In-house Fusion Center Analyst
- Safety & Security Plan



# Operations and Logistics

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## Parks/Public Works Department

- Legacy sign installation
- Wayfinding and signage

## Planning Department

- Regional Mobility Grant micro-shuttle & shared parking
- Short-Term Rental updates







# How Council Can Get Involved

- Promote Redmond's Ready for the World programming
- Attend events – represent the City and share feedback from the event
- Share what you are hearing from constituents about World Cup
- Be aware and share emergency procedures and trainings



# Thank You



## Questions?





City of Redmond  
Payroll Check Approval Register  
Pay period: 9/1 - 9/30/2025  
Check Date: 9/30/2025

Check Total:	\$	2,179.32
Direct Deposit Total:	\$	11,122.94
Wires & Electronic Funds Transfers:	\$	4,571.41
Grand Total:	\$	17,873.67

We, the undersigned Council members, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the City of Redmond, and that we are authorized to authenticate and certify to said claim.

All Checks numbered **188805** through **188805** ,  
Direct deposits numbered **192952** through **192958** , and  
Electronic Fund transfers **1894** through **1894**  
are approved for payment in the amount of **\$17,873.67**  
on this **30th day of September 2025**.

**Note:**

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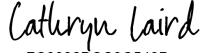
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City of Redmond  
Payroll Final Check List  
Pay period: 9/1 - 9/30/2025  
Check Date: 9/30/2025

Total Checks and Direct deposit:	\$	14,418.30
Wire Wilmington Trust RICS (MEBT):	\$	3,455.37
Grand Total:	\$	17,873.67

I, the Human Resources Director, do hereby certify to the City Council, that the checks and direct deposits presented are true and correct to the best of my knowledge.

Signed by:  
  
7C0092BCC9C549B...

Human Resources Director, City of Redmond  
Redmond, Washington

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City of Redmond  
Payroll Check Approval Register  
Pay period: 9/1 - 9/15/2025  
Check Date: 9/25/2025

Check Total:	\$ 24,774.82
Direct Deposit Total:	\$ 2,971,917.36
Wires & Electronic Funds Transfers:	\$ 1,724,106.63
Grand Total:	<u>\$ 4,720,798.81</u>

We, the undersigned Council members, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the City of Redmond, and that we are authorized to authenticate and certify to said claim.

All Checks numbered **188795** through **188804** ,  
Direct deposits numbered **192172** through **192951** , and  
Electronic Fund transfers **1887** through **1893**  
are approved for payment in the amount of **\$4,720,798.81**  
on this **25 day of September 2025**.

**Note:**

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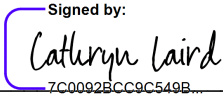
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City of Redmond  
Payroll Final Check List  
Pay period: 9/1 - 9/15/2025  
Check Date: 9/25/2025

Total Checks and Direct deposit:	\$ 4,218,630.72
Wire Wilmington Trust RICS (MEBT):	\$ 502,168.09
Grand Total:	<u>\$ 4,720,798.81</u>

I, the Human Resources Director, do hereby certify to the City Council, that the checks and direct deposits presented are true and correct to the best of my knowledge.

Signed by:  
  
7C0092BCC9C549B...

Human Resources Director, City of Redmond  
Redmond, Washington

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City of Redmond  
Payroll Check Approval Register  
Pay period: 8/16 - 8/31/2025  
Check Date: 9/10/2025

Check Total:	\$ 74,125.41
Direct Deposit Total:	\$ 2,883,935.67
Wires & Electronic Funds Transfers:	\$ 1,707,821.34
Grand Total:	<u>\$ 4,665,882.42</u>

We, the undersigned Council members, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the City of Redmond, and that we are authorized to authenticate and certify to said claim.

All Checks numbered **188782** through **188792** ,  
Direct deposits numbered **191383** through **192167** , and  
Electronic Fund transfers **1882** through **1886**  
are approved for payment in the amount of **\$4,665,882.42**  
on this **10 day of September 2025**.

**Note:**

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City of Redmond  
Payroll Final Check List  
Pay period: 8/16 - 8/31/2025  
Check Date: 9/10/2025

Total Checks and Direct deposit:	\$ 4,155,361.90
Wire Wilmington Trust RICS (MEBT):	\$ 510,520.52
Grand Total:	<u>\$ 4,665,882.42</u>

I, the Human Resources Director, do hereby certify to the City Council, that the checks and direct deposits presented are true and correct to the best of my knowledge.

Signed by:  
*Cathryn Laird*  
7C0092BCC9C549B...

Human Resources Director, City of Redmond  
Redmond, Washington

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