City of Redmond

Agenda

Study Session

Tuesday, July 14, 2026
7:00 PM

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

City Council

Mayor
Angela Birney

Councilmembers
Melissa Stuart, President
Angie Nuevacamina, Vice President
Jessica Forsythe
Vanessa Kritzer
Sayna Parsi
Vivek Prakriya
Menka Soni

Redmond City Council Agendas, Meeting Notices, and Minutes are available on the City's Web Site: http://www.redmond.gov/CouncilMeetings

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/rctvlive), Comcast Channel 21/321, Ziply Channel 34, Facebook/YouTube (@CityofRedmond), or listen live at 510-335-7371

AGENDA

ROLL CALL

1. 2026 Annual Community Survey Results

Department: Executive, 30 minutes

Attachment A: Presentation

2. Pavement Management Program Update

Department: Public Works, 30 minutes

Attachment A: Pavement Program Update
Attachment B: Pavement Strategic Plan
Attachment C: Implementation Plan

3. Recreation Program Plan Overview

Department: Parks and Recreation, 30 minutes

Attachment A: Recreation Program Plan Draft
Attachment B: Presentation

4. Tenant Protections Update and Discussion

Council, 30 minutes

Council Memo
Attachment A: Proposed Initial Code Amendments

5. Council Talk Time

Council, 10 minutes

ADJOURNMENT

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

Memorandum

Date: 7/14/2026
Meeting of: City Council Study Session

File No. SS 26-066
Type: Study Session

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

Executive	Lisa Maher	425-556-2427
Executive	Zach Houvener	425-556-2306

DEPARTMENT STAFF:

Executive	Kelly Schutz	Communications Manager

TITLE:
2026 Annual Community Survey Results

OVERVIEW STATEMENT:
Sara LaBatt, Senior Principal at EMC Research Inc., will present the results of Redmond's 2026 annual community survey. The survey was conducted April 6 - May 3, 2026, covering Redmond residents 18 years or older using a randomized Address-Based Sampling (ABS) approach; a supplemental text, email, and outbound phone outreach approach was added in 2026 to ensure outreach to a representative pool of survey respondents. The margin of error was ±4.3 percentage points and the survey was offered in English, Spanish, Chinese, and Hindi.

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

REQUESTED ACTION:

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

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  Redmond 2050, 2025-2026 budget, and other plans that use data collected from the annual community survey to track performance measures.
- **Required:**
  N/A
- **Council Request:**
  Council approved the project in city budget.
- **Other Key Facts:**
  N/A

OUTCOMES:
Councilmembers will have a full understanding of the results of the annual community survey and can ask questions and discuss the results.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
  April 6, 2026 - Statistically valid survey opened; participants included random subset of Redmond residents by invitation only.
  May 3, 2026 - Statistically valid survey closed; data analyzed.
  June 22, 2026 - Survey opened to entire community (closes July 31); results will be gathered and analyzed, though not considered statistically valid.
  July 14, 2026 - EMC presents final survey results to Council and results are shared with the community and posted on redmond.gov.
- **Outreach Methods and Results:**
  About 16,000 households received an invitation to participate, with postcard invitations mailed in April 2026, and follow-up contact made via text, email, and phone call to ensure a statistically valid representation of Redmond was achieved. Throughout data collection, EMC monitors the representativeness of respondents compared to the known Census population counts for city sub-geographies, age, gender, ethnicity, household income, homeownership/rent mix, and other key variables, adjusting the survey distribution and reminder strategy accordingly.

  The citywide online survey opened on June 22 and closes on July 31. It is being promoted through:
  - Enews: Each Monday, June 22 through July 27
  - Our Stories: July 1 and 15
  - Social media: Twice weekly starting June 22 through July 31
  - Website (news flash on homepage): July 7 and 16
  - Yard signs posted in various areas of the City
  - Communication directly to CBOs
- **Feedback Summary:**
  N/A

BUDGET IMPACT:

Total Cost:
$65,000

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

Budget Offer Number:
0000293

Budget Priority:
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
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: 2026 Annual Community Survey Results Deck

Redmond
WASHINGTON

EMC research

City of Redmond
Community Survey Results
April-May 2026

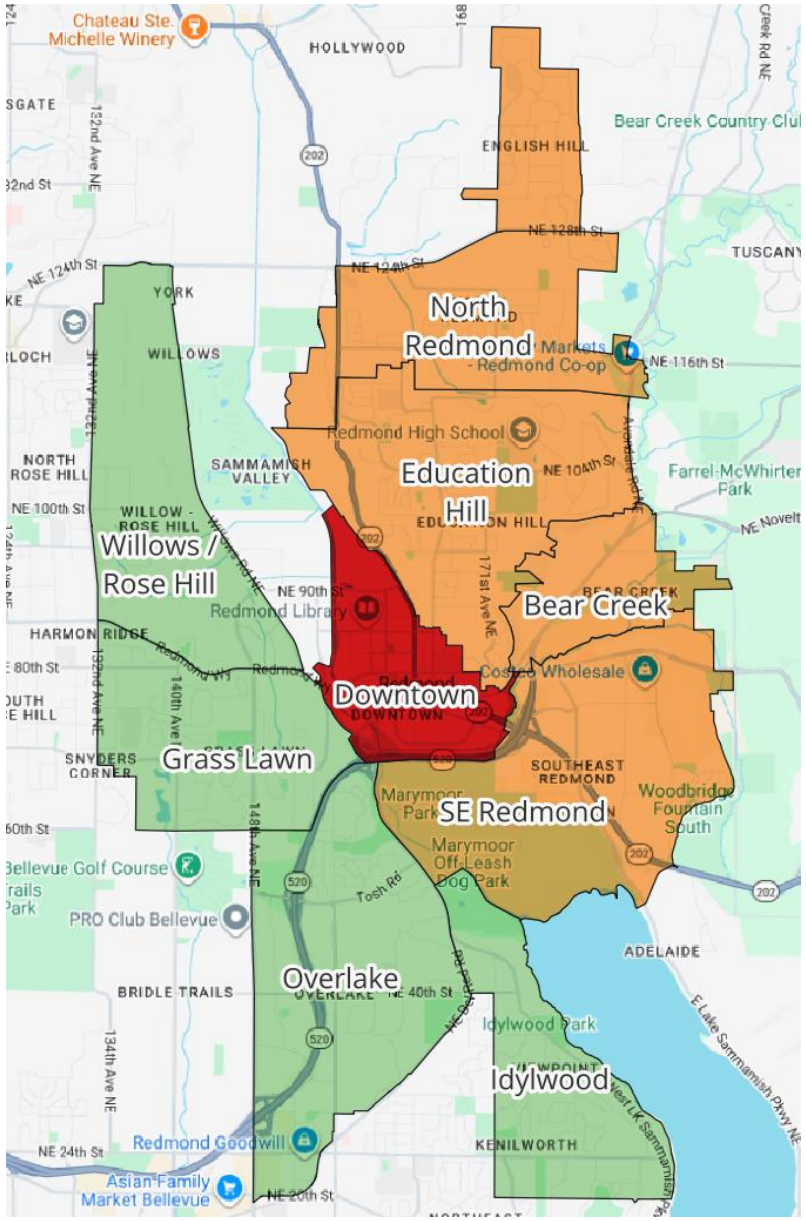
Project Purpose and Methodology

- Project goal is to measure general satisfaction with Redmond City government and residents' priorities for future planning and improvements
- Survey of Redmond residents conducted April 6 – May 3, 2026
- Like previous surveys, the survey universe includes all residents, using a randomized Address-Based Sampling (ABS) approach; a supplemental text, email, and outbound phone outreach approach was added for the 2026 survey to enhance outreach to a representative pool of survey respondents
  - This could result in small differences compared to prior surveys
- A total of 528 interviews were conducted; margin of error ± 4.3 percentage points at the 95% confidence interval
- Survey offered in English, Spanish, Chinese, and Hindi
  - While 99.3% of respondents chose to complete the survey in English, 4% self-identified as living in Spanish-speaking households, and 8% in households that speak one or more Asian and Pacific Island language
- Where applicable, results are compared to past Redmond Community surveys
- Public access version of the survey is currently in progress and open to all interested residents at Redmondsurvey.com

Postcard invitation:

Please note that due to rounding, some percentages may not add up to exactly 100%.

Region Map

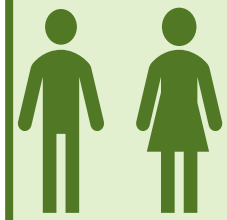


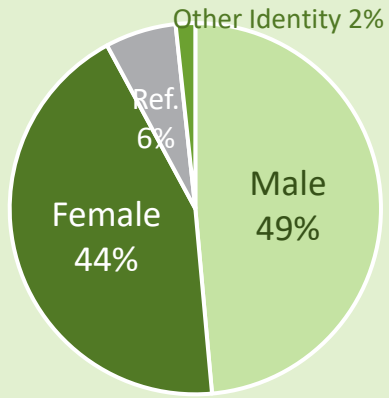
City of Redmond

Downtown	(29%)
East	(41%)
West	(30%)

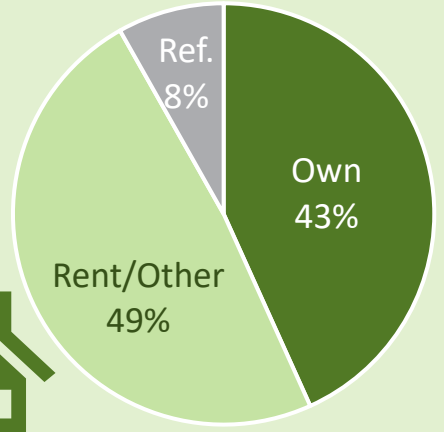
Respondents' Demographic Profile

Gender

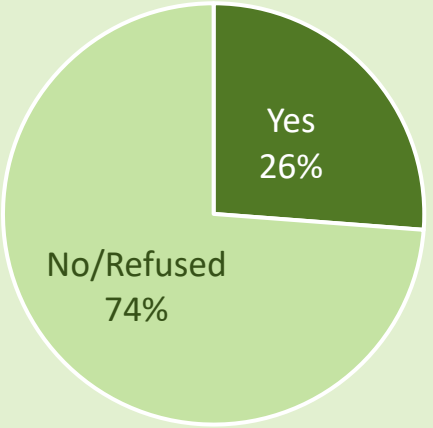




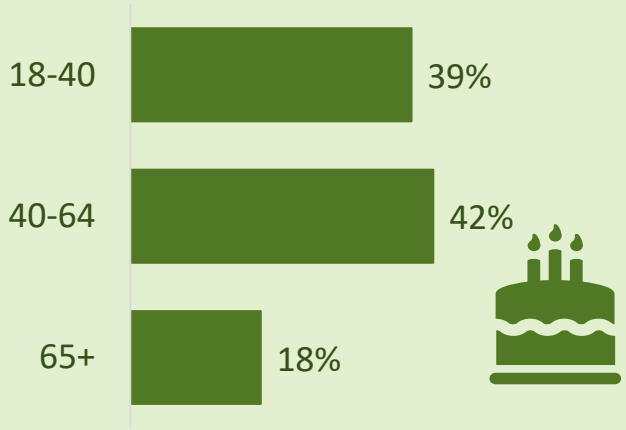
Homeownership



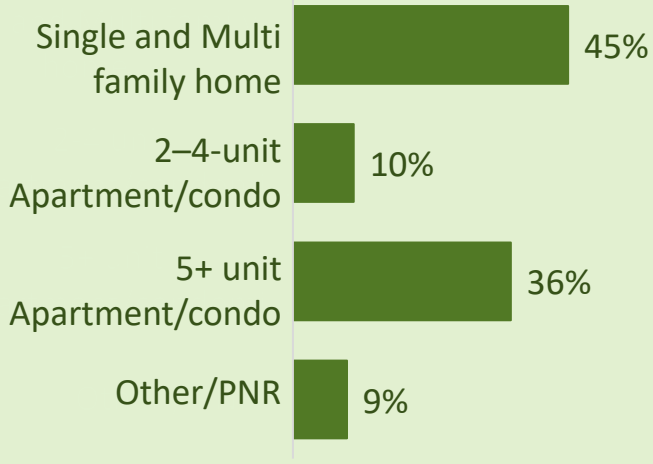
Children in Household



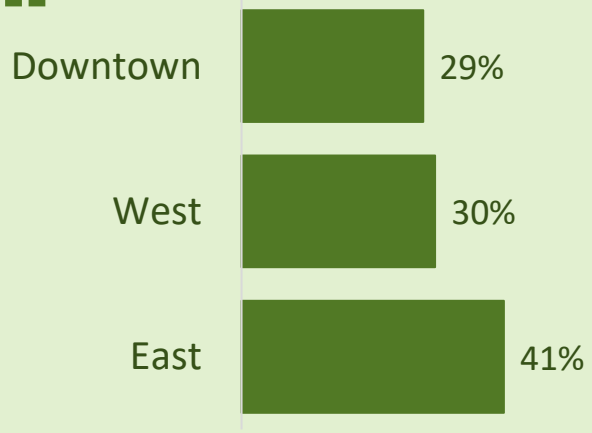
Age



Dwelling Unit

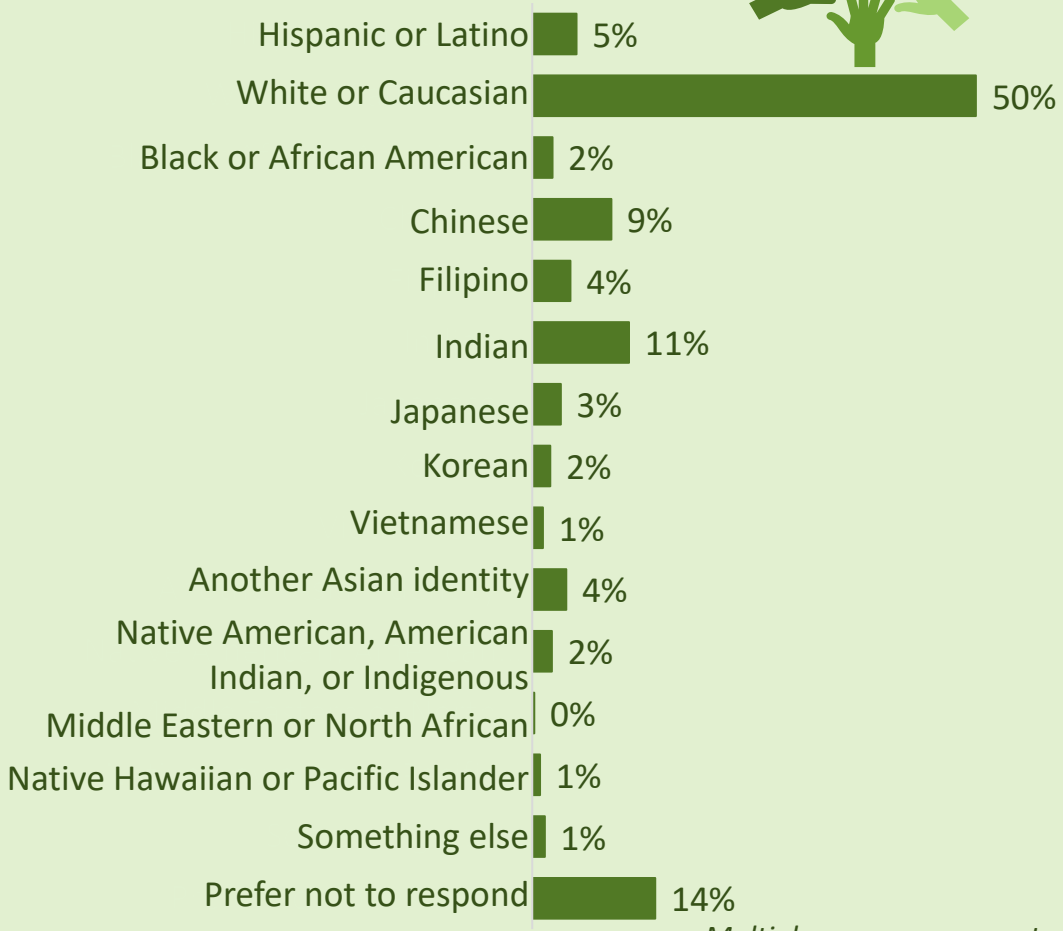


Neighborhood



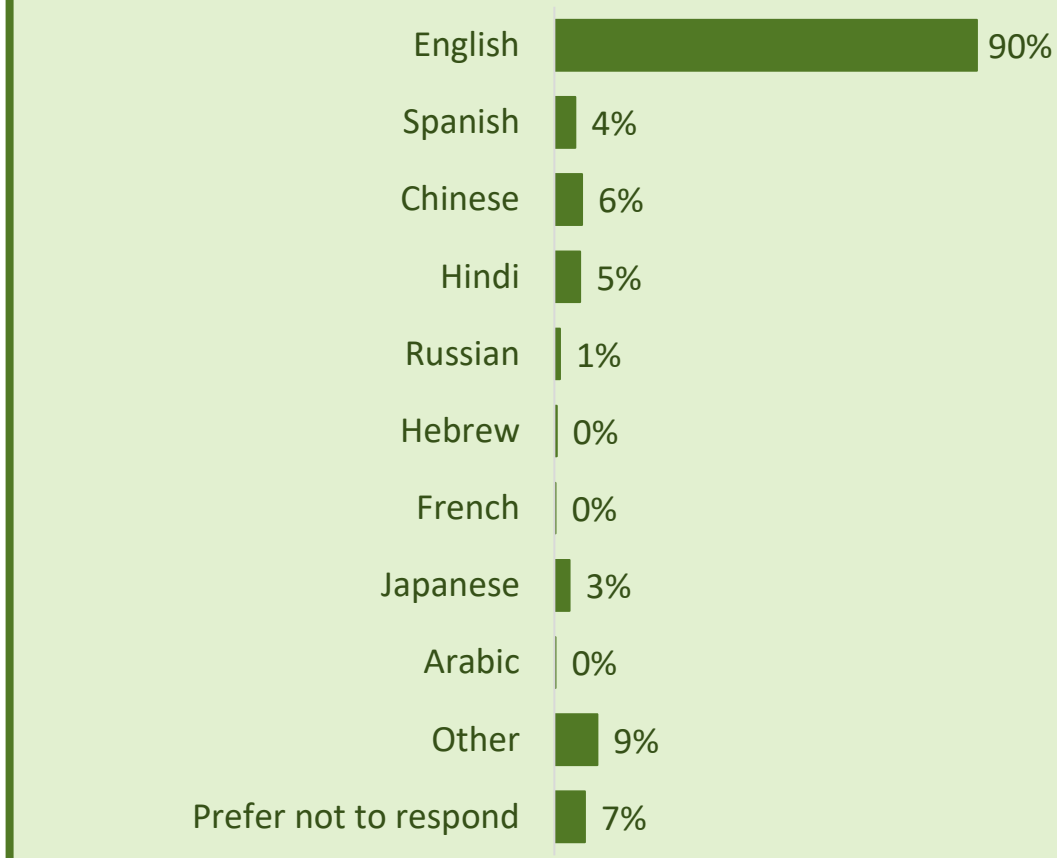
Respondents' Demographic Profile

Ethnicity



Multiple responses accepted

Language Spoken at Home



Multiple responses accepted

Context and Timing

04-24-2026 | NEWS

Tech layoffs update: Meta, Nike, Snap, and others join the growing list of companies slashing jobs in April 2026

Redmond, WA sees surge of riders with Crosslake Connection light rail

By Lauren Donovan | Published April 9, 2026 6:08pm PDT | Redmond | FOX 13 Seattle |

LOCAL NEWS

Speed cameras go live in Redmond school zones with brief 'warning period'

The Hub at Willows: New 139,000 SQFT Manufacturing & Flex Development Coming to Redmond

The Registry • April 14, 2026 • 2 Mins Read Share

Seattle Light Rail is Now Open for Eastside Residents

A NEW ERA OF TRANSPORTATION BEGINS NOW IN THE SEATTLE AREA.

April 12, 2026 Katrina Swett News 0

Microsoft in Redmond to offer early May buyouts to about 8,750 U.S. employees

by Associated Press | Thu, April 23, 2026 at 4:07 PM

Updated Sat, April 25, 2026 at 6:27 PM

EMC research

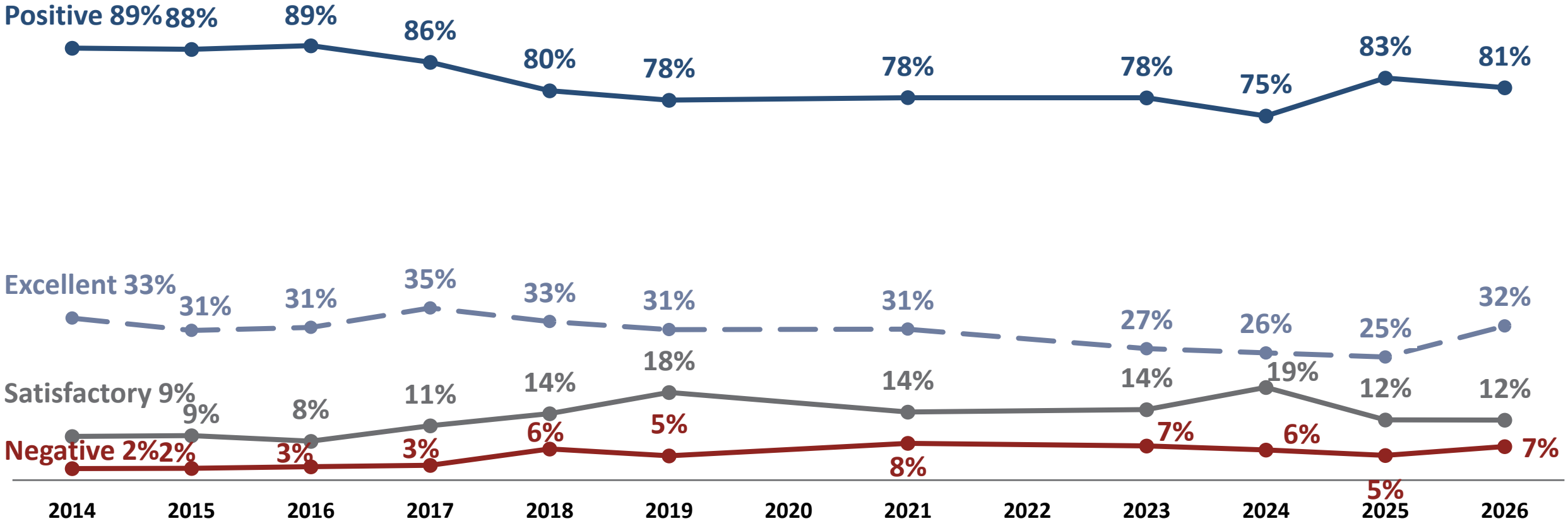
Quality of Life and Overall Environment

Quality of Life in Redmond – Trend

Overall positive ratings of the quality of life remain stable, while "excellent" ratings have increased since last year to over thirty percent for the first time since 2021.

Positive: the combined total of "excellent" and "good" ratings

Negative: the combined total of "only fair" and "poor" ratings



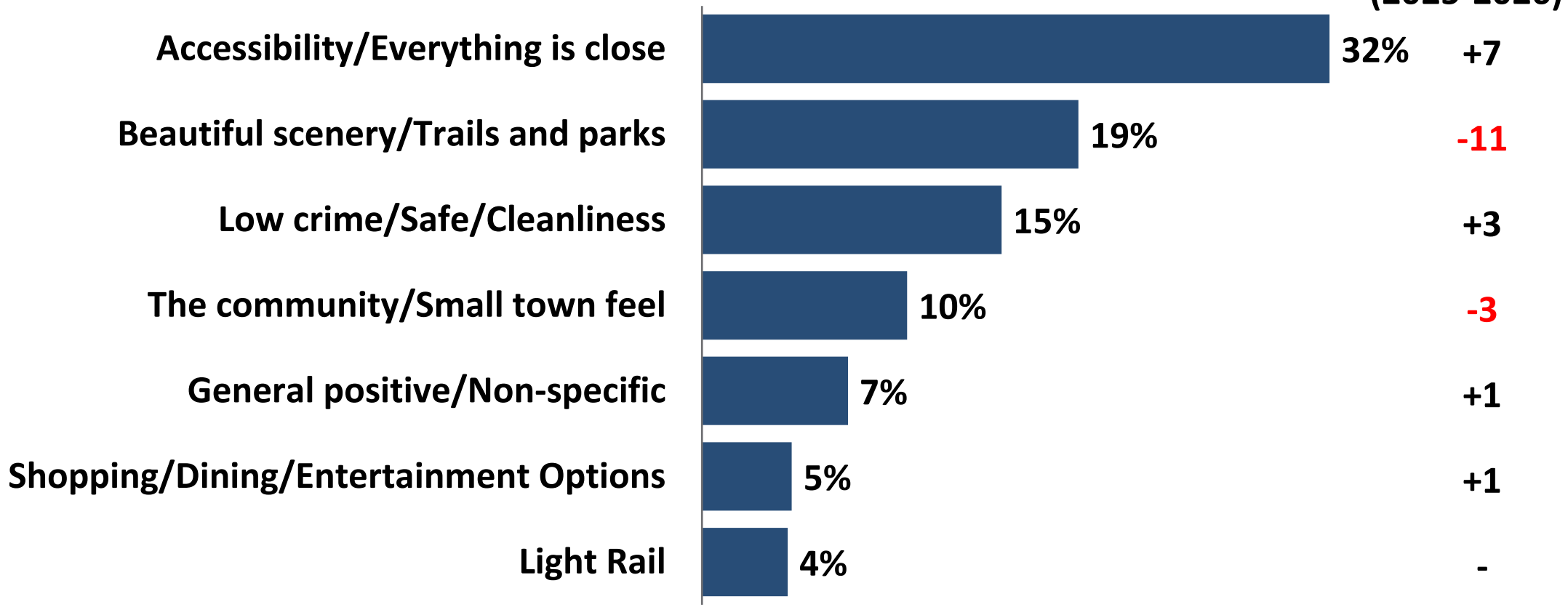
Q2. How would you rate the quality of life in Redmond? Would you say it is excellent, good, satisfactory, only fair, or poor?

Top-of-Mind Positives

Accessibility, scenery and parks, and safety rank highly among residents' top-of-mind favorite things about living in Redmond.

What is the best thing about living in Redmond?

(Open-ended question; Verbatim responses coded into categories below; showing results over 1%)



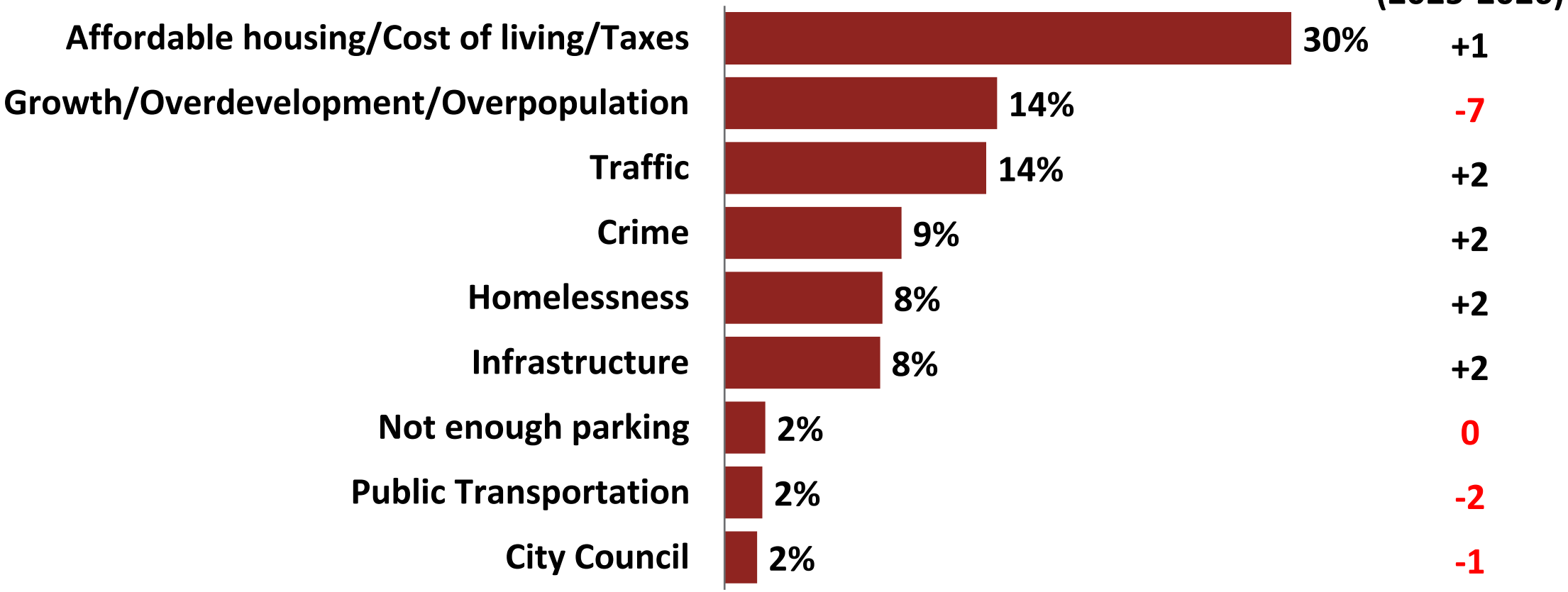
Q3. What is the best thing about living in Redmond?

Top-of-Mind Concerns

While residents' primary concerns continue to be affordability/cost of living, growth/overdevelopment, and traffic, concern about growth/overdevelopment has decreased by 7 points since last year.

What do you think is the most important problem facing the City of Redmond today?

(Open-ended question; Verbatim responses coded into categories below; showing results over 1%)



Q4. And what do you think is the most important problem facing the City of Redmond today?

Top-of-Mind Concerns Over Time

Affordability remains the biggest top-of-mind problem for residents. Concern about overdevelopment has decreased to 2024 levels after rising last year.

Note: Showing categories over 1%

	2019	2021	2023	2024	2025	2026
Affordable housing/Cost of living/Taxes	13%	21%	25%	28%	29%	**30%**
Growth/Overdevelopment/Overpopulation	29%	26%	25%	15%	21%	**14%**
Traffic	31%	16%	13%	11%	12%	**14%**
Crime	3%	6%	7%	15%	7%	**9%**
Homelessness	4%	11%	4%	9%	6%	**8%**
Infrastructure	2%	3%	9%	8%	6%	**8%**
Not enough parking	1%	1%	0%	1%	2%	**2%**
Public transportation	1%	2%	4%	4%	4%	**2%**
City Council	-	-	-	3%	2%	**2%**

Q4. And what do you think is the most important problem facing the City of Redmond today? (OPEN-END; VERBATIMS CODED INTO CATEGORIES)

Top-of-Mind Concern by Region

Affordability and the cost of living is the most-mentioned concern for residents across the City. Traffic is a higher concern among residents West of Downtown.

Note: Showing categories over 1%

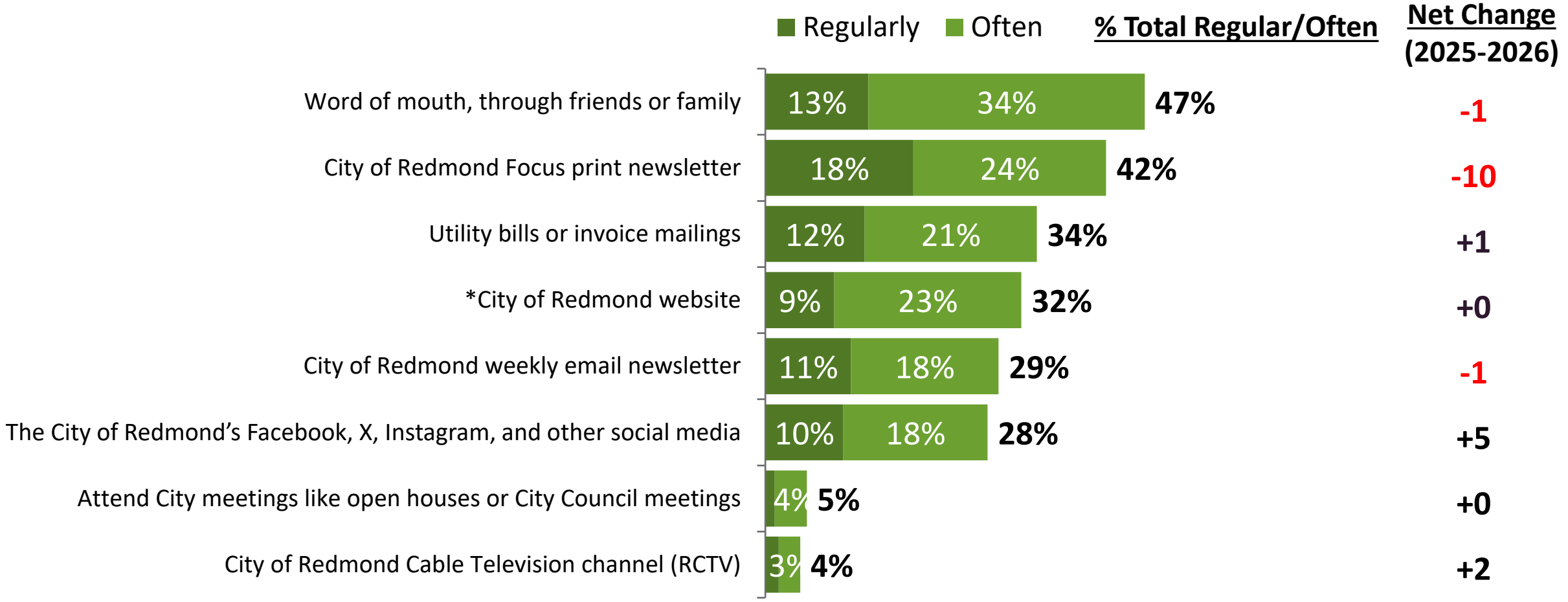
	Overall	Downtown (n=120)	West of Downtown (n=180)	East of Downtown (n=226)
Affordable housing/Cost of living/Taxes	30%	**34%**	**32%**	25%
Growth/Overdevelopment/Overpopulation	14%	10%	**16%**	**16%**
Traffic	14%	11%	**19%**	12%
Crime	9%	8%	9%	10%
Homelessness	8%	**12%**	5%	8%
Infrastructure	8%	5%	9%	9%
Not enough parking	2%	2%	0%	3%
Public Transportation	2%	3%	1%	2%
City Council	2%	1%	3%	1%

Q4. And what do you think is the most important problem facing the City of Redmond today? (OPEN-END; VERBATIMS CODED INTO CATEGORIES)

Note: Small subgroup size may impact statistical validity.

Redmond Information Sources

Word of mouth and the Focus Print Newsletter are the top two information sources for Redmond residents. Around a third rely on utility bills and the City website. Use of the City's social media pages is up slightly compared to 2025.



**Full Question text: "City of Redmond website – www.redmond.gov and/or www.LetsConnectRedmond.com"*

Q40-Q47. For each of the following information sources, please indicate how often you hear about or get information on what Redmond city government is doing, including news and events happening in Redmond.

EMC research

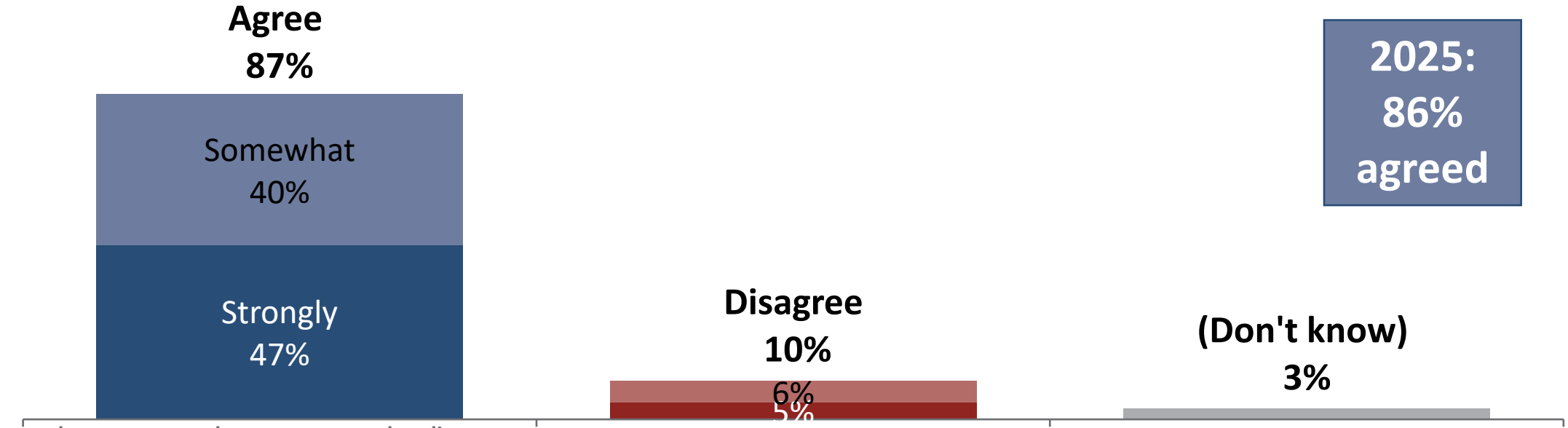
City Ratings and Priorities

City of Redmond's Current Priorities

Nearly 9 out of 10 Redmond residents agree with the four guiding statements as the city's top priorities, consistent with last year.

The City of Redmond uses four guiding priority statements when determining how your tax dollars should be spent. These statements say that the programs, initiatives, and priorities the City will fund should be:

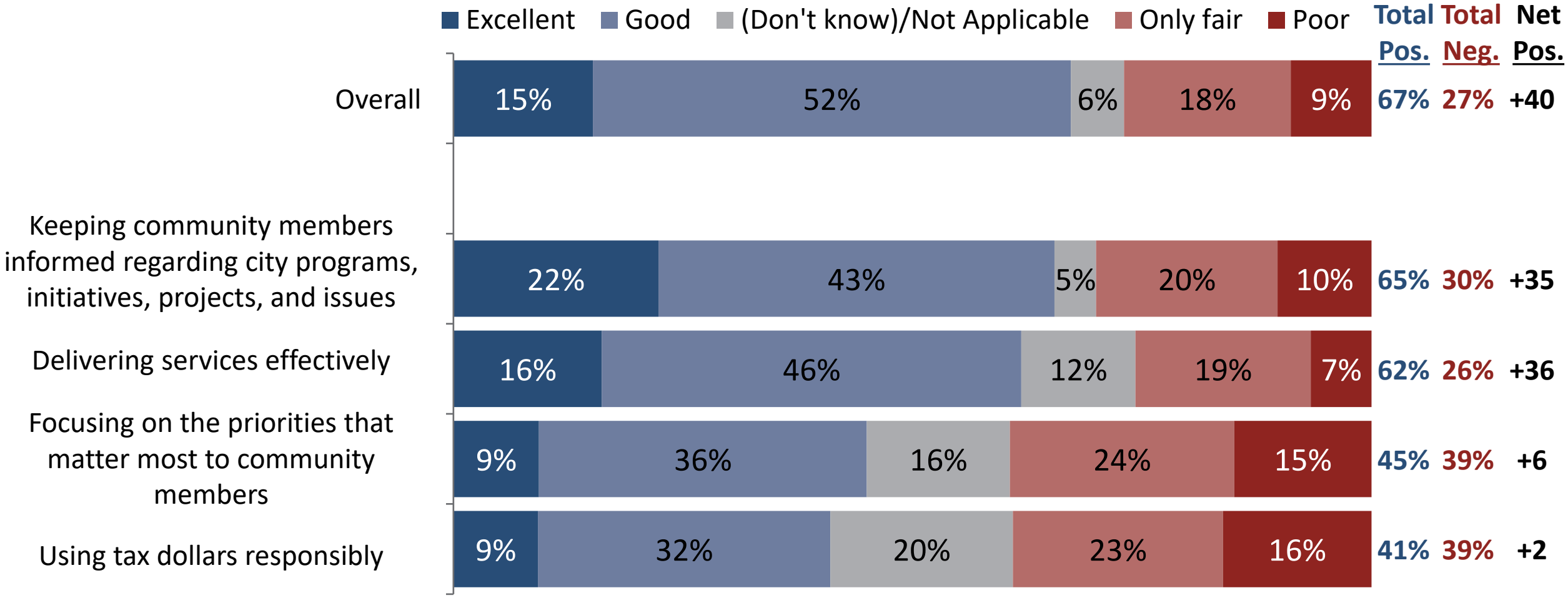
***(1) Strategic and Responsive** - We value a city that is welcoming, service oriented, and fiscally responsible*
***(2) Healthy and Sustainable** - We value a healthy environment that supports an active community*
***(3) Safe and Resilient** - We value a thriving community where all people feel safe*
***(4) Vibrant and Connected** - We value a well-planned and supported community that provides a sense of place*



Q12. Do you strongly agree, somewhat agree, somewhat disagree, or strongly disagree, that these should be the City's top priorities?

City of Redmond Job Ratings

About two-thirds of residents rate the job the City of Redmond is doing overall and keeping community members informed as "excellent" or "good."

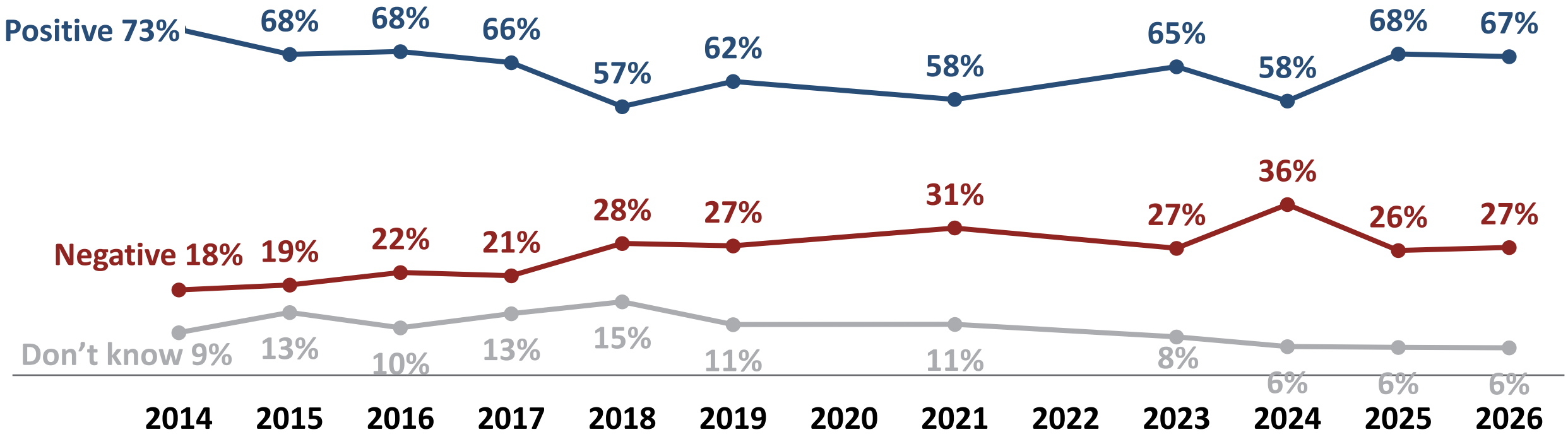


Q5-Q9. Please tell me how you think Redmond City government is doing in each of the following areas. Use a scale of excellent, good, only fair, or poor.

City of Redmond Overall Job Rating – Trend

The City's overall job rating remains consistent with 2025 ratings, with two-thirds giving the City a positive rating.

Positive: the combined total of "excellent" and "good" ratings
Negative: the combined total of "only fair" and "poor" ratings



Q5. Please tell me how you think Redmond City government is doing in each of the following areas. Use a scale of excellent, good, only fair, or poor. … the job Redmond City government is doing overall.

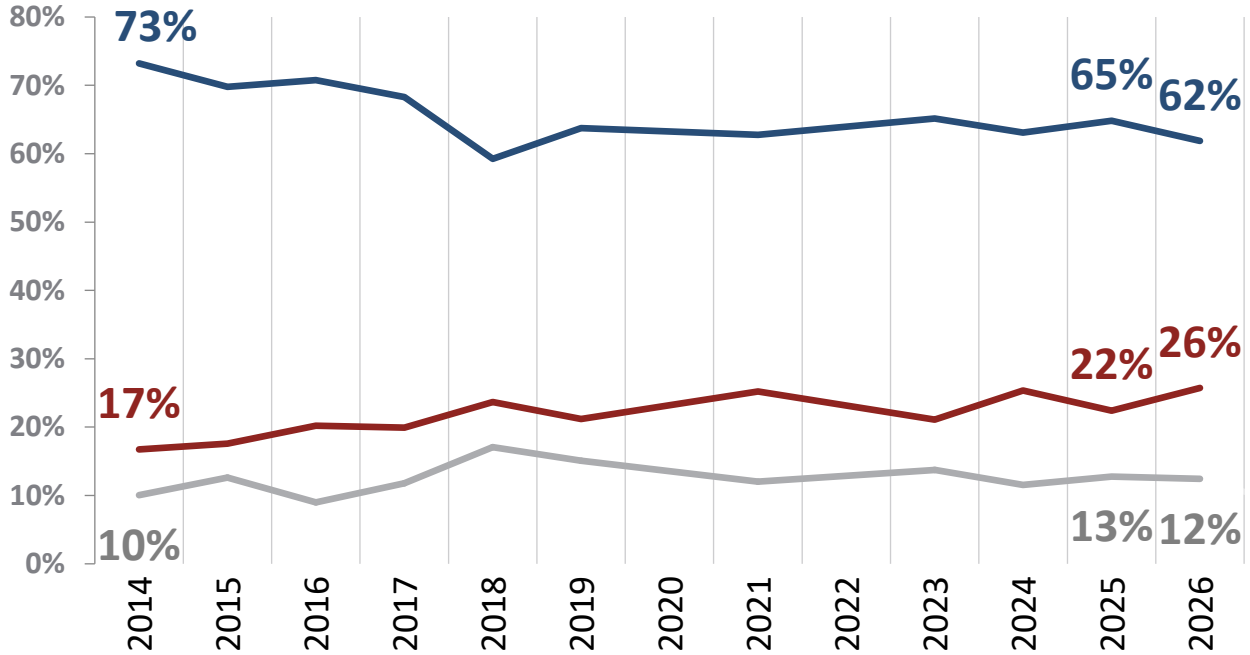
City of Redmond Job Ratings – Trend

Job ratings remain mostly consistent with 2025 ratings.

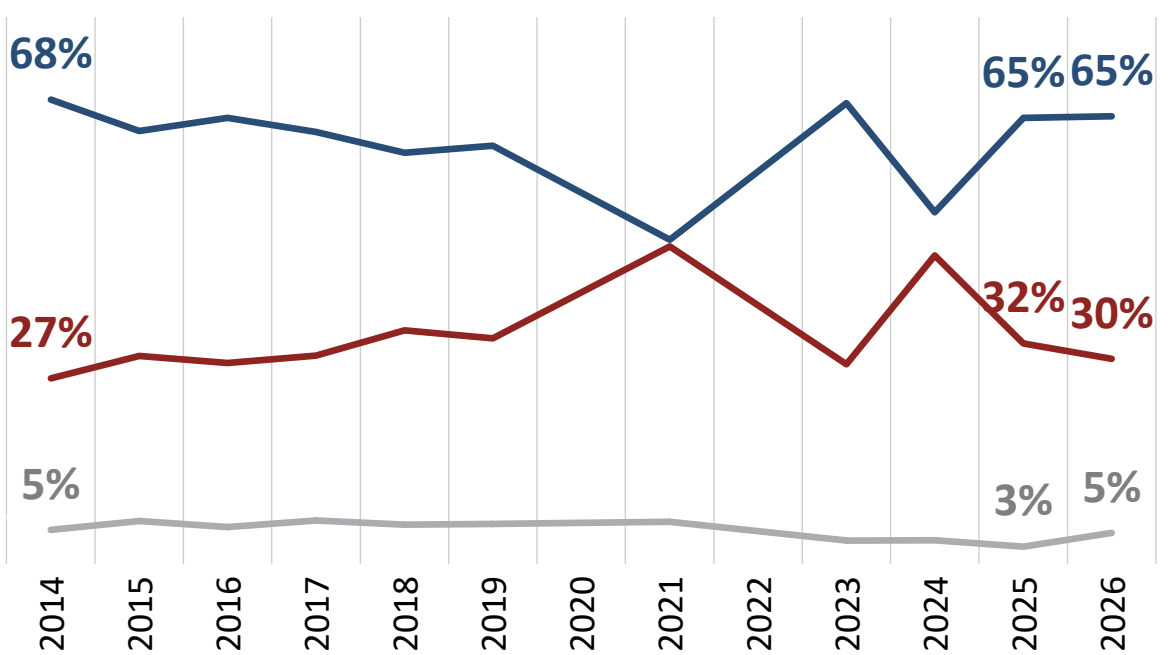
Positive: the combined total of "excellent" and "good" ratings

Negative: the combined total of "only fair" and "poor" ratings

Don't know/Refused/Not applicable



***Delivering services effectively**



****Keeping community members informed**

**Pre-2021, question text was "…delivering services efficiently"* ***Updated in 2023 to "keeping community members informed regarding city programs, initiatives, projects, and issues"*

Q6-Q9. Please tell me how you think Redmond City government is doing in each of the following areas. Use a scale of excellent, good, only fair, or poor.

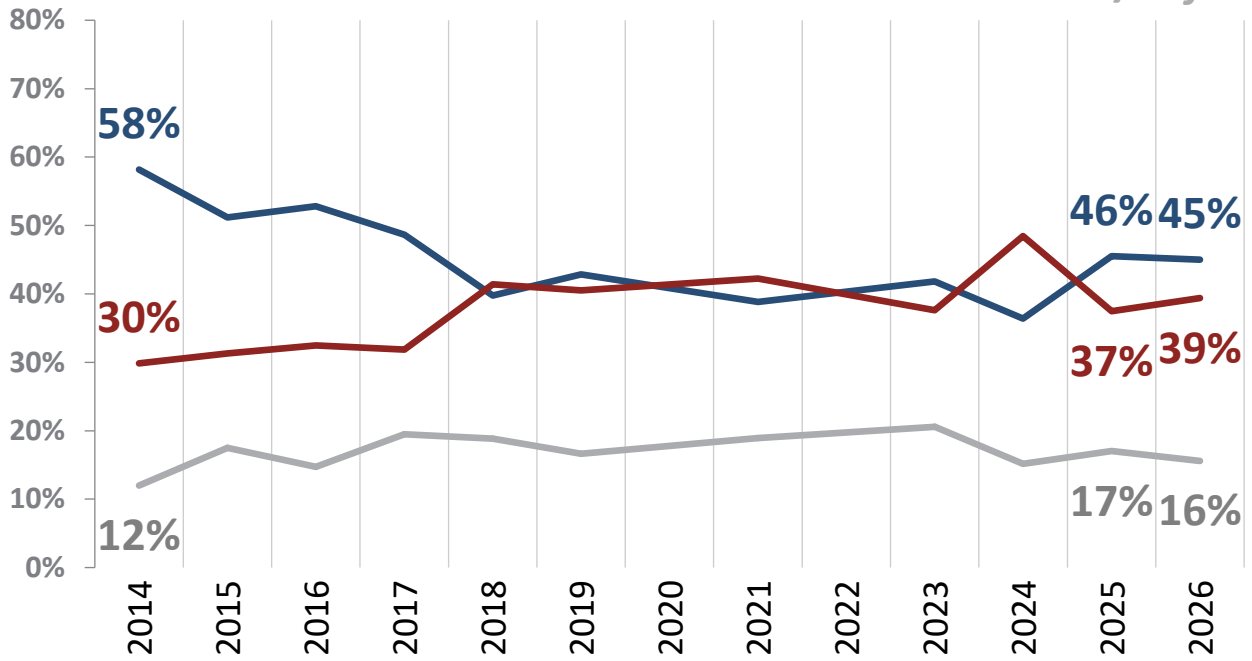
City of Redmond Job Ratings – Trend

Job ratings remain mostly consistent with 2025 ratings, with a slight decrease in positive ratings on the job the City is doing using tax dollars responsibly.

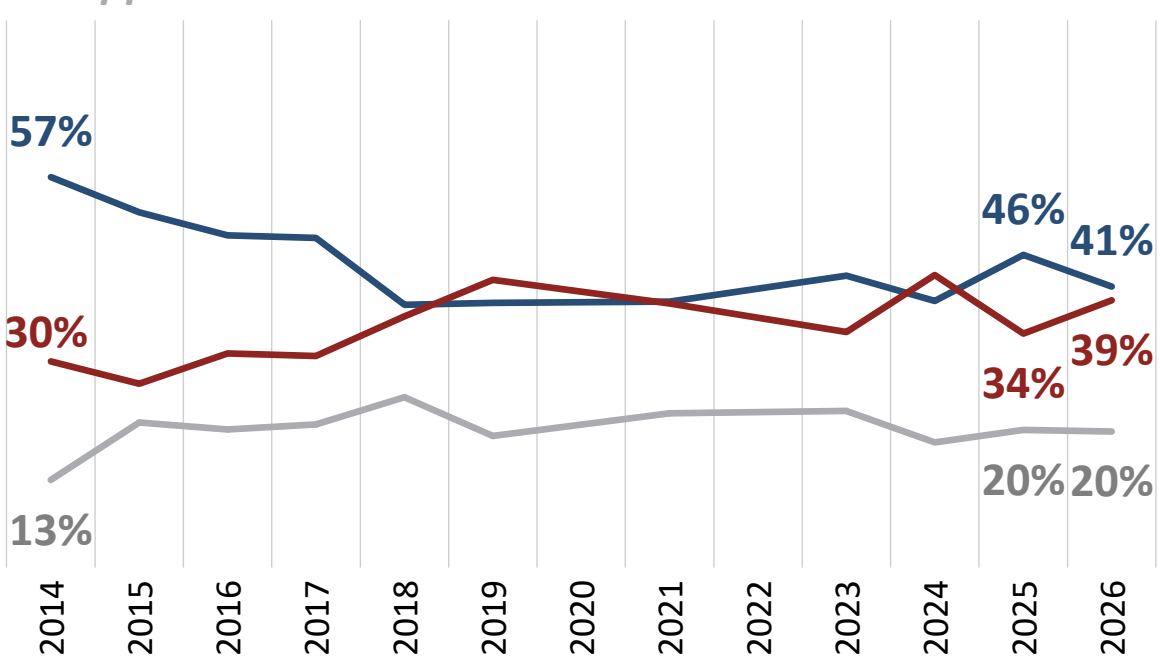
Positive: the combined total of "excellent" and "good" ratings

Negative: the combined total of "only fair" and "poor" ratings

Don't know/Refused/Not applicable



Focusing on the priorities that matter



Using tax dollars responsibly

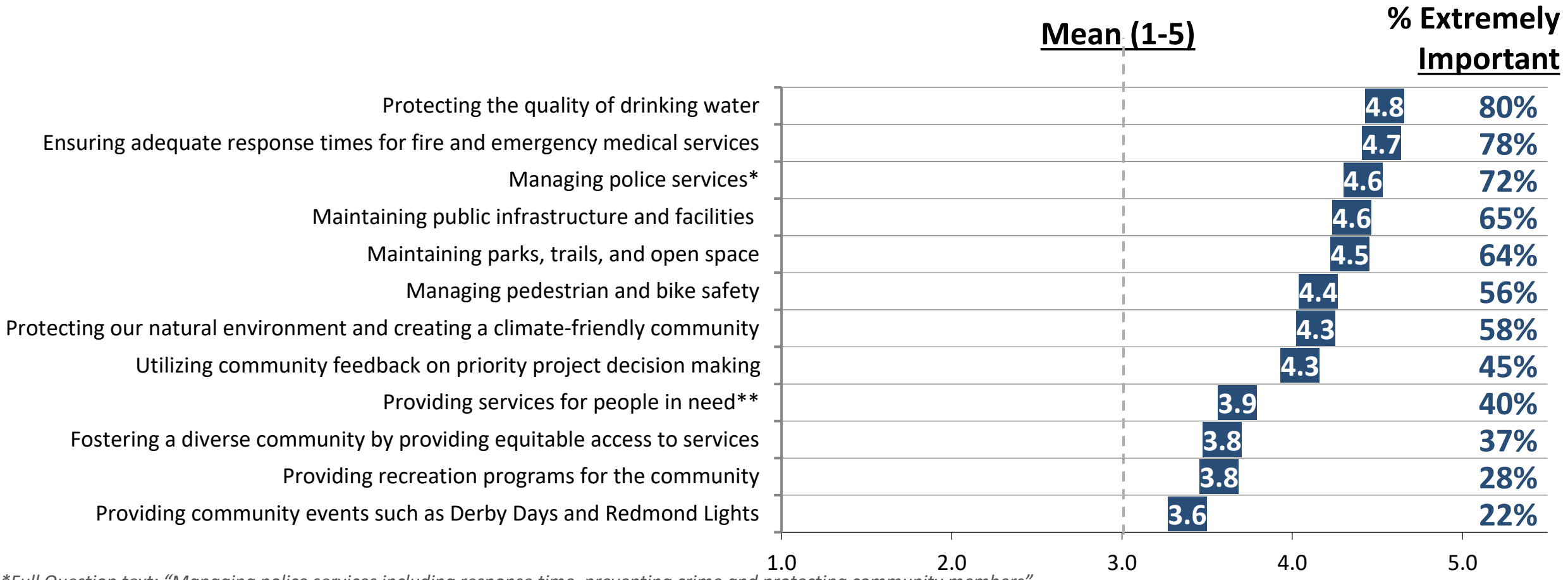
Q6-Q9. Please tell me how you think Redmond City government is doing in each of the following areas. Use a scale of excellent, good, only fair, or poor.

EMC research

City Services Gap Analysis

City Service/Function Importance Ratings

Protecting drinking water quality, adequate emergency response times, and managing police services are rated highest in importance among Redmond residents.



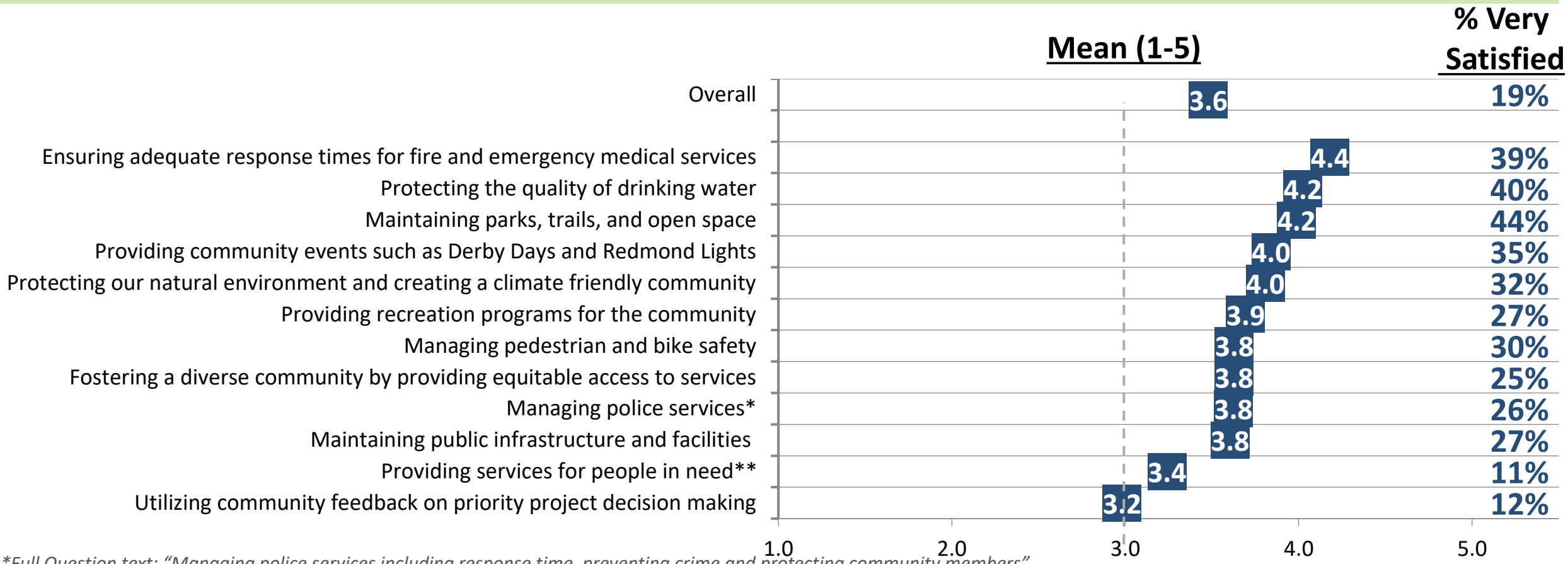
*Full Question text: "Managing police services including response time, preventing crime and protecting community members"

**Full Question text updated in 2025 to: "Providing services for people in need including alternative crisis care and mental health services"

Q26-Q37. Next you will see the same city services and functions. After each, please indicate how important that city service or function is to you and your household.

City Service/Function Performance Ratings

The City's overall performance rating (3.6 out of 5) is on par with most services. Performance ratings are highest for emergency response, drinking water, parks/open space, and providing community events, and are lower for services for people in need and utilizing community feedback in decision making.



*Full Question text: "Managing police services including response time, preventing crime and protecting community members"

**Full Question text updated in 2025 to: "Providing services for people in need including alternative crisis care and mental health services"

Q13-Q25. Next you will read various city services and functions. After each, please rate how satisfied you are with the City's performance for that specific service or function.

Gap Analysis: Performance as Percentage of Importance

The "gap" is a measure of how well the City is doing based on community members' perceived importance. The area where the City underperforms importance most significantly is its use of community feedback. Most other services have a performance rating equivalent to their importance, or where the City exceeds service importance.

Performance as a percentage of importance

*Full Question text: "Managing police services including response time, preventing crime and protecting community members"

**Full Question text updated in 2025 to: "Providing services for people in need including alternative crisis care and mental health services"

Gap Analysis - Trend

Changes in the size of the gap are driven by changes in perceptions of importance and/or performance. The most significant area for improvement continues to be utilizing community feedback.

Gap Analysis: Performance as Percentage of Importance	2025	2026	Net Gap Change ('25-'26)
Providing community events such as Derby Days and Redmond Lights	118%	112%	-6%
Providing recreation programs for the community	105%	102%	-3%
Fostering a diverse community by providing equitable access to services	101%	100%	-1%
Ensuring adequate response times for fire and emergency medical services	92%	92%	+0%
Protecting our natural environment and creating a climate-friendly community	90%	92%	+2%
Maintaining parks, trails, and open space	92%	91%	-1%
Protecting the quality of drinking water	89%	88%	-1%
Providing services for people in need**	85%	88%	+3%
Managing pedestrian and bike safety	81%	87%	+6%
Maintaining public infrastructure and facilities	81%	83%	+2%
Managing police services*	81%	82%	+1%
Utilizing community feedback on priority project decision making	74%	73%	-1%

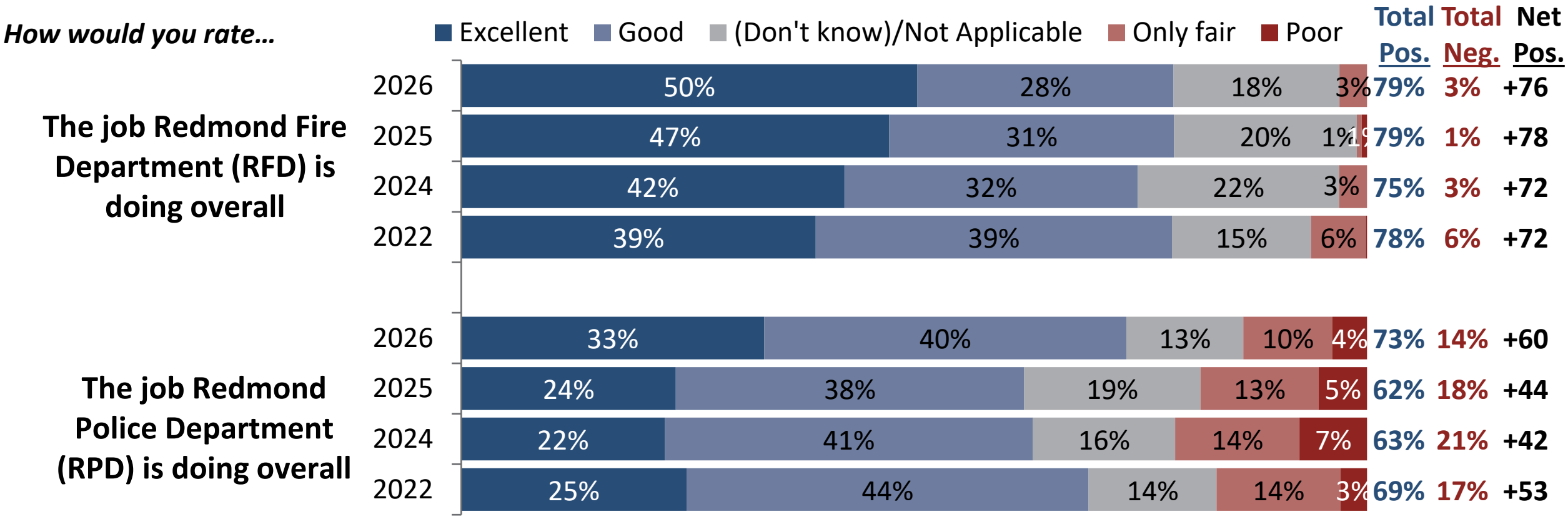
*Full question text: "Managing police services including response time, preventing crime, and protecting community members"
**Full Question text updated in 2025 to: "Providing services for people in need including alternative crisis care and mental health services"

EMC research

Public Safety

RFD & RPD Job Ratings Over Time

Over three-quarters of residents continue to rate the job RFD does positively. The share of residents rating the job RPD does positively has increased 11 points since last year.



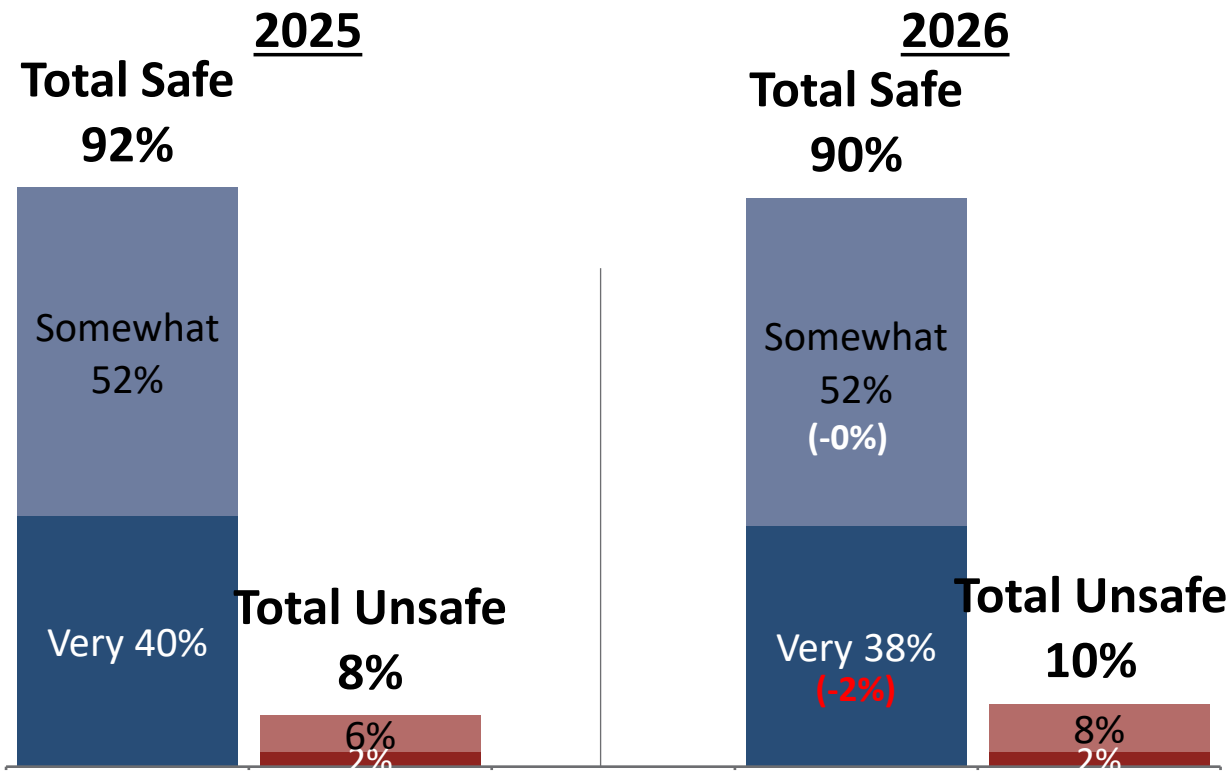
**In 2022, only "don't know" was offered. "Not applicable" was not a response option.*

Q10-Q11. Please tell me how you think Redmond City government is doing in each of the following areas. Use a scale of excellent, good, only fair, or poor.

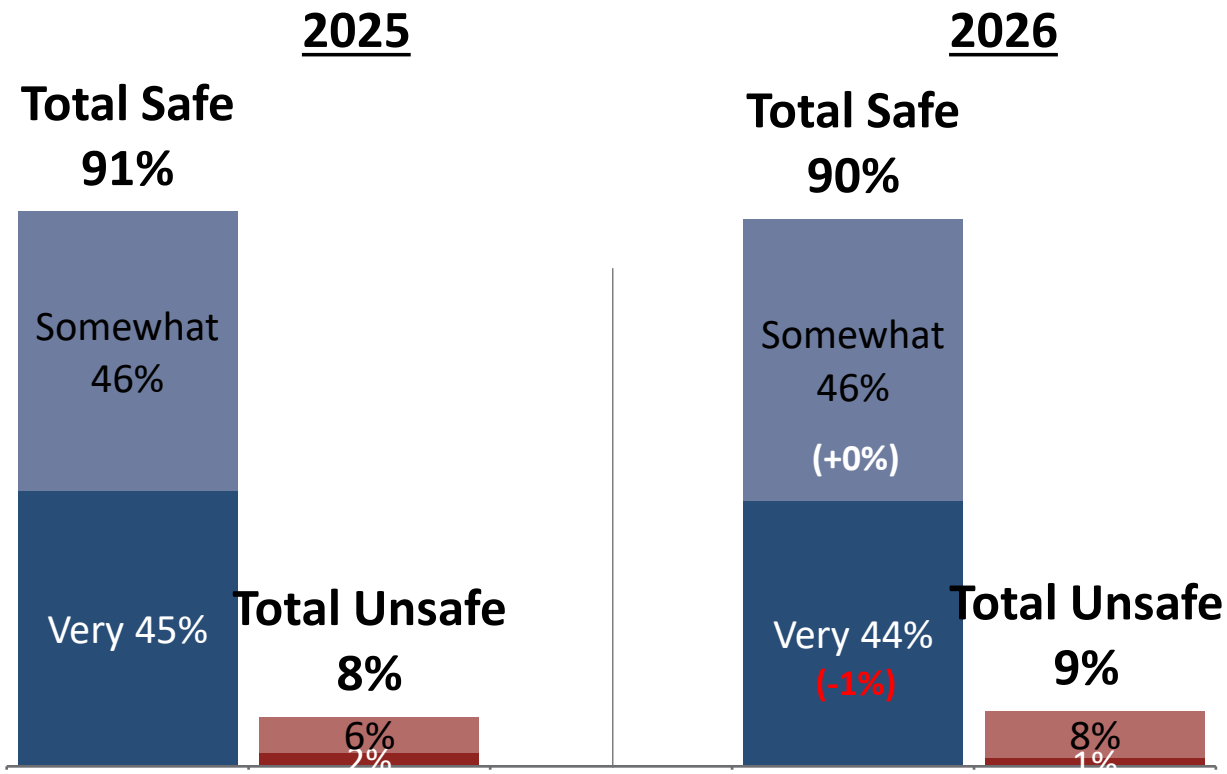
Safety in Redmond

The share of residents feeling safe in Remond and walking alone in their neighborhood remain consistent with 2025.

In general, how safe do you feel in Redmond?



And how safe do you feel walking alone in your neighborhood?



Q38/Q39. Would you say very safe, mostly safe, somewhat unsafe, or very unsafe?

Findings Summary

- Ratings of the quality of life and City services continue to be positive.
- Residents continue to find affordability the most important issue facing Redmond. While concern around growth and overdevelopment remains a top issue for residents, mentions of it have declined over the past year.
- Redmond residents continue to rate the job the city does on most of its core responsibilities positively, while ratings on using tax dollars responsibly dipped slightly.
- Most residents feel that Redmond is a safe place to live, and while job ratings for public safety departments continue to increase, managing police services and utilizing community feedback remain areas for improvement.

Sara LaBatt
sara@emcresearch.com
510.550.8924

Sianna Ziegler
sianna@emcresearch.com
206.204.8045

Sabrina Smith-Holmes
sabrina@emcresearch.com
206.652.5023

Memorandum

Date: 7/14/2026
Meeting of: City Council Study Session

File No. SS 26-067
Type: Study Session

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

Public Works	Aaron Bert	425-556-2786

DEPARTMENT STAFF:

Public Works	Adnan Shabir	Senior Engineer
Public Works	Brandon Buehler	Deputy Director
Public Works	Paul Cho	Engineering Manager
Public Works	Patty Criddle	Engineering Supervisor

TITLE:
Pavement Management Program Update

OVERVIEW STATEMENT:
The pavement strategic plan was completed by Perteet Inc. using a one-time allocation of $40,000 in the 2025-2026 biennium. The plan uses 2025 pavement condition data, together with historical City pavement data, to model future pavement conditions under various funding scenarios, recommend funding levels aligned with nationally recognized PCI targets, and identify appropriate pavement treatments.

The City has invested steadily in its pavement network over the years. As the network has aged, our overall PCI now stands at 68 (Fair), just short of the Transportation Master Plan's target of 70 and the Pavement Strategic Plan's recommended target of 71. Principal Arterials, our highest-priority corridors, average a PCI of 64, with 38% of those lane-miles in need of attention, representing our biggest opportunity to protect the investment we've already made. Acting now positions the City to achieve the level of service goal of 71 PCI with a long-term goal of 75 PCI.

Deferring investment will increase long-term costs. Pavement at a PCI of 55 costs four to six times more to rehabilitate than pavement at PCI 75. The Pavement Management Strategic Plan and accompanying Implementation Plan establish a complete inventory of existing conditions, evaluate future outcomes under various funding scenarios, and provide an actionable roadmap for strategic investments that will preserve the City's $450 million roadway asset.

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

REQUESTED ACTION:

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

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  Transportation Master Plan; Municipal Asset Management Policy (MAMP); Redmond 2050
- **Required:**
  N/A
- **Council Request:**
  N/A
- **Other Key Facts:**
  The City's 362 lane-mile street network has a replacement value of ~$450 million. The network PCI has declined from 88 (Good) in 2003 to 68 (Fair) today. The recommended budget scenario of $5 million base plus $250,000 in annual increases beginning in 2027, funded through the Transportation Benefit District or another reliable funding source, is projected to stabilize the network. Leveraging grant funding alongside this base budget is expected to advance the network toward the minimum target PCI of 71 (Satisfactory) by 2039 with a long-term goal of PCI 75. The Implementation Plan also proposes a potential future establishment of a dedicated in-house paving crew, separate from CIP, to deliver preventive maintenance and residential rehabilitation work beginning in 2027. An in-house paving crew can also be used to complete targeted treatments to improve PCI to a degree that may increase a project's eligibility for grant funding.

OUTCOMES:

The Pavement Strategic Plan and Implementation Plan together provide clear guidance on the investments required for long-term pavement preservation. The main elements of the plans include:

- Current state of the City's pavement: network PCI of 68 (Fair), down from 88 (Good) in 2003; 38% of Principal Arterial lane-miles in Poor or worse condition; 49% of the network in Satisfactory or better condition.
- Recommended budget to achieve a target PCI of 71: $5 million base budget starting in 2027, increasing by $250,000 annually, funded through the Transportation Benefit District or another reliable funding source; with an initial focus on arterial rehabilitation.
- Pavement treatment strategy: data-driven treatment selection by functional class and PCI condition, shifting from reactive "worst-first" repairs to lifecycle-based preventive maintenance; preventive treatments cost four to six times less than rehabilitation.
- Resource needs to achieve target levels: Biannual reporting and continued condition assessments to assess progress toward PCI 7, and potential future establishment of a City paving crew.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
  Public Works presented an update of the pavement management program to the Council at a Study session on May 10th, 2022.
  Transportation Planning also conducted outreach as part of the Transportation Master Plan update that includes a section on pavement management.
- **Outreach Methods and Results:**
  N/A
- **Feedback Summary:**

N/A

BUDGET IMPACT:

Total Cost:
No impact to the current biennium budget. The proposed $5 million base programmatic paving budget would begin in the 2027-2028 biennium. By 2039 the annual paving budget would be $8 million due to the proposed annual increase of $250,000.

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

Budget Offer Number:
N/A

Budget Priority:
N/A

Other budget impacts or additional costs: ☐ **Yes** ☒ **No** ☐ **N/A**
If yes, explain:
N/A

Funding source(s):
Transportation Benefit District or another reliable funding source

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:
Public Works target for completing and presenting the Pavement Management Strategic Plan and Implementation Plan in July 2026. Council adoption of the recommended budget scenario is needed by Q3-Q4 2026 to enable the 2027 program launch.

ANTICIPATED RESULT IF NOT APPROVED:

The recommended investment is timely and cost-effective. In the absence of a dedicated, sustained paving budget, the network's overall condition is projected to decline to Poor (PCI below 55) within seven years. At that threshold, preventive preservation treatments are no longer viable, and the City would be limited to substantially more expensive rehabilitation and reconstruction. Because pavement at PCI 55 costs four to six times more to restore than pavement maintained at PCI 75, a consistent annual investment maximizes the return on every dollar and protects the long-term value of our roadway asset. Sustained funding also maintains the safety, ride quality, and environmental performance that residents and businesses rely on.

ATTACHMENTS:

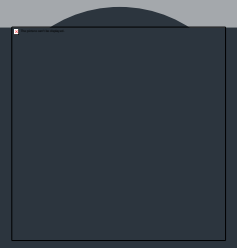
Attachment A: Pavement Program Update
Attachment B: Pavement Strategic Plan
Attachment C: Implementation Plan

Pavement Management Program

Council Study Session • July 2026

Program Update

Today’s Overview



01 **Pavement Condition Index (PCI)**
What is PCI?

02 **Existing Conditions**
Network PCI data and what it tells us

03 **Budget Needs**
Proposed funding strategy and investment plan

04 **Resource Needs**
Delivery approach

05 **The Path Forward**
Goals, milestones, and Council timeline

What is a Pavement Condition Index (PCI) ?

PCI	Condition Description
86 – 100	GOOD
71 – 85	SATISFACTORY
56 – 70	FAIR
41 – 55	POOR
26 – 40	VERY POOR
11 – 25	SERIOUS
0 – 10	FAILED

- The Pavement Condition Index rates the condition of the ***surface*** of a street on a scale of 0 to 100
- Provides a numerical rating for the condition of road ***segments*** within the street network
- Measures the ***extent and severity*** of cracks and rutting as well as smoothness and ride comfort
- PCI data is collected every 2 years in Redmond. This allows us to monitor the rate of ***deterioration over time***

PCI 86-100- Good Arterial Street

- PCI after new paving
- Minimal to no treatment
- 25-lane miles or 7% of network

Avondale Road -2025 After Paving

PCI 71- Satisfactory Residential Street

- Network Target Level of Service
- Preventative maintenance candidate
- 150-lane miles or 42% of network

North Redmond 179th Court Residential Street

PCI 55- Poor Arterial Street

- No longer preventative maintenance eligible
- Requires deeper repairs at three times the cost of preventative maintenance
- 51-lane miles or 14% of network
- Majority of network to decline in this category within the next seven years with current funding levels

116th Street by 179th Ave before paving-2022

PCI 20- Failed Arterial Street

- Represents 4-lane miles or 1% of network
- Requires deeper rehabilitation or reconstruction at ten times the cost of preventative maintenance

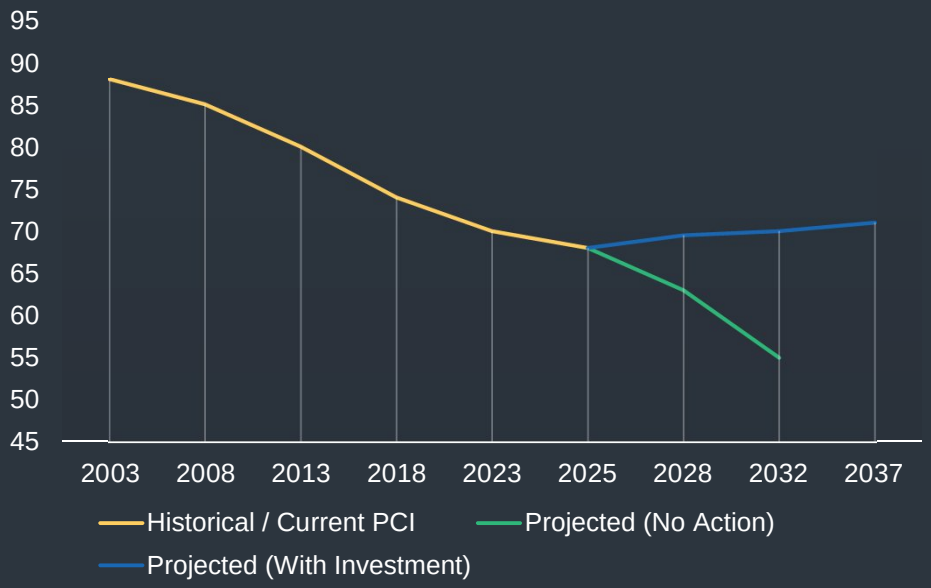
148th Ave NE by 87th Street-2022 before paving

Existing Conditions: 2025 Network Assessment

- 362-lane miles of Streets
- 49% of the network is in Satisfactory or better condition
- Residential roads are holding — but arterials are failing fast
- Principal Arterials carry the most traffic and face the steepest decline
- Biannual condition surveys (StreetSaver) provide the data foundation

2026 Residential Rehabilitation

The Cost of Waiting: PCI Decline Over Time



- Current Average Investment of $1.7 Million/Year results in PCI of 54 in seven years.
- Pavement that falls below PCI 56 requires costly rehabilitation at 3–10× the cost of preventive maintenance.

Budget Needs: Proposed Investment Strategy

- $5M starting in 2027 with $250,000 annual increases
- Dedicated, consistent revenue stream
- Outside of the biannual CIP competition

2025 North Redmond Arterial Rehabilitation

Current Program Delivery

- 21 lane-miles delivered over six years (2020-2025, Average 3.5 lane-miles/year) vs LOS need of 12 lane-miles per year
- One larger rehab project every other year
- Smaller programmatic paving annually
- Preventive maintenance (slurry seals) every other year
- Pavement Manager oversees all projects to 30% design, then transfers to Capital Division

2026 South Redmond Residential Rehabilitation

Proposed Delivery

- Annual arterial and residential paving
- Separate CIP projects for utility/safety scopes — paving stays focused
- Capital Division manages projects from beginning

2024 Residential Preventative Maintenance Slurry Seal

A Phased Approach

Phase 1
Near-Term

- Continue projects already funded or underway through existing capital commitments
- Begin annual preventive maintenance on the residential network

Phase 2
Mid-Term

- Expand annual arterial rehabilitation as the dedicated funding stream matures
- Coordinate paving with planned utility and safety projects where it makes sense
- Pursue grant funding to extend the program's reach

Phase 3
Long-Term

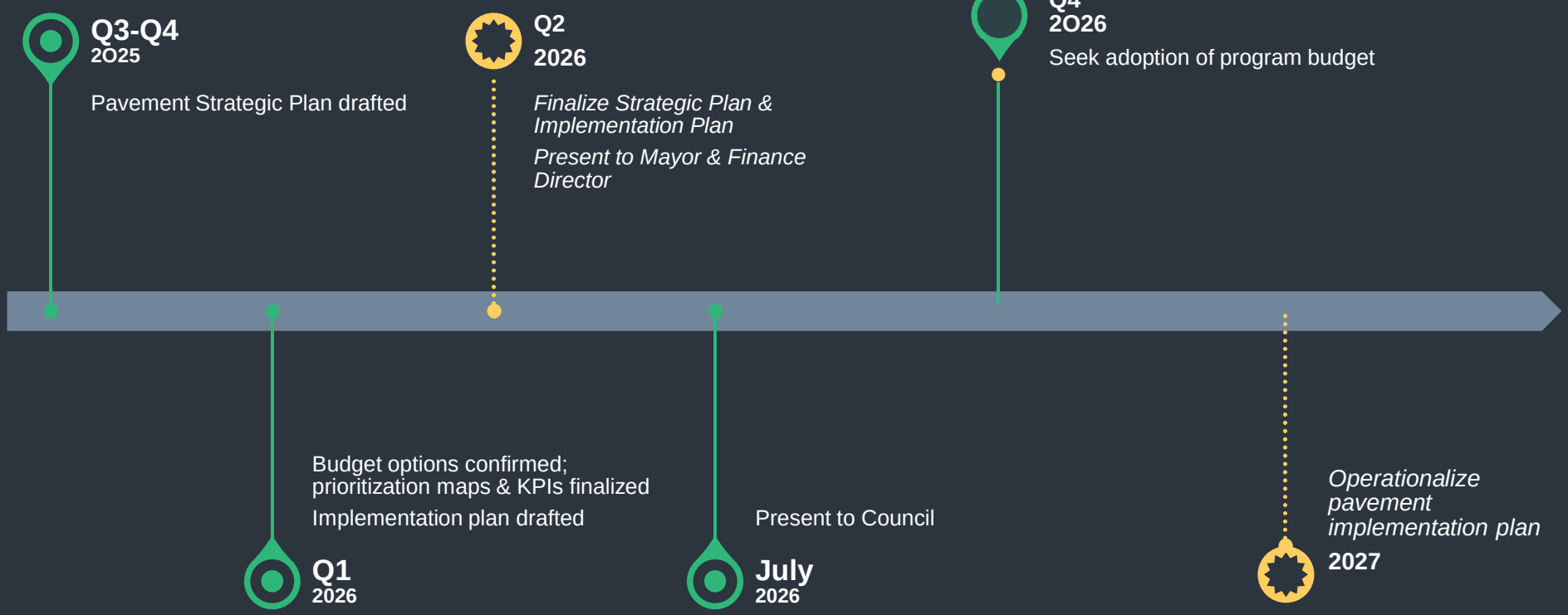
- Sustain arterial rehabilitation as the core of the annual paving program
- Explore innovative pavement strategies at high-stress locations
- Evaluate longer-term policy tools, such as a pavement-cut moratorium
- Revisit the Strategic Plan periodically to track progress toward network condition goals

Annual project lists are set each year using data-driven prioritization — PCI, traffic, safety, and equity scoring — so the program can adapt as conditions change

Frequently Asked Questions

- How do we know it is working?
  - Biannual pavement assessments and KPI tracking
- When does this start?
  - New budget and implementation starts in 2027
- How are we going to fund it?
  - Transportation Benefit District, Business Tax, or another reliable, dedicated funding source

Milestones


Q3-Q4
2025
Pavement Strategic Plan drafted
Q2
2026
Finalize Strategic Plan & Implementation Plan
Present to Mayor & Finance Director
Q4
2026
Seek adoption of program budget
Budget options confirmed; prioritization maps & KPIs finalized
Implementation plan drafted
Q1
2026
Present to Council
July
2026
Operationalize pavement implementation plan
2027

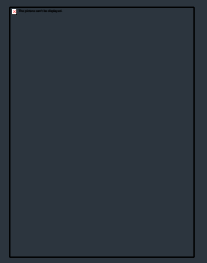
Seeking Policy Direction

1. Your feedback on the proposed funding approach — a base budget with a modest annual increase — as a direction for closing the investment gap.

2. Your input on using a dedicated, reliable fund source to keep paving outside of CIP competition.

Thank You

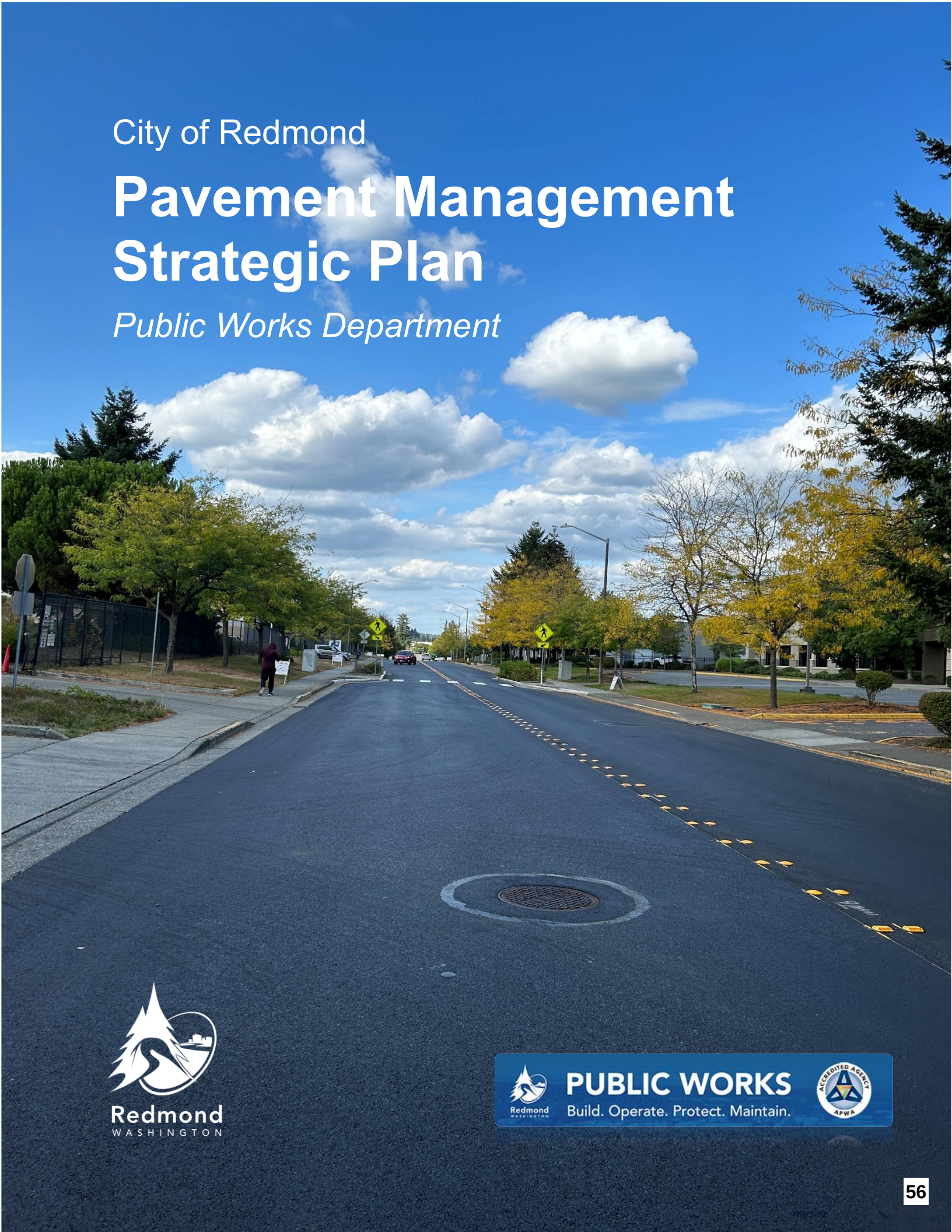
Brandon Buehler, Acting Deputy Public Works Director
425-556-2272



City of Redmond

Pavement Management Strategic Plan

Public Works Department



Redmond
WASHINGTON

PUBLIC WORKS
Build. Operate. Protect. Maintain.

Executive Summary

The City of Redmond's street network is a critical public asset that supports the daily movement of residents, businesses, and visitors. With over 362 lane-miles of roadway and a replacement value of $450 million, the network is essential for mobility, economic vitality, and quality of life. However, Redmond's pavement condition has steadily declined over the past two decades, and the City faces a pivotal moment: without significant changes in funding and management strategy, the network will continue to deteriorate, resulting in higher costs, reduced safety, and lower community satisfaction.

The City currently has a significant annual funding gap of $3 to $4 million needed to reverse the decline and move the City towards a sustainable condition for the health of the City's street network. The Pavement Preservation Strategic Plan discusses the current condition of the street network, and identifies the data and strategies to fund a program that will reverse this decline and move towards an acceptable level of service.

Vision for the Pavement Management Program

The City's Municipal Asset Management Policy (AM_POL_001, adopted October 2025) establishes a citywide framework for managing infrastructure assets — including roads, bridges, and sidewalks — through a systematic, lifecycle-based approach aligned with the Comprehensive Plan and other key City plans. The Policy commits the City to evidence-based investment decisions, defined levels of service, and transparent reporting to ensure long-term sustainability of public infrastructure.

The Pavement Strategic Plan will operationalize the Municipal Asset Management Policy through a formal, data-driven Pavement Management Program that ensures the City's street network is safe, reliable, and sustainably managed for all users. Anchored in lifecycle asset stewardship principles, the program is designed to:

- **Apply evidence-based asset management** to prioritize investments based on condition, service risk, and lifecycle value.
- **Extend asset service life** through proactive maintenance and renewal strategies that prevent costly deterioration.
- **Optimize lifecycle costs** by shifting from reactive repairs to strategic, long-term infrastructure stewardship.
- **Align infrastructure investment with community outcomes,** supporting safety, connectivity, resilience, and equitable service delivery as defined in Redmond 2050.

Why Establish a Formal Program?

A formal pavement strategically funded program will enable Redmond to move from reactive, "worst-first" repairs to a long-term approach that preserves infrastructure investments and delivers measurable improvements for the traveling public.

A formal Pavement Management Program provides the following benefits:

- **Optimizes life-cycle costs** by shifting from expensive emergency repairs to cost-effective preventive maintenance.
- **Improves transparency and accountability** in how funds are allocated and projects are selected.
- **Enables the City to leverage grant funding and coordinate with other infrastructure projects.**
- **Supports environmental sustainability** by maintaining smoother pavements that reduce vehicle emissions.
- **Enhances community satisfaction** by delivering safer, quieter, and more comfortable streets.

Pavement Service Life and Condition Decline

Pavement service life is an important component in pavement management. Service life is the period during which a roadway provides an acceptable level of performance—structural integrity, safety, and ride quality—before major rehabilitation or reconstruction is required. During the early portion of this pavement life cycle, pavement conditions typically decline slowly, as the pavement section is strong and surface distresses are minor and manageable through routine and preventive maintenance. However, as pavements age, the asphalt surface becomes oxidized and brittle, cracking increases, and water begins to infiltrate the pavement structure.

Once pavement begins to age, deterioration accelerates rapidly, marking an inflection point in the pavement life cycle at which condition loss becomes exponential rather than linear. At this stage, relatively small declines in condition correspond to disproportionately larger increases in damage, cost, and required intervention. Pavement that from needing cost-effective preservation treatments to requiring expensive rehabilitation or full reconstruction, significantly shortening remaining service life and increasing long-term financial and operational impacts.

The City is currently at this inflection point and has entered a state of rapid decline in the condition of the street network. Without a committed investment in the City's pavement management program, the rapid decline will continue.

Redmond's Pavement Condition

Pavement condition is typically measured by the Pavement Condition Index (PCI). The PCI is a nationally recognized standardized numerical rating from 0 to 100 that is used to describe the overall health and serviceability of a pavement surface and is associated with a word descriptor, as shown in the table. The PCI and word descriptors are defined by condition descriptions, which are identified in more detail in Section 1.3 of this report.

Pavement management goals are associated with a target PCI rating/word descriptor and are an easy way to measure progress and the condition of the street network.

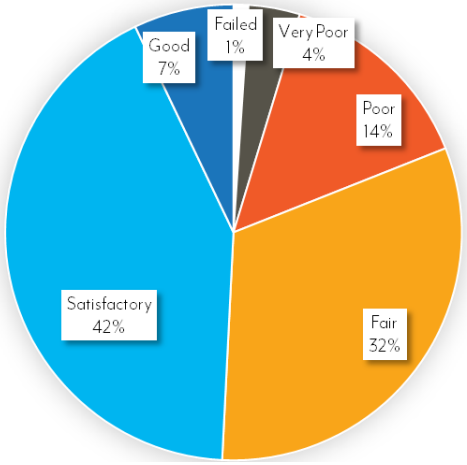
PCI Ratings and Condition Descriptions

PCI	Condition Description
86 – 100	GOOD
71 – 85	SATISFACTORY
56 – 70	FAIR
41 – 55	POOR
26 – 40	VERY POOR
11 – 25	SERIOUS
0 – 10	FAILED

Redmond's network is nearly evenly split between arterials (47.9%) and residential/local streets (52.1%). The PCI scale (0–100) is used to assess pavement condition, with *Satisfactory* defined as PCI 71–85. **The City's minimum target is PCI 71, but the optimal target is PCI 75, which would place the network in the mid-range of *Satisfactory*** and allows for the most cost-effective maintenance, improved safety, and higher user satisfaction.

Redmond's pavement network has dropped from *Good* to *Fair* condition over the last two decades. Principal Arterials, which carry the highest traffic volumes and serve as the backbone of regional mobility, have declined to *Fair* condition, with 38% of lane-miles in *Poor* or worse condition. Residential and local streets, which make up over half the network, have also seen a sharp decline, slipping to *Fair* condition with 12.5% of lanes-miles in *Poor* or worse condition. **If current funding levels and patterns persist, the City's overall street network is projected to slip into *Poor* condition within seven years**.

Pavement Network Condition Ratings



Maintaining pavements at PCI 75 in the *Satisfactory* range enables the City to use preventive maintenance treatments rather than costly rehabilitation or reconstruction, reduces disruptions, and supports environmental sustainability by lowering vehicle emissions through smoother surfaces.

Funding and Budget Scenarios

Over the past six years (2020-2025), Redmond has funded nearly $ 8.2 million (an average of $ 1.7 million per year) in paving projects throughout the City. This funding has been sourced from:

- Programmatic Funding: The City used $2.8million (average $468,000/year) for this program. This funding was used for rehabilitation projects and preventive maintenance treatments for 12.8 lane miles at various locations throughout the City.
- Capital Improvement Program (CIP): The City used $4.2 Million of City funding and $3.2 Million in grants for three CIP paving projects. Total cost for those three projects was $5.4 Million (average $900,000/year) to pave 8.4 lane-miles.

Despite the City's efforts, these funding expenditures have resulted in Redmond's pavement network dropping from *Good* to *Fair* condition. Current funding levels are insufficient to reverse the decline in pavement conditions. Modeling shows that even a $1 million annual increase over the existing $1.7 million budget does little to achieve the City's minimum PCI goal. To reach PCI 71 in 12 years (by year 2039), a base budget of $4 million, with a bi-annual $2 million increase, thereafter, is needed; to reach PCI 75 by 2039, a base budget of $5 million, with a bi-annual $2 million increase, thereafter, is required.

Past pavement funding has been inconsistent, relying on individual paving projects competing against other City priorities for limited resources through the Capital Improvement Program and biennial budget process — resulting in year-to-year variability that has made sustained network improvement difficult to achieve. To reverse the decline in pavement condition and work toward the City's PCI goals, this Plan recommends establishing a dedicated, standalone programmatic paving budget that is funded consistently as a program and does not compete with other City capital projects. The recommended budget is $5 million annually beginning in 2027, with a $250,000 increase each year through 2039 — identified as the "Proposed Budget" in Table 8 in Section 4.2. While this funding level alone is not sufficient to achieve the minimum target of PCI 71 or the optimal target of PCI 75 by 2039, the combination of the proposed budget, a potential future establishment of a City paving crew, and pursuit of grant funding is projected to put the network on a trajectory to reach those goals. This integrated approach provides the funding stability and operational capacity needed to prioritize cost-effective preventive maintenance over expensive rehabilitation and reconstruction.

Implementation Strategy

The recommendations and goals established in this Pavement Strategic Plan are carried forward in a separate report, the Pavement Management Implementation Plan. While this Strategic Plan defines the City's pavement condition targets, funding scenarios, and resource needs, the Implementation Plan provides the operational detail necessary to execute those recommendations — including a multi-year budget schedule, project management processes, staffing and equipment resources, and additional key performance indicators (KPIs) to track program success. The two documents are intended to be read together, with this Strategic Plan serving as the policy and investment framework and the Implementation Plan serving as the day-to-day management guide for the programmatic paving program.

The approach centers on:

- Continued use of StreetSaver or other pavement management software for transparent, data-driven planning and project selection.
- Prioritizing arterial rehabilitation (70% of budget) to reverse decline.
- Expanding preventive maintenance and piloting innovative treatments.
- Identifying project locations using Asset Management Principles
- Avoiding "worst-first" approaches in favor of strategic, lifecycle-based investment.
- Establishing a dedicated budget that is separated from the Capital Improvement Projects (CIP) budget.
- Potential future establishment of an internal City paving crew.

Conclusion

Redmond's street network is at a crossroads. Continued decline will result in higher costs, greater disruption, and lower community satisfaction. By adopting a strategic, well-funded pavement management program with clear goals, robust data, and coordinated implementation, the City can restore its streets to *Satisfactory* condition, deliver lasting value to residents, and support the community's vision for a safe, sustainable, and vibrant future.

Table of Contents

1.0 Introduction....1
1.1 Recent Accomplishments 1
1.2 City Street Network Overview 2
1.3 Definition of Pavement Condition Index (PCI) 4
2.0 Existing Condition Assessment....7
2.1 Roadway Functional Classifications.... 7
2.3 Pavement Condition Trends 14
2.3 Pavement Management Costs....18
3.0 Goals....21
3.1 Data and Preferred Level of Service Goals....21
3.2 Community Satisfaction Goals....23
3.3 Measurable Goals 24
4.0 Funding 25
4.1 Existing Investment Levels and Sources....25
4.2 Budget Scenarios 26
4.3 Funding Recommendations....30
5.0 Conclusion....33

List of Tables

TABLE 1. STREET NETWORK CLASSIFICATION AND PAVEMENT STRUCTURE. 3
TABLE 2. PCI CONDITION DESCRIPTIONS AND RANGES. 4
TABLE 3. PAVEMENT CHARACTERISTICS AND RECOMMENDED MAINTENANCE BY PCI RANGE. 5
TABLE 4: LANE-MILES BY FUNCTIONAL CLASSIFICATION 9
TABLE 5. LANE-MILES OF ASPHALT STREETS BY FUNCTIONAL CLASS, BY PCI.... 9
TABLE 6. PAVEMENT MANAGEMENT TREATMENT TYPES AND COSTS....19
TABLE 7.OTHER LOCAL AGENCY PCI'S 23
TABLE 8. ANNUAL BUDGET SCENARIOS 29

List of Figures

FIGURE 1. PROPORTION OF STREET NETWORK BY FUNCTIONAL CLASS. 3
FIGURE 2. PAVEMENT CONDITION DEPICTIONS 5
FIGURE 2. PAVEMENT CONDITION DEPICTIONS 5
FIGURE 3. STREET NETWORK CLASSIFICATIONS. 8
FIGURE 3. STREET NETWORK CLASSIFICATIONS. 8
FIGURE 4. STREET NETWORK CONDITION RESULTS FOR 2025 **ERROR! BOOKMARK NOT DEFINED.**
FIGURE 5. PROPORTION OF CURRENT LANE-MILES BY PAVEMENT CONDITION FOR PRINCIPAL ARTERIALS (PCI RANGE CONDITION, %, LANE-MILES). 11
FIGURE 6. PROPORTION OF LANE-MILES BY PAVEMENT CONDITION FOR MINOR ARTERIALS (PCI CONDITION RANGE,%.) 12
FIGURE 7. PROPORTION OF LANE-MILES BY PAVEMENT CONDITION FOR COLLECTOR ARTERIALS (PCI CONDITION RANGE,%.) 13
FIGURE 8. PROPORTION OF LANE-MILES BY PAVEMENT CONDITION FOR RESIDENTIAL/LOCAL STREETS (PCI CONDITION RANGE, %. 14
FIGURE 9. REDMOND'S ANNUAL PCI CONDITION. 15
FIGURE 10. TYPICAL PAVEMENT DEGRADATION CURVE. 16
FIGURE 11. HISTORICAL TREND OF PCI BY FUNCTIONAL CLASSIFICATION. 18
FIGURE 12. PROJECTION OF PCI AT CURRENT INVESTMENT LEVELS. 27
FIGURE 13. PATHS TO TARGET PCIS OF 71 AND 75. 28

Appendices

APPENDIX A Target Repair Methods for Various Conditions

APPENDIX B Budget Scenarios

APPENDIX C Future Project List

APPENDIX D Pavement Treatments and Definitions

APPENDIX E Photos – Example Pavement Conditions

1.0 Introduction

The City of Redmond is at a pivotal moment in the evolution of its pavement management program. Over the last decade, City staff have invested in foundational program management activities, including regular updates to the pavement management database, routine pavement condition assessments, and the annual delivery of pavement rehabilitation and preservation projects. These efforts have yielded a set of historical data that clarifies the gap between current funding levels and the sustained, programmatic investment required to achieve and maintain a state of good repair across the City's street network.

Over the past twenty years, the condition of the street network has declined from *Good* to *Fair,* and is trending towards *Poor*, based on the current bi-annual funding projections. Over the past 14 years, patterns in annual expenditure have not kept pace with the City's growth, the shift towards greater transit capacity, and overall cost inflation.

Implementing the City's Pavement Management Strategic Plan, which includes continual management of the City's Pavement Management Program, is a critical next step to ensure that limited funding is used efficiently, roadway conditions are proactively managed, and decision-making is informed by reliable data and long-term planning. Without a strategic plan and sustained investment, the city faces accelerating pavement deterioration, higher long-term costs, and reduced service levels for residents and businesses.

1.1 Recent Accomplishments

Redmond has already laid the foundation for a successful pavement management program through recent accomplishments:

- **Data-Driven Approach:** Since 2008, the City has systematically evaluated the condition of its roadway network. The City's use of StreetSaver software, combined with consistent pavement condition inspections, enables robust, data-driven decision-making. StreetSaver is the system of record for pavement inventory and condition; data is updated biannually following inspection. Redmond partnered with Capitol Asset & Pavement Services Inc. to complete the most recent citywide pavement condition inspection in 2025, including a pilot program with StreetScan for automated data collection using camera-based systems and Artificial Intelligence (AI) analysis. The current baseline use for the information in this Pavement Management Strategic Plan reflects a 2025 assessment by Capitol Asset & Pavement Services, validated against PCI data collected biannually since 2008.
- **Increased Funding Commitment:** The creation of the Transportation Benefit District (TBD) enabled the City's programmatic paving budget to rise in 2023 from $200,000 annually to $500,000 annually. This programmatic paving budget is in addition to TBD allocations made to the Capital Improvement Program and used specifically for pavement projects. Over the last six years, from 2020 through 2025, the City has allocated $2.8 million in programmatic paving funding for preventive maintenance treatments on 12.8 lane miles at various locations throughout the City. In addition, the City also allocated $4.2 million to the paving program through the CIP budget, and an

additional $3.2 million in grant funding was secured. The total actual cost of these CIP projects was $5.4 million, which was used to rehabilitate 8.4 lane miles of pavement. While the programmatic funding increase has allowed the City to increase the lane miles of pavement maintenance and rehabilitation projects, this level of investment remains insufficient to address the street network's backlog and achieve long-term Level of Service goals.

- **Integrated Project Delivery:** Preventive maintenance practices such as crack sealing and slurry sealing have been implemented in residential neighborhoods, with grind and inlay treatments applied where warranted. Internal coordination has enabled additional facility upgrades (e.g., curb ramps, sidewalks, lighting, upgraded accessible pedestrian push button (APS) installations, and utility enhancements).
- **Community Engagement and Transparency:** The City issues bi-annual reports summarizing accomplishments and priorities, installs yard signs at newly paved locations, and tracks public paving requests to ensure community concerns are reflected in the work plan.

1.2 City Street Network Overview

Redmond's street network is extensive and diverse, supporting a wide range of users and transportation modes:

- **Total Inventory:** Approximately **362 lane-miles** (153 centerline-miles) of roadway, with lane-miles varying by segment width and number of drive lanes. As an example of relativity and to demonstrate lane miles, West Lake Sammamish Parkway NE, between Tosh Road and NE Bel Red Road, is 0.53 centerline miles. The majority of this roadway is a 2-lane a center-turn-lane configuration, totaling 1.59 lane-miles.
- **Functional Classifications:**
    - **Arterial Streets:** Principal, Minor, and Collector Arterials (totaling 173.1 lane-miles)
    - **Neighborhood Roads:** Residential/Local Streets (188.5 lane-miles)
- **Pavement Types:** The street network includes concrete, asphalt, asphalt-over-concrete, and five gravel segments.

The street network comprises the classifications shown in Table 1.

TABLE 1. STREET NETWORK CLASSIFICATION AND PAVEMENT STRUCTURE.

Functional Class and Condition	Concrete Lane-Miles	Asphalt Lane-Miles	Asphalt over Concrete Lane-Miles	Gravel Lane-Miles	Total Lane-Miles
Arterial Streets					
Principal Arterial	0	49.9	0.1	0	**50.0**
Minor Arterial	0.5	58.2	2.1	0	**60.8**
Collector Arterial	0.9	60.7	0.7	0	**62.3**
Neighborhood Roads					
Residential/Local Street	0.6	186.7	0.2	1.0	**188.5**
TOTAL	2.0	355.5	3.1	1.0	**361.6**

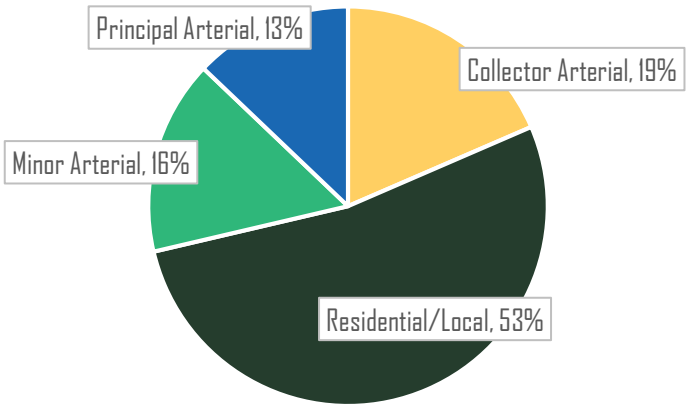


FIGURE 1. PROPORTION OF STREET NETWORK BY FUNCTIONAL CLASS.

The street classification breakdown is essential for prioritizing treatments and understanding the different functional roles that roadways play within the City's street network. Arterials carry higher traffic volumes, connect major destinations, and are more expensive to maintain. Residential and local roads serve neighborhoods and lower-speed environments but still require ongoing preventative maintenance to ensure safety and comfort for users

1.3 Definition of Pavement Condition Index (PCI)

To support objective, data-driven decisions, the City of Redmond utilizes the **Pavement Condition Index (PCI)** to assess the health of its street network. The PCI is a numerical index from **0 to 100** used to indicate the condition of a pavement section, with 100 representing a pavement in perfect condition and 0 indicating complete structural failure. The PCI involves evaluating surface distress by type, severity, and quantity. The City follows national standards in evaluating the PCI of its street network.

The PCI scale is divided into the standard categories shown in Table 2.

TABLE 2. PCI CONDITION DESCRIPTIONS AND RANGES.

PCI	Condition Description
86 – 100	GOOD
71 – 85	SATISFACTORY
56 – 70	FAIR
41 – 55	POOR
26 – 40	VERY POOR
11 – 25	SERIOUS
0 – 10	FAILED

Figure 2 provides graphical depictions of pavement conditions between *Good* and *Poor*. Photographic illustrations of pavement conditions are shown in Appendix E.

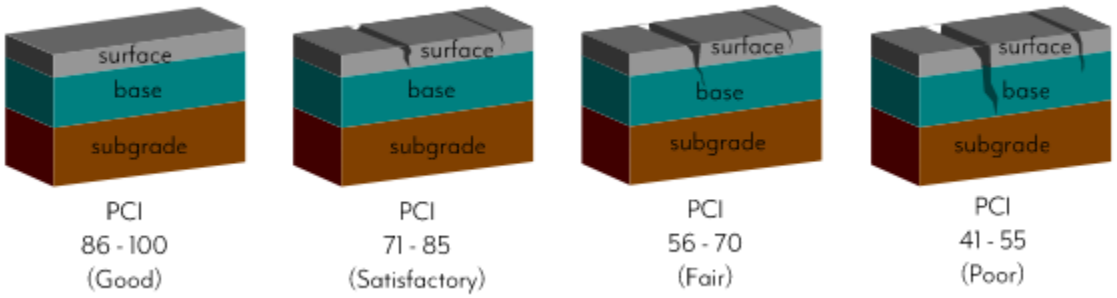


FIGURE 2. PAVEMENT CONDITION DEPICTIONS.

These characteristics are further described in Table 3. A new pavement will have a PCI of 100, and as the distress propagates through the pavement section, the associated deductions increase, and the resultant PCI approaches zero.

TABLE 3. PAVEMENT CHARACTERISTICS AND RECOMMENDED MAINTENANCE BY PCI RANGE.

PCI Range	Condition	Observable Characteristics and Typical Maintenance Need
86 – 100	Good	**Characteristics:** Recent or new pavement with few visible distresses. **Treatment:** Routine maintenance recommended (i.e., seal cracks).
71 – 85	Satisfactory	**Characteristics:** Minor distress. **Treatment:** Preventive maintenance (i.e. seal cracks, chip seal, slurry seal, mill and thin asphalt overlay).
56 – 70	Fair	**Characteristics:** Moderate distress and noticeable aging pavement with some cracking. **Treatment:** Surface rehabilitation (i.e. 2" mill and asphalt overlay).
41 – 55	Poor	**Characteristics**: Significant deterioration — widespread cracking, some full depth distresses. **Treatment:** Rehabilitation (i.e. 2" mill and asphalt overlay with deeper patch repairs).
26 – 40	Very Poor	**Characteristics:** Severe distress — significant and widespread cracking, potholes, surface failure, etc. **Treatment:** Full depth repairs to base layers on large parts of the roadway.
0 – 25	Serious–Failed	**Characteristics:** Extensive failure. **Treatment:** Full reconstruction of pavement base and surface required.

When pavements deteriorate, they require more frequent and disruptive street maintenance, leading to traffic delays and increased costs. Streets with PCI below 40 exhibit widespread distress, including cracking, ruts, and potholes. This requires extensive pavement rehabilitation,

such as full-depth removal and replacement, which is more than four times as costly as preventive maintenance treatments. These major projects often necessitate additional improvements to meet current codes and standards — such as upgrading curb ramps to comply with ADA requirements — further escalating project costs.

The PCI is foundational to Redmond's pavement management approach, enabling the City to:

- Determine pavement treatments based on condition and need
- Model future street network performance under different funding scenarios
- Communicate transparently with stakeholders and the public
- Avoid unsustainable "worst-first" approaches by strategically allocating resources across all condition levels to maximize long-term value.

2.0 Existing Condition Assessment

2.1 Roadway Functional Classifications

Understanding the distribution of roadway types within the City of Redmond provides essential context for effectively managing the pavement network. Functional classification defines how each roadway serves mobility and access: arterial streets typically carry larger volumes of traffic over longer distances, while local streets provide access to neighborhoods and properties. Roadway functional classification is also a factor in eligibility for grant funding. Federal resources are typically only available for arterials.

The City of Redmond′s Street network is nearly evenly split between arterials (47.9%) and residential (52.1%) streets. The arterial network is critical infrastructure providing primary access to commercial and industrial centers and throughfares for commuters in eastern King County. The City's Street network classifications are shown on the map in Figure 3

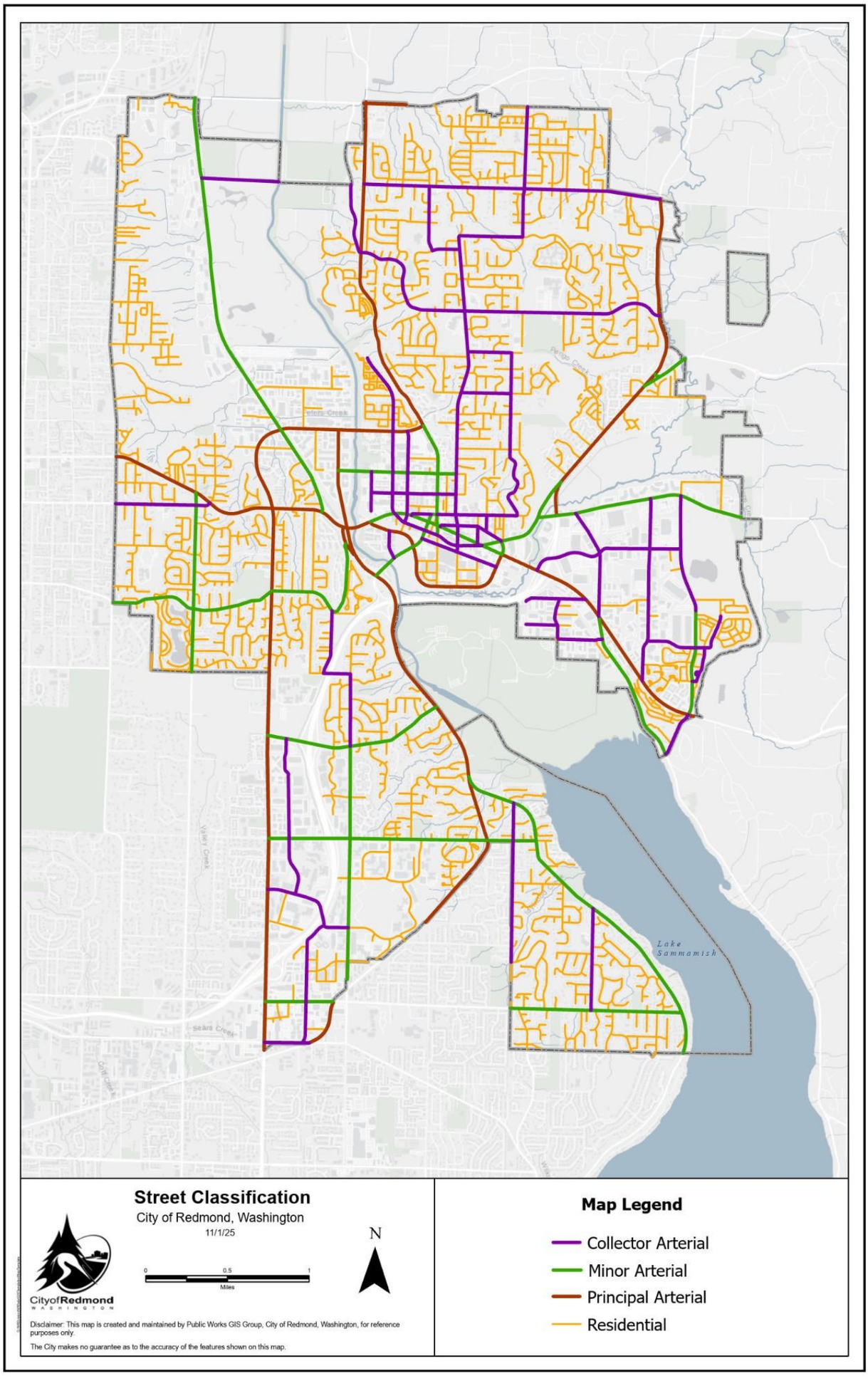


FIGURE 3. STREET NETWORK CLASSIFICATIONS.

Redmond's street network consists of **362 lane-miles** across a variety of functional classes:

TABLE 4: LANE-MILES BY FUNCTIONAL CLASSIFICATION

Functional Classification	Lane-Miles	Remaining Life (Years)	PCI (Year 2025)
Principal Arterial	50.0	12.4	59
Minor Arterial	60.8	15.9	67
Collector Arterial	62.3	16.5	67
Residential/Local Streets	188.5	25.5	71
TOTAL	361.6		68

This breakdown reflects a balanced network that serves both regional travel and local access needs.

Given Redmond's total land area of approximately 17.3 square miles, the city maintains over 20.9 lane-miles per square mile, indicative of a highly developed urban street system. The density and distribution of roadways directly affect the City's pavement management strategy: arterial streets require more frequent and higher-cost treatments, while residential streets, though lower-cost per mile, represent the network and require consistent preventive maintenance to remain serviceable.

2.2 Current Pavement Condition Assessment for 2025

The City's most recent pavement condition assessment provided the number of lane-miles within each functional classification and pavement structure type. Table 4 presents the lane-miles of asphalt streets in each functional classification, distributed by PCI condition, and the following sections summarize the conditions for each roadway classification type.

TABLE 5. LANE-MILES OF ASPHALT STREETS BY FUNCTIONAL CLASS, BY PCI.

	Current PCI Range						
Functional Classification	**0-25 (Failed/ Serious)**	**26-40 (Very Poor)**	**41-55 (Poor)**	**56-70 (Fair)**	**71-85 (Satisfactor y)**	**86-100 (Good)**	**Total Lane-Miles**
Principal Arterial	2.8	5.3	11.0	19.9	5.0	5.9	49.9
Minor Arterial	0.1	2.3	8.9	21.4	22.3	3.2	58.2
Collector Arterial	0.0	0.9	12.8	27.3	13.4	6.2	60.6
Residential/Local Streets	0.8	4.5	18.1	44.5	109.0	9.9	186.8
Total Lane-Miles	3.7	13.0	50.8	113.1	149.7	25.2	355.5*

*Total is for asphalt streets only and excludes concrete, asphalt/concrete, and gravel streets

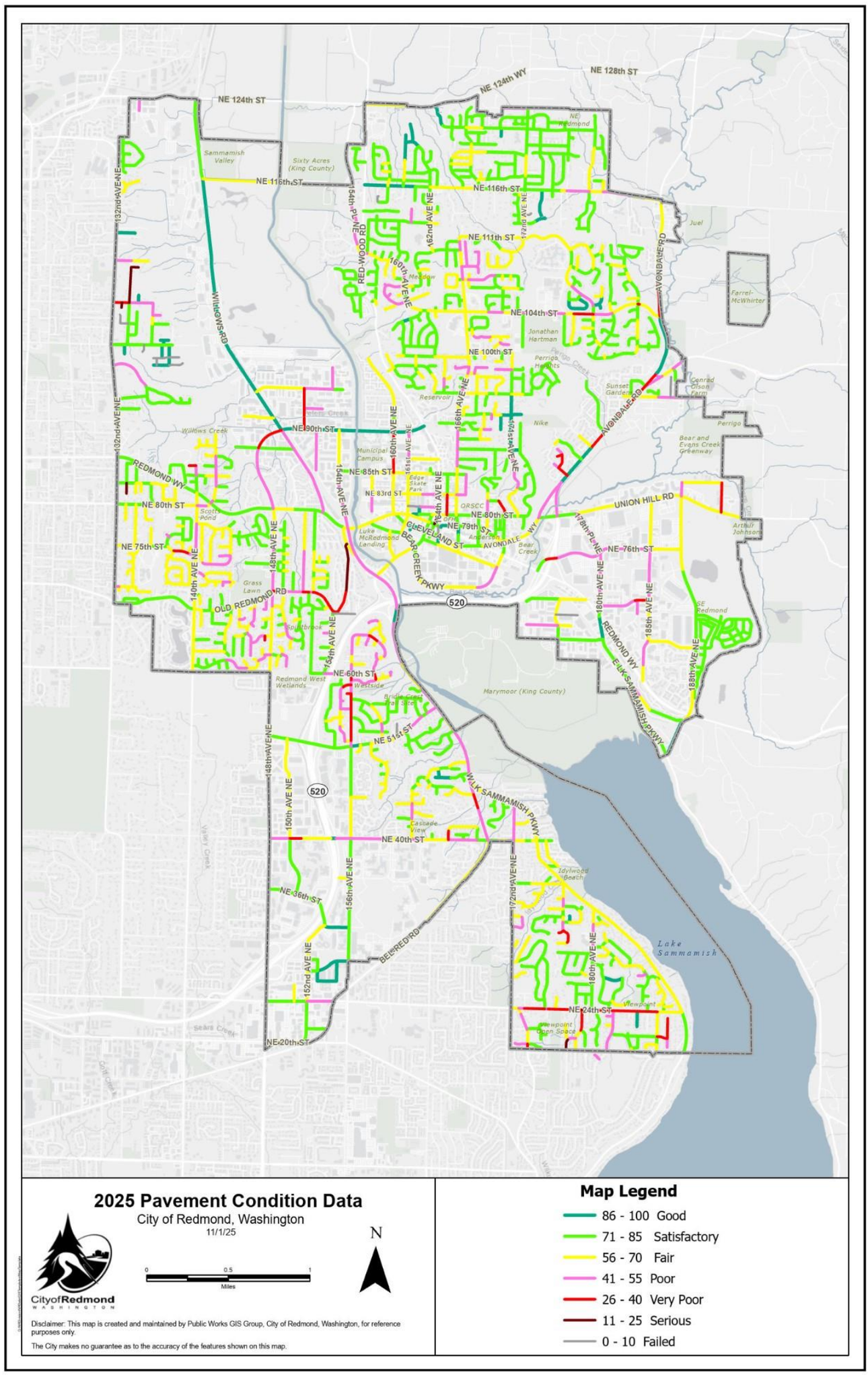


FIGURE 4. STREET NETWORK CONDITION RESULTS FOR 2025

Principal Arterials

Principal Arterials are high-capacity roadways critical for multi-modal uses, serving freight vehicles, buses, bicycles, and general vehicle traffic. Keeping them in good repair is essential to moving goods and people. The City's Principal Arterials (identified on Figure 3) are:

Since 2021, the proportion of the City's Principal Arterials in *Poor* or worse condition (PCI < 55) has continued to decline, growing from 30% to 38%.

- Avondale Road(10.4 lane-miles)
- Bear Creek Parkway(3.0 lane-miles)
- Bel-Red Way (4.5 lane-miles)
- Redmond Way(6.8 lane-miles)
- West Lake Sammamish Parkway(7.2 lane-miles)
- 148th Avenue NE(10.6 lane-miles)
- 154th Avenue NE(2.9 lane-miles)
- 170th Avenue NE(1.4 lane-miles)
- NE 124th Street (0.5 lane-mile)
- NE 90th Street (2.7 lane-miles)

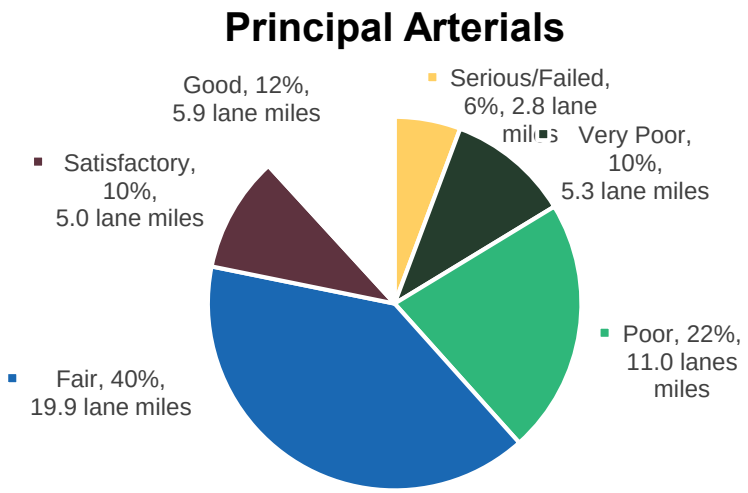


FIGURE 5. PROPORTION OF CURRENT LANE-MILES BY PAVEMENT CONDITION FOR PRINCIPAL ARTERIALS (PCI RANGE CONDITION, %, LANE-MILES).

Minor and Collector Arterials

Minor Arterials serve as the primary connection between neighborhood streets and Principal Arterials, often featuring multiple through lanes. Collector Arterials funnel traffic from Residential and Local Streets onto these larger roadways.

Since 2021, the proportion of the City's Minor and Collector Arterials in *Poor* or worse condition (PCI < 55) continued to decline, growing from 12% to 21%.

If the City's funding plan stays the same as it is today, the proportion of Minor and Collector Arterials in *Poor* or worse condition will increase to 38% by 2037.

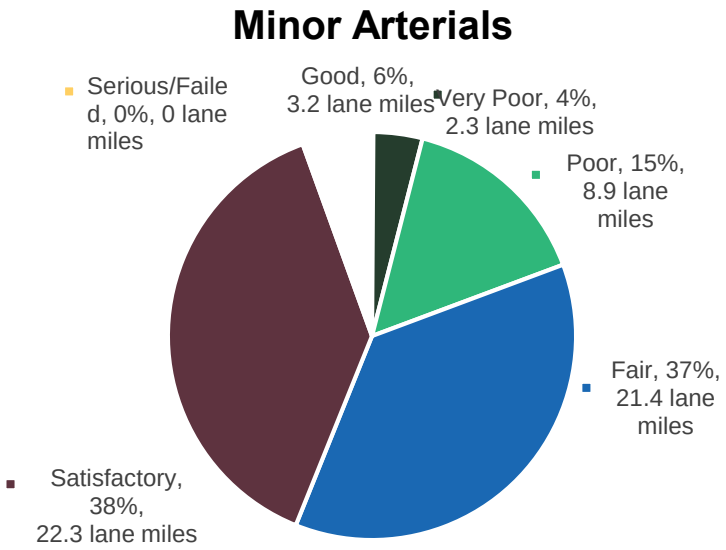


FIGURE 6. PROPORTION OF LANE-MILES BY PAVEMENT CONDITION FOR MINOR ARTERIALS (PCI CONDITION RANGE, %).

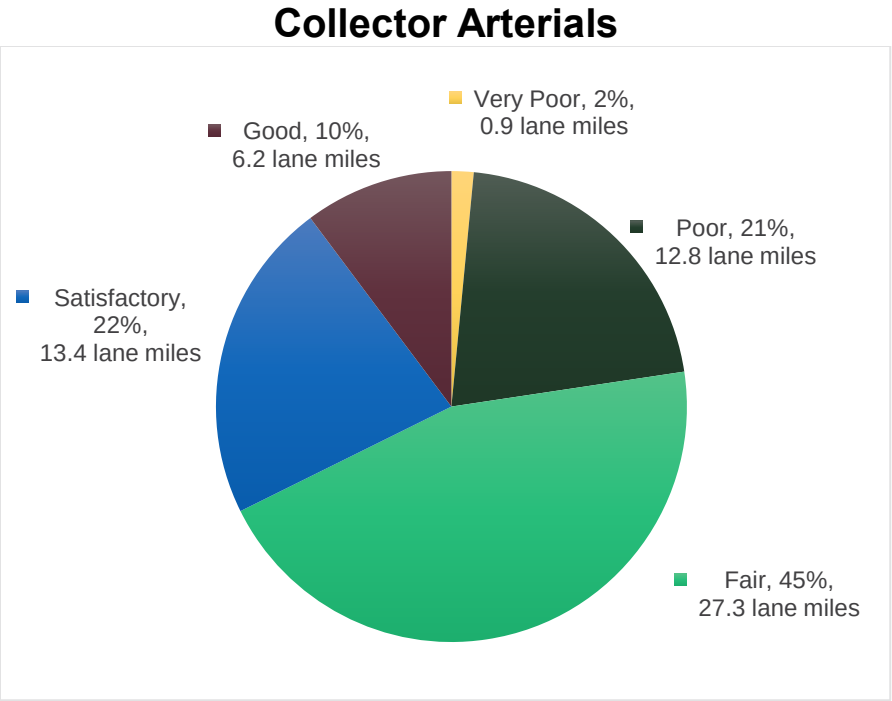


FIGURE 7. PROPORTION OF LANE-MILES BY PAVEMENT CONDITION FOR COLLECTOR ARTERIALS (PCI CONDITION RANGE, %).

Residential and Local Streets

Residential and Local Streets are prime candidates for preventive maintenance treatments, which are less costly than rehabilitation treatments. These streets have lower traffic volumes and lower-weight vehicles than the arterial system, resulting in less load-related distress. Traditional preventive maintenance treatments, including crack sealing, slurry seals, and chip seals (See Appendix D for definitions of treatments), extend the life of streets by protecting the pavement surface from moisture infiltration, oxidation, and embrittlement. **These preventative maintenance treatments are four to six times less expensive than rehabilitation treatments** and have a shorter duration of impact on users. Consistent preventive maintenance treatments are key to maintaining the City's street network in a stable condition and optimizing the City's budget.

The number of Residential and Local Street lane-miles rated in *Satisfactory* condition or better (PCI >71) is low, at only 58%.

If the City's funding plan stays the same as it is today, the number of Residential and Local Streets in *Satisfactory* or better condition continue to decline and will drop to only 26% by 2037.

The decline in the condition of residential and local streets is not merely a technical issue; it is increasingly visible to residents in their daily lives. With over 52% of the City's Street network falling into this classification, deteriorating pavement conditions are affecting neighborhoods across Redmond. Residents may perceive this decline as a sign of neglect or underinvestment,

leading to frustration, reduced confidence in City services, and growing concern about safety, comfort, and long-term infrastructure stewardship. The condition of local streets is often the most tangible reflection of the City's performance for the public, and as such, their deterioration carries a disproportionate impact on community satisfaction.

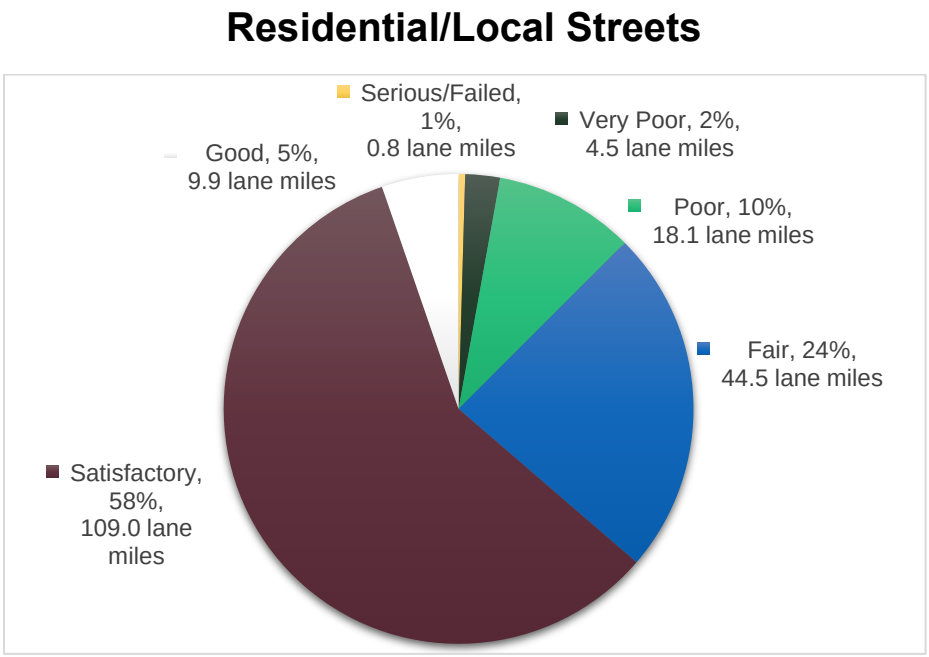


FIGURE 8. PROPORTION OF LANE-MILES BY PAVEMENT CONDITION FOR RESIDENTIAL/LOCAL STREETS (PCI CONDITION RANGE, %).

2.3 Pavement Condition Trends

For the last two decades, the condition of the City's pavement network has been in a steady decline, a trend that has accelerated significantly over the last six years. This is driven by aging infrastructure and inconsistent funding that hasn't kept up with inflation and rising construction costs in the Puget Sound Region. Due to stagnant budgeting and funding levels that fail to keep pace with rising maintenance costs, the City's street network has been gradually deteriorating. This slow decline has reached a tipping point, leading to an exponential deterioration in overall street conditions. As a result, the City of Redmond has a significant gap between current funding levels and the budget needed to reverse the pavement condition trend, stop the decline, and move in a positive direction.

The budget challenges, combined with the growing heavy vehicle traffic and aging pavement, have compounded the need for higher funding levels in the future to move the City's street network into an acceptable condition. Figure 9 shows the history of Redmond's declining condition of the street network and the levels of historic funding by biennium.

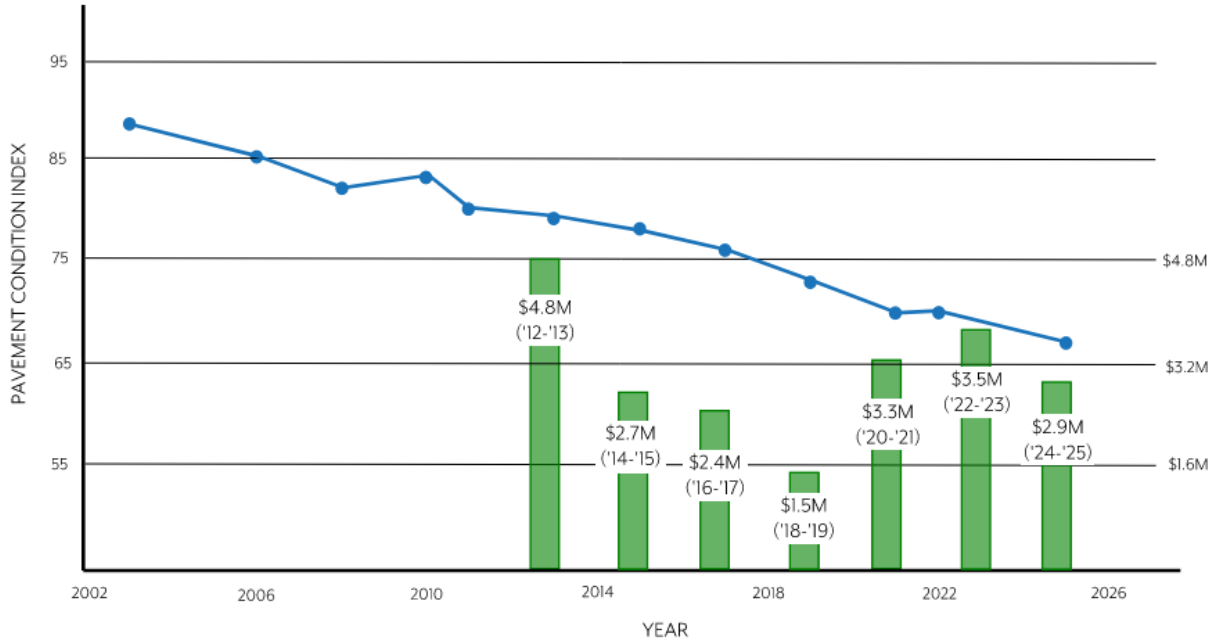


FIGURE 9. REDMOND'S ANNUAL PCI CONDITION AND BUDGET HISTORY.

The Pavement Degradation Curve: Why Timely Maintenance Matters

Understanding how pavement ages is essential for effective asset management. This section explains the typical lifecycle of pavement, why deterioration accelerates over time, and how traffic loading and design choices influence service life.

Pavement is known to have a distinct degradation curve; this is true for individual pavement segments, groups of pavement types, and pavement networks. Pavement conditions stay stable for the first third of the pavement's life, declining slowly. As the asphalt pavement surface ages, the asphalt cement near the surface becomes oxidized, brittle, and less resistant to cracks. Once cracks develop, moisture infiltrates the pavement, accelerating deterioration.

The pavement degradation curve shown in Figure 10 illustrates pavement degradation rates over time. The graph has age on the x-axis, which in this case is synonymous with Service Life. For an entire pavement network, the goal of the pavement management program is to extend the service life of the original pavement and keep the network in the *Satisfactory* condition. Pavement conditions can be kept in satisfactory condition through annual preventive maintenance and timely rehabilitation projects. As pavements start to slip out of Satisfactory condition, the rate of decline in pavement condition accelerates much faster than it did in the first third of the original pavement life.

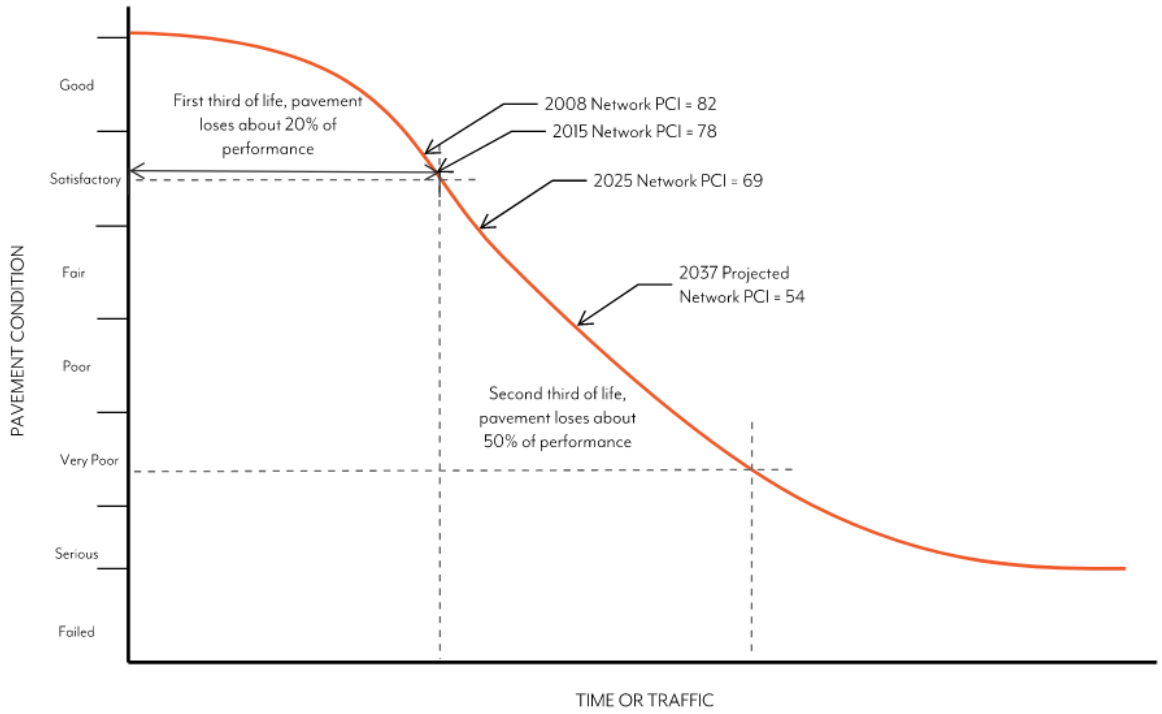


FIGURE 10. TYPICAL PAVEMENT DEGRADATION CURVE.

Figure 10 presents historical PCI network data for the City of Redmond. The network PCI in 2008 was 82 and declined to 69 in 2025. Pavements with a PCI of 55 are four to six times more expensive to rehabilitate than those with a PCI of 75.

The City of Redmond is currently in the stage of rapid decline of the street networks' pavement condition. This is due to over a decade of funding that did not keep pace with the need to maintain the City's once *Satisfactory* network condition. In 2015, the City proposed a levy to fund the pavement management program. The Levy did not pass, and as a result, the condition of the street network started to decline more rapidly. The impact of the failed levy to fund pavement preservation projects in 2015 can be seen in Figure 10. From 2008 to 2015, the network PCI declined by 4 points. After the funding levy failed, the network PCI declined another 9 points to 69 in 2025.

Redmond's Pavement Condition Trends

Since 2003, the City's pavement condition has declined significantly. In 2003, the network PCI was at 88 (*Good* condition). Today it is at 68 (*Fair* condition). As shown in the typical pavement degradation curve in Figure 10, this *Fair* condition corresponds to the end of the optimal service life and the inflection point of the curve, where the condition begins to decline rapidly.

The City is experiencing growth in several areas of development, including residential, industrial, and transit use. The street network is supporting more vehicles and heavier vehicles. More goods are being distributed directly to consumers, leading to increased delivery truck traffic on residential streets. The number of delivery trucks compounds at the collector and arterial level. **Heavy vehicles, including trucks and buses, contribute to the most significant impact on the wear and failure of pavements.**

Figure 11 shows the continual decline over the past five years and an unacceptable decline in the condition of the City's arterial streets. While residential streets have been declining, they have still maintained an acceptable condition (although this trend is expected to slip into an unacceptable condition). The increase in the condition of the four functional classification categories between 2024 and 2025 is attributed to the pavement inspection completed in 2025. Inspection years offer an opportunity to recalibrate the pavement degradation curve and the network's current state. Inspections also capture and reconcile developer-funded improvements that may not have been accounted for in the StreetSaver model. The City conducts pavement condition inspections biannually for the whole street network.

The decline in street condition is most severe in the City's Principal Arterials; once at the low end of *Fair* condition, these critical roadways are now deteriorating into the high end of the *Poor* condition range. Principal Arterials make up over 14% of the City's street network, and carry the highest volumes of traffic.

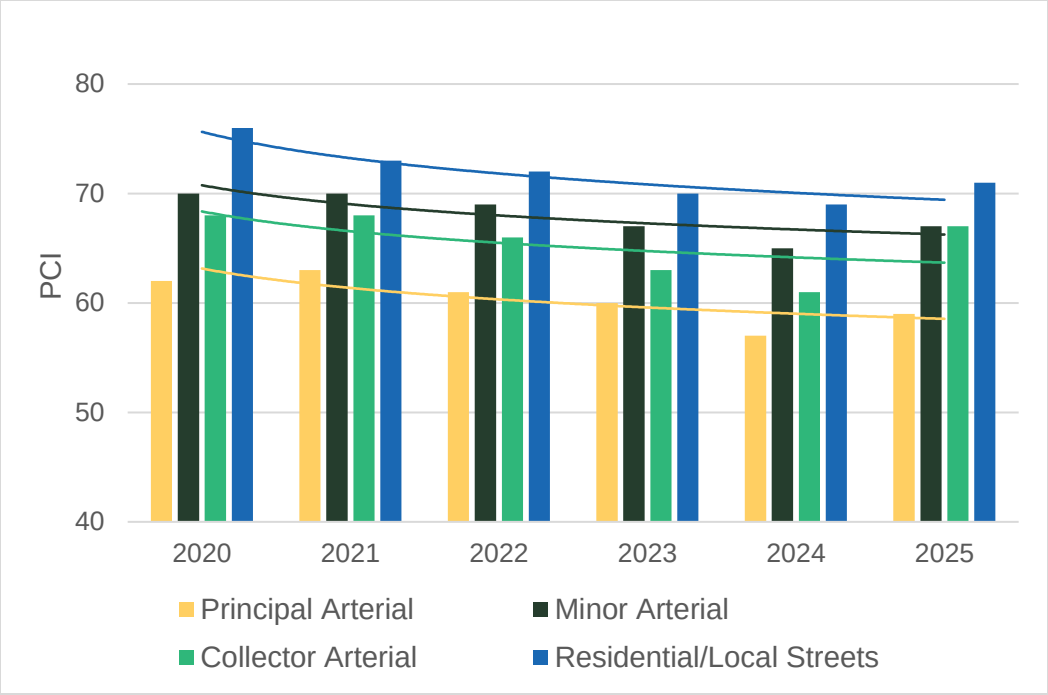


FIGURE 11. HISTORICAL TREND OF PCI BY FUNCTIONAL CLASSIFICATION.

2.4 Pavement Management Costs

Average Pavement Management Costs

The cost of performing pavement management activities on arterial streets is significantly higher than on residential neighborhood streets. This is due in part to the fact that some maintenance treatments appropriate for low-volume local roads—such as chip seals and slurry seals—are *not* suitable for high-volume arterials. Arterial streets carry heavier traffic loads and require more durable, higher-cost treatments to achieve adequate performance and longevity.

As a result, by the time arterial streets are ready for maintenance, they often require more intensive and expensive rehabilitation methods rather than the lower-cost surface treatments used in neighborhoods. In the worst-case scenario, when pavement has fully failed, arterial streets may require full-depth reconstruction, which is substantially more costly and disruptive due to traffic volumes.

The table below summarizes the average cost per lane-mile for various pavement management activities.

TABLE 6. PAVEMENT MANAGEMENT TREATMENT TYPES AND COSTS

Pavement Management Activity	Example of Treatment	Cost per Lane Mile
Maintenance	Crack seal	$4,000/lane mile
Maintenance	Chip seal, slurry seal	$50,000/lane mile
Rehabilitation	Pavement grind and overlay	$300,000/lane mile
Rehabilitation with some full depth repair	Pavement grind and overlay, with some full depth repairs	$450,000/lane mile
Reconstruction	Full depth removal of pavement and replacement	$2 million/lane mile

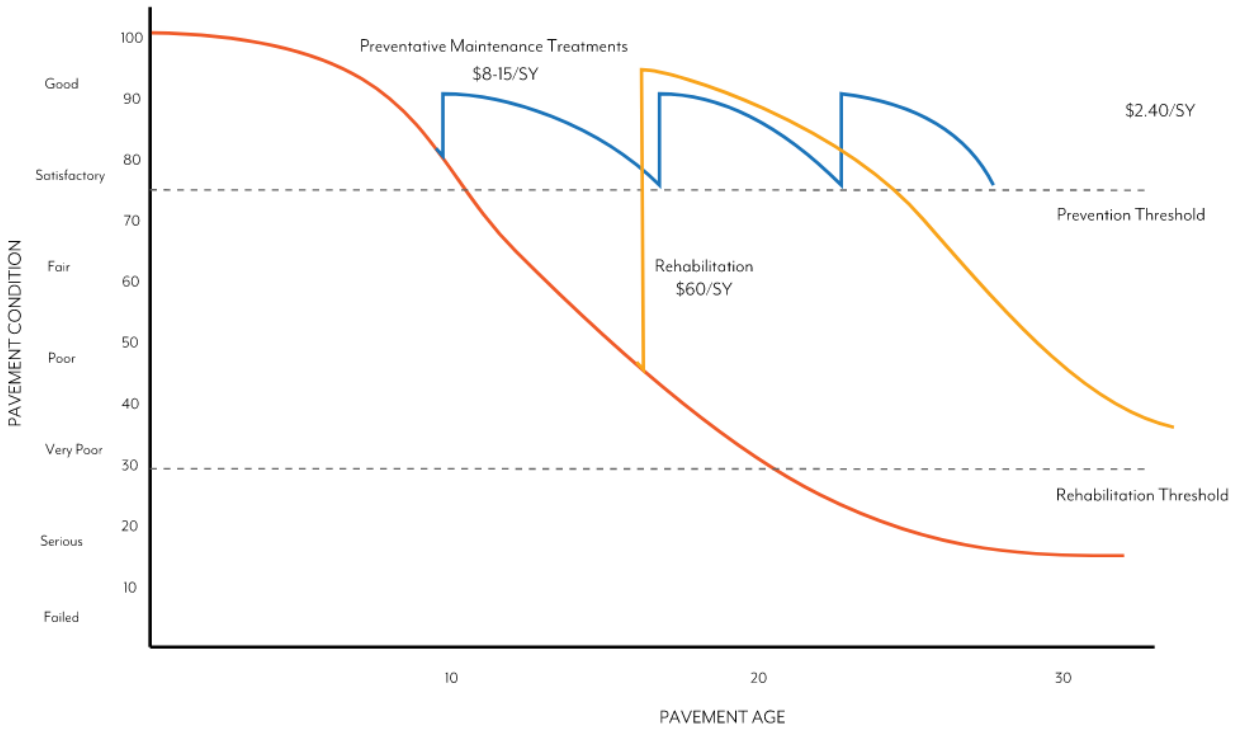


FIGURE 12 PAVEMENT DEGRADATION CURVE AND MAINTENANCE STRATEGIES

Preventive maintenance treatments are critical components of keeping parts of a street network that are already in satisfactory condition, in that condition for a longer period of time. Often, a disproportionate amount of money is allocated to rehabilitation.

Because of the higher cost of rehabilitating arterials and the City's relatively small annual budget for pavement preservation maintenance, the City has not been able to implement a pavement preservation project on arterial streets every year, while the limited budget has allowed for small maintenance projects on residential and collector streets. Typically, pavement preservation projects on arterial streets in Redmond have been funded through grants, which are not guaranteed annual revenue sources.

Network Replacement Costs

The **network replacement unit cost** is a planning-level metric used to estimate the total cost required to fully reconstruct the entire pavement network from the ground up. It represents the average cost per unit (typically per lane-mile or square yard) to fully remove and replace the existing pavement structure, including subgrade preparation, base materials, asphalt paving, and associated roadway features.

For most municipalities, this value is calculated based on recent bid data, typical pavement section designs, and observed construction costs. In the Puget Sound Region of Washington state, full-depth street reconstruction typically ranges between **$1.1 million and $1.7 million per lane-mile**, depending on roadway classification, urban context, and scope (e.g., curb ramps, drainage, utility coordination).

For the City of Redmond, the replacement value of Redmond′s 362 lane-mile network is $450 million, based on estimated unit costs specific to the City.

> *Using $1.1 million for 189 lane miles of residential/local streets = Replacement value of $208 million*
> *Using $1.4 million for 173 lane miles of arterial streets = Replacement value of $242 million*

This figure highlights the significant capital investment represented by the City's street infrastructure and underscores the importance of preventive maintenance and timely rehabilitation to extend pavement life and avoid costly full-depth reconstruction. By preserving pavements in *fair*-to-*good* condition, the City can defer full replacement and manage its assets in a fiscally responsible and sustainable manner.

3.0 Goals

The fundamental goal of Redmond's pavement management program is to maximize the effectiveness and efficiency of street network maintenance, ensuring safe, reliable, and high-quality transportation for all users.

Between 2021 and 2025, Principal Arterials, which are critical for regional mobility, have dropped into the *Fair* condition range:

- **The number lanes miles of Principal Arterials in *Satisfactory* and *Good* condition have dropped by almost 10%**
- **The lane miles of Principal Arterials in *Poor* or worse condition have increased by 10%**
- **The cost impact of deferring treatments is more than $2 million dollars.**

Redmond's overall **street network is at risk of slipping into *Poor* condition within the next seven years** if current insufficient funding levels and sporadic funding patterns continue.

3.1 Data and Preferred Level of Service Goals

City's Target Condition (PCI)

The Transportation Master Plan (TMP) establishes a network-wide pavement condition target of PCI 70, which represents the threshold between good and deteriorating pavement and serves as the basis for the City's long-term investment estimates. This Pavement Strategic Plan refines that target, setting a minimum condition of PCI 71 — placing the network in the Satisfactory category, where pavements are structurally sound, smooth, safe, and comfortable for all users — with an optimal long-term goal of PCI 75. The one-point adjustment above the TMP threshold is intentional: a target set exactly at the boundary between condition categories leaves no buffer against normal year-to-year variation in network scores. A minimum of PCI 71 preserves full alignment with the TMP's policy intent while providing a modest margin that supports proactive, preventative maintenance rather than costly rehabilitation or reconstruction.

The optimal target of PCI 75 reflects the mid-range of the Satisfactory category, where the most cost-effective treatments can be applied, long-term lifecycle costs are minimized, and resilience against unanticipated budget shortfalls is greatest.

Redmond′s Minimum Target

PCI = 71 = Satisfactory Condition

A PCI of 71 is widely recognized as the optimal threshold for balancing performance, cost-efficiency, and user experience, making it the best strategy for sustaining a high-quality street network.

The *Satisfactory* condition level significantly enhances the experience for drivers, cyclists, transit riders, and pedestrians by reducing potholes, minimizing surface irregularities, and improving overall ride quality. Reaching a target of PCI 71 would eventually allow the City to implement the most cost-effective treatments, such as preventive maintenance, rather than expensive rehabilitation or reconstruction. This goal also improves the resiliency of the pavement network, helps protect against unanticipated budget shortfalls, reduces long-term lifecycle costs, and minimizes disruption from frequent repairs.

Other Performance Metrics

As the pavement management program becomes more established and after a new budget scenario is established, the City will work towards identifying other performance metrics that inform decision making and the measure progress of pavement management programs. These may include target metrics such as maintenance backlog, cost per lane mile, percentage of roads in Satisfactory condition, and community satisfaction.

What are other cities doing?

A common target PCI of the overall street network for other cities within Washington state is 70 and above. The PCI rating of 70 is the top rating of the *Fair* category, so striving for a rating above 70 moves the network pavement condition up into the next category of *Satisfactory* and gives agencies more flexibility of the decision making for annual maintenance and repairs. The table below shows some of the PCI data for other cities in Western Washington.

TABLE 7.OTHER LOCAL AGENCY PCI'S

Agency	Lane Miles	Current Network PCI (Year)	Target PCI	Annual Budget
Bellevue	1116 (lane miles)	74 (2025)	78	$6M
Bothell	134 (centerline miles)	64 (2023)	75-80 Arterials 70-75 Local Streets	$2.6M
Kirkland	259 (centerline miles)	72 (2025)	70	$4.2M
Lynnwood	300 (lane miles)	74 (2023)	72	$3M
Shoreline	338 (lane miles)	71 (Arterials, 2025) 79 (Local Streets, 2025)	No goal	Varies $1.16M - $1.3M plus grant funds averaging $2M/yr

3.2 Community Satisfaction Goals

Over 52% of Redmond's street network consists of Residential and Local Streets. These are the roads residents interact with most frequently, and their condition plays a central role in shaping public perception. As pavement quality declines, residents may experience increased noise, reduced comfort, and safety concerns, particularly for pedestrians, cyclists, and those with mobility challenges. Poor pavement conditions can also lead to vehicle damage, increased maintenance costs, and reduced property values, all of which contribute to frustration and erode trust in City services.

Beyond safety and mobility, pavement conditions also affect environmental performance. Studies have shown that smoother pavements reduce rolling resistance, thereby lowering fuel consumption and greenhouse gas emissions. Surface smoothness has been identified as one of the most effective strategies for reducing transportation-related emissions—more impactful than several other commonly adopted practices in the transportation sector.

Community satisfaction goals for pavement management should include:

- **Maintaining a high-quality driving surface** on both arterial and residential streets to reduce noise, improve comfort, and enhance safety.

- **Minimizing unplanned disruptions** through proactive maintenance and long-term planning.
- **Ensuring equitable investment** across neighborhoods to avoid disparities in pavement conditions.
- **Supporting environmental sustainability** by preserving pavement smoothness and reducing lifecycle emissions.
- **Improving transparency and responsiveness** through public engagement, clear communication of priorities, and visible results.

By aligning pavement management strategies with these goals, Redmond can build public trust, demonstrate fiscal responsibility, and deliver a transportation system that reflects its community's values and expectations.

3.3 Measurable Goals

The measurable goals include:

- **Establish an annual budget** that starts with a new, increased base budget in 2027 and increases bi-annually by a predetermined amount.
- **Condition/PCI goals:** Reach a level of *Satisfactory* condition with a street network PCI of 71 by year 2039 and continue improving conditions in the *Satisfactory* condition over time, ultimately reaching a street network PCI of 75, with the ability to maintain a PCI of 75. Budget scenarios should be reevaluated in 2039 to assess progress towards the long-term PCI 75 goal.
- **Performance metrics:** By year 2029, identify other key metrics that will be used by the paving program to measure progress, such as maintenance backlog, cost per lane mile, percentage of roads in Satisfactory condition, and community satisfaction.

4.0 Funding

4.1 Existing Investment Levels and Sources

Over the past six years (2020–2025), the City of Redmond has received an average of **$1.7 million per year** in pavement funding from three sources:

- **City's Capital Improvement Program (CIP):**
  The largest and most stable funding source, contributing approximately $775,000 annually. CIP funds are often used as local match for grant applications, enabling the City to leverage external funding for major paving initiatives.
- **Transportation Benefit District (TBD):**
  Established in 2023, the TBD has provided an average of $500,000 annually for the programmatic pavement program starting in 2023, in addition to TBD funds that are allocated for paving on larger corridors like NE 24th Street and Avondale through the Capital Improvement Program. The creation of the TBD marked a significant step in increasing funding for pavement management, allowing the City to expand the scope of annual paving projects.

  Between 2023 and 2025, the $1.5 million provided by the TBD was used for preventative maintenance treatments for residential streets, improving the PCI of residential streets from 70 in 2023 to 71 in 2025. While the residential street network condition improved between 2023 and 2025, the overall city network remained the same at 67, further demonstrating the need for increased funding for the program.
- **Developer/Utility Mitigation Projects:**
  The City's development code requires utilities and private developers to implement pavement improvements commensurate with their project impacts. While developers do not contribute the funding for the improvements directly to the City's annual budget, these mitigation efforts have generated approximately $350,000 in value in pavement enhancements annually. Although this amount varies slightly annually, this source of funding is considered in the City's annual budget, as projects do occur on an annual basis.

TABLE 7 HISTORICAL ANNUAL FUNDING.

Programmatic Funding ($)			Capital Improvement Program (CIP) ($)			
Year	**Programmatic Funding - Budget**	**Programmatic Funding* - Actual Cost**	**CIP - Budget**	**CIP - Grant Funding Match**	**CIP – Total Budget**	**CIP – Actual Cost**
2020	200,000	359,500	-0-	-0-	-0-	-0-
2021	200,000	299,300	-0-	-0-	-0-	-0-
2022	200,000	392,100	1,984,000	410,000	2,394,000	2,331,400
2023	500,000	445,200	752,300	1,426,000	2,178,300	1,628,500
2024	500,000	655,000	-0-	-0-	-0-	-0-
2025	500,000	657,300	1,502,300	1,436,000	2,938,300	1,426,600
Total	*2,100,000*	*2,808,400*	*4,238,600*	*3,272,000*	*7,210,600*	*5,386,500*

*Actual cost includes construction costs, staff and soft costs, and consultant costs.

Grant Funding

The City successfully secured grant funding in 2022, 2023, and 2025 for select projects, averaging $1,090,700 per year. However, grant funding is typically only available for rehabilitation activities and not for improving streets that are near failing condition. In addition, grant awards are competitive and **not guaranteed, so they are not included in** the program′s annual base budget. CIP funds are typically leveraged as matching funds for these grants.

4.2 Budget Scenarios

Projected Pavement Condition with Current Funding Levels

Current funding levels are insufficient to address the backlog of repairs needed and achieve long-term Level of Service goals. The City's average annual investment of $1.7 Million/year has slowed—but not reversed—the rate of pavement deterioration. Without additional, sustained funding, the network is projected to continue degrading at a rate of over one PCI point per year.

Twelve-year projections of the network PCI were modeled in StreetSaver, the City's pavement management database. Based on the current PCIs for each street segment, StreetSaver projected a "No Funding" scenario, as shown in Figure 13. This shows that without any preservation, maintenance, or rehabilitation, the City's pavement network would deteriorate to a PCI of 44 (*Poor* condition) by the year 2037. The deterioration rate increases from the historical average of just over one index point of decline to more than two index points of decline of the PCI annually.

The other two projections are based on the current annual average expenditure of $1.7 million and a scenario in which the annual budget is increased to $2.62 million. An increase in $1 million annual budget does very little to impact the improvement towards achieving the City's minimum goal of a network PCI of 71 (*Satisfactory* condition).

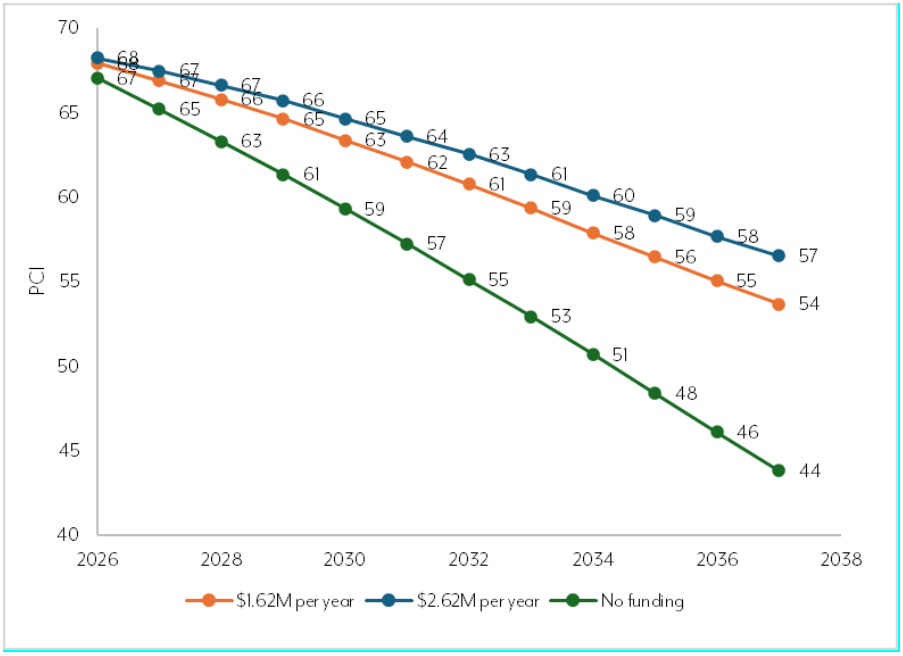


FIGURE 13. PROJECTION OF PCI AT CURRENT INVESTMENT LEVELS.

What would it look like to get the City's streets into *Satisfactory* condition?

The City's historical data provides a clear picture of condition trends and funding trends, and can smartly be used to inform pavement management needs.

The network target PCI is 71 within the *Satisfactory* range with a longer-term goal of 75.

Reversing the pavement deterioration trend will require a significant increase in the City's pavement management budget and an intentional management of how annual funding is split between arterials and residential streets.

> Achieving a PCI of 71 by year 2039 would require a base budget of $4M, increasing $1M annually.

With this element used as the basis for achieving results, Figure 14 below shows example City budget scenarios for achieving the PCI milestone targets 71 and 75 by 2039.

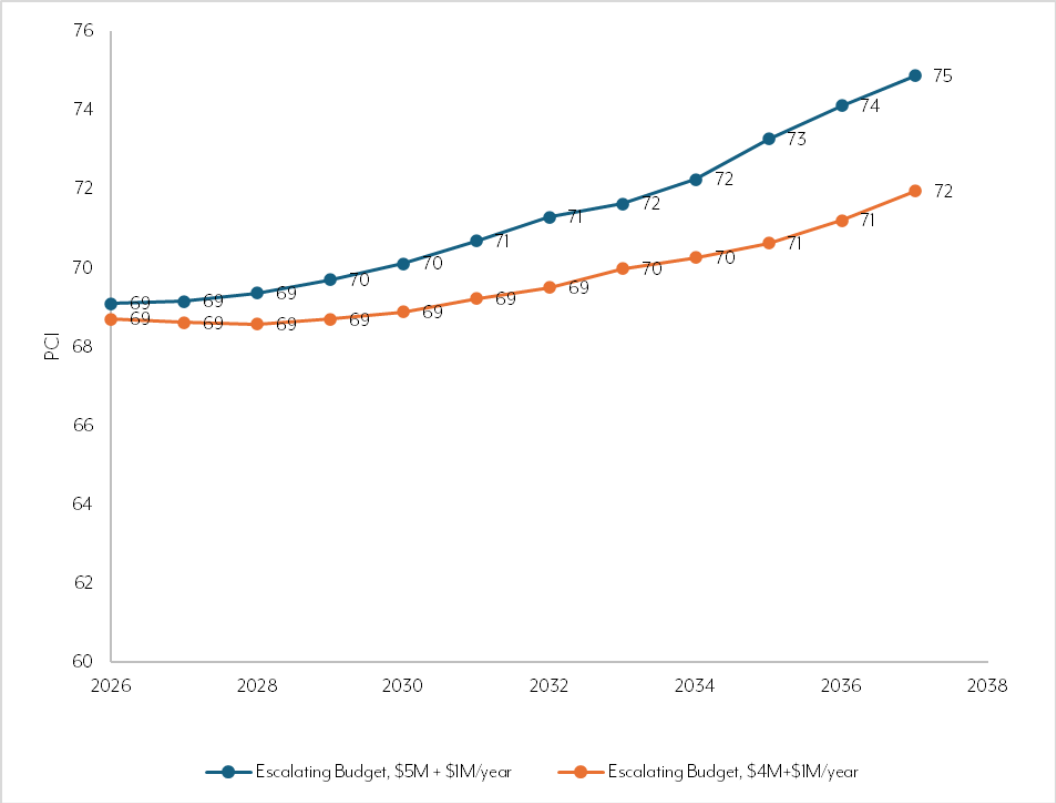


FIGURE 14. PATHS TO PCIS OF 71 AND 75.

Table 8 shows the results of various budget scenarios for consideration.

TABLE 8. ANNUAL BUDGET SCENARIOS

Budget Scenario	Duration (Years)	Annual Proposed Budget	Network PCI (at end of duration)	Arterial PCI (at end of duration)	Residential PCI (at end of duration)	Total Spend (at end of duration)
2025 Baseline PCI	0	N/A	68(2025)	64 (2025)	71(2025)	N/A
Do Nothing(no spend)	12	$0	44	38	52	$0
Maintain Existing Budget	12	$1.7M annually	54	55	54	$18.9M
Existing Budget + $1M	12	$2.7M annually	57	58	56	$30.6M
Achieve City's Target of Minimum Network PCI 71	12	$4M+$1M *Progressive funding**	71	76	70	$114M
Achieve a Target Network PCI of 69	12	$5M+$500k *Progressive funding**	69	71	65	$92.3M
Recommended Budget	**12**	**$5M+$250k *Progressive funding****	**68**	**68**	**67**	**$76.5M**
Achieve Optimum Target PCI 75	**12**	**$8M+$250k *Progressive funding****	**75**	**76**	**73**	**$111M**

*Progressive funding scenarios establish a base budget in year 2027 and then incrementally increase each year by the amount shown.

4.3 Funding Recommendations

For a pavement program to be successful, it is important to recognize that funding recommendations are not just about a budget, but also include a plan for how the budget is managed and allocated.

The recommendations for the City's pavement management program to be successful include the following budget and program recommendations:

- **Establish one dedicated programmatic budget:** Establish a paving program budget that is dedicated to annual paving and preventative maintenance projects. The goal is to eliminate the need for annual paving projects to compete with the budgets needed for other CIP projects.
- **CIP Projects:** Classify paving projects that include significant safety improvements and/or multimodal changes as CIP projects instead of programmatic paving projects.
- **Transportation Benefit District (TBD) Funding:** Increase the contribution from the City's TBD to fully fund the paving program annual budget.
- **Progressive Annual Budget:** Implement a "progressive budget" funding strategy so that the funding keeps up with inflation and other potential rising costs. The progressive annual budget includes approval of a base annual budget amount, as well as an incremental amount that is progressively added to the budget each year.
- **Grant Funding:** Leverage potential grant funding and continue to pursue state and federal grants, using the paving program budget as the match money.
- **Coordination with Utility Projects:** The City can maximize efficiency by aligning pavement work with utility upgrades, sharing costs, and minimizing disruption.
- **Future establishment of a City paving crew:** The City's paving crew would be responsible for repairing potholes, crack sealing, rehabilitating small, isolated areas of arterial streets, and performing mill and overlay projects for residential streets. These activities on arterials and collectors will help improve the network's PCI and contribute to more competitive grant scoring. The paving crew would also provide flexibility by being more reactive if needed by making permanent fixes, which is more cost-effective for the smaller needs and helps prevent degradation over time. A paving crew like the concrete crew can achieve early wins through targeted pavement repairs in neighborhoods and select repairs on arterials. When combined with the recommended funding request and grant funding, a future establishment of a paving crew would position the City to achieve the target PCI of 71.

Proposed Budget Recommendation

One of the most important goals of this Strategic Plan and the proposed budget recommendation is to halt the rapid deterioration of the City's street network. There is much to consider when establishing a budget that is a significant increase from the current funding scenario. To arrive at a budget that makes sense specifically for the City, many factors were considered, including the condition of the existing street network, how the budget should be allocated annually between arterials and residential streets, pavement treatments that make sense for the City and the residents, establishing target PCIs that are achievable, and how to get the most impact from the dollars allocated.

Based on these considerations and the results of the funding scenarios in Table 8, the City should consider moving forward by funding the programmatic paving program with a progressive funding budget, which would begin in year 2027 with an annual budget of $5million and a $250,000 increase annually through year 2039 (identified as "Proposed Budget" in Table 8).

The $5M+$250K progressive funding scenario will:

- Maintain an acceptable street network PCI of 68 (*Fair*)
- Maintain an acceptable arterial network PCI of 68 (*Fair*)
- Maintain an acceptable residential network PCI of 67 (*Fair*)
- Split the allocation of the budget approximately 70% to arterials and 30% to residential streets

While this budget scenario alone does not meet the minimum PCI target of 71 by 2039, it provides a practical, incremental funding structure and creates the opportunity to achieve the City's PCI goals through the combined use of grant funding and a future establishment of a City paving crew. Grant funds are typically available for paving projects on arterial streets, and can be pursued to bring the arterial network above this scenario's projected result of PCI 68 and toward the minimum target of PCI 71. On the residential side, grant funding opportunities are rare; however, residential streets are projected to remain within an acceptable condition range under this budget scenario, and the paving crew can be deployed to close the remaining gap and bring residential streets to the minimum target of PCI 71.

5.0 Pavement Management Implementation Plan

The recommendations and goals established in this Pavement Strategic Plan are carried forward in the companion Pavement Management Implementation Plan. While this Strategic Plan defines the City's pavement condition targets, funding scenarios, and general resource needs, the Implementation Plan provides the operational detail necessary to execute those recommendations — including a multi-year budget schedule, a multi-year project list, project management processes, staffing resources, and additional key performance indicators (KPIs) to track program success. The two documents are intended to be read together, with this Strategic Plan serving as the policy and investment framework and the Implementation Plan serving as the day-to-day management guide for the programmatic paving program.

5.0 Conclusion

Redmond's street network faces a significant challenge after two decades of steady decline in pavement conditions. The citywide Pavement Condition Index (PCI) has dropped from 88 (*Good*) in 2003 to 68 (*Fair*) today, and projections show further deterioration to *Poor* condition within seven years if current funding levels persist. Principal Arterials, which comprise over 14% of the network and carry the highest traffic volumes, have seen the percentage of lane-miles in *Poor* or worse condition rise from 30% in 2022 to 38% in 2025. The City's average annual investment of $1.7 million has not kept pace with inflation, increased heavy-vehicle traffic, and the growing backlog of repairs.

To reverse this trend, it is essential for Redmond to support and fully implement a formal pavement management program and to improve its budget. Modeling shows that implementing a practical, annual progressive budget scenario of $5 million, increasing it by $250,000 annually, will maintain the City's street network at an acceptable PCI of 68 (*Fair*). Leveraging some of this budget as matching funds for grant funding along with a future paving crew, will improve the street network even further, and move towards to the City's minimum target PCI of 71 (*Satisfactory*). Using the City paving crew to perform preparatory repairs and maintenance, larger preservation and rehabilitation treatments will last longer, and the street network's PCI will also improve, helping to move the City towards the minimum target PCI of 71.

A formal program and improved budget provides the structure and accountability needed to prioritize investments, leverage grant opportunities, and coordinate projects across departments. By committing to a strategic, data-driven approach and diversified funding strategy, Redmond can protect its $450 million street infrastructure investment, minimize long-term costs, and deliver safe, reliable streets that meet the needs and expectations of its residents and businesses.

APPENDIX A

Target Repair Methods for Various Conditions

TARGET REPAIR METHODS FOR VARIOUS CONDITIONS.

PCI	Condition	Functional Class	Proposed Treatment	Proposed Unit Cost
86-100	Good		Crack Seal	$2.40/SY
71-85	Satisfactory	Arterial	Preventive Maintenance (TBD)	$15/SY
71-85	Satisfactory	Collector	Double Chip Seal	$8/SY
71-85	Satisfactory	Residential	Slurry Seal	$6/SY
56-70	Fair	Arterial	2" Overlay w/Fiber	$45/SY
56-70	Fair	Collector	2" Overlay	$45/SY
56-70	Fair	Residential	Cape Seal	$12/SY
41-55	Poor	Arterial	3" Overlay w/Fiber	$64/SY
41-55	Poor	Collector	2" Overlay and Patching	$60/SY
41-55	Poor	Residential	2" Overlay and Patching	$60/SY
0-40	Failed	Arterial	Reconstruction	$190/SY
0-40	Failed	Collector	Reconstruction	$190/SY
0-40	Failed	Residential	Reconstruction	$180/SY

APPENDIX B

Budget Scenarios

Budget Scenarios

Maintain Existing Budget

ProjectPeriod	UntreatedPCI	TreatedPCI	ScenarioName	TreatmentCost
2027	67	68	$1.62 million per year	$ 1,610,000
2028	65	67	$1.62 million per year	$ 1,610,000
2029	63	66	$1.62 million per year	$ 1,610,000
2030	61	65	$1.62 million per year	$ 1,600,000
2031	59	63	$1.62 million per year	$ 1,580,000
2032	57	62	$1.62 million per year	$ 1,510,000
2033	55	61	$1.62 million per year	$ 1,610,000
2034	53	59	$1.62 million per year	$ 1,610,000
2035	51	58	$1.62 million per year	$ 1,590,000
2036	48	56	$1.62 million per year	$ 1,600,000
2037	46	55	$1.62 million per year	$ 1,600,000
2038	44	54	$1.62 million per year	$ 1,430,000

Existing Budget + $1M

ProjectPeriod	UntreatedPCI	TreatedPCI	ScenarioName	TreatmentCost
2027	67	68	$2.62 million per year	$ 2,620,000
2028	65	67	$2.62 million per year	$ 2,600,000
2029	63	67	$2.62 million per year	$ 2,350,000
2030	61	66	$2.62 million per year	$ 2,600,000
2031	59	65	$2.62 million per year	$ 2,340,000
2032	57	64	$2.62 million per year	$ 2,380,000
2033	55	63	$2.62 million per year	$ 2,610,000
2034	53	61	$2.62 million per year	$ 2,620,000
2035	51	60	$2.62 million per year	$ 2,610,000
2036	48	59	$2.62 million per year	$ 2,610,000
2037	46	58	$2.62 million per year	$ 2,610,000
2038	44	57	$2.62 million per year	$ 2,590,000

Achieve City's Target of Minimum Network PCI 71

ProjectPeriod	UntreatedPCI	TreatedPCI	ScenarioName	TreatmentCost
2027	68	69	Escalating Budget 4M+1M, 75/25	$ 4,000,000
2028	66	69	Escalating Budget 4M+1M, 75/25	$ 5,000,000
2029	64	69	Escalating Budget 4M+1M, 75/25	$ 6,000,000
2030	62	69	Escalating Budget 4M+1M, 75/25	$ 7,000,000
2031	60	70	Escalating Budget 4M+1M, 75/25	$ 8,000,000
2032	58	70	Escalating Budget 4M+1M, 75/25	$ 9,000,000
2033	56	70	Escalating Budget 4M+1M, 75/25	$ 10,000,000
2034	54	71	Escalating Budget 4M+1M, 75/25	$ 11,000,000
2035	52	71	Escalating Budget 4M+1M, 75/25	$ 12,000,000
2036	49	71	Escalating Budget 4M+1M, 75/25	$ 13,000,000
2037	47	72	Escalating Budget 4M+1M, 75/25	$ 14,000,000
2038	45	73	Escalating Budget 4M+1M, 75/25	$ 15,000,000

Achieve a Target Network PCI of 69

ProjectPeriod	UntreatedPCI	TreatedPCI	ScenarioName	TreatmentCost
2027	67	69	Escalating Budget 5M+500k	$ 4,950,000
2028	65	69	Escalating Budget 5M+500k	$ 5,450,000
2029	63	69	Escalating Budget 5M+500k	$ 5,950,000
2030	61	69	Escalating Budget 5M+500k	$ 6,450,000
2031	59	69	Escalating Budget 5M+500k	$ 6,950,000
2032	57	69	Escalating Budget 5M+500k	$ 7,450,000
2033	55	69	Escalating Budget 5M+500k	$ 7,950,000
2034	53	69	Escalating Budget 5M+500k	$ 8,450,000
2035	51	69	Escalating Budget 5M+500k	$ 8,950,000
2036	48	69	Escalating Budget 5M+500k	$ 9,450,000
2037	46	69	Escalating Budget 5M+500k	$ 9,900,000
2038	44	69	Escalating Budget 5M+500k	$ 10,400,000

Recommended Budget

ProjectPeriod	UntreatedPCI	TreatedPCI	ScenarioName	TreatmentCost
2027	68	70	Escalating Budget 5M+250, 70/30	$ 5,000,000
2028	66	70	Escalating Budget 5M+250, 70/30	$ 5,250,000
2029	64	70	Escalating Budget 5M+250, 70/30	$ 5,500,000
2030	62	69	Escalating Budget 5M+250, 70/30	$ 5,750,000
2031	60	69	Escalating Budget 5M+250, 70/30	$ 6,000,000
2032	58	69	Escalating Budget 5M+250, 70/30	$ 6,250,000
2033	56	69	Escalating Budget 5M+250, 70/30	$ 6,500,000
2034	54	69	Escalating Budget 5M+250, 70/30	$ 6,750,000
2035	52	68	Escalating Budget 5M+250, 70/30	$ 7,000,000
2036	49	68	Escalating Budget 5M+250, 70/30	$ 7,250,000
2037	47	68	Escalating Budget 5M+250, 70/30	$ 7,500,000
2038	45	68	Escalating Budget 5M+250, 70/30	$ 7,750,000

Achieve Optimum Target PCI 75

ProjectPeriod	UntreatedPCI	TreatedPCI	ScenarioName	TreatmentCost
2027	68	71	Escalating Budget 8M+250, 70/30	$ 8,000,000
2028	66	71	Escalating Budget 8M+250, 70/30	$ 8,250,000
2029	64	72	Escalating Budget 8M+250, 70/30	$ 8,500,000
2030	62	72	Escalating Budget 8M+250, 70/30	$ 8,750,000
2031	60	72	Escalating Budget 8M+250, 70/30	$ 9,000,000
2032	58	73	Escalating Budget 8M+250, 70/30	$ 9,250,000
2033	56	73	Escalating Budget 8M+250, 70/30	$ 9,500,000
2034	54	73	Escalating Budget 8M+250, 70/30	$ 9,750,000
2035	52	74	Escalating Budget 8M+250, 70/30	$ 10,000,000
2036	49	74	Escalating Budget 8M+250, 70/30	$ 10,250,000
2037	47	75	Escalating Budget 8M+250, 70/30	$ 10,500,000
2038	45	75	Escalating Budget 8M+250, 70/30	$ 9,250,000

APPENDIX D

Pavement Treatments and Definitions

Pavement Treatment Classifications

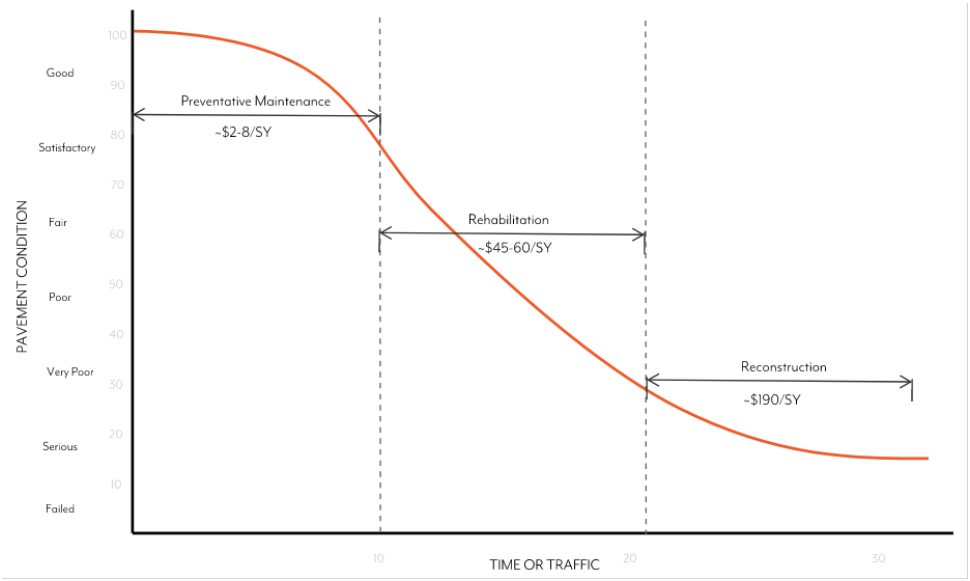
Pavement Preservation
A network-level strategy that extends pavement service life through the timely application of non-structural treatments to pavements in good to fair condition. Preservation treatments slow deterioration, maintain functional performance (ride quality, skid resistance), and delay the need for structural rehabilitation or reconstruction. Preservation is most effective when applied prior to significant structural decline.

Preventive Maintenance
A subset of pavement preservation consisting of planned, cost-effective surface treatments applied to structurally sound pavements to mitigate moisture infiltration, oxidation, raveling, and traffic-related wear. Preventive maintenance treatments address surface distress but do not increase structural capacity. Preventive maintenance treatments are applied to pavements in satisfactory or good condition, preserving the pavement condition and extending its service life. Typical treatments include crack sealing, chip seals, slurry seals, microsurfacing, cape seals, and scrub seals.

Rehabilitation
Structural or semi-structural treatments applied when pavements have deteriorated beyond the range of effective preventive maintenance but retain sufficient base and subgrade integrity. Rehabilitation improves structural capacity and restores functional performance. Common rehabilitation strategies include cold planing (milling) with asphalt overlay, structural overlays, and localized full-depth repairs.

Reconstruction
The complete removal and replacement of the pavement structure when deterioration has progressed to the point that the existing pavement, base, or subgrade no longer provides adequate structural support. Reconstruction restores full structural capacity by rebuilding the pavement section in accordance with current design standards and projected loading conditions.

Pavement Degradation Curve



Pavement Treatment Methods

Preventive Maintenance

Crack Seal PCI 86-100 **|** $1.50-2.40/SY

The placement of a hot-applied or cold-applied sealant into working cracks to prevent water infiltration and incompressible intrusion. Proper crack routing or cleaning, use of climate-appropriate sealants, and surface preparation (e.g., hot air lance cleaning) are critical to treatment performance. Crack sealing is most effective on active transverse and longitudinal cracks in pavements with adequate structural capacity.

Slurry Seal PCI 71-85 **|** $8/SY

A thin surface treatment composed of asphalt emulsion, well-graded aggregate, mineral filler, and water. Slurry seals restore surface texture, improve skid resistance, seal minor surface cracking, and retard oxidation and raveling. Slurry seals do not add structural capacity and are appropriate for pavements in good to fair condition with minimal structural distress.

Microsurfacing PCI 71-85 **|** $10/SY

A polymer-modified slurry system capable of thicker application rates and limited rut filling. Microsurfacing provides improved durability and early strength gain compared to conventional slurry seals, making it suitable for higher-volume roadways and areas requiring minor surface profile correction.

Chip Seal PCI 71-85 **|** $8/SY

A surface treatment consisting of the application of asphalt binder followed by a layer of uniformly graded aggregate. The aggregate is embedded into the binder to create a new wearing surface that seals minor cracks, reduces raveling, and limits moisture infiltration. Multiple applications (double or triple chip seals) may be used to enhance durability and structural contribution.

Scrub Seal PCI 71-85 **|** $8/SY

A variation of chip seal in which asphalt emulsion is mechanically broomed into surface cracks prior to aggregate placement. Scrub seals are intended to enhance crack sealing effectiveness while providing the surface protection of a conventional chip seal.

Cape Seal PCI 56-70 **|** $12-14/SY

A composite treatment consisting of a chip seal followed by a slurry seal or microsurfacing. The chip seal provides crack sealing and surface waterproofing, while the slurry or microsurfacing layer improves ride quality and surface uniformity. In urban environments cape seals are used more often than chip seals to reduce loose aggregate generated during the application of chip seals.

Rehabilitation

Cold Planing (Milling) and Asphalt Overlay PCI 40-70 **|** $45-64/SY

The controlled removal and replacement of an existing asphalt surface with new asphalt to a specified depth to correct surface irregularities, restore cross slope, remove distressed material, or prepare the pavement for overlay. Milling may be combined with localized full-depth repairs prior to placement of a new asphalt wearing course. Variations in thickness can be used to restore a roadway crown, improve drainage, and add structural capacity.

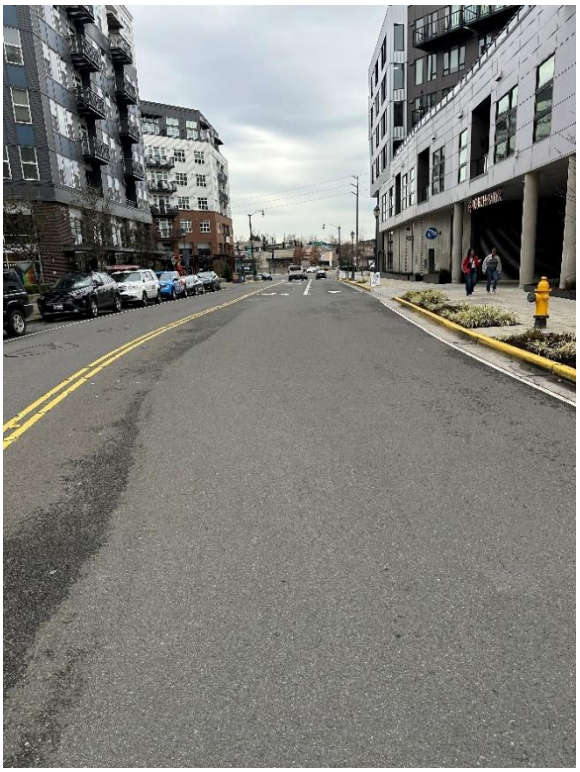
Reconstruction

Full Depth Reconstruction PCI 0-40 **|** $180-190/SY

Removal of the existing pavement structure, including asphalt layers and base materials, followed by subgrade evaluation and preparation, and construction of a new pavement section. Reconstruction addresses structural deficiencies at all levels of the pavement system and restores long-term structural performance.

APPENDIX E

Photos of Example Pavement Condition



Cleveland Street – PCI 97

Redmond Way – PCI 83

Redmond Way – PCI 60

Avondale Road – PCI 36

Avondale Road – PCI 24

The City of Redmond assures that no person shall, on the grounds of race, color, national origin, or gender, provided by Title VI of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity. For more information about Title VI, please visit redmond.gov/TitleVI.

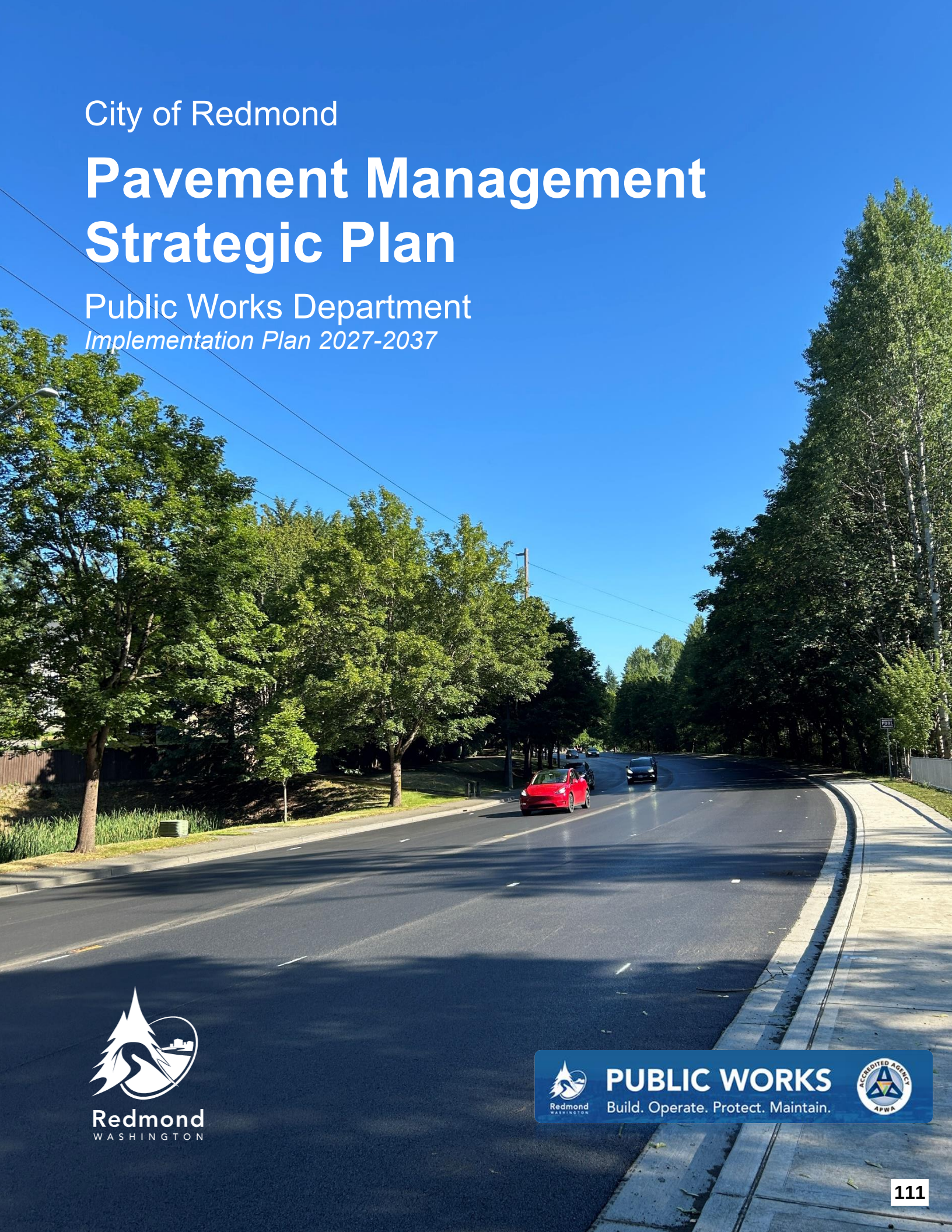
无歧视声明可在本市的网址 redmond.gov/TitleVI *上查阅* | El aviso contra la discriminación está disponible en redmond.gov/TitleVI.

City of Redmond

Pavement Management Strategic Plan

Public Works Department

Implementation Plan 2027-2037



Redmond
WASHINGTON

PUBLIC WORKS
Build. Operate. Protect. Maintain.

Table of Contents

1. Introduction 1
2. Vision, Goals & Guiding Principles 1
2.1 Vision Statement 1
2.2 Strategic Goals 1
2.3 Guiding Principles 2
3. Why a Formal Program Is Essential 2
4. Implementation Framework 3
5. Program Areas & Action Items 3
Program Area 1: Pavement Management Software & Data Management 3
Program Area 2: Budget Establishment & Funding Strategy 4
Current Funding Mechanism: 5
Proposed Funding Mechanism: 5
Table 1:Existing and Proposed Budget through 2036 5
Program Area 3: Project Prioritization & Work Plan Development 6
Work Plan Development 8
Table 2: 10-Year Paving Project List 10
Figure 1: 10-Year Paving Project Map 11
Program Area 4: City Resources and Project Delivery 12
Current Staffing and Delivery 12
Proposed Staffing and Delivery 12
Program Area 5: Performance Monitoring, Reporting & MAMP Alignment 12
Program Area 6: Pilot Programs & Preventative Maintenance Expansion 13
New Asphalt Treatments 13
Concrete Bus Lanes 14
Implement a Pavement-cut Moratorium 14
Fee in-lieu 14
6. Implementation Schedule 15
7. Key Performance Indicators 16
8. Roles & Responsibilities 18
9. Alignment with City Municipal Asset Management Policy (MAMP) 18
10. Plan Maintenance & Updates 19
Appendix A 20
Pavement Prioritization Map 20
Narrative: Prioritization Scoring Methodology 21
Appendix B 23
Arterial and Residential Treatment Tables and Maps 23
Table 3: Arterials Treatment Table 23

Figure 2: Arterials Treatment Recommendations Map 26
Table 4: Residential Treatment Table 27
Figure 3: Residential Treatment Recommendations Map 28
Project Candidates for Future City Paving Crew or with Additional Funding 29

1. Introduction

The City's Pavement Management Strategic Plan (PMSP) establishes a clear vision and framework for restoring and sustaining the City's 362 lane-mile street network. The network — with an estimated replacement value of $450 million — is a critical public asset supporting the daily movement of residents, businesses, and visitors. After two decades of steady decline, the citywide Pavement Condition Index (PCI) has dropped from 88 (Good) in 2003 to 68 (Fair) today, and projections show the network slipping into Poor condition within seven years if current funding levels persist.

This Implementation Plan translates the goals, strategies, and priorities of the Strategic Plan into a concrete roadmap for action. It defines the specific initiatives, responsible parties, timelines, resource requirements, and performance metrics needed to reverse the decline in pavement condition, move the network toward a Satisfactory condition, and sustain that condition over the long term.

Critically, this plan reflects the City's commitment to operationalizing the Municipal Asset Management Policy (MAMP), adopted in October 2025, by embedding data-driven decision making, lifecycle cost optimization, and transparent reporting into every aspect of the pavement program.

2. Vision, Goals & Guiding Principles

2.1 Vision Statement

Redmond's vision is to operationalize the Municipal Asset Management Policy through a formal, data-driven Pavement Management Program that ensures the City's street network is safe, reliable, and sustainably managed by all users. Anchored in lifecycle asset stewardship principles, the program is designed to extend asset service life, optimize lifecycle costs, and align infrastructure investment with community outcomes — supporting safety, connectivity, resilience, and equitable service delivery as defined in Redmond 2050.

2.2 Strategic Goals

The PMSP establishes the following measurable goals:

- **PCI Milestone Goal:** Achieve a citywide network PCI of 71 (Satisfactory) by year 2039.
- **Long-Term PCI Goal:** Reach a network PCI of 75 (Satisfactory) beyond year 2039
- **Arrest the Decline:** Stop the current rapid deterioration of Principal Arterials, which have seen 38% of lane-miles slip to Poor or worse conditions.
- **Preventive Investment:** Shift from reactive, worst-first repairs to a proactive, lifecycle-based maintenance strategy.
- **Budget Establishment:** Implement a progressive annual budget starting in 2027, beginning at $5 million and increasing by $500,000 bi-annually through 2036.
- **Performance Metrics:** By 2030, establish and track additional performance metrics including maintenance backlog, cost per lane-mile, percentage of roads in Satisfactory condition, and community satisfaction.

- **Equitable Investment:** Ensure pavement investments are distributed equitably across all neighborhoods.

2.3 Guiding Principles

- **Data-Driven Decision Making:** All project selection and resource allocation will be grounded in biannually updated pavement condition data stored in StreetSaver or equivalent pavement management software, ensuring transparent, consistent, and defensible decision making.
- **Lifecycle Cost Optimization:** Emphasis will be placed on preventive maintenance and rehabilitation applied at the right time to extend pavement service life and reduce long-term costs — moving away from the expensive emergency repairs that result from deferred investment.
- **Proactive Over Reactive:** The program will avoid the "worst-first" approach and instead apply a strategic, lifecycle-based methodology to maximize the return on every dollar invested.
- **Equity:** Pavement investments will consider geographic equity and the needs of all residents, including those in underserved neighborhoods, ensuring that the more than 52% of the network comprising Residential and Local Streets is not neglected in favor of arterials alone.
- **Alignment with MAMP:** This plan operationalizes the City's Municipal Asset Management Policy — demonstrating data-driven prioritization (MAMP §5.1.1), lifecycle cost optimization (MAMP §3.2), proactive maintenance (MAMP §4.1), and transparent reporting (MAMP §5.3.2).
- **Collaboration:** Coordination across City departments and with utility agencies will minimize redundant work, reduce disruption to residents, and maximize the value of every pavement investment.

3. Why a Formal Program Is Essential

The Strategic Plan identifies this moment as a critical juncture for the City of Redmond. Without a formal, consistently-funded pavement management program, the City's street network is on a trajectory toward Poor condition — a point where cost-effective preservation treatments are no longer viable and only expensive rehabilitation and reconstruction can restore the network. The City is currently at the inflection point of the pavement degradation curve, where a relatively small increase in investment today can yield significantly better outcomes than a much larger investment in the future.

A formal Pavement Management Program provides the following benefits that an ad hoc approach cannot:

- **Optimizes lifecycle costs** by shifting from expensive emergency repairs to cost-effective preventive maintenance.
- **Improves transparency and accountability** in how funds are allocated and projects are selected.
- **Enables the City to leverage grant funding** and coordinate with other infrastructure projects, maximizing the return on local investment.
- **Supports environmental sustainability** by maintaining smoother pavements that reduce vehicle emissions and minimize the materials and energy needed for reconstruction.
- **Enhances community satisfaction** by delivering safer, quieter, and more comfortable streets — particularly on Residential and Local Streets, which represent the most tangible reflection of City performance for the public.
- **Fulfills the City's MAMP obligations** and will inform the first State of the Asset Report (2027).

4. Implementation Framework

This Implementation Plan is organized around six core program areas, each directly corresponding to strategies identified in the Strategic Plan:

- Program Area 1: Pavement Management Software & Data Management
- Program Area 2: Budget Establishment & Funding Strategy
- Program Area 3: Project Prioritization & Work Plan Development
- Program Area 4: City Resources & Project Delivery
- Program Area 5: Performance Monitoring, Reporting & MAMP Alignment
- Program Area 6: Pilot Programs & Preventative Maintenance Expansion

Each program area includes specific action items, responsible parties, timelines, and status. All program areas are designed to work in concert to reverse the decline in the City's pavement network and achieve the goals established in the Strategic Plan.

5. Program Areas & Action Items

Program Area 1: Pavement Management Software & Data Management

StreetSaver — or equivalent pavement management software — is the foundation of the City's pavement management program. The Strategic Plan identifies continued use of StreetSaver or equivalent software as a critical element of data-driven decision making. Accurate, current pavement condition data enables transparent project selection, lifecycle cost modeling, and budget scenario analysis. The 2025 pavement condition data sets the baseline for the strategic plan in the context of PCI data collected since 2008.

Action Item	Responsible Party	Timeline	Status
Collect new pavement condition data City-wide	Consultant	Q2 2025	Completed
Evaluate 2025 PCI data collected and Stored in StreetSaver by Capitol Asset and Pavement Services.	Pavement Mgmt/Consultant	Q3 2025	Completed
Update treatment costs and decision tree in StreetSaver for use in Strategic Plan	Consultant	Q3/Q4 2025	Completed
Collect pavement condition data City-wide using Streetlogix as pilot	Consultant	Q3 2025	Completed
Streetlogix delivers data	Consultant	Q4 2025	Completed

Action Item	Responsible Party	Timeline	Status
Evaluate Streetlogix automated collection pilot results and determine role in future condition surveys	Pavement Mgmt Staff/ APM Team	Q3 2026	Planned
Select consultant for future pavement condition data collection	Pavement Mgmt	Q1 2027	Planned
Conduct biannual network-wide pavement condition survey	Pavement Mgmt Staff / Consultant	Biannually (next: Q2 2027)	Planned
Update StreetSaver database or other Software with 2027 condition data and confirm all inputs (PCI, degradation curves) are current and accurate	Pavement Mgmt/Consultant	Biannually (next: Q3 2027)	Planned
Update StreetSaver or other Software treatment cost inputs biannually to reflect current Puget Sound Region construction costs	Pavement Mgmt Staff or Consultant	Biannually (next: Q4 2027)	Ongoing
Develop and maintain GIS pavement condition layers integrated with StreetSaver for public dashboard and internal planning	APM Team/GIS / Pavement Mgmt	Future	Future

Program Area 2: Budget Establishment & Funding Strategy

A sustainable Pavement Management Program depends on three core funding principles: a dedicated, recurring revenue source that does not compete with other City priorities; annual increases that keep pace with inflation; and sufficient flexibility to redirect resources as conditions and priorities change.

The Strategic Plan identifies the funding gap as the primary driver of the City's declining pavement conditions. Over the past six years (2020–2025), the City has averaged just $1.7 million per year in pavement investment — well below what is needed to reverse the downward trend. Modeling indicates that achieving the minimum target Pavement Condition Index (PCI) of 71 requires a progressive budget beginning at $4 million and growing by $1 million annually. The recommended approach — a $5 million baseline with $250,000 in annual increases — is projected to stabilize the network and position it for long-term improvement, particularly when combined with grant funding and the future establishment of a dedicated paving crew.

In the program's initial phase (2027–2028), the full $5 million budget proposal could be used to support the establishment of a new in-house paving crew and its operations. By 2029, annual increases will bring the budget to approximately $5.5 million. At that point, the paving crew and its project delivery could be funded through a separate budget line, and the pavement management program budget will transition to funding projects identified on the 10-Year Paving List.

Projects scheduled for 2027 and 2028 on the 10-Year Paving List are already funded and will be delivered by contractors under the management of the Capital Division. Going forward, contractor delivery will remain the primary method for list projects, while the project map identifies additional corridors well suited for completion by the paving crew.

Current Funding Mechanism:

Currently, larger rehabilitation paving projects are submitted every two years for CIP funding consideration along with other City projects. Smaller programmatic paving projects are delivered outside the CIP process using the limited annual $500,000 programmatic paving budget. This approach requires paving projects to compete with other city projects and does not establish a reliable and consistent funding source, making long-term asset management difficult. Coordination to include multimodal and utility scopes of work requires the paving project to bundle these scopes of work into one paving project. This approach delays paving with added scopes of work that often require long-lead permitting and more complex contracting.

Proposed Funding Mechanism:

Paving projects starting in 2029 on the paving list are proposed to be funded through a dedicated $5 million base budget that starts in 2027, increasing by $250,000 per year. This funding source must be consistent, reliable, and separate from the biannual CIP proposal process to prevent paving projects from competing with other City projects. A fund source that meets this requirement is the Transportation Benefit District. In addition, projects with non-paving scopes of work such as utility, safety, or multimodal work should be classified as separate CIP projects and delivered separately prior to the paving project. Non-paving scopes of work should also be delivered as standalone projects, while paving work is contracted separately. This structure keeps paving contracts simple, focused, and free from CIP competition.

Effective coordination between paving and non-paving projects remains essential. The gap between these efforts should not exceed two years, as this interval is critical for maintaining long-term pavement performance. Cost savings are still achievable through coordination with utility or multimodal safety projects. When these projects align with scheduled paving, they will not be required to repave curb-to-curb; instead, they will complete only the necessary trench patching in accordance with City Standard Details. This approach reduces redundant paving work while preserving pavement quality and longevity.

Table 1:Existing and Proposed Budget through 2036

Year	Current Funded	New Budget Ask (5M+250K increase)	Biennium funding	Year	Biennium Project Costs*	Comments
2027	$ 14,660,000	$ 5,000,000	$ 25,410,000		$ 15,178,050.00	2027: Currently funded are 3 CIP paving projects + yearly $500K programmatic
2028	$ 500,000	$ 5,250,000		27-28		2028: Current funded is the $500K programmatic through 2028
2029	$ -	$ 5,500,000	$ 11,250,000		$ 11,223,740.00	
2030	$ -	$ 5,750,000		29-30		
2031	$ -	$ 6,000,000	$ 12,250,000		$ 12,880,000.00	Project costs included high contingency as submitted in 27-32 CIP. Costs will be revaluated near project start.
2032	$ -	$ 6,250,000		31-32		
2033	$ -	$ 6,500,000	$ 13,250,000		$ 13,351,560.00	Overage negligable. Project costs and scopes to be adjusted to fit within budget near project start.
2034	$ -	$ 6,750,000		33-34		
2035	$ -	$ 7,000,000	$ 14,250,000		$ 14,189,000.00	
2036	$ -	$ 7,250,000		35-36		
	Total	$ 61,250,000				
	Proposed to fund paving crew in 2027 and 2028					
	Currently Funded Projects and Pavement Management Progam. See 10-Year Paving Project List					
*	See 10-Year Paving Project List					

Action Item	Responsible Party	Timeline	Status
Confirm budget to propose from several budget options	Pavement Mgmt/Director/Deputy Director	Q1 2026	Completed
Finalize recommended programmatic budget scenario (proposed: $5M base + $250K annual increase, starting 2027) and present to Mayor and COO for confirmation.	Director /Deputy Director	Q2 2026	In Progress
Establish a dedicated programmatic paving budget separate from CIP to eliminate annual competition with other capital projects	Finance / Director	2027 Budget Cycle	Planned
Increase Transportation Benefit District (TBD) contribution to fully fund the annual programmatic paving budget or seek another reliable fund source	Finance / Director / Council	2027 Budget Cycle	Planned
Implement progressive budget structure with annual increases of $250,000 to keep pace with inflation and rising Puget Sound construction costs	Finance / Pavement Mgmt	Biannually during Budget Cycles	Planned
Pursue state and federal grant funding annually (STP, PSRC, STBG, TIB, etc.) using programmatic budget as local match; prioritize arterial rehabilitation projects eligible for grant funding	Pavement Mgmt / Grants Staff/Transportation Planning and Engineering	Annually	Planned
Classify projects with utility, safety or multimodal improvements as separate CIP projects; clearly delineate CIP vs. programmatic project scope. Non-paving scopes of work must be done as a separate project before the paving project.	Utility / Pavement Mgmt/Capital Division	Biannually during Budget Cycles (next Q3/Q4 2027)	Planned
Track project expenditures for budget reporting	Finance / Pavement Mgmt	Biannually(next Q4 2026)	Ongoing

Program Area 3: Project Prioritization & Work Plan Development

The Strategic Plan calls for a prioritization framework that moves beyond worst first decision making and incorporates life-cycle based investment logic. Project prioritization is driven by pavement condition data, traffic volumes, and roadway functional classification, with an initial focus on rehabilitating

arterials to slow the most significant decline. Community driven considerations, including equity and safety, are also integrated. In the near term, over 70% of the annual programmatic budget is recommended for arterial rehabilitation, with the remainder allocated to residential preventive maintenance.

Projects were prioritized using the following criteria:
• 2025 Pavement Condition Index (PCI) rating and deterioration rate
• Safety risks identified in the City's 2025 Safety Action Plan
• 2025 roadway classification and traffic data
• Accessibility and proximity to key destinations such as hospitals and schools
• Field verified conditions and community feedback

Each project candidate receives a score from 1 to 5 in five rating categories: PCI, average annual daily traffic (AADT), roadway functional classification, safety risk, and accessibility. Higher scores are assigned to locations with low PCI, high AADT, principal arterial classification, elevated safety risk, and strong accessibility needs. Safety scores reflect the high risk and high injury network identified in the City's 2025 Safety Action Plan, while accessibility scores are based on proximity to facilities such as schools, hospitals, fire stations, and police stations. The full scoring methodology and prioritization map are provided in Appendix A.

Action Item	Responsible Party	Timeline	Status
Develop prioritization framework	Pavement Mgmt	Q1 2026	Completed
Incorporate prioritization framework into GIS mapping	Pavement Mgmt/APM Team	Q1 2026	Completed
Develop 10-year project list based on PCI thresholds, functional classification, treatment type, and available budget; maintain 70/30 arterial/residential budget split.	Pavement Mgmt Staff	Q2 2026	Completed
Conduct review of 10-year project list for alignment with priorities, alignment with most recent pavement data available, recent customer service requests, and emerging needs.	Pavement Mgmt Staff	Q4 2026(then annually)	In Progress
Update and maintain APM Team treatment selection maps and prioritization maps for arterials and residential roads to guide project selection and support workload planning for any future in-house paving crew.	APM Team	Q3 2026, then annually	In Progress
Coordinate project list with utility agency and City department project calendars to identify coordination opportunities and avoid pavement-cut conflicts.	Engineering / Utilities / Pavement Mgmt/Other Departments	Biannually (next Q3 2027)	Ongoing
Evaluate and refine prioritization criteria as the program matures, and as the network condition improves toward Satisfactory.	Pavement Mgmt Staff	By 2031	Planned

Work Plan Development

Project development is based on selecting the right treatments at the right time over the life cycle of a pavement. Appendix B shows treatment selection developed for the City's arterials and residential roads.

The 10-year project list spans five biennium budgets (2027–2036) and includes several large-scale programmatic paving projects annually. The project list was developed from the 2025 pavement condition assessment conducted by Capitol Asset and Pavement Services, treatment tables in Appendix B, incorporating citizen complaints, coordination with Maintenance and Operations, and field observations by staff. Projects were then prioritized as noted in Program Area 3.

Projects submitted in 2025 as part of the 2027-2032 CIP, identified on the paving project list in Table 2 with orange highlight were estimated using the City's CIP estimating template that is based on costs produced by KPG in 2021 and escalated to the construction year. Scope of work on these projects includes transportation planning safety elements and utility work. The costs shown on the project list only reflect the investment in paving and not the utility or safety elements. The estimated costs of other projects on the project list are based on completed CIP paving project costs over the last five years escalated at 5% inflation and 4% interest beginning in 2026. Projects that are not based on the CIP cost estimating template include a base cost for removal and replacement of 3 inches of asphalt, curb ramps, and limited curb, gutter, and sidewalk replacement. The total cost includes all soft costs including project administration.

Investment Strategy

The project list prioritizes the arterial network, which represents over 70% of total investment. Preventative maintenance activities — such as slurry seals — are directed toward residential roads. Any future Paving crew efforts are expected to focus on rehabilitation work and preventative maintenance work in residential roads and lower-volume arterials. It is anticipated any future Paving crew-identified projects would be funded separately from the pavement management program budget. Projects proposed per year are constrained by a recommended funding level of $5M/year plus $250K/year escalating. Projects removed from the list due to funding constraints are identified in Appendix B. Future paving crew could do spot repairs on these corridors or complete paving on the whole corridor depending on crew expertise. Notable corridors not included due to funding — such as Bellevue-Redmond Road — remain important City priorities. The City will pursue safety coordination opportunities with Transportation Planning and Engineering to advance those projects and could utilize a future paving crew for some of those locations. Residential road rehabilitation work is also not included in the project list, as that scope is expected to be carried out by the paving crew.

Funding

The Pavement Management Program is currently funded at $500,000 annually through 2028, providing $1 million in programmatic funding for the 2027–2028 biennium in addition to allocations to CIP paving projects show on Table 2 of the paving project list. Beginning in 2029–2030, biennium investment is proposed to increase with the recommended budget ask with an estimated 2029-2030 biennium total of $11.2 million, rising to $14.2 million in the 2035–2036 biennium. Please see Table 1 on page 7 for additional funding details

2027–2028 Biennium: Currently Funded Projects

The following projects in the 2027–2028 biennium are already funded and have CIP Project Managers assigned:

Paving Year	Street	Limits	Status
2027	NE 40th Street	156th Ave to Bel-Red Road	Funded; delivered through Shared Use Path project
2027	24th Street	City limits to West Lake Sammamish Parkway	In construction. Included coordination with utility work.
2027	Avondale Road	NE 90th to Novelty Hill Road	Bidding in 2026; paving 2027 in coordination with utility work

Given the concentration of large investments in 2027, the program is limited to two programmatic preventative maintenance project proposal in 2028 below.

Paving Year	Street	Limits	Treatment
2028	153rd Ave NE	Programmatic area	Preventative maintenance (slurry seal)
2028	North of 104th	Education Hill	Preventative maintenance (slurry seal)

2029–2036 Biennium: Planned Projects with Additional Scope

The following projects have been identified for future biennium and include expanded scope elements coordinated with Transportation Planning and Engineering (TP&E) and utility programs. These projects were submitted for funding consideration in Winter 2025 for the 2027-2032 CIP. The paving costs for these projects are proposed to be funded with the recommended budget of $5M+ $250K/year. The cost of the utility and TP&E scopes of work is not shown for these projects in the 10-year paving project list. It is expected the cost of the utility and TP&E scope items will be funded separately from the recommended paving budget.

Paving Year	Street	Limits	Additional Scope
2029	NE 40th Street	148th Ave to SR 520	Shared use path, in coordination with TP&E
2029	Old Redmond Road	148th Ave to W. Lake Sammamish Pkwy	Utility work; buffered bike lanes
2031	Avondale Road NE	NE 104th to NE 116th	New pedestrian signal and medians, in coordination with TP&E
2032	154th Ave NE	Redmond Way to Leary Way	Utility work

Table 2: 10-Year Paving Project List

Biennium	Year	Street/Neighborhood	Extents	Treatment	Total Project Cost	Annual Total	Biennium Total	Year	Project Rank	2025 PCI	Funding status
27-28	2027	NE 24TH ST	CITY LIMITS TO W LK SAMMAMISH PKWY	Overlay	$ 4,500,000	$ 14,160,000	$ 15,178,050	2027	3	43	Funded
	2027	AVONDALE RD NE	90TH TO NOVELTY HILL	Overlay	$ 6,800,000				4	28	Funded
	2027	NE 40TH ST	156TH TO BEL-RED	Overlay	$ 2,860,000				3	62	Funded
	2028	EDUCATION HILL SLURRY SEAL	N OF 104TH AVE	Slurry Seal	$ 736,800	$ 1,018,050		2028	1		
	2028	153RD AVE NE	N OF OLD REDMOND RD	Slurry Seal	$ 281,250				1		
29-30	2029	NE 40TH ST	148TH TO SR 520	Overlay	$ 3,100,000	$ 7,400,000	$ 11,223,740	2029	4	53	Submitted in 27-32 CIP
	2029	OLD REDMOND RD	148TH TO W LK SAMMAMISH PKWY	Overlay	$ 4,300,000				4	44	Submitted in 27-32 CIP
	2030	148TH AVE NE	REDMOND WAY TO WILLOWS RD NE	Overlay	$ 2,755,800	$ 3,823,740		2030	4	36	
	2030	NORTH REDMOND SLURRY	172ND TO 176TH AVE NE	Slurry Seal	$ 1,067,940				1		
31-32	2031	AVONDALE RD NE	NE 104TH TO NE 116TH	Overlay	$ 7,600,000	$ 7,600,000	$ 12,880,000	2031	5	41	Submitted in 27-32 CIP
	2032	154TH AVE NE	REDMOND WAY TO LEARY	Overlay	$ 5,280,000	$ 5,280,000		2032	3	55	Submitted in 27-32 CIP
33-34	2033	AVONDALE WAY	REDMOND WAY TO AVONDALE WAY	Overlay	$ 4,655,340	$ 5,593,420	$ 13,351,560	2033	4	45	
	2033	156TH AVE NE	N OF NE 51ST ST	Slurry Seal	$ 938,080				2		
	2034	148TH AVE NE	NE 61ST ST TO REDMOND WAY	Overlay	$ 6,769,100	$ 7,758,140		2034	4	60	
	2034	BRAE BURN	NE 24TH ST TO W LK SAMMAMISH PKWY	Slurry Seal	$ 989,040				2		
35-36	2035	WILLOWS RD NE	NE 90TH ST TO REDMOND WAY	Overlay	$ 3,521,760	$ 3,760,440	$ 14,189,000	2035	3	52	
	2035	167TH PL NE	NE 116TH TO NE 120TH ST	Slurry Seal	$ 238,680				2		
	2036	166TH AVE NE	NE 85TH TO NE 108TH PL	Overlay	$ 9,725,310	$ 10,428,560		2036	3	51	
	2036	REDMOND MIDDLE SCHOOL	NE 100TH ST TO NE 104TH ST	Slurry Seal	$ 703,250				1		
					$ 66,822,350						

Project Slurry Seal
Funded
Submitted in 2025 for 27-32 CIP for funding consideration
All overlays have base cost for 3inch overlay with some patching including curb ramps, select sidewalk, and select curb, gutter replacement. Costs include soft costs.

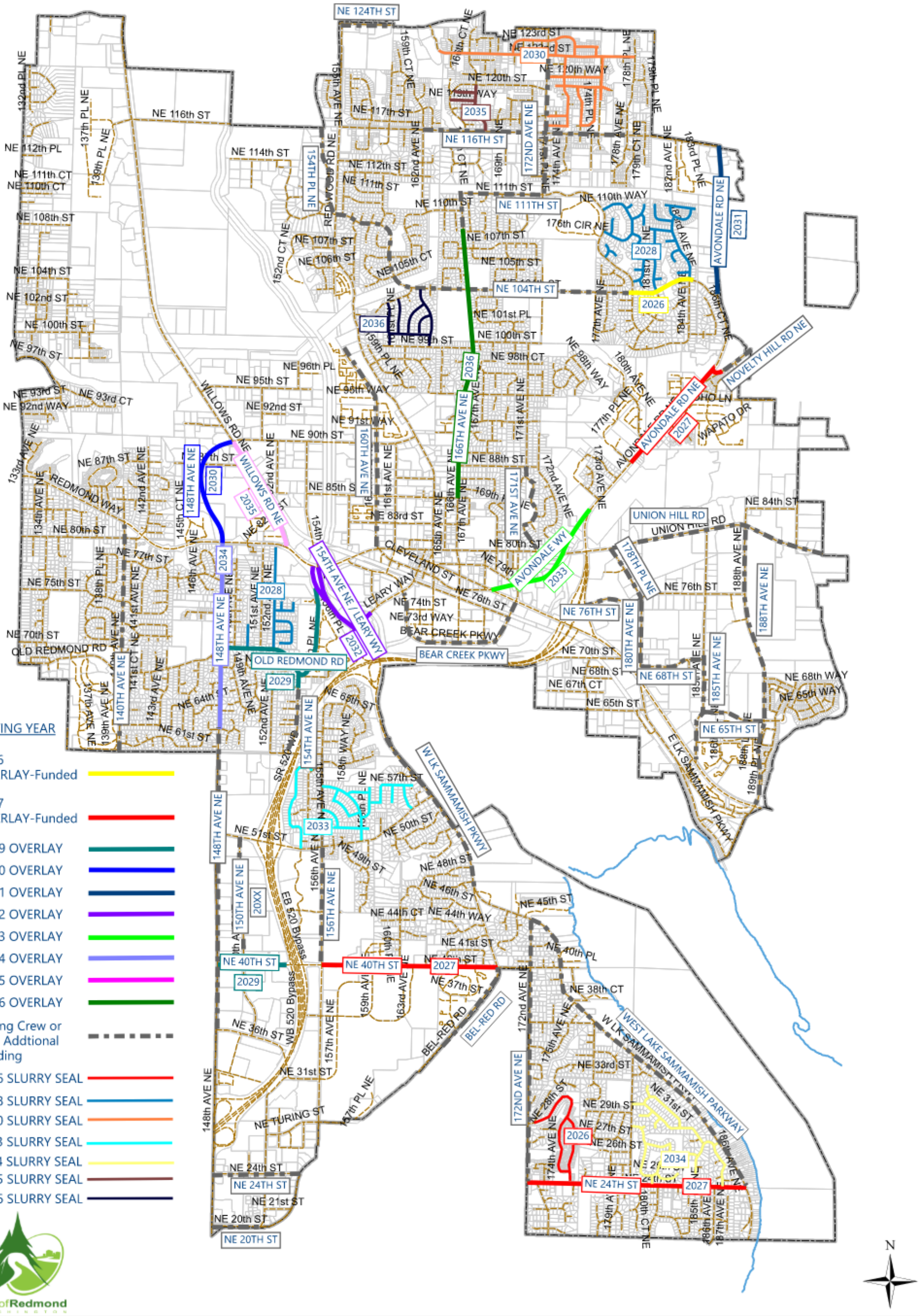


Figure 1: 10-Year Paving Project Map

Program Area 4: City Resources and Project Delivery

City resource needs must be tied to the adopted funding level. The resource needs identified in the Strategic Plan include exploring a future dedicated in-house paving crew (similar to the existing concrete crew). Resources must be scaled to the program level to ensure the annual work plan can be executed efficiently and within budget.

Current Staffing and Delivery

Current project delivery consists of one larger rehabilitation project every other year, with smaller programmatic paving occurring annually. Preventative maintenance (slurry seals) occurs on an every-other-year cycle. The City Pavement Manager currently manages all paving projects including CIP paving through 30% design, then transfers primary responsibility to the Capital Division Project Manager.

Proposed Staffing and Delivery

Resources for 2027-2028 biennium are already identified within the Capital Division for existing paving projects. The significant increase in annual paving volume warrants dedicated delivery resources beginning in the 2029-2030 biennium. It is recommended that at least one dedicated Project Manager and one Inspector be assigned within the Capital Division to manage yearly programmatic paving projects from initiation through closeout. Paving projects with safety and utility scopes of work are also proposed to be managed by the Capital Division.

Action Item	Responsible Party	Timeline	Status
Following Council adoption of budget scenario, develop a staffing plan that aligns City resource needs with the approved annual program level	Director / Pavement Mgmt / HR	Q4 2026 (post-Council)	Planned
Use APM Team treatment selection maps for arterials and residential roads to define workload targets in conjunction with Pavement Management	APM Team / Operations	Q2-Q3 2026	In Progress
Develop training program for project teams and inspection staff on treatment-specific quality standards and StreetSaver data entry requirements	Pavement Mgmt / Operations/Capital Division	By Q3 2027	Planned

Program Area 5: Performance Monitoring, Reporting & MAMP Alignment

The Strategic Plan establishes clear measurable goals and calls for transparent reporting to the community. This program area ensures accountability by tracking progress against PCI goals, budget performance, and other key metrics — and by communicating results clearly to decision makers and

the public. It also fulfills the City's MAMP obligations, including informing the first State of the Asset Report in 2027.

Action Item	Responsible Party	Timeline	Status
Establish baseline KPIs using 2025 condition data; document in performance dashboard for ongoing tracking	Pavement Mgmt Staff	Q2 2026	Completed
Publish biannual pavement program report: network PCI, lane-miles treated, budget spent, and treatment type, and progress toward goals	Pavement Mgmt / Communications	Biannually (Q4), next Q4 2026	Planned
Identify and adopt additional performance metrics such as: maintenance backlog, cost per lane-mile, % network in Satisfactory condition, community satisfaction survey results	Pavement Mgmt	By 2030	Planned
Develop public-facing pavement condition map and annual project tracker (GIS-integrated) to improve transparency and community awareness	GIS / Communications	By 2030	Planned
Prepare annual contribution to State of the Asset Report beginning 2027 per MAMP §5.3.2 requirements	Pavement Mgmt / APM Team	Annually (Q1), next 2027	Planned
Conduct mid-cycle Strategic Plan review in 2030: assess progress toward PCI 71 milestone and long-term goal of 75, evaluate effectiveness of budget and treatment strategy, and update plan as needed	Pavement Mgmt/PW Management	2030 in preparation for 2031-2032 biannual budget	Planned
Initiate next full Strategic Plan cycle in 2035 with updated condition data, revised PCI targets, and update Implementation Plan for 2037 and beyond	Pavement Mgmt/PW Management	Initiate in 2035 after updated PCI data is available for 2037-2038 budget.	Planned

Program Area 6: Pilot Programs & Preventative Maintenance Expansion

New Asphalt Treatments

Pilot programs provide a controlled way to test innovative treatments and evaluate their performance in Redmond's climate and traffic conditions. Recent pilots in the City, such as expanded crack sealing and slurry sealing programs, have already demonstrated value. Going forward, the City will evaluate additional pilot treatments—such as micro surfacing, fiber-reinforced overlays, or cape seals—to diversify its preventive maintenance toolkit.

New innovations in asphalt mix technology including aramid fiber reinforcement, stress absorbing interlayers, and geosynthetic materials can increase the service life of rehabilitation projects. Expanding these treatments and using new asphalt mix technology will help extend the service life of arterial and residential streets and reduce the need for costly future reconstruction. City will evaluate use of reflective pavements to reduce urban heat island effect as mentioned in the City's 2025 Environmental Sustainability Action Plan.

Concrete Bus Lanes

Concrete bus lanes and concrete intersections offer significant advantages at high volume locations. Concrete's superior durability withstands the constant loads from heavy buses and turning traffic far better than asphalt, reducing rutting, deformation, and maintenance needs. This means fewer service interruptions, smoother operations, and longer pavement life. Concrete also provides better load distribution and improved skid resistance, enhancing safety for all road users. Over the long term, these benefits could translate into lower lifecycle costs and more reliable performance in the areas that experience the greatest stress and traffic demand.

Implement a Pavement-cut Moratorium

As part of the City's right-of-way restoration standards and through a City code update, a pavement-cut moratorium could be implemented. This moratorium would establish a time frame that will not allow pavement cuts for work such as trenching for utilities in new streets, or newly rehabilitated streets. Typically, pavement-cut moratoriums apply to utilities, developers, and other groups that do work within public right-of-way. This may even apply to City owned utilities. Trenching in existing streets typically decreases the service life and a pavement-cut moratorium is a way to effectively minimize pavement cut activities. In addition, a pavement cut moratorium can result in more coordination between City departments and outside users regarding construction projects resulting in more cost-effective projects.

Fee in-lieu

The City could adopt a fee in lieu system that allows pavement cuts on newly or recently paved streets when unavoidable, with responsible parties paying a fee to the pavement program to offset long term impacts. This approach maintains existing standards for trench restoration and grind and overlay requirements while providing a structured alternative to strict moratoriums. Funds collected would help preserve pavement conditions and support future resurfacing, ensuring the City is compensated for the reduced lifespan caused by early pavement cuts.

Action Item	Responsible Party	Timeline	Status
Continue and expand preventive maintenance program for Residential and Local Streets (crack sealing, slurry seal, cape seal, chip seal); allocate approximately 30% of annual programmatic budget	Pavement Mgmt / Operations/Capital Division	Annually	Ongoing

Action Item	Responsible Party	Timeline	Status
Prioritize arterial rehabilitation in near-term project selection (~70% of budget) using fiber-reinforced overlays and other durable treatments to arrest decline of Principal Arterials	Pavement Mgmt /Capital Division	2029 onward	Planned
Pilot and evaluate innovative treatment technologies: micro surfacing, fiber-reinforced overlays (aramid fiber), stress-absorbing interlayers, geosynthetic materials, and cape seals	Pavement Mgmt/Capital Division	2031 onward	Planned
Conduct life-cycle cost analysis for use of concrete at bus lanes and high-volume intersections. Evaluate benefit of including this as a City standard.	Pavement Mgmt/Operations	2031 onward	Planned
Evaluate feasibility and scope of a pavement-cut moratorium, fee-in-lieu for newly constructed or recently rehabilitated streets; develop draft policy and right-of-way restoration standards	Pavement Mgmt/Finance	2031 onward	Planned

6. Implementation Schedule

The schedule below summarizes key milestones across all program areas. The near-term focus (2026–2028) is on establishing the foundational elements of the program — budget adoption, resource allocations, exploring an internal paving crew, and project delivery infrastructure. The mid-term focus (2029–2036) is on executing the annual program to achieve the PCI 71 milestone with established budget. The long-term focus (2037 and beyond) is on sustaining Satisfactory condition and reaching PCI 75.

Milestone / Deliverable	Responsible Party	Program Area	Target Date	Status
Finalize StreetSaver inputs and confirm budget/performance scenarios	Pavement Mgmt / Perteet	PA 1 & 2	Q2 2026	Completed
Finalize prioritization criteria maps and treatment selection maps (arterials & residential)	Pavement Mgmt / APM Team	PA 3	Q2 2026	Completed

Milestone / Deliverable	Responsible Party	Program Area	Target Date	Status
Establish KPI baseline and targets using 2025 condition data	Pavement Mgmt Staff	PA 6	Q2 2026	Completed
Complete first draft of Implementation Plan	Pavement Mgmt Staff	All	Q2 2026	In Progress
Develop in-house paving crew requirements for a future paving crew	Operations / Finance/Pavement Mgmt	PA 5	Q1-Q4 2026	In Progress
Finalize and adopt Pavement Management Strategic Plan (including Implementation Plan)	Director / Council/Pavement Mgmt	All	Q4 2026	Planned
Present recommended budget scenario to Council; seek adoption of $5M + $250K recommended budget starting 2027	Director / Finance / Council/Pavement Mgmt	PA 2	Q3-Q4 2026	Planned
Launch 2027 programmatic paving program under new budget	Pavement Mgmt / Finance/Operations	PA 2 & 4	2027	Planned
Prepare first State of the Asset Report contribution (MAMP §5.3.2)	Pavement Mgmt / Asset Mgmt	PA 6	Q1 2027	Planned
Publish biannual pavement program report	Pavement Mgmt / Communications	PA 6	Q4 2027	Planned
Conduct next biannual pavement condition assessment	Pavement Mgmt / Consultant	PA 1	Q3 2027	Planned
Adopt additional performance metrics (backlog, cost/lane-mile, community satisfaction)	Pavement Mgmt Staff	PA 6	By 2030	Planned
Mid-cycle Strategic Plan review; assess PCI 71 trajectory and adjust strategy as needed	Pavement Mgmt / Director	All	2030	Planned
Achieve milestone PCI of 71 (Satisfactory) citywide	All	All	2037 Goal	Goal
Achieve long-term goal PCI of 75 (Satisfactory) citywide	All	All	2039+ Goal	Goal

7. Key Performance Indicators

The following Key Performance Indicators (KPIs) are directly derived from the measurable goals established in the Strategic Plan. Baseline values will be established using 2025 condition data.

Additional metrics will be developed by 2030 as the program matures. All KPIs will be reported biannually in pavement report.

KPI	Baseline (2025)	2039 Milestone Target	2039+ Long-Term Target	Source / Notes
Citywide Network Average PCI	68 (Fair)	71 (Satisfactory)	75 (Satisfactory)	Strategic Plan §3.3;
Arterial Average PCI	64 (Fair)	71 (Satisfactory)	≥ 75 (Satisfactory)	Strategic Plan §2.2;
Principal Arterial % in Poor or worse Condition	38% Poor or worse	Improving	TBD (Develop by 2030)	Strategic Plan §2.2;
Minor Arterial % in Poor or Worse Condition	21% Poor or worse	Improving	TBD (Develop by 2030)	Strategic Plan §2.2;
Residential Average PCI	71(Satisfactory)	71(Satisfactory)	≥75(Satisfactory)	Strategic Plan §2.2;
Residential % in Poor or worse Condition	13% Poor or worse	Improving	TBD(Develop by 2030)	Strategic Plan §4.2 Table 8
% Network in Satisfactory or Better Condition (PCI ≥ 71)	49.2%	Increasing	TBD(Develop by 2030)	Strategic Plan §3.1
Remaining Service Life	21 years	Increasing	TBD(Develop by 2030)	StreetSaver
Annual Programmatic Budget	$1.7M avg (2020-2025)	$5M base (2027)+$250K/year= $8M in 2039	TBD-Reevaluate in 2035	Strategic Plan §4.3
% Budget Allocated to Arterials vs. Residential	Majority to arterials	~70% arterial / ~30% residential	Adjusted per network condition	Strategic Plan §5.1
Lane-Miles Treated Annually	12 lane-miles (2020-2025)	≥ Prior Year	Sustain or increase	StreetSaver / Biannual Report
Maintenance Backlog,	TBD	TBD (develop by 2030)	TBD (develop by 2030)	Strategic Plan §3.3

KPI	Baseline (2025)	2039 Milestone Target	2039+ Long-Term Target	Source / Notes
Cost/Lane-Mile, Community Satisfaction				

8. Roles & Responsibilities

Successful implementation requires clear ownership and coordination across multiple roles and divisions. The table below outlines primary responsibilities aligned with the Strategic Plan's program areas.

Role / Division	Primary Responsibilities
Director / Deputy Director	Strategic oversight; approval of budget scenarios; Council presentations; mid-cycle strategic plan review; MAMP governance
Pavement Management Staff	StreetSaver management; condition data oversight; project list development; biannual reporting; plan implementation coordination; State of the Asset Report contributions
APM Team	Pavement Condition mapping; public dashboard development, spatial analysis support, Prioritization criteria development mapping and upkeep; Treatment selection mapping for arterials and residential roads; Workload planning support for in-house crew and pavement management program
Capital Division	Design, Contract development and procurement; construction management; and QA/QC inspection
Finance	Budget development and tracking; TBD fund management; grant accounting; progressive budget administration; fund source reporting
Communications	Assistance with biannual pavement report, project communication support, community engagement.

9. Alignment with City Municipal Asset Management Policy (MAMP)

This Pavement Management Strategic Plan operationalizes the City's Municipal Asset Management Policy (adopted October 2025). The Implementation Plan demonstrates:

- **Data-driven prioritization** per MAMP §5.1.1 — All project selection uses pavement condition data, treatment cost inputs, and documented prioritization criteria.

- **Lifecycle cost optimization** per MAMP §3.2 — The program explicitly shifts from reactive emergency repairs to targeted preventive maintenance and timely rehabilitation, reducing long-term costs.
- **Proactive maintenance strategy** per MAMP §4.1 (Systematic principle) — The 70/30 arterial/residential budget split and annual preventive maintenance program reflect a systematic, proactive approach.
- **Transparent reporting** per MAMP §5.3.2 — Biannual pavement reports, a public-facing project tracker, and contributions to the State of the Asset Report (beginning 2027) fulfill MAMP reporting obligations.

When adopted, this Plan becomes the operational model for pavement asset management within the City's enterprise asset management framework and will inform the first State of the Asset Report in 2027.

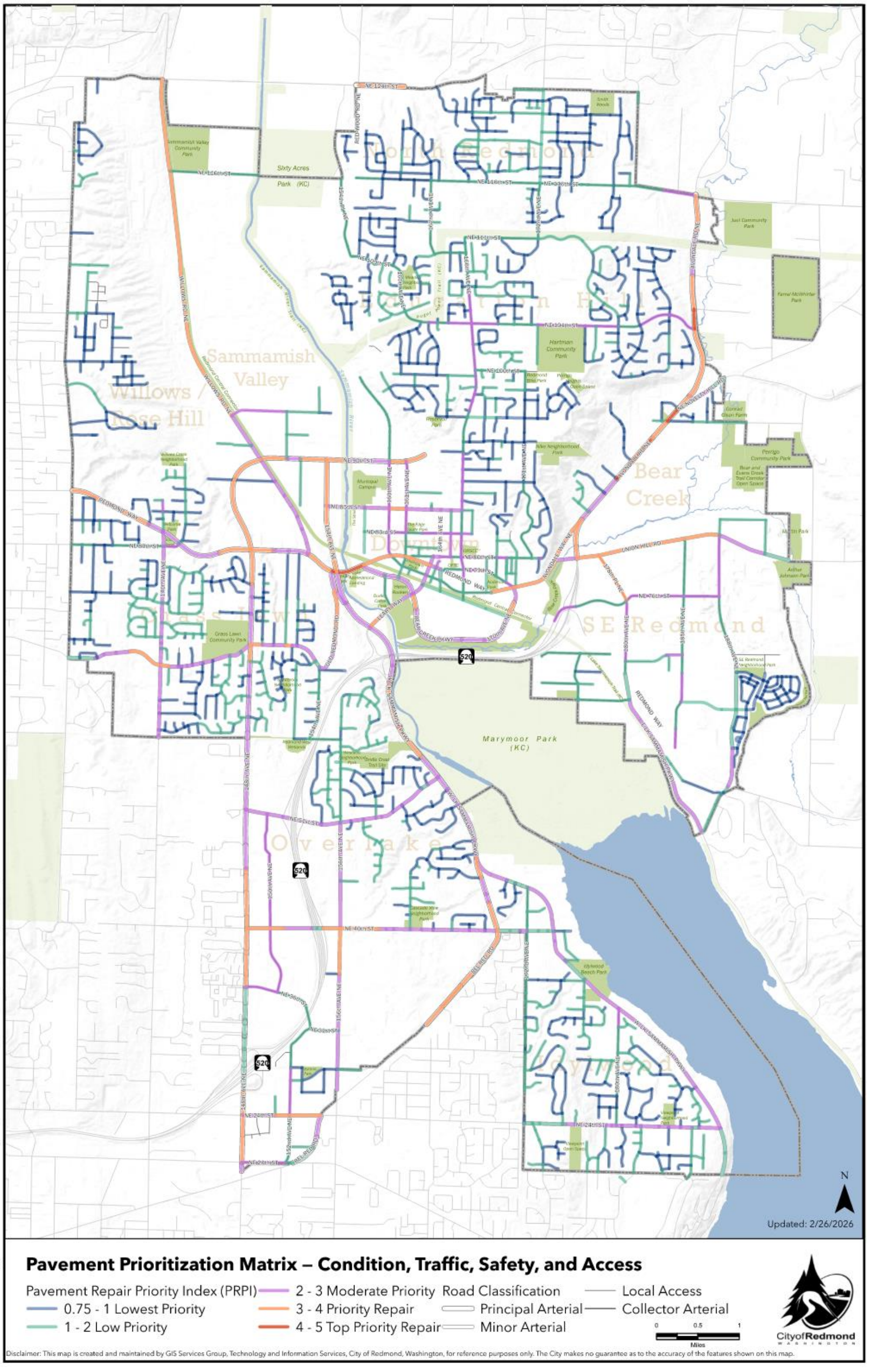
10. Plan Maintenance & Updates

This Implementation Plan is a living document and should be reviewed and updated on a periodic basis to reflect changes in budget, priorities, network condition, and program maturity. The following update schedule is recommended:

- **Annual and Biannual Update:** Review action item status, update project lists, revise timelines, and incorporate new condition data and prior year construction results.
- **Mid-Cycle Review (2030):** Conduct a comprehensive review of progress toward the 2039 PCI 71 milestone and PCI 75 goal. Assess whether the $5M + $250K progressive budget scenario remains on track, evaluate treatment effectiveness, and update the plan accordingly.
- **Full Strategic Plan Update (2035):** Initiate a new Strategic Plan cycle with updated condition data, revised performance targets, and a new Implementation Plan for 2037 and beyond — including a fresh 10-year budget scenario analysis.

Appendix A

Pavement Prioritization Map



Narrative: Prioritization Scoring Methodology

Notes:

- The PCI data is from the streetsaver download the 2025 PCI data. Make sure to use the current PCI data.
- The traffic count is using 2024 AADT data stored at the G drive, same as the map that Adnan provide. The original data source is
  G:\GIS\Data\Department\Planning\Transportation\TrafficCounts\2024TrafficCounts\Final results
- The HIN and HRN achieved from Chang, get from the TP.E project original from the consultant company. This place might link the folder and the page.

All the data are saved at one geodatabase stored at *Q:\NRDivision\NRFunctions\04MappingGISDatabase\PROJECTS\Pavement Strategic Plan_StreetScan PCI\Data\Mission_1_Pavement_Matrix_Pavement_Matrix_Map* called:
"Pavement_Matrix.gdb"
1st I selected **PCI_COR_Streetsaver2025** as the base layer because it aligns closely with the City of Redmond centerline geometry and already contains PCI information. This approach avoided performing a spatial join between PCI and the line features, helping prevent potential spatial join mismatches and errors.
score the road based on their 2025 PCI score

PCI Range	**PavCondScore**
PCI ≤ 40	5
PCI 41–50	4
PCI 51–65	3
PCI 66–70	2
PCI > 70	1

2) AADT assignment to road segments (Traffic Volume Score)
The City's AADT dataset was provided in Excel and mapped as point features. To apply AADT to road line segments, I used **Spatial Join (WITHIN_A_DISTANCE)** and calculated the **mean AADT** from points within **3 feet** of each road segment. This method minimizes over-reliance on a single point and better represents local traffic conditions.
Not all road segments received AADT values because traffic counts are not available everywhere. AADT values are based on **2024** data.

AADT Range	TrafficVolScore
AADT ≥ 30001	5
AADT 20001–30000	4
AADT 10001–20000	3
AADT 5001–10000	2
AADT 200–5000	1

3) Road Functional Class Score (Principal/Minor/Collector/Local)
Road functional class values were used to generate a categorical score representing roadway classification importance. A new field, **RoadClassScore**, was calculated on the road line feature layer based on the functional class attribute. Scores were assigned as follows: **Principal Arterial = 5**, **Minor Arterial = 4**, **Connector/Collector = 2**, and **Local = 1**. This scoring method prioritizes higher-volume, higher-priority roadway types in the overall analysis.

4) Safety Risk Score
A safety risk score was assigned to each road segment to represent relative safety concern based on proximity to high-risk and high-injury locations, pedestrian activity centers, and recent safety-related service requests (Q-Alerts). A new field, **SafetyRiskScore**, was calculated using the following criteria:

- 5 points: Road segment is located within a High Risk and High Injury area.
- 4 points: Road segment is part of the High Injury Network.
- 3 points: Road segment is part of the High-Risk Network
- 2 points: Road segment is not in a high-risk or high-injury area but is located within a high pedestrian center

  The High Pedestrian Centers layer was sourced from the Enterprise dataset ("Center"). It includes four designated centers: Downtown Urban Center, Marymoor Village Center, SE Redmond Industrial Center, and Overlake Metro Center. Road segments that intersect a pedestrian center—but are not part of the High Injury Network (HIN) or High-Risk Network (HRN)—were assigned 2 points for the Safety Risk Score.
- 1 point: All other road segments.

5) Accessibility Score (AccessScore)
An accessibility score was assigned to each road segment to represent proximity to critical community services (schools, hospitals, fire stations, and police stations). Road segments were scored based on their distance to the nearest critical service location as follows:

- **5 points:** Road segment is directly adjacent to a critical service (school, hospital, fire station, or police station). **100 feet**
- **4 points:** Road segment is within **500 feet** of a critical service.
- **3 points:** Road segment is within **0.25 mile** (1,320 feet) of a critical service.
- **1 point:** All other road segments.

!PavCondScore!*0.25+!TrafficVolScore!*0.25+!RoadClassScore!*0.2+!SafetyRiskScore!*0.2+!AccessibilityScore! * 0.1

Rating Category	Weight %
Pavement Condition:	25
Traffic Volume	25
Functional Classification	20
Safety Risk:	20
Accessibility	10
Total	100

Appendix B

Arterial and Residential Treatment Tables and Maps

Table 3: Arterials Treatment Table

PCI Range	Condition	Typical Pavement Age (yrs)	Recommended Treatment	Typical Activity Description	Estimated Construction Cost (per SY)	Purpose / Benefit	Expected Added Life (yrs)	Who does the work?	2025 SY Totals
86-100	Good	0-3	**Crack Seal**	Seal early transverse/ longitudinal cracks to prevent moisture intrusion	**$2.40**	Prevent early deterioration; maintain waterproofing	2–3	Future Internal Paving Crew	173440.2

71–85	Satisfactory	4–10	**Preventive Maintenance – Crack Seal / Thin Surface Treatment**	Crack sealing, fog seal, or rejuvenator; light surface restoration	**$2.40-$15**	Slow oxidation and raveling; maintain flexibility	3–5	Future Internal Paving Crew & Contractor	1105253
66–70	Fair	10–13	**2" Grind and inlay at spot locations + Crack Seal**	Primarily seal cracks with select locations for grind and inlay	**$45 or $2.40**	Restore structural integrity, smoothness, and ride quality	5-8	Future Internal Paving Crew	221698.1
56-65	Fair	13-20	**2" Grind and Inlay**	Mill 2 inches and replace with new HMA layer	**$45**	Restore structural integrity, smoothness, and ride quality	8–10	Primarily Contractors with internal paving crew at low volume arterials	422834.3

41–55	Poor	20-25	**3" Grind and Inlay with patching**	Mill 3 inches and replace with new HMA; include patching of localized failures	**$64**	Strengthen base, address rutting and cracking	10–15	Contractors	286195.9
0–40	Failed	25–40+	**Deeper Grind or Full Reconstruction**	Full-depth reconstruction with base and subgrade repair	**$190**	Replace full pavement structure; reset life cycle	20–40	Contractors	74871.36

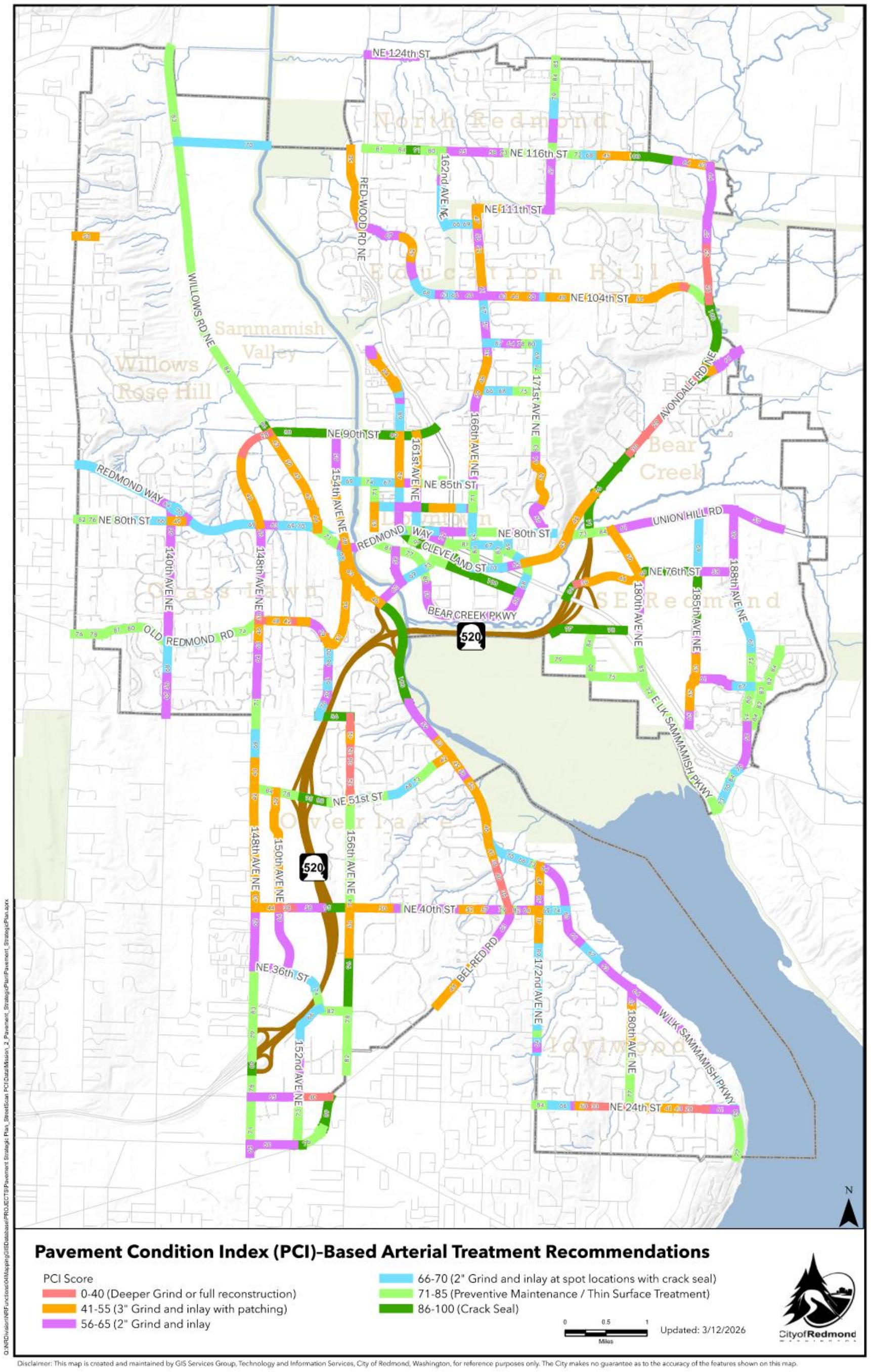


Figure 2: Arterials Treatment Recommendations Map

Table 4: Residential Treatment Table

PCI Range	Condition	Typical Pavement Age (yrs)	Recommended Treatment	Typical Activity Description	Estimated Construction Cost (per SY)	Purpose / Benefit	Expected Added Life (yrs)	Who does the work?	2025 SY totals
86–100	Good	0–5	Crack Seal	Seal cracks as they appear	**$1.50**	Prevent moisture infiltration	2–3	Future Internal Paving Crew	89026.57
71–85	Satisfactory	5-15	Slurry Seal & Crack Seal prior to Slurry	Fine aggregate slurry or micro-surfacing	**$8**	Restore surface texture and seal	5–7	Contractors slurry & Internal Paving Crew crack seal	1105253
56–70	Fair	15-25	Cape Seal* Or 2” Inlay and Patching at spot locations	Chip seal followed by slurry seal or Mill and replace 2” of HMA, then slurry on top.	**$12 Cape** **$60 Inlay**	Seal cracks, rejuvenate surface	6–8	Contractors for Cape Seals Future Internal paving crew for Inlay	491003.1
41–55	Poor	25-30	2" Inlay and Patching	Mill and replace 2" of HMA with patch repairs as needed	**$60**	Restore surface and partial structure	10-20	Future Internal Paving Crew	195024
0–40	Failed	30-40+	Full Reconstruction	Full-depth rebuild	**$180**	Reset pavement life and structure	30-40	Contractors	54481.6

*For future consideration

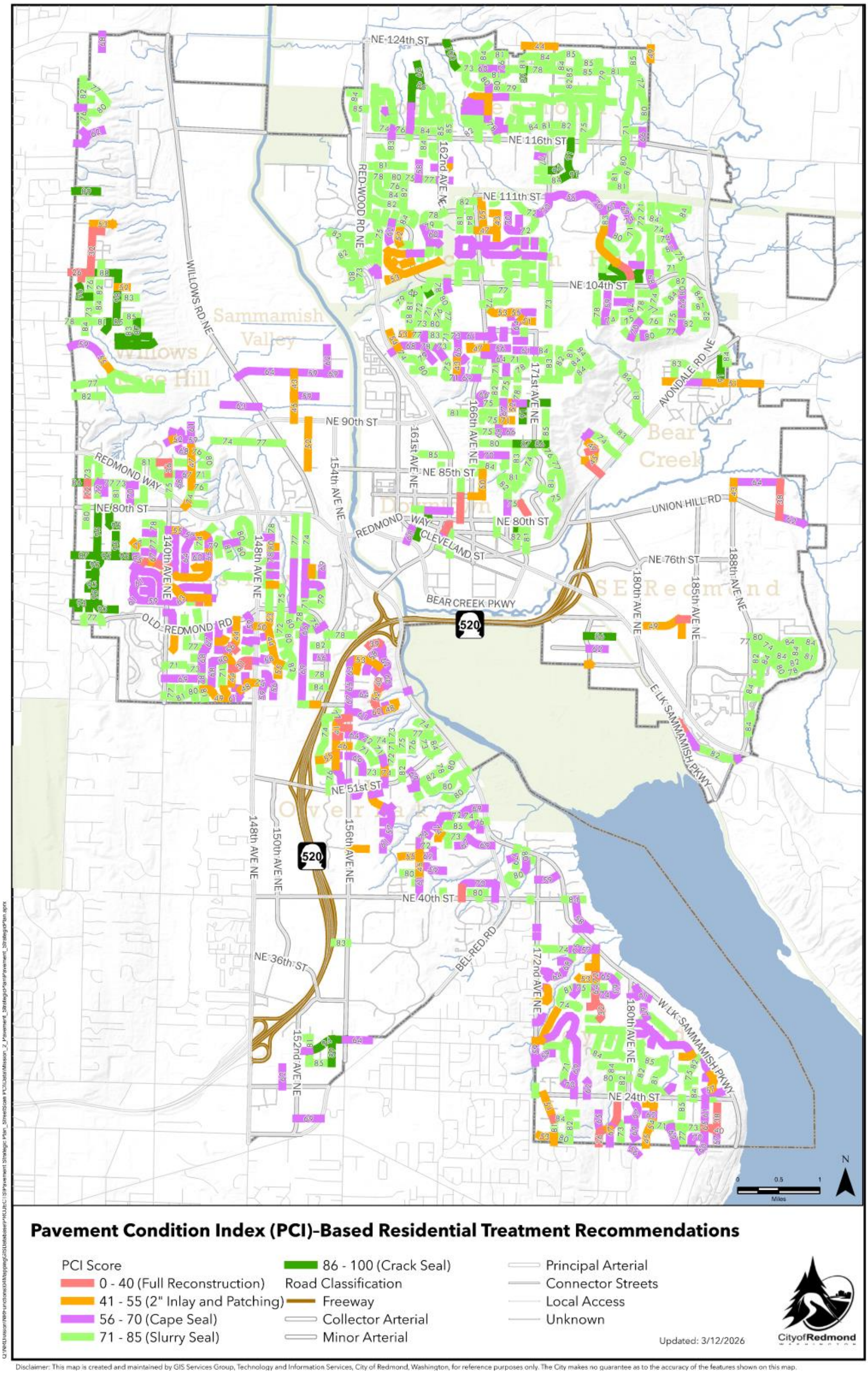


Figure 3: Residential Treatment Recommendations Map

Project Candidates for Future Paving Crew or with Additional Funding

Street	Extents	Treatment
W LK SAMMAMISH PKWY	BEL-RED RD TO MARYMOOR	Overlay
140TH AVE NE	NE 60TH ST TO REDMOND WAY	Overlay
BEL-RED RD	165th PL NE TO NE 40TH ST	Overlay
NE 104TH ST	RED-WOOD RD TO 178TH AVE NE	Overlay
180TH AVE NE	NE 68TH TO NE 76TH	Overlay
W LK SAMMAMISH PKWY	172ND AVE TO NE 24TH ST	Overlay
148TH AVE NE	NE 36TH ST TO NE 61ST ST	Overlay
NE 24TH ST	EAST CITY LIMITS TO 148TH AVE NE	Overlay
150TH AVE NE	NE 40TH ST TO NE 51ST ST	Overlay
NE 116TH ST	162ND AVE TO 178TH AVE NE	Overlay
NE 68TH ST	180TH AVE TO 185TH AVE NE	Overlay
UNION HILL RD NE	EAST OF AVONDALE RD TO CITY LIMITS	Overlay
178TH PL NE	UNION HILL RD TO NE 76TH ST	Overlay
NE 76TH ST	SR520 TO 178TH/180TH AVE NE	Overlay
172ND AVE NE	W LK SAMMAMISH PKWY TO NE 24TH ST	Overlay
160TH AVE NE	REDMOND WAY TO END	Overlay
171ST AVE NE	NE 80TH ST TO NE 88TH ST	Overlay
188TH AVE NE	REDMOND WAY TO UNION HILL ROAD	Overlay
185TH AVE NE	REDMOND WAY TO NE 68TH ST	Overlay
NE 65TH ST	185TH AVE NE TO 188TH AVE NE	Overlay
NE 111TH ST	NE 108TH PL TO 172ND AVE NE	Overlay
172ND AVE NE	NE 111TH ST TO 122ND ST	Overlay
154TH PL NE	REDWOOD TO NE 116TH ST	Overlay
NE 124TH ST	REDWOOD TO 162ND PL NE	Overlay
NOVELTY HILL RD NE	AVONDALE RD TO CITY LIMITS	Overlay
BEAR CREEK PKWY	LEARY TO REDMOND WAY	Overlay
154TH AVE NE	NE 66TH CT TO NE 60TH ST	Overlay
NE 20TH ST	148TH AVE NE TO 152ND AVE NE	Overlay
Bold	Key Corridors	
All of the corridors are shown on the 10-year paving map as "Paving Crew or With Additional Funding"		

The City of Redmond assures that no person shall, on the grounds of race, color, national origin, or gender, provided by Title VI of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity. For more information about Title VI, please visit redmond.gov/TitleVI.

无歧视声明可在本市的网址 redmond.gov/TitleVI *上查阅* | El aviso contra la discriminación está disponible en redmond.gov/TitleVI.

Memorandum

Date: 7/14/2026
Meeting of: City Council Study Session

File No. SS 26-069
Type: Study Session

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

Parks	Loreen Hamilton	425-556-2336

DEPARTMENT STAFF:

Parks	Erica Chua	Recreation Manager

TITLE:
Recreation Program Plan Overview

OVERVIEW STATEMENT:
The City of Redmond is proud to present its first-ever Recreation Program Plan, a milestone that establishes a clear, community-driven vision for the future of recreation programs and services. Developed in partnership with PROS Consulting, this plan reflects extensive community engagement and careful analysis of community needs, interests, and priorities. At the July 14 Study Session, staff and PROS Consulting will present key themes from community engagement and seek Council's input to help shape future iterations of the plan, which is reviewed every three years to inform the future of recreation in Redmond.

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

REQUESTED ACTION:

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

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  2017/2023 PARCC Plan, Redmond 2050, Cost of Service Policy
- **Required:**
  N/A
- **Council Request:**
  N/A
- **Other Key Facts:**
  N/A

OUTCOMES:
A comprehensive recreation program plan that reviews demographics, community needs, and key trends and allows the City to make informed, strategic decisions about how resources are allocated. By aligning programs to serve the growing community and how it is changing. We hope we can improve participation, advance equity, and ensure services remain relevant and sustainable over time.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
  May 2025: Contract Approval by City Council
  June 2025: Kick Off of Recreation Program Plan Project
  June-November 2025: Community Engagement
  November 2025-January 2026: Program Analysis
  January-June 2026: Recreation Program Plan Edits and departmental review
  July-December 2026: Recreation Program Plan Implementation and action plan development

- **Outreach Methods and Results:**
  Key stakeholder interviews and focus groups, statistically valid survey, social pinpoint website that provided for a public online survey, mapping tool, and recreation vision sharing.

- **Feedback Summary:**
  Community feedback indicates that Redmond's parks and facilities are highly utilized and well regarded, with 94% of respondents visiting a park or recreation facility in the past year and 90% rating quality as good or excellent. While program quality is also rated highly by participants (90% good or excellent), only 39% of respondents reported participating in a recreation program or event, suggesting potential challenges related to awareness or access to program information. The highest areas of unmet demand identified were adult fitness and wellness, outdoor recreation and adventure, nature and environmental education, special events, and adult arts and performing arts.

BUDGET IMPACT:

Total Cost:
$74,255

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

Budget Offer Number:
0000311

Budget Priority:
One-Time Service Enhancements

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
2/9/2026	Committee of the Whole - Parks and Environmental Sustainability	Receive Information
5/6/2025	Business Meeting	Receive Information

Proposed Upcoming Contact(s)

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

Time Constraints:
This item is a one-time service enhancement in the 2025-2026 budget. Completion in this timeframe dictates implementation of the plan by end Q3 2026. Delays could push this work into the next biennium.

ANTICIPATED RESULT IF NOT APPROVED:
The Recreation Division would be unable to ensure a citywide, comprehensive approach that provides alignment with the PARCC Plan, Cost of Service Policy, and Redmond 2050.

ATTACHMENTS:
Attachment A: Recreation Program Plan Draft
Attachment B: Recreation Program Plan Presentation

Redmond
WASHINGTON

Redmond
Parks and
Recreation

2026 – 2030

Recreation Program Plan

Acknowledgements

Organizing and facilitating a robust process that results in a creative, forward-looking and inclusive recreation program plan is a significant endeavor. The Pros Consulting Team would like to thank the numerous members of the community, partner organizations, and city leadership and staff that generously contributed to the development of the *Redmond Recreation Program Plan.* This includes but is not limited to those listed below.

City Staff

Loreen Hamilton
Parks & Recreation Director

David Tuchek
Deputy Parks Director

Zach Houvener
Deputy Parks Director

Brittany Pratt
Parks Manager

Erica Chua
Parks Manager

Quinn Kuhnhausen
Parks Manager

Darcey L. Rayner-Shepard
Parks Manager

Lindsey Falkenburg
Parks Planning Manager

Alison Brandenburg
Administrative Supervisor

Cindy Johnson
Parks Supervisor

Talia Walton
Parks Supervisor

Jen Jutte
Parks Supervisor

Kay Bodmer
Program Assistant

Sara Bouwman
Program Coordinator

Tyler Burnett
Program Coordinator

Dan Cassis
Program Coordinator

Jillian Lowe
Program Coordinator

Ali Maynard
Program Coordinator

Susana Mojica
Program Coordinator

Cara Payne
Program Coordinator

Achilles Wynn
Program Assistant

Parks, Trails, and Recreation Commission

Clint Smith
(Chair)

Garrett Michaud
(Vice Chair)

James Kleppe

Jodi Peña

Stuart Hargreaves

Kimberly Marcelino

Kristina Wayland Siri

Bliesner

Sayna Parsi
(Former Member)

Shailja Tyagi
(Youth Advocate)

Henry Weston
(Youth Advocate)

Stakeholders

Senior Advisory Committee

Teens focus group

Wave Aquatics

DRAFT

Table of Contents

Section 1: Executive Summary 4
Section 2: Context and Credibility 11
Section 3: Where are We Today 13
Section 4: The Community's Voice 30
Section 5: Strategic Implications and Opportunities 35
Section 6: Recreation Program Action Plan 37

Appendix A: Community Profile 40
Appendix B: Recreation Trends Analysis 49
Appendix C: Core vs. Casual Participation Datasets 63
Appendix D: Detailed Recreation Program Analysis Findings 69
Appendix E: Detailed Facility Assessment Findings 79
Appendix F: Online Survey, Interactive Mapping, and Vision Board 86
Appendix G: Detailed Statistically Valid Survey Findings 122
Appendix H: GIS / Spatial Analysis 129

DRAFT

Section 1: Executive Summary

This *Recreation Program Plan* establishes a compelling vision and overall direction for recreation programming and services in Redmond aligned with community needs and priorities. It outlines a defined programming process that engages community members and City decision makers to review and refine strategies, services, and direction for recreation programming. It reinforces the strategies that ensure recreational programming is financially sustainable and meets the needs of the community in alignment with city-wide and departmental goals. This plan is intended to guide the Department over the next three years by providing a clear vision, strategic direction, and actionable roadmap for advancing recreational programming excellence, with updates occurring every three years to reflect evolving community needs and priorities. The Recreation Program Plan is also a required element of Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation, which the Redmond Parks and Recreation Department is considering within the next five to seven years.

Planning Context

This *Recreation Program Plan* was developed in the context of Redmond's overall long-range planning and policy framework, building on existing plans and other relevant documents related to recreation programming and services in the community. The development of this plan included robust public input and engagement, specifically focused on the delivery of recreation programming in Redmond. It is grounded in the strategic balance of meeting community needs and acknowledging the capacity and core competencies of the City. Below is the list of approved plans that were reviewed and aligned with in this process.

- 2023 Parks, Arts, Recreation, Culture, and Conservation Plan (PARCC)
- Redmond 2050 Comprehensive Plan
- 2022 Cost of Service Plan Update
- 2017 Public Arts Master Plan
- Cultural Facilities Strategic Plan
- Facilities Strategic Management Plan

DRAFT

In addition, the *Recreation Program Plan* reinforces the overarching themes and strategies established in the 2023 PARCC Plan as noted in the graphic below.

What We've Learned

While there were many detailed findings from the analyses and assessments performed in this *Recreation Program Plan,* there were some primary learnings from the process that shaped the recommendations.

1. Redmond is growing and diversifying rapidly with an expected 31% growth in its resident population over the next 15 years.
2. The recreation program portfolio is robust with over 240 distinct offerings across 10 core program areas. It has strong bones but is under-leveraged. There are gaps in service in meeting community needs, creating opportunities for growth and evolution of the portfolio while also focusing on quality of programs over quantity.
3. Recreation programs are largely site-based in a system of facilities that range widely from new and state-of-the-art to those in need of investment.
4. There are opportunities to improve the public access to information by enhancing the usability of the website and online registration system.
5. By continuing on a trajectory of continual self-improvement through improved training, clarification of roles and responsibilities, and interdepartmental coordination and communication, the department can become a modern and preferred employer and workplace.

Here's what this means for the Department over the next five years.

Key Pillars of the Recreation Program Plan

The recommendations that have been developed in this plan are organized into five key pillars that provide the organizing framework of priorities and strategic actions for successful implementation.

DRAFT

Pillar 1: Grow and Refine the Program Portfolio

Pillar 2: Activate Underserved Communities and Spaces

Pillar 3: Invest in Infrastructure and Facilities

Pillar 4: Improve Access and Discoverability

Pillar 5: Modernize the Organization

Detailed Recommendations

The following key recommendations have been developed to address the prioritized community needs, myriad analytical findings of the process, and to operationalize each of the key pillars.

Pillar 1: Grow and Refine the Recreation Program Portfolio

The Redmond Parks and Recreation Department maintains a robust recreation program portfolio with over 240 distinct offerings across 10 core program areas. While additional and new programming should be explored and identified, existing programs should also be regularly evaluated to determine their ability to meet all performance expectations and the priorities of the city and community members.

Recommendations: Implement a quarterly program evaluation system using defined KPIs to improve portfolio performance, adhere to cost recovery goals, and evaluate and discontinue underperforming programs. Restructure program offerings over three years by discontinuing or consolidating low-performing programs and prioritizing high-demand, high-impact services to mature growth programs.

- Establish standardized KPIs (participation, cost recovery, satisfaction, equity impact).
- Conduct quarterly program reviews as a recreation team led by Recreation Manager.
- Identify programs to expand, revise, partner, or discontinue.
- Review programs utilizing the lifecycle analysis framework, evaluation findings, and community engagement results.
- Reduce program offerings to focus on what the community needs and wants.
- Publish annual performance summary.

Outcome: A high-performing program portfolio aligned with community needs that provides diverse offerings.

Pillar 2: Activate Underserved Communities and Spaces

Redmond has grown and continues to grow as a community, creating areas within the city that are currently not well served by the program delivery or recreation facilities. This is evident even when evaluating the presence and locations of other public and private service providers. Notably, the area of the city with the most obvious service gap is the Overlake and Idylwood neighborhoods. Other segments of the community, from a demographic perspective, appear to be well covered with recreation program opportunities provided by the City (or alternative providers), except for additional programming serving more economically distressed community members.

Recommendations: Develop targeted service expansion strategies for underserved areas using a combination of programming, partnerships, and facility planning.

- Establish Overlake and Idylwood neighborhoods as priority areas for program expansion.
- Evaluate service gaps by looking at both public and private recreation providers to understand overall community coverage.
- Explore the development of additional programs with multi-cultural themes and diverse target audiences that better meet the needs of Redmond's diverse residents.
- Continue to promote fee assistance programs available to community members to increase awareness of this service that helps reduce fees for most recreation programs and services.
- Explore expanded Tier 1 programming, which focuses on low-cost and free offerings, to reduce barriers for low-income community members where participation barriers may exist.

Outcome: More equitable and strategically distributed recreation services that better meet the needs of underserved geographic areas and populations.

DRAFT

Pillar 3: Continue to Invest in Infrastructure and Facilities

Redmond recently completed construction and opened the state-of-the-art Redmond Senior & Community Center (RSCC) in May 2024, a 51,290-square-foot recreation facility that was a $61.7 million investment by the City. Existing facilities that are considered to be in a "Good" to "Fair" condition include the Redmond Community Center at Marymoor Village, Farrel-McWhirter Park, splashpads, sport courts, and sports fields. There are also facilities rated as a 'Fair' to 'Poor' condition, such as Redmond Pool and the Old Firehouse Teen Center. Recognizing the importance of youth-focused spaces, the City Council has committed to demolishing and rebuilding the Old Firehouse Teen Center to meet the evolving needs of teens and the broader community. It will be important over the next five to ten years to continue to monitor and keep facility infrastructure up to date to meet the needs of the Redmond community. The Old Redmond School House, which was partially leased from the Lake Washington School District for recreation programming, had a lease agreement that ended on December 31, 2025. The Lake Washington School District and the City of Redmond have agreed that the City will vacate the facility by the end of June 2026 to accommodate the District's operational needs for the entire building. City staff relocated affected programs to other City facilities. Finally, there is a great potential opportunity to activate the Sammamish River, a high-quality recreational asset that runs through Redmond. This would require exploring a partnership with King County to develop two to three river access points on public parkland, thereby creating a river trail in Redmond.

Recommendation: Continue to monitor facility needs and redevelopment through the current 6 year capital improvement program and a 20 year capital investment strategy focused on aging infrastructure, geographic service gaps, and identified areas of unmet needs.

- Maintain and continue to invest in facilities currently in Good to Fair condition (e.g., community centers, parks, splashpads, sport courts, sports fields, etc.) to preserve service levels.
- Advance the rebuilding of the Old Firehouse Teen Center to ensure it meets evolving youth and community needs.
- Conduct a comprehensive community survey to assess how the Redmond Pool and current service provided by Wave Aquatics are meeting community needs.

Outcome: A modernized, strategically maintained recreation facility system that meets current and future community needs.

Overall Scores by Category	Infrastructure Integrity				On-Site Accessibility				Technology and Connectivity				Activation / Programming				Modernization				Summary	Condition
Redmond Senior & Community Center	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	99	Great
Redmond Senior & Community Center (Sports Courts)	5	5	5	5	5	5	4	4	5	5	5	3	1	4	4	4	5	5	5	5	89	Good
Downtown Park Splash Pad	4	4	5	5	5	4	3	4	4	4	4	3	4	4	4	3	3	3	4	3	77	Good
Grasslawn Park Sports Fields	5	4	5	4	5	4	5	4	2	3	2	3	4	3	4	3	4	4	4	4	76	Good
Perrigo Park Sports Fields	4	4	5	4	5	4	5	4	1	3	3	3	4	3	4	3	4	4	4	4	75	Good
Grasslawn Splash Pad	3	3	5	3	5	4	3	4	4	4	4	3	3	3	4	3	4	3	3	4	72	Good
Hartman Park Sports Fields	3	4	4	4	4	3	4	4	1	3	3	3	4	3	4	4	4	4	3	4	70	Fair
Redmond Community Center at Marymoor Village	3	2	4	3	4	2	4	4	5	5	3	5	3	2	3	3	2	3	3	2	65	Fair
Farrel-McWhirter Park	4	3	3	3	3	3	3	3	5	1	1	2	4	3	4	3	3	4	3	3	61	Fair
Old Redmond School House	3	3	3	2	2	3	3	3	4	4	1	2	4	3	3	3	3	3	3	3	58	Poor
Redmond Pool	3	2	3	3	3	3	2	3	3	3	3	3	2	3	3	3	3	4	3	3	58	Poor
Old Redmond Schoolhouse (Sports Courts)	3	3	3	2	2	2	3	2	4	3	1	2	3	2	2	2	2	2	2	2	47	Poor

Note: *The image above is an overview snapshot of the facility assessment analysis that supported the development of these recommendations. In each category, there are four separate attributes to score for a max value of 20 points with a total summary*

DRAFT

of 100 points across all categories. Scores in this analysis range from 5 = Excellent, 4 = Good, 3 = Fair, 2 = Poor, and 1 = Very Poor. Further details of this analysis can be found later in this report and in the appendices.

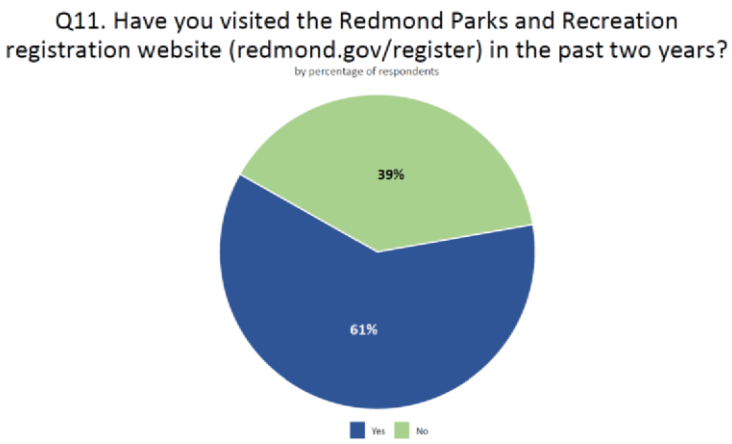
Pillar 4: Improve the Accessibility of Program and Registration Information

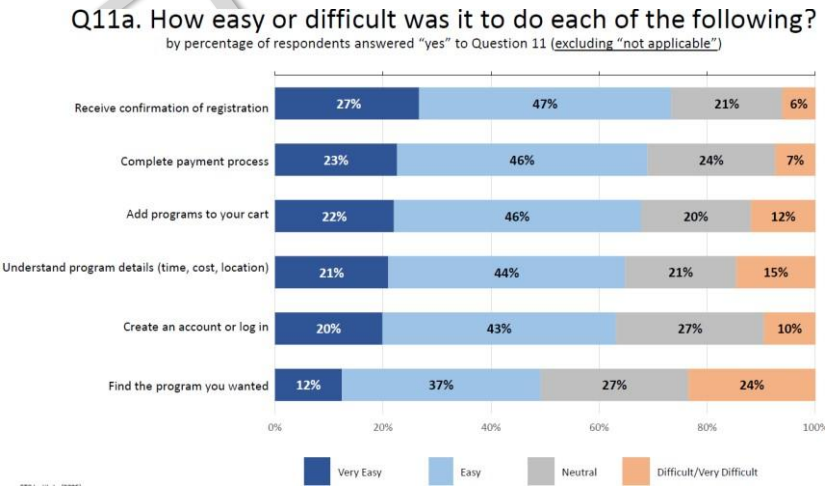
While 61% of survey respondents reported visiting the Department's website within the last year, only 39% indicated they had participated in programs or events. This gap suggests that although residents are seeking information about recreation opportunities, barriers may exist in how program and registration information is organized, communicated, or accessed. Improving the accessibility, clarity, and usability of program and registration information can help convert interest into participation and ensure community members can more easily discover and engage with available offerings.

Recommendation: Investigate the online program and registration experience to improve clarity, discoverability, and account access, targeting measurable increases in participation conversion rates.

- Review website accessibility and integration with current recreation software.
- Determine ways to improve the ease of learning about program details, creating an account, and finding desired programs.

Outcome: The website serves all community members, offering a clear opportunity for community members to engage and increase program participation.





Only 39% of respondents indicated they have participated in a program or event in the last 12 months.

Pillar 5: Modernize Training, Professional Development, and Performance Management

The final major recommendation of the *Recreation Program Plan* is focused on elevating the organizational effectiveness of the Recreation Division within the Parks and Recreation Department. As specifically requested in the City's original scope of work, this plan includes the development of a *Recreation Resources Toolkit.* This is a stand-alone tool to this program plan that features an update of minimum training standards for each classification of staff position, establishes baseline KPIs in which performance of programs can be better monitored, and creates formalized customer and participant feedback processes and tools. The Department has been clear that a priority of this plan is to continue to improve the Redmond Parks and Recreation Department as a modern employer of choice.

Recommendation: Implement a standardized training, performance management, and professional development framework to strengthen service consistency, accountability, and staff retention.

- Develop and implement a *Recreation Resources Toolkit* outlining updated minimum training standards for staff, frameworks for operation, and standardized systems.
- Establish KPIs to better monitor and evaluate program performance.
- Formalize customer and participant feedback processes and tools.
- Clarify staff responsibilities and team structures to improve accountability and coordination.

Outcome: A high-performing, future-thinking Recreation Division positioned as a top employer capable of delivering consistent, high-quality services.

Desired Outcomes From this Plan

This Recreation Program Plan is grounded in a comprehensive understanding of Redmond's evolving community needs, recreation trends, organizational strengths, and operational realities. Developed collaboratively by staff and consultants, the plan balances ambition with practicality by providing a clear framework for achievable implementation while also identifying opportunities for innovation and long-term growth. The recommendations are intended to strengthen and elevate the Department as a best-in-class Parks and Recreation system recognized both regionally and nationally.

The sections that follow outline the foundation of the plan in greater detail. Through a series of assessments, analyses, community engagement efforts, and research findings, the document traces how key themes, priorities, and recommendations emerged. This progression provides the context and rationale behind the plan's strategic pillars and implementation recommendations, illustrating how community input, data, and best practices informed the direction of the Recreation Program Plan. Additional supporting information is provided in the appendices, the 2025 City of Redmond Needs Assessment Survey Findings Report, and the Recreation Resources Toolkit.

DRAFT

REDMOND
TICKET
KEEP THIS COUPON
PLANT TREES

Section 2: Context and Credibility

The Importance of this Recreation Program Plan

This *Recreation Program Plan* has been developed to elevate the overall quality of recreation programs and services. It provides guidance to staff and leadership on continually evolving and improving the recreation program portfolio. This *Plan* is not intended to be prescriptive but more strategic and directional while also providing clear action steps. It makes a direct link between data and findings from this process to recommendations and the decision-making process. This *Plan* is intended to guide the department over the next three years by providing a clear vision, strategic direction, and actionable roadmap for advancing recreational programming excellence, with updates occurring every three years to reflect evolving community needs and priorities.

Important considerations to ensure the *Recreation Program Plan* is a useful management tool in daily decision making:

1. **Anchor It to Outcomes, Not Tasks**
2. **Build in Performance Metrics**
3. **Assign Ownership and Authority**
4. **Establish Decision Points**
5. **Integrate It into Regular Operations**
6. **Make It Adaptive**

Connect It to Workplace Culture

DRAFT

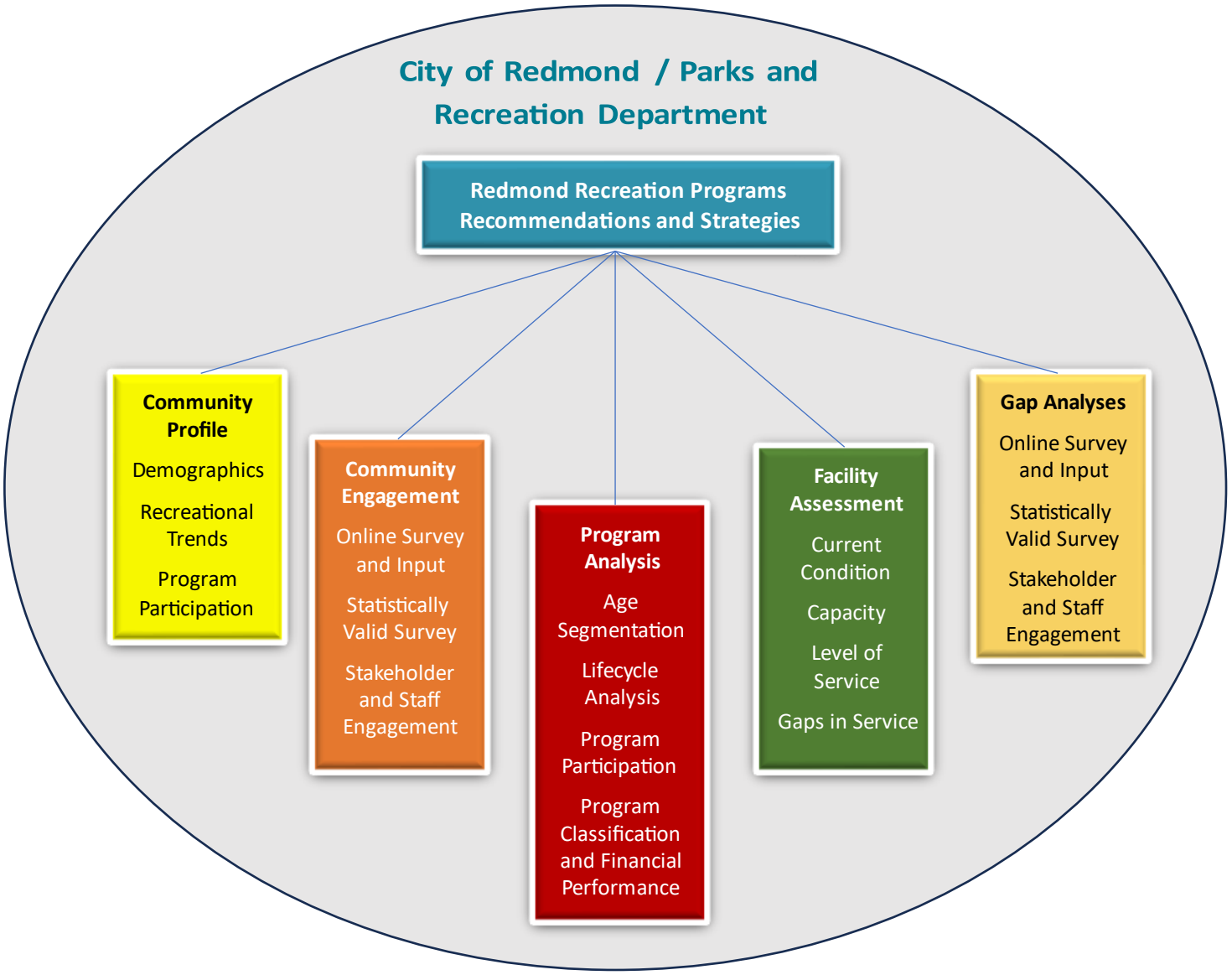
The *Recreation Program Plan* is one of the first major efforts of the department to advance the pursuit of the Commission for Accreditation Parks and Recreation Agencies (CAPRA) accreditation as a best-in-class agency. This accreditation will likely take two to three years to meet all the required elements, as it is a rigorous process that strengthens the department's accountability to its staff, the community, and city leadership. Meeting the accreditation requirements will strengthen the department's planning efforts, establish and illustrate a direct link between programs to community needs, and ensure that regular and ongoing engagement with the community is authentic and inclusive. Additionally, CAPRA accreditation will assist the department in being more competitive when exploring and pursuing future grant funding opportunities..

The Planning Process

The *Recreation Program Plan* followed a transparent, accessible, and rigorous process in its development from May 2025 through February 2026. Starting with a "Strengths-Challenges Opportunities-Threats (S.C.O.T.)" analysis with recreation staff and department leadership, the process took the planning team through a robust series of community and stakeholder engagement activities, staff engagement opportunities, multiple analyses and assessments, and implementation planning. The graphic below depicts the major stages and planning actions of the process.

The Decision Tree

All of the recommendations and strategies developed in this *Recreation Program Plan* are data-driven, reflective of national best practices, and uniquely relevant to the Redmond community. The recommendations are gleaned from demographic and recreational trend data, extensive stakeholder and community engagement, staff engagement, program and facility assessments, and GIS analyses. The graphic below illustrates how all this data contributes to the development of recommendations and strategies that represent an informed and strategic approach to advancing the recreation program portfolio over the next five years.



The entire process is based on the guidance, direction, and strategies already identified as priorities in the 2023 PARCC Plan, 2022 Cost of Service Update, and other related approved plans noted previously.

Section 3: Where are We Today

Community Profile

The following section details the community profile of the City of Redmond and the surrounding communities and community members that the Redmond Parks and Recreation Department serve. While a summary is found below, a more heavily detailed analysis of this community's demographic profile can be found in **Appendix A**.

Demographic Overview of Redmond, Washington

Households

In 2023, there were **33,665** households with an average size of **2.41** people per household.

Household expenditure is **$184,895** per year, with **$7,982** spent eating out, **$19,465** on transport and **$56,906** on retail.

Household Income

Disposable income averages **$168,005** per household or **$90,477** per capita.

An estimated **6.5%** households live below the poverty line while **24.1%** have $200,000 or more in disposable income.

Population

81,780 people live in the area, **42,770** men and **39,010** women.

With growth of **1.3%**, the population is expected to reach **87,129** by 2028.

Home Value

The median home value is **$1,214,182** with home ownership at **39.6%**.

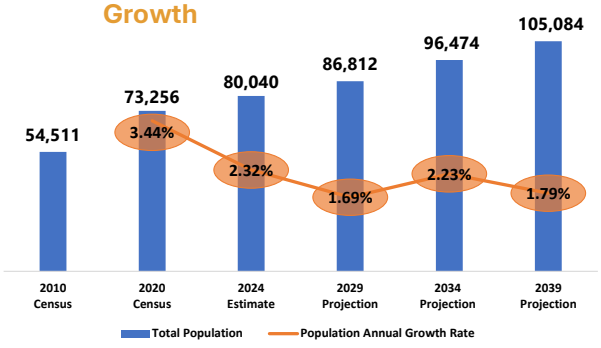
Of the **36,270** homes **13,333** are owner occupied and **2,605** (**7.2%**) vacant.

Age

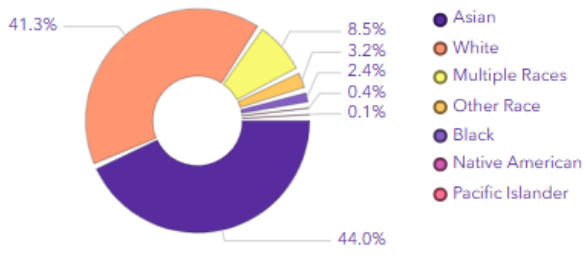
The median age is **35.3**.

22.4% are under 18, **67.7%** 18-65 and **10.5%** 65 or older.

Population Growth



Race



Demographic Implications

Based off the demographic information above and in **Appendix A,** the following demographic implications should be considered by the department.

Plan for a balanced but aging population:

The city remains well distributed across age groups, though smaller segments include ages 13–17 and adults 55+. With the median age rising (34.2 in 2010 to 34.7 in 2024, projected to increase further), amenities should increasingly appeal to middle-aged adults (35–54, both with and without kids), while facilities and programs need to remain accessible to older adults and youth.

Respond to shifting youth and young adult trends:

The 18–34 population is declining (32% in 2010 to 25% by 2039), while the 0–12 population is growing (+2%). Expand youth and family programming while maintaining offerings for adolescents (13–17) and younger adults.

Leverage strong income:

High household and per capita incomes support continued cost recovery and high-quality programming aligned with high community expectations.

Prepare for sustained population growth:

Recent population growth (2.28% annually from 2020–2024, above the U.S. average) and continued projected growth (2.09% through 2038) require proactive planning for new amenities and maintenance of existing facilities.

Reflect increasing diversity:

As the population grows and diversifies by age and race, programs, outreach, and communications should evolve to remain inclusive and responsive.

DRAFT

Recreation Trends Analysis

The Trends Analysis offers insights into national, regional, and local recreational trends, as well as recreational interests across different age segments. The data for this analysis were sourced from the Sports & Fitness Industry Association (SFIA), the National Recreation and Park Association (NRPA), and ESRI. All trend data is derived from current or historical participation rates, statistically valid survey results, or NRPA Park Metrics.

National Trends in Recreation Affecting Redmond

National recreation trends provide the department with a broad overview of what the Parks and Recreation industry has seen over the past decade nationwide. We can look to these national trends to provide a large, useful sample that may explain current recreation phenomena and possibly predict future ones. The figures below provide a brief snapshot of these national trends, including an increase in the nation's active population and the age demographics expected in certain offerings nationwide. The full 'National Trends in Recreation' section, with a more detailed synopsis of national trends across several different recreation categories, can be found in **Appendices B and C**.

Local Sport and Leisure Market Potential

The data summarized below evaluate sport and leisure market potential data for Redmond community members, as provided by ESRI. Through a combination of surveys (like the MRI Survey of the American Consumer and the Doublebase Survey from market research company MRI-Simmons), ESRI created the Market Potential Index (MPI). MPI compares local participation rates to the U.S. national average, which is set at 100:

- MPI greater than 100 indicates residents are more likely than the national average to participate in an activity.
- MPI equal to 100 indicates participation rates are consistent with the national average.
- MPI less than 100 indicates residents are less likely than the national average to participate in an activity.

The service area is evaluated across four categories:

- General Sports – traditional and organized sports participation
- Fitness – exercise, wellness, and gym-related activities
- Outdoor Activities – recreation such as hiking, biking, camping, and similar pursuits
- Commercial Recreation – fee-based leisure and entertainment activities

Key Takeaways from Local Sport and Leisure Market Potential:

- Tennis and Hiking both scored above the national average, while also outperforming most of their other General Sports or Outdoor Activities counterparts, according to the analysis.
- Redmond exceeded the national average in almost all aspects, with **43 of the 48 measured activities** scoring at or above the national average of 100.
- **General Sports:** All measured sports in Redmond scored above the national average. The highest-ranking sports were:
    - Tennis (159)
    - Soccer (124)
    - Pickleball (122)

  Other highly rated sports included basketball (118), football (117), and softball (116). These trends suggest continued demand for related programs and facilities.

DRAFT

- **Fitness:** Like the General Sports activities, Fitness activities are also all above the national average. The highest-ranking fitness activities were:
    - Pilates (161)
    - Weight Jogging/Running (150)
    - Yoga (142)

  Alternatively, the lowest-scoring activities were Swimming (114), Walking for Exercise (112), and Zumba (105).
- **Outdoor Activities:** Redmond scored at or above the US average on 7 of the 10 activities. The most popular activities were:
    - Road Cycling (138)
    - Hiking (138)
    - Rock Climbing (131).

  Alternatively, the lowest scores in the Outdoor Activity MPI belonged to Saltwater Fishing (95), Archery (84), and Freshwater Fishing (71).

Overall, when analyzing Redmond's MPIs, the data demonstrates almost entirely above-average market potential index (MPI) numbers in all assessed areas, with high potential in several more specific activities. This information should be a strong consideration point when considering new programs or building new facilities. The detailed charts that compare MPI scores for 48 sport and leisure activities that are prevalent for Redmond community members can be found in **Appendix B**.

DRAFT

Local Trends in Programming Participation

The following section is a detailed analysis of local trends for the City of Redmond and the surrounding region, based on data from the department. To quantify trends for specific activities and programs at a departmental level, program enrollment data for the calendar years 2021 to 2025 were analyzed. This data, gathered from the department's web-based registration software, SmartRec, includes every program held by the department over the last five years, with specific attention paid to the programs that were held in most (or all) years since 2021. By analyzing these programs and their attendance, we can better understand what Redmond community members want from Parks and Recreation programming.

In this analysis, individual programs were grouped into ten Core Program Areas, such as 'Adult Enrichment' or 'Senior Programming', to fully understand the participation trends that Redmond and the surrounding region are experiencing in recreation offerings. This analysis utilizes several data analysis methods to best understand Redmond's programmatic growth (or lack thereof) in specific areas. The following subsections outline each of these methods. It should be noted that while some programming areas show major growth or decline since 2021, others show discrepancies in data due to a variety of factors, including the COVID-19 pandemic lowering program participation in the early 2020's that agencies across the nation are still recovering from.

Programming Data by Core Program Area

Total Enrollment Count

Using the total enrollment count across the last five programming years demonstrates the Redmond's programs successes. Each programming group over the last five years, in order of total participants from high to low, is shown below. It is important to note that enrollment numbers will fluctuate based on seasonal and/or annual changes in offerings.

Activity	2021 Enrollments	2022 Enrollments	2023 Enrollments	2024 Enrollments	2025 Enrollments	Total Enrollments	Enrollment Growth (2021 to 2025)
Special Events*	8,151	9,034	9,083	2555	2480	31,303	**-5671**
Seniors	140	505	822	9,214	17,616	28,297	**17,476**
Summer Camps	4,523	5,068	5,512	4,935	4,498	24,536	**-25**
Fitness & Wellness	1,467	1,869	2,339	3,298	4,671	13,644	**3,204**
Farm & Nature	670	882	1,590	1,153	2,664	6,959	**1994**
Arts & Culture	103	783	1,274	1,354	1,240	4,754	**1137**
Sports Leagues	1,161	1,132	1,003	770	663	4,729	**-498**
Sports/Athletics	269	551	909	840	1,684	4,253	**1,415**
Equestrian	632	1,025	915	635	679	3,886	**47**
Drama, Music, and Dance	3	625	964	439	1,743	3,774	**1,740**
Adaptive	78	116	118	107	413	832	**335**
Outdoor		237	151	135	204	727	**204**
STEM	175	134	102	126	71	608	**-104**
Virtual Recreation**	420	9				429	**-420**
Pet	91	72	11	32	92	298	**1**
Community & Culture	15	63	76		139	293	**124**
Total	**17,898**	**22,105**	**24,869**	**25,593**	**38,857**	**129,322**	**20,959**

NOTE: Teen services specifically were not included in this analysis because that programming group was not consistently separated from youth enrichment data before 2025; since then, data for teen services includes 437 participants and drop-ins in 2025 and 387 in 2026.

***'Special Events' programming includes community recreation events; this does not include signature events; Redmond Lights, Derby Days, or any permitted events held on city property. Due to a software change in 2024 Rockin' on the River was not included in special event totals, impacting overall recorded enrollments.

****'Virtual Recreation' was discontinued starting in 2023. This was primarily a program area in response to COVID.

Total Enrollment Count by Core Program Area

These programming groups were then divided into their appropriate Core Program Area and calculated together. As a result, each Core Program Area for the last five years, in order of total participant count from high to low, is shown below:

Core Program Area	2021 Enrollments	2022 Enrollments	2023 Enrollments	2024 Enrollments	2025 Enrollments	2021 to 2025 Total Enrollments	Enrollment Growth (2021 to 2025)
Special Events	8151	9034	9083	2555	2480	31,303	-5671
Youth Enrichment	5330	6464	6680	5831	5452	29,757	122
Senior Programming	140	505	822	9214	17616	28,297	17,476
Health and Wellness	1467	1869	2339	3298	4671	13,644	3,204
Community and Family Programming	779	1642	2641	1624	4638	11,324	3,859
Adult Enrichment	103	783	1274	1354	1240	4,754	1,137
Youth Sports	1161	1132	1003	770	663	4,729	-498
Adult Sports	269	551	909	840	1684	4,253	1,415
Adaptive and Inclusion	498	125	118	107	413	1,261	-85
Total	**17,898**	**22,105**	**24,869**	**25,593**	**38,857**	**129,322**	**20,959**

When program offerings are grouped into Core Program Areas, the highest enrollment totals over the past five years were seen in:

- Recreation Special Events — 31,303 enrollments
- Youth Enrichment — 29,757 enrollments
- Senior Programming — 28,297 enrollments

The lowest enrollment totals over the same period were in:

- Adaptive and Inclusion Programs — 1,261 enrollments
- Adult Sports — 4,253 enrollments
- Youth Sports — 4,729 enrollments

Total Enrollment Growth

The table below shows enrollment growth by core program area from 2021 to 2025, ranked from highest to lowest percentage growth.

Core Program Area	2021 Enrollments	2022 Enrollments	Percentage Growth 2021 to 2022	2023 Enrollments	Percentage Growth 2022 to 2023	2024 Enrollments	Percentage Growth 2023 to 2024	2025 Enrollments	Percentage Growth 2024 to 2025	Enrollment Count Growth	Percentage Growth 2021 to 2025
Senior Programming	140	505	260.7%	822	62.8%	9214	1020.9%	17616	91.2%	17476	12483%
Adult Enrichment	103	783	660.2%	1274	62.7%	1354	6.3%	1240	-8.4%	1137	1104%
Adult Sports	269	551	104.8%	909	65.0%	840	-7.6%	1684	100.5%	1415	526%
Community and Family Programming	779	1642	110.8%	2641	60.8%	1624	-38.5%	4638	185.6%	3859	495%
Health and Wellness	1467	1869	27.4%	2339	25.1%	3298	41.0%	4671	41.6%	3204	218%
Youth Enrichment	5330	6464	21.3%	6680	3.3%	5831	-12.7%	5452	-6.5%	122	2.3%
Adaptive and Inclusion	498	125	-74.9%	118	-5.6%	107	-9.3%	413	286.0%	-85	-17%
Youth Sports	1161	1132	-2.5%	1003	-11.4%	770	-23.2%	663	-13.9%	-498	-43%
Special Events	8151	9034	10.8%	9083	0.5%	2555	-71.9%	2480	-2.9%	-5671	-70%

Among Core Program Areas, **'Senior Programming'** (+17,476/12,483% increase), **'Adult Enrichment'** (+1,137/1,104% increase), and **'Adult Sports'** (+1,415/526% increase) saw the largest enrollment increases from 2021 to 2025. Some programs were excluded from the analysis because they were not

offered in some years (resulting in no percentage growth), were assigned to other Core Program Areas, or had limited historical tracking data, which may result in seemingly large enrollment jumps.

Though some of these enrollment numbers are due to programmatic staples consistently creating demand, other growing Core Program Areas may indicate consistent enrollment in programs that may need more resources put towards them to increase capacity (like Summer Camps within the 'Youth Enrichment' Core Program Area).

Additional context can provide a fuller story of programmatic success over the past few years. For example, the substantial growth in 'Senior Programming' over the last few years (following a much smaller number of enrollments in 2021) is due to both the addition of an operational senior center and optimized methods of tracking drop-in program data. Notably, only three Core Program Areas saw enrollment declines over the last five years ('Adaptive and Inclusion', 'Youth Sports', and 'Special Events').

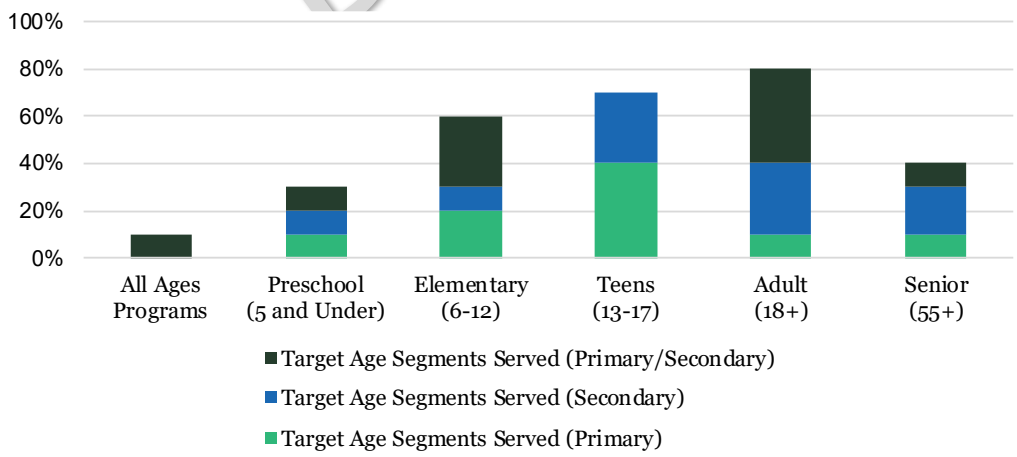
Recreation Program Analysis

A summary of key findings from the recreation program analysis is provided on the following pages with detailed findings in **Appendix D.**

Program Analysis Overview

Overall, the **Core Program Area descriptions and goals** effectively communicate to the public the key benefits and desired outcomes of each Core Program Area. Additionally, the following sections are summarized to show how the department performed in other areas of the Program Analysis.

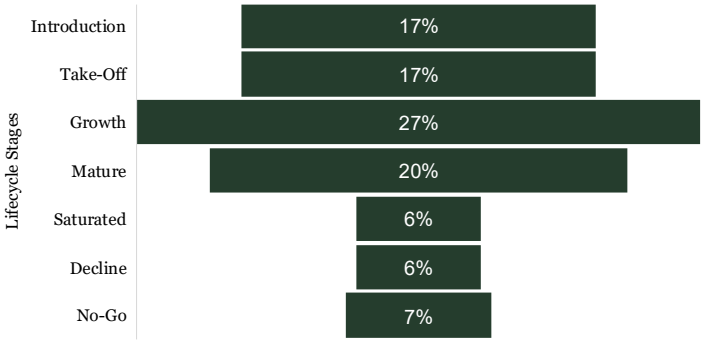
Programming Age Segment Distribution:



Current programming is aligned with the community's demographic profile. To maintain this alignment, the department should continue regularly monitoring population and participating trends to ensure program distribution, staffing, and resource allocation matches evolving Redmond demographics.

DRAFT

Program Lifecycles:

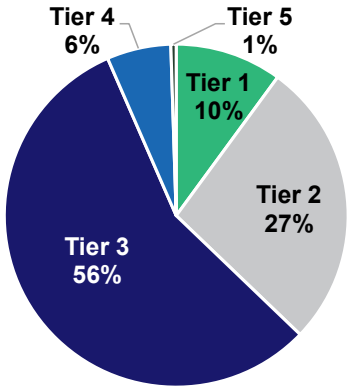


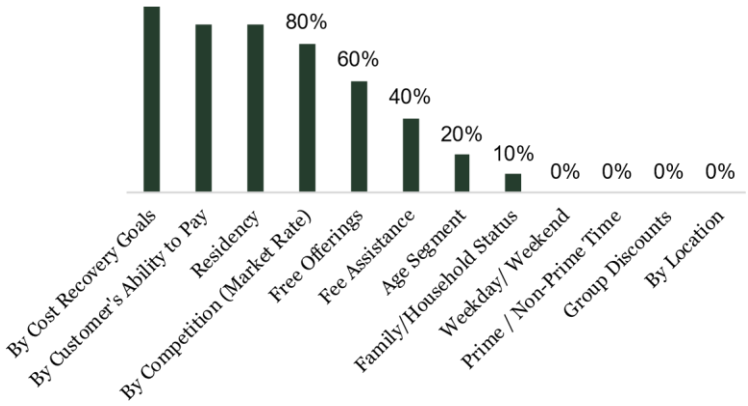
Approximately 61% of current programs are categorized in either the **'Introduction', 'Take-Off', or 'Growth' stages, indicating a strong pipeline of emerging and expanding offerings. In contrast, only 20% of programs fall into the 'Mature' stage**. Nineteen percent (19%) of programs are in a 'Saturated', 'Declining', or 'Canceled' phase.

These findings suggest a need to prioritize strategies that support growing programs, including targeted staffing, facility space, marketing, and operational resources to sustain demand and increase capacity. At the same time, programs in declining or saturated stages should be regularly evaluated for restructuring, replacement, or retirement. Definitions of these phases, along with a further analysis of the program lifecycles, can be found in later sections of this recreation program analysis.

Program Classification:

Regarding program classification based on cost of service and cost to the user, over half of individual programs are deemed '**Tier 3**' (balanced individual and community benefit), while
27% are '**Tier 2**' (considerable community benefit) and 10% are '**Tier 1**' (mostly community benefit). Further specifics and definitions of these classifications and where programming falls within them can be found in the 'Program Classification' section later in this recreation program analysis.





Pricing Strategies:

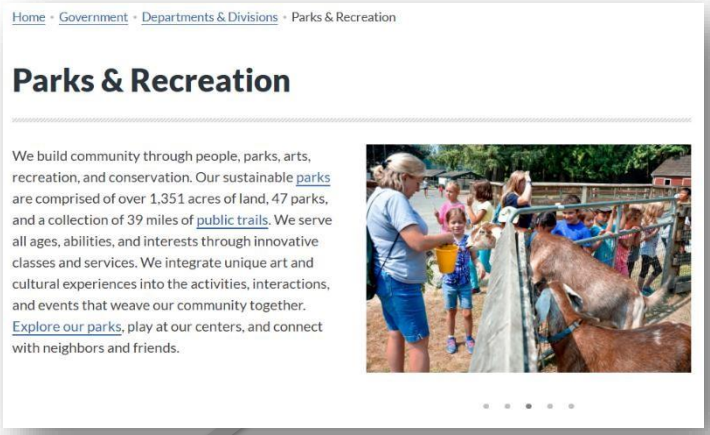
The current program pricing strategies are driven by the council-adopted Cost of Service Policy, updated in the City of Redmond's *Parks and Recreation Cost of Service Update* (2022). This framework is built on a foundation of understanding who benefits from park and recreation services to determine how the costs for services should be funded.

The methodology also takes into account a customer's ability to pay, market rates, residency requirements, competing providers, and other factors. Currently, the most frequently used approaches (by Core Program Area) include pricing based on cost recovery goals (used in all Core Program Areas), by the customer's ability to pay (utilized in 90% of Core Program Areas), and by residency status (also utilized in 90% of Core Program Areas).

DRAFT

Marketing:

From a marketing and promotions standpoint, staff utilize a variety of marketing methods when promoting their programs including e-mail blasts, social media, Department and City webpages, recreation registration software, media buys, program flyers, and various print materials. A full outline of the Department's marketing efforts can be found in the appendices.



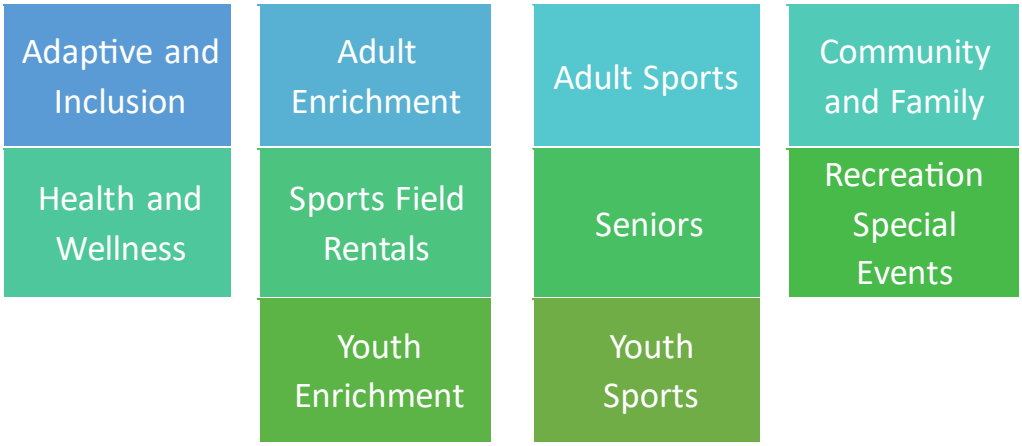
Core Program Areas

To support the Department's mission, it is important to identify Core Program Areas that reflect both current and future community needs. Establishing these focus areas helps prioritize programs and resources for the specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. The philosophy of the Core Program Area is to assist staff, decision makers, and the public in focusing on what is of greatest value to the community. This helps to clearly establish the Department's primary areas of investment and service delivery.

A Program area is generally considered "Core" if it meets a majority of the following criteria:

- Has been provided consistently for several years (over 4-5 years) and/or is expected by the community.
- Represents a significant portion (5% or more) of the Recreation Activity Fund (RAF) Budget.
- Is offered multiple (2-3) seasons per year.
- Serves a broad range of users and demographics.
- Provides opportunities for progressive skill development.
- Has dedicated full-time staff support.
- Relies on facilities designed specifically to support the activity or service.
- Represents a significant percentage (20% or more) of the local recreation market.

The existing core program areas within Redmond's portfolio are detailed in the graphic below.



Program Lifecycle Analysis

A Program Lifecycle Analysis evaluates each program to determine the stage of growth or decline, helping inform decisions about the overall program mix. The goal is to ensure an appropriate number of programs are "fresh" and that relatively few programs, if any, need to be discontinued. This analysis is based primarily on staff knowledge and experience rather than strict quantitative data.

The following table shows the distribution of programs across seven lifecycle stages. The first three stages '**Introduction**', '**Take-Off**', and '**Growth**' represent emerging and expanding programs. These are the stages that healthy programs grow from new offerings to programs that the community depends on and turns out for consistently. The '**Mature**' stage anchors a programming portfolio, as established programming providing the highest level of consistent interaction, attendance, and earned revenue. Following that, programs will slowly enter the '**Saturated**', '**Decline**', and '**No-Go**' stages, where they will likely filter out of a programming portfolio over time.

DRAFT

Lifecycle Analysis				
Stages	Description	Actual Programs Distribution		Recommended Distribution
Introduction	New programs; modest participation	17%	61%	50%-60% Total
Take-Off	Rapid participation growth	17%		
Growth	Moderate, but consistent participation growth	27%		
Mature	Slow participation growth	20%	20%	40%
Saturated	Minimal to no participation growth; extreme competition	6%	19%	0%-10% Total
Decline	Declining participation	6%		
No-Go	Cancelled programs	7%		

Key Findings

Overall, the Lifecycle Analysis depicts a majority concentration of programs in their early lifecycle stages.

- 61% of all programs fall within the beginning stages (**'Introduction', 'Take-Off',** and **'Growth'**), with 27% of those programs being specifically in the **'Growth'** stage.
    - Industry best practice recommends 50%-60% of all programs in the portfolio are distributed among these beginning stages to provide an avenue to energize programmatic offerings. These stages ensure the pipeline for new programs is there prior to programs transitioning into the **'Mature'** stage.
    - Redmond currently meets, and slightly exceeds, this benchmark.

- Only 20% of all Redmond program offerings are in the **'Mature'** stage.
    - Mature programs anchor a program portfolio, providing the most reliable and consistent participation base within the portfolio.
    - Best practice recommends that approximately 40% of programs fall within this stage to create a stable and reliable programming foundation.
    - Redmond currently falls below the recommended benchmark for mature programs by 20%.
- Approximately, 19% of the assessed programs are identified as being **'Saturated', 'Declining'**, or **'No-Go'** (cancelled).
    - While some transition into the **'Saturated'** and **'Decline'** stages is expected, best practice suggests keeping programs in these categories to 10% of programs in these final stages. If programs begin to reach these stages rapidly, it could be an indication that the quality of the programs does not meet expectations, or that there is not as much community demand for those programs. As programs enter into the **'Saturated'** or **'Decline'** stages, they should be closely reviewed and evaluated for repositioning or elimination. When this occurs, the department should modify these programs to begin a new lifecycle within the **'Introductory'** stage or replace existing programs with new programs based upon community needs.
    - Redmond currently exceeds the recommended benchmark of saturated, declining, or no-go program;, this should be brought down to 10%.

DRAFT

Recommendations

Staff should complete a Program Lifecycle Analysis annually to ensure the percentage distribution closely aligns with desired performance. Performance measure for each Core Program Area hould be established, such as:

- Participation growth
- Customer retention
- Percentage of new program offerings
- Program fill rates and waitlists

Tracking these measures can help encourage innovation, improve responsiveness to community trends, and guide future resource allocation.

Programming by Lifecycle Stage

The table below summarizes the distribution of current program offerings within each Core Program Area, listed alphabetically across **lifecycle stages**.

Core Program Area	Current Program Offerings	Introduction	Take-Off	Growth	Mature	Saturated	Decline	No-Go
Adaptive and Inclusion	8	0%	0%	38%	50%	0%	13%	0%
Adult Enrichment	43	26%	33%	28%	5%	2%	0%	7%
Adult Sports	12	0%	33%	33%	0%	17%	0%	17%
Community and Family Programming	19	11%	21%	26%	42%	0%	0%	0%
Health and Wellness	29	7%	3%	3%	45%	7%	17%	17%
Rentals	14	0%	7%	29%	29%	36%	0%	0%
Senior Programming	35	11%	23%	51%	14%	0%	0%	0%
Recreation Special Events	19	37%	16%	11%	26%	0%	5%	5%
Youth Enrichment	47	13%	34%	17%	9%	17%	11%	0%
Youth Sports	1	0%	0%	100%	0%	0%	0%	0%

DRAFT

Key Takeaways

Overall, the Department has made an intentional effort to keep program offerings fresh across its most reliable Core Program Areas. While some Core Program Areas have largely established offerings (like 'Adaptive and Inclusion'), other Core Program Areas (like 'Special Events) have a higher proportion of new offerings in recent years that reflect recent program innovation and expansion. 'Adult Enrichment', 'Community and Family Programming', and 'Youth Enrichment' each have at least 50% of their offerings in the first three lifecycle stages. This practice of keeping offerings fresh will be imperative for the Department moving forward to maintain user interest while still relying on classic program offerings with high attendance.

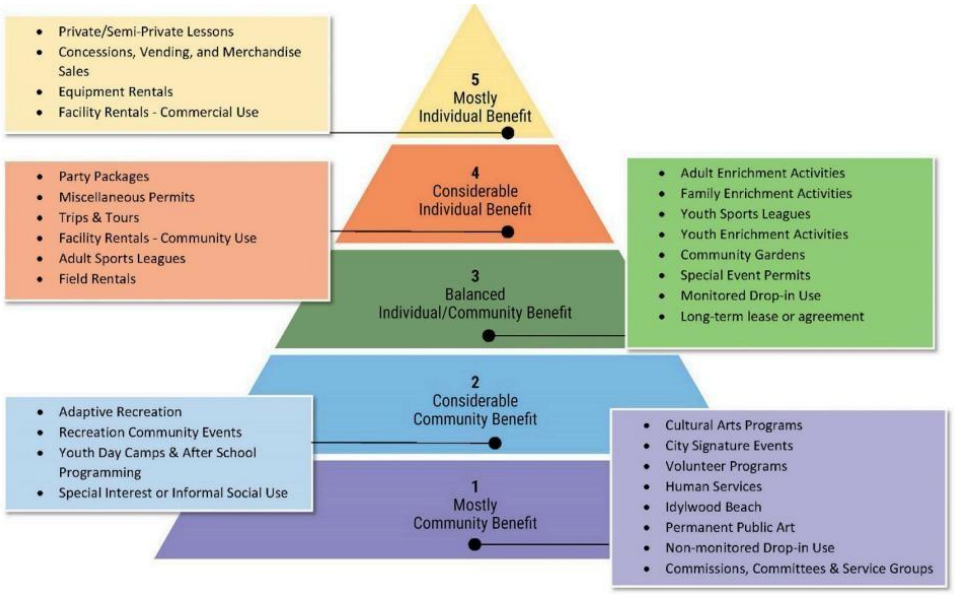
This balance supports both innovation and stability; however, **it is recommended that each Core Program Area's lifecycle distribution is monitored over the next few years** to ensure that the offerings are a mix of new, mature, and transitioning programs. The programming portfolio shows a strong base of mature programs, providing stability and consistent participation. However, long-term sustainability will depend on continued innovation and strategic evaluation of declining offerings.

Key Priorities Based on Program Lifecycle Analysis

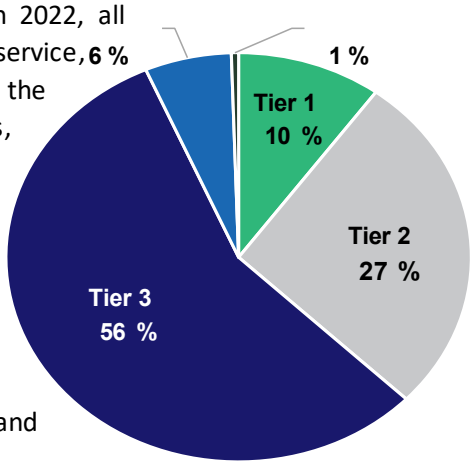
- **Maintain strong 'Mature' programs**, working toward a target of approximately 40% of programs in the Mature stage to sustain a stable program foundation.
- **Expand successful 'Growth' programs**, particularly Senior Programming, Youth Sports, Adult Sports, and Adult Enrichment, where demand and momentum appear strongest.
- **Introduce and test new programs in Core Program Areas with few offerings** in the 'Introduction' or 'Take-Off' stages, including Adaptive and Inclusion, Youth Sports, Rentals, and Health and Wellness, to support future pipeline development.
- **Evaluate and retire underperforming programs**, particularly within Health and Wellness and Youth Enrichment, where several offerings are currently in 'Saturated' or 'Decline' stages.
- **Use Special Events as innovation incubators**, allowing the organization to pilot new ideas and gauge community interest before expanding successful concepts into ongoing programs.

Program Classification

This program classification shows how each program supports the overall organization mission, core program area goals and objectives, and how programs should be funded through a mix of tax support and user fees. Program classification also informs appropriate management, marketing, and pricing strategies.



Following the Department's completion of a *'Parks and Recreation Cost of Service Update'* in March 2022, all programming now follows the adopted framework for cost recovery, cost of service, and program classification. This model was developed in tandem with staff, the Parks, Trails, and Recreation Commission, and community stakeholders, incorporating values identified through community engagement and sorting workshops that used a benefits-based framework to place services into appropriate tiers.



Cost recovery is a Council-adopted policy and remains a permanent guiding structure for Department operations.

How Program Classification Works

Program classifications are based on the balance between public benefit and private benefit.

- **Public benefit programs** (parks, trails, playgrounds) provide broad community access and shared value
- **Private Benefit programs** (personal training, private rentals) provide direct, individual benefit beyond general tax-supported services.

As shown in the pyramid above, the Department utilizes a classification method based on five tiers (Tier 1-5) to reflect this balance:

Tier 1 = Highest public benefit / community-wide access

Tier 5 = Highest private benefit / individual use

Classification is determined based on:

- Alignment with Department mission
- Public perception of the service
- Legal or policy mandates
- Financial sustainability and cost recovery expectations
- Level of personal vs. community benefit

DRAFT

- Market availability and competition
- Access and participation characteristics

With assistance from staff, all recreation programs were evaluated and classified. The results presented in the following table and chart represent the current classification distribution of recreation programs across tiers, (excluding 'rentals,' which are entirely tier 4).

Program Classification Distribution				
Tier 1	Tier 2	Tier 3	Tier 4	Tier 5
10%	27%	56%	6%	1%

Programming by Classification

The table below shows each Core Program Area, listed alphabetically, along with the percentage of individual, current programs that fall in each tier.. For example, 25% of 'Adaptive and Inclusion' program offerings are classified as tier 1.

Core Program Area	Current Programs	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5
Adaptive and Inclusion	8	25%	75%	0%	0%	0%
Adult Enrichment	43	2%	0%	98%	0%	0%
Adult Sports	12	0%	0%	0%	100%	0%
Community and Family Programming	19	27%	9%	64%	0%	0%
Health and Wellness	29	0%	0%	97%	0%	3%
Rentals	14	0%	0%	0%	100%	0%
Senior Programming	35	21%	57%	14%	7%	0%
Special Events	19	0%	89%	11%	0%	0%
Youth Enrichment	47	7%	25%	67%	0%	0%
Youth Sports	1	0%	0%	100%	0%	0%

Most Core Program Areas do not have programs across all Cost Recovery Tiers; however, this does not indicate a need for change. The overall recreation portfolio achieves balance (in terms of program classification) by distributing different tiered offerings across Core Program Areas. As a result, some Core Program Areas may be concentrated within a limited number of tiers due to the nature of the services they provide.

Cost of Service and Cost Recovery

As a part of the 2022 *'Parks and Recreation Cost of Service Update'*, cost recovery targets have already been identified for each of the Program Tiers. The identified Program tiers currently serve as an effective breakdown for tracking cost recovery metrics, including administrative costs, meaning staff can review and have been reviewing how programs are grouped for similar cost recovery goals to determine if current practices still meet cost recovery goals.

Recommendations

Moving forward, the Department should continue to determine cost recovery performance and use it to make informed pricing decisions via the following three-step process:

1. Classify all programs and services based on the public or private benefit they provide, depicted by their classification into Tiers 1-5

DRAFT

2. Conduct a Cost-of-Service Analysis to calculate the cost of each program within the cost-of-service model.
3. Adhere to the cost recovery percentage, through department policy, for each program tier and review these percentages for each program and adjust program prices accordingly.

Current Departmental Cost Recovery

The 2022 update to the cost recovery methodology also established minimum and maximum cost recovery targets for each tier. Staff then compiled actual cost recovery data for each individual program offering and compared performance against these targets. The following table shows these results, ordered from highest to lowest average actual cost recovery.

Cost Recovery Ranges			
Core Program Area	Average Minimum Cost Recovery Goal	Average Maximum Cost Recovery Goal	Average Actual Cost Recovery
Adult Sports	101%	130%	122%
Rentals (Sports Fields)	101%	130%	115%
Health and Wellness	71%	160%	106%
Adult Enrichment	0%	100%	101%
Youth Enrichment	0%	100%	97%
Youth Sports	71%	100%	92%
Community and Family Programming	0%	100%	63%
Recreation Special Events	11%	100%	58%
Adaptive and Inclusion	0%	70%	32%
Senior Programming	0%	130%	21%

DRAFT

Note: The City of Redmond coordinates with local organizations to provide accessible field rentals that support youth programming. The City partners with Redmond West and Redmond North Little League to offer reduced field rental fees for baseball, softball, and adaptive baseball programs. Additionally, the City has an interlocal agreement with the Lake Washington School District to share facilities, from tennis courts to turf fields, enhancing recreational opportunities and program offerings for the Redmond community. These partnerships help maximize community access to quality athletic spaces while supporting a wide range of youth programs.

The average actual cost recovery column reflects a programming portfolio that largely adheres to the cost-of-service recovery minimums and maximums. Program areas with a higher concentration of individual-benefit services, including Adult Sports, Sports Field Rentals, Health and Wellness, and Adult Enrichment, generate the highest levels of cost recovery and generally meet or exceed their target ranges. These program areas serve participants who typically demonstrate a higher willingness to pay for specialized instruction, competitive experiences, or exclusive access to facilities and amenities. As a result, they represent important revenue-generating components of the overall recreation portfolio.

Program areas such as Adaptive and Inclusion, Senior Programming, Community and Family Programming, and Recreation Special Events achieve lower levels of cost recovery, which is consistent with their greater community benefit and corresponding eligibility for public subsidy under the City's cost

recovery framework. These services help advance broader community outcomes, including accessibility, social connection, health, inclusion, and quality of life.

Beyond showing alignment with the City's cost recovery philosophy, the results also reveal opportunities to strengthen the recreation portfolio. Program areas with little or no Tier 1 offerings may benefit from additional introductory, low-cost, or access-oriented offerings that encourage participation among new users and reduce barriers to entry. Expanding entry-level opportunities can help introduce recreation programs of the community, build long-term participant engagement, and support equity objectives.

Similarly, program areas that consistently achieve or exceed their target cost recovery ranges and serve mainly individuals may present opportunities for expanded premium, specialized, or advanced programming. These offerings can respond to market demand while generating additional revenue that helps support the overall sustainability of the recreation program portfolio.

Recreation Facility Assessment

Introduction

This assessment provides Redmond's Parks and Recreation Department an in-depth look at where their sites and facilities excel and where they could improve in order to accommodate recreational programming. Staff and the consultant team individually assessed Redmond's four recreation-focused parks and facilities, one outdoor pool, two splash pads, two indoor sports courts, and two outdoor sports fields, through a variety of metrics.

DRAFT

Summary of Recreation Facility Assessment Findings

Overall Scores by Category

The scores for each individual assessment category are consolidated below. The average scores for each category were aggregated to give an average score for each individual section (such as Infrastructure Integrity), which were then summarized in a total score out of 100.

Overall Scores by Category	Total Infrastructure Integrity	Total On-Site Accessibility	Total Connectivity	Total Activation / Programming	Total Modernization	Total (out of 100)
Community Centers / Rec Facilities	14	14	14.5	14.5	13.8	**70.8**
Pools	11	11	12	11	13	**58.0**
Splash Pads	16	16	15	14	13.5	**74.5**
Sports Courts	15.5	13.5	14	11	14	**68.0**
Sports Fields	16.7	17	10	14.3	15.7	**73.7**
Averages	**14.6**	**14.3**	**13.1**	**13.0**	**14.0**	**69.0**

As shown above, the total scores for each site assessment category are calculated in the right columns and added together into a total to give the **final system score of 69.0**. While Community Centers/Rec Facilities, Splash Pads, and Sports Fields all scored at or above 70, Pools specifically had a lower performance, averaging at 58.0. By section, the 'Infrastructure Integrity' and 'On-Site Accessibility' sections scored the highest at 14.6 and 14.3, respectively. Alternatively, 'Activation / Programming' received the lowest score at 13.0 (largely due to the lower performance of pools and sports courts in this section). A further analysis of these scores is available in **Appendix E.**

Overall Community Center/Rec Facilities Assessment Scores

The following table displays the scores from each individual assessment for each of the four community centers/rec facilities, organized from highest to lowest total scores (found in the furthest right column under "Total").

Community Centers / Rec Facilities	Infrastructure Integrity				On-Site Accessibility				Technology and Connectivity				Activation / Programming				Modernization				Summary					
	Building Envelope	Utilities and Systems	Interiors	Furniture, Fixtures, and Equipment	General Accessibility Features	Facility Signage	Indoor Capacity	Parking / Public Transportation	Staff-Access Internet Connectivity	Public-access connectivity	Public access to Technology / Computer Lab	Operational Support Technology	Specialized Program Areas / Spaces	Older / Active Adult Programming	Summer / Year-round Youth Programming	STEM / Arts and Cultural Programming	Versatile / Multi-use Design, Diverse Amenities	Upgrades within Last 10 Years	Climate-Response / Energy Efficiency Features	Integration of Modern Design / Operational Standards	Total Infrastructure Integrity	Total On-Site Accessibility	Total Technology and Connectivity	Total Activation / Programming	Total Modernization	Total (out of 100)
Redmond Senior & Community Center	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	20	19	20	20	20	**99**
Redmond Community Center at Marymoor Village	3	2	4	3	4	2	4	4	5	5	3	5	3	2	3	3	2	3	3	2	12	14	18	11	10	**65**
Farrel-McWhirter Park	4	3	3	3	3	3	3	3	5	1	1	2	4	3	4	3	3	4	3	3	13	12	9	14	13	**61**
Old Redmond School House	3	3	3	2	2	3	3	3	4	4	1	2	4	3	3	3	3	3	3	3	11	11	11	13	12	**58**
Averages	**3.8**	**3.3**	**3.8**	**3.3**	**3.5**	**3.3**	**3.8**	**3.5**	**4.8**	**3.8**	**2.5**	**3.5**	**4.0**	**3.3**	**3.8**	**3.5**	**3.3**	**3.8**	**3.5**	**3.3**	**14**	**14**	**14.5**	**14.5**	**13.8**	**70.8**

DRAFT

As shown above, the total scores for each programming location in each category are calculated in the right columns and added together into a total to give the final score. Similarly, at the bottom of the chart, we can see averages for all locations across each category.

The *Redmond Senior & Community Center* (99) scored the highest in the analysis with a nearly perfect score. Alternatively, the other three assessed locations, *Redmond Community Center at Marymoor Village* (65), *Farrel-McWhirter Park* (61), and the *Old Redmond School House* (58) scored closer to the 60s. Regarding their performance across each category, the 'Technology and Connectivity' and 'Activation and Programming' sections had the highest average scores (both scoring at 14.5 out of 20), while the 'Modernization' section scored the lowest (at 13.8 out of 20).

Individual categories where Redmond's programming centers excelled included 'Staff-Access Internet Connectivity' (average of 4.8) and 'Specialized Program Areas and Spaces' (4.0). Alternatively, the lowest-scoring average across all individual categories was 'Public Access to Technology/Computer Lab' at just 2.5; however, this is largely due to *Farrel-McWhirter Park* and the *Old Redmond School House* both lacking that amenity completely. Overall, Redmond's assessed programming centers had an average overall score of 70.8 (indicated in the bottom right corner).

Detailed facility assessment findings can be found in **Appendix E.**

Section 4: The Community's Voice

Summary of Community Engagement

Development for this *Recreation Program Plan* was launched in May 2025 and included a robust public engagement process to inventory the current program offerings and to help determine the needs and priorities for the future. The planning process incorporated a variety of community input, including a series of key stakeholder interviews, staff input, an online survey and interactive map, and a community-wide statistically valid survey. Specific strategies and outreach methods included:

- Staff S.C.O.T. (Strengths, Challenges, Opportunities, Threats) analysis
- Staff survey
- Input from City of Redmond Parks, Trails, and Recreation Commission
- Stakeholder interviews with multiple community groups, including regular users of recreation facilities
- Project website
    - Online survey (333 responses)
    - Interactive mapping and comment tool (41 contributions)
    - Vision board (8 contributions)
- Statistically valid survey
    - Goal was 375 responses; received 403
    - Precision of +/-4.9% at the 95% level of confidence. Community members were able to return the survey by mail, by phone or completing it online

DRAFT

The following sections in this chapter summarize and highlight the key findings from each stage of the community engagement process. Detailed findings from the various forms of community and stakeholder engagement in this process are provided in **Appendix F.**

Key Stakeholder and Focus Group Summary

Key stakeholder interviews were conducted in May 2025 to help identify community issues and key themes. These interviews provided valuable insight and assisted in the development of question topics for the statistically valid community survey. Stakeholders were identified by the department and represented major community stakeholder groups, including:

- Parks, Trails, and Recreation Commission
- Senior Advisory Committee
- Teens focus group
- Wave Aquatics
- City of Redmond staff
- Partners and Contractors

Overall, the community possesses strong pride in the City's programs and facilities, while also identifying opportunities for improvement. The interviews collectively highlight that the Recreation Division is in a period of transition, shaped by new leadership, evolving facilities, and changing community needs.

Key themes included:

- A need for clearer internal and external strategy and communication
- A desire to better serve the diverse and growing Redmond community
- Operational challenges related to facility transitions, including:
  - Opening of the Redmond Senior & Community Center within the last two years and the location of senior programming
  - Closure of the Old Fire House teen center facility and transition of teen programming
  - Limitations of the Redmond Pool, which is an aging facility undersized for a community of Redmond's size.
  - Transition out of the Old Redmond School House, which includes a heavily used gymnasium space and the only dedicated pottery and dance studios within the system.

Project Website Findings

Executive Summary

PROS Consulting, through the Social Pinpoint platform, hosted an interactive project website to better understand the characteristics, preferences, and satisfaction levels of the Redmond Parks and Recreation Department.

DRAFT

Participants were able to provide feedback through three engagement tools:

- Online survey
- Interactive social mapping activity
- Vision board activity

This input helped identify community priorities for future investment and provided insight into satisfaction with current services.

Demographic data (gender, race, economic status, and age) were not collected. It is important to note that survey respondents were asked to answer from a household perspective, meaning some answers may be indicative of total households rather than individuals.

Key Takeaways:

Survey and engagement results indicated:

- Strong interest in expanding:
  - Disc golf courses,
  - Trails and trail connectivity,
  - Riverfront recreation access, and
  - Natural area preservation.
- Respondents indicated the following top three highest priority offerings:
  - Parks
  - Trails
  - Youth and Family Programming
- Survey respondents had generally positive feedback, with relatively few concerns.

These results consistently show that parks and trails are the community's top priorities, with youth and family programming also ranking highly though, secondary to outdoor and natural resource-based amenities.

Statistically Valid Survey Findings

A high-level summary of key findings from the statistically valid survey is provided below; more detailed results can be found in **Appendix G** and a separate companion survey report.

Priorities for Program/Activity Investment

The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on programs/activities. The PIR is used to identify investment priorities by combining:

1. The importance that community members place on programs, and
2. The level of unmet need reported by community members for the program.

Further details regarding the methodology for this analysis are provided in Section 2 of the survey findings report.

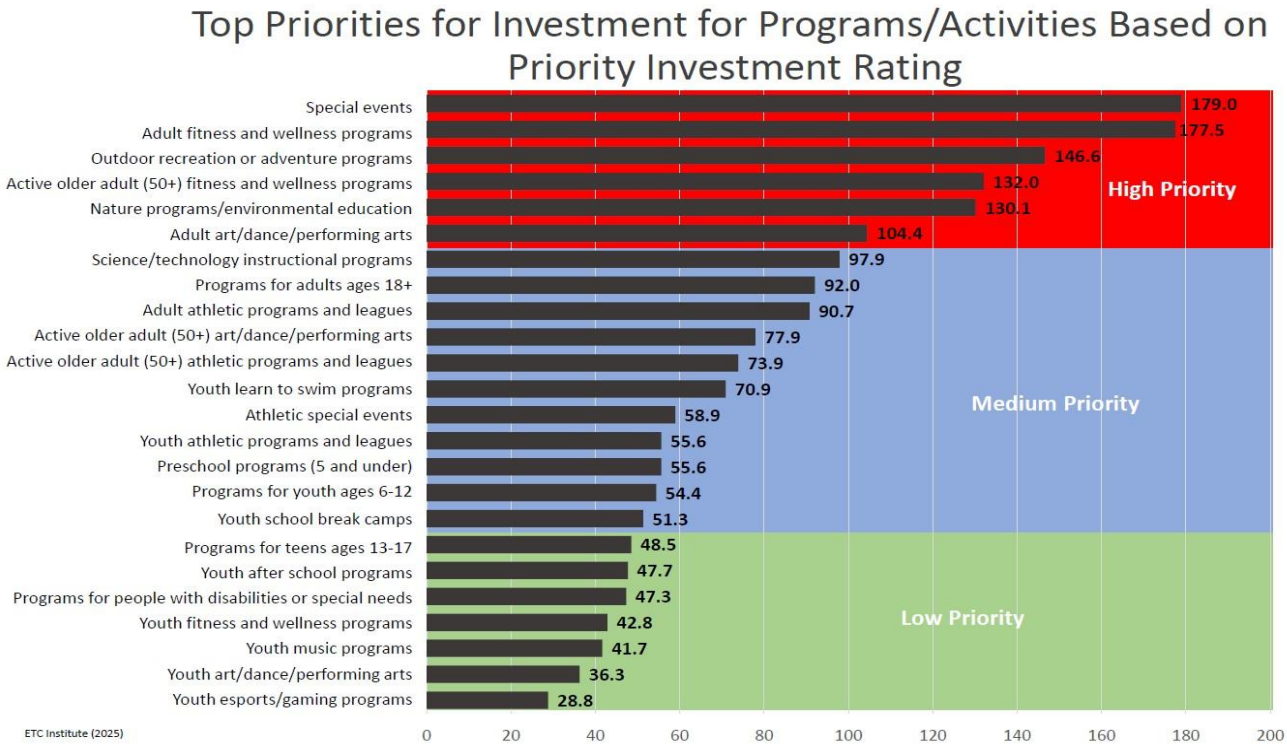
DRAFT

Highest Priority Programs Identified

Based on the Priority Investment Rating (PIR) results, the following programs were ranked as highest investment priorities:

- Special events (PIR=179)
- Adult fitness and wellness programs (PIR=177.5)
- Outdoor recreation or adventure programs (PIR=146.6)
- Active older adult (50+) fitness and wellness programs (PIR=132)
- Nature programs/environmental education (PIR=130.1)
- Adult art/dance/performing arts (PIR=104.4)

The chart below shows the PIR results for all evaluated program areas.



Statistically Valid Survey Key Findings and Takeaways

When analyzing the programs/activities offered by the City of Redmond Parks and Recreation Department, the highest levels of community need were identified in:

- Special events
- Adult fitness and wellness programs, and
- Outdoor recreation or adventure programs.

Focusing investment in these areas would provide the greatest benefit for the largest number of community members in the City of Redmond.

Overall Findings

The City of Redmond Parks and Recreation system is **strong overall and highly regarded**.

System Performance

- 94% of residents report visiting a park or (high system usage)
- Customer service and staff responsiveness are rated highly (76-78%)

Clear Community Priorities were identified:

- Special events (PIR=179)
- Adult fitness and wellness programs (PIR=177.5)
- Outdoor recreation or adventure programs (PIR=146.6)
- Active older adult (50+) fitness and wellness programs (PIR=132)
- Nature programs/environmental education (PIR=130.1)
- Adult art/dance/performing arts (PIR=104.4)

Communication & Access Matter

- Preferred communication channels are email/newsletters and social media.
- While most users report that the registration website is easy to use, roughly 30% experience some difficulty, indicating room for improvement in usability and access.

DRAFT

What All This Tells Us

The data collected from the various forms of community and stakeholder engagement point to clear themes, which form the basis of the recommendations throughout this document and the establishment of the five pillars.

- **High participation with a conversion gap.** Redmond community members participate annually in programs and events (39%), at a higher rate than the national average (36%). Redmond community members also visit parks/facilities at a higher rate than the national average (94% vs. 81%).
    - 94% visit park facilities
    - 60% visit the website
    - 39% participate in programs
    - This highlights an opportunity to convert interest into program participation through improvement in the discoverability and accessibility of information and the ease of registration systems.

- **High satisfaction with services.** Redmond community members report the quality of current recreational programming as considerably higher than the national average. Ninety percent (90%) of Redmond residents report the City's programming as "Excellent" or "Good", while 85% is the national average for the same quality ratings.
- **Program ratings match current demographic and market data**. The programs that scored the highest Priority Investment Ratings (PIR) were Special Events (179), Adult Fitness and Wellness (177.5), Outdoor Recreation (146.6), and Active Older Adult 50+ (132). These align directly with the demographic findings and ground the recommendations of the plan.
- **Website and access barriers exist**. Twenty-four percent (24%) of respondents find it difficult to find programs on the website. This is an actionable gap that the recommendations address.
- **Communication preferences are consistent**. The highest scoring communication preferences were email/newsletter and social media, which informs implementation and future communication strategies.
- **Facilities matter and help support quality programming**. High-quality and high-functioning facilities matter for the reliable provision of high-quality recreation programming.
- **Growth and diversity trends are increasing**. Redmond is rapidly growing and is already a highly diverse community. That diversity is projected to continue to increase in upcoming years. Ensuring these population dynamics do not create gaps in service for Redmond recreational programs, either geographically or socio-demographically, will be an important consideration for to monitor regularly.

DRAFT

Section 5: Strategic Implications and Opportunities

The data generated and discovered in this planning process come together to articulate a clear story of where Redmond's recreational portfolio is today, where there are opportunities for improvement, why those improvements are important, and how those improvements can be made.

Strategic Implications

The City of Redmond Parks and Recreation Department is strong with robust, high-quality programming, yet the findings of this plan point to a clear gap between the system's current reach and its potential. Four insights define that gap and suggest opportunities

- **Improve discoverability of information and translate interest into action.** With 94% of households visiting a City park or facility in the past year and 60% visiting the website, but only 39% participating in a program, the gap between facility and park visitation and program participation is an important note. The parks and facilities are well regarded. The opportunity is program activation.
- **Improve program performance tracking and strengthen cost recovery alignment.** The framework established in the 2022 Cost of Service Update provides the policy foundation for what is commonly called a "compensatory" model of program pricing and cost recovery expectations – programs in higher cost-recovery tiers are designed to generate surplus that partially subsidize Tier 1 and Tier 2 programs. This intentional subsidy is built into the pyramid model. The data shows that the department is not yet capturing the full potential of that model. High-performing program areas have room to grow, financial performance is not consistently tracked, and the connection between revenue-generating programs and the community investment they enable through the provision and potential growth of intentionally subsidized programming has not been made explicit in planning or reporting. Embedding portfolio-level cost recovery review and management into regular program review processes and communicating the compensatory relationship as a deliberate strategy would allow program expansion with broader community benefit to be sustainable and in direct alignment with the framework the Cost of Service Policy was designed to support.
- **Capitalize on clear and aligned market data and community priorities..** Tennis, Soccer, Pickleball, Yoga, and Running all score well above national market averages for resident participation likelihood. Adult Fitness and Wellness, Outdoor Recreation, and Active Older Adult programming rank among the highest community investment priorities in the needs assessment survey. Feedback and insights derived through community and stakeholder engagement, as well as the analysis of the planning team revealed both programmatic and geographic gaps that align with the dynamics of Redmond's residential population. The demand is documented**, consistent, and aligned**, and should be used as a map indicating where to grow programming.
- **Grow the program portfolio from primarily actively developing to even distribution across program lifecycle stages.** With only 20% of programs in the Mature stage against a 40% target, and 19% in Saturated or Declining stages against a 10% ceiling, the department faces two tasks: building more programs through to maturity and retiring offerings that are no longer serving community need.

DRAFT

Service Gap Summary

All of the findings from the analyses performed in this process have led to the identification of the following service gap areas that should help shape program portfolio evolution over the next five years.

Adult Programs

Approximately 78% of the Redmond population is above the age of 18, but only 20—40% of programming targets these age groups as a primary audience. In the statistically valid survey findings, various areas of adult programming accounted for 7 of the top 12 (out of a total of 24) areas with the most "Partly Met" or "Unmet Needs" among Redmond households.

Fitness / Wellness

Adult fitness and wellness programs ranked #1 of the 24 areas of programming evaluated, with the most "Partly Met" or "Unmet Needs" among Redmond households. Additionally, fitness and wellness programs for adults and older adults ranked #2 and #3 as the most important areas of programming for Redmond households.

Outdoor Recreation and Nature/Environmental

Outdoor recreation and nature programs ranked #2 and #3, respectively, among Redmond households as having the most "Partly Met" or "Unmet Needs" in the statistically valid survey, and #4 and #5 as the most important areas of programming.

Geographic Gaps

GIS and program evaluation data indicate gaps in service for the Overlake and Idylwood areas of the community. Detailed maps illustrating this are available in **Appendix H.**

Cultural Gaps

Redmond is an incredibly diverse community comprised of community members from many different ethnicities, countries of origin, and cultural practices. A Review of recent city plans, related processes/findings, and stakeholder and staff engagement, has indicated the need for more programming that meets diverse cultural needs.

Aquatics

For a community the size of Redmond, the Redmond Pool, while recently renovated, is undersized to meet the needs of community members of all ages. This issue was identified through stakeholder and staff engagement, as well as the observations and findings of the consultant team.

Youth Sports

Based on current demographics and total program offerings, youth who would be the primary audience of youth sports programming represent approximately 14% of the Redmond population but only 2.5% of the total program offerings (7/243).

"Activation" Gap

While Redmond does experience a higher level of program participation overall (39%) than the national average (36%), the gap between 61% of residents accessing the website to inquire about programming and only 39% participating in programs indicates room for improvement with digital experience, program visibility, and registration conversion. This gap was reinforced in feedback in the online survey and in stakeholder interviews.

DRAFT

Section 6: Recreation Program Action Plan

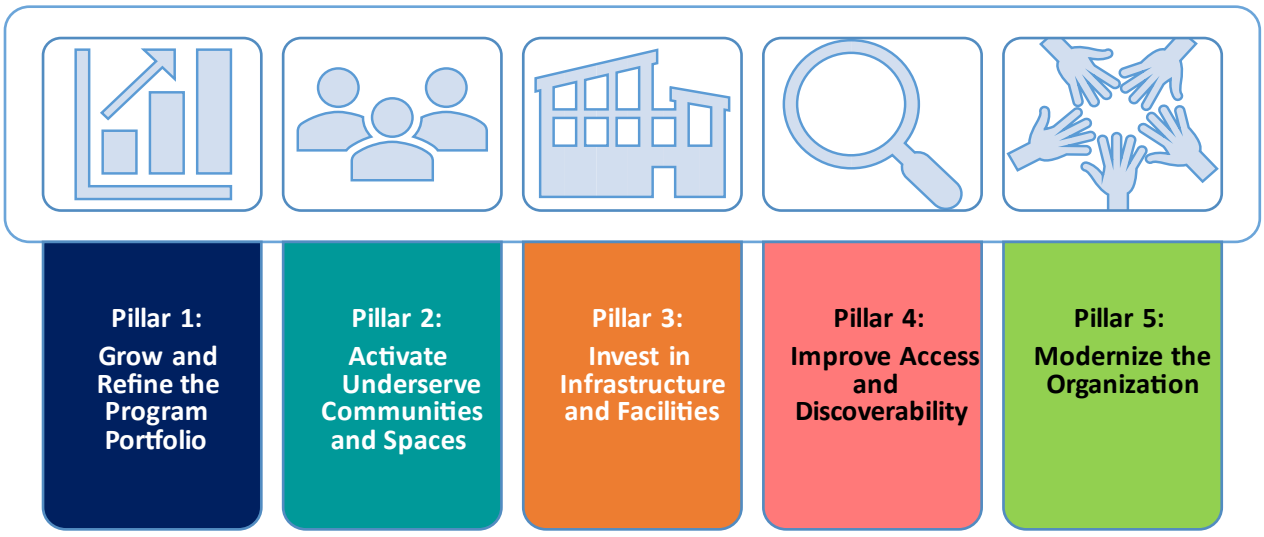
The purpose of this action plan is to synthesize all findings from technical analyses and community/stakeholder engagement into a meaningful matrix of recommendations, supporting strategies, actions, responsibilities, and priorities/timelines. These strategies establish specific, measurable objectives for programs and services that are reviewed periodically to ensure that programs achieve the needed community benefit and desired outcomes. These strategies also include new opportunities and address gaps and redundancy in program delivery in Redmond.

Overview

This *Recreation Program Action Plan* establishes a disciplined, performance-driven framework to strengthen impact, sustainability, and community value. It prioritizes clear outcome metrics, consistent evaluation, and transparent reporting to ensure programs deliver measurable results and inform data-driven decisions. The portfolio will be strategically refined by expanding high-impact offerings, redesigning underperforming services, and thoughtfully reducing or sunsetting programs that no longer align with mission, demand, or financial sustainability.

A strong commitment to access and equity will guide pricing, outreach, and geographic distribution to reduce barriers and ensure inclusive participation. Investments in facilities and infrastructure will support safe, modern, and adaptable spaces that elevate participants' experiences. The plan also advances purposeful partnerships to leverage shared resources, expand reach, and amplify community outcomes. Underpinning all strategies is a commitment to being an employer of choice—attracting, developing, and retaining talented staff through supportive leadership, professional growth, and a culture of accountability and innovation—ensuring the organization is positioned to deliver exceptional recreation services now and into the future.

The following pages summaries the action plan in alignment with the five **Key Pillars** that were identified in the beginning of this *Plan*. Detailed action plans for each focus area are available in a separate companion document to this plan. Additionally, these action plans are supported by tools and procedures located in the *Recreation Program Toolkit*, which is also a separate companion resource of this *Recreation Program Plan.*



DRAFT

Recreation Portfolio (RP) Recommendations and Goals

PILLAR 1: Grow and Refine the Recreation Program Portfolio

Implement a quarterly program evaluation system with defined KPIs to improve portfolio performance, meet cost recovery goals and evaluate and discontinue underperforming programs. Restructure program offerings over three years by discontinuing or consolidating low-performing programs and prioritizing high-demand, high-impact services to mature growth programs.

GOAL RP 1: Maintain a recreation program portfolio that meets community needs and evolves as needed.

GOAL RP 2: Refine the recreation program portfolio to focus on quality over quantity of offerings and performance goals.

GOAL RP 3: Expand the recreation program portfolio to provide more robust offerings.

DRAFT

Activate Communities and Spaces (ACS) Recommendations and Goals

PILLAR 2: Activate Underserved Communities and Spaces

Develop targeted service expansion strategies for underserved areas using a combination of programming, partnerships, and facility planning.

GOAL ACS 1: Address geographic gaps in service that have resulted from continued community growth.

GOAL ACS 2: Evaluate service gaps as it pertains to both public and private providers meeting community needs.

GOAL ACS 3: Explore the development of additional multi-cultural programs to meet the community's diversity.

GOAL ACS 4: Evaluate and expand Tier 1 programming and promote the fee assistance program to ensure inclusive access to programming.

Infrastructure and Facilities (IF) Recommendations and Goals

PILLAR 3: Invest in Infrastructure and Facilities

Continue to monitor facility needs and redevelopment through the current six-year capital improvement plan and a 20-year capital strategy focused on aging infrastructure, geographic service gaps, and identified areas of unmet needs.

GOAL IF 1: Maintain and continue to invest in facilities, take action on underperforming facilities to preserve high quality service levels.

GOAL IF 2: Evaluate new facility/amenity opportunities to expand strategic growth in programmatic opportunities and **service delivery.**

DRAFT

Access and Discoverability (AD) Recommendations and Goals

PILLAR 4: Improve Access and Discoverability

Investigate the online program and registration experience to improve clarity, discoverability, and account access, targeting measurable increases in participation conversion rates.

GOAL AD 1: Review website accessibility and integration with current recreation software.

GOAL AD 2: Determine ways to improve the ease of learning about program details, creating an account, and finding desired programs.

Modernize the Organization (MO) Recommendations and Goals

PILLAR 5: Modernize the Organization

Implement a standardized training, performance management, and professional development framework to strengthen service consistency, accountability, and staff retention.

GOAL MO 1: Improve coordination across teams within the Recreation Division.

GOAL MO 2: Enhance Redmond Parks and Recreation as a modernized employer of choice.

Appendix A: Community Profile

Introduction

A key component of the *Recreation Program Plan* is a Demographics and Recreation Trends Analysis. The purpose of this analysis is to provide Redmond's Parks and Recreation Department insight into the makeup of the population they serve and identify market trends in recreation. The report also helps to quantify the market in and around the City of Redmond, Washington and assists in providing a better understanding of the types of parks, facilities, and services used to satisfy the needs of community members.

Demographic Analysis

This analysis is two-fold; it aims to identify the *who* and the *what*. First, it assesses the demographic characteristics and population projections of Redmond community members to understand *who* the Department serves. Second, recreational trends are examined on a national and local level to understand *what* the population may want to do. Findings from this analysis establish a fundamental understanding that provides a basis for prioritizing the community need for parks, trails, facilities, and recreation programs.

The Demographic Analysis describes the population in Redmond. This assessment is reflective of the City's total population and its key characteristics such as age, race, and income levels. It is important to note that future projections are based on historical patterns and unforeseen circumstances during or after the time of the analysis could have a significant bearing on the validity of projected figures. A further analysis of each of these demographic characteristics can be found in **the sections below.**

DRAFT

Demographic Analysis: Methodology

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. The 2024 'total population' data for this analysis was obtained from the Maricopa Association of Governments. All other data was acquired in June 2024 and reflects actual numbers as reported in the 2020 Census. ESRI then estimates the current population (2024) as well as a 5-year projection (2029). PROS then utilized straight line linear regression to forecast demographic characteristics for 10 and 15-year projections (2034 and 2039). ***Please note: Some data has yet to be released from the 2020 Census, resulting in certain analyses utilizing 2010 Census data instead (e.g., age segmentation).***

Race and Ethnicity Definitions

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined below. The Census 2020 data on race are not directly comparable with data from the 2010 Census and earlier censuses; therefore, caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2020) definitions and nomenclature are used within this analysis.

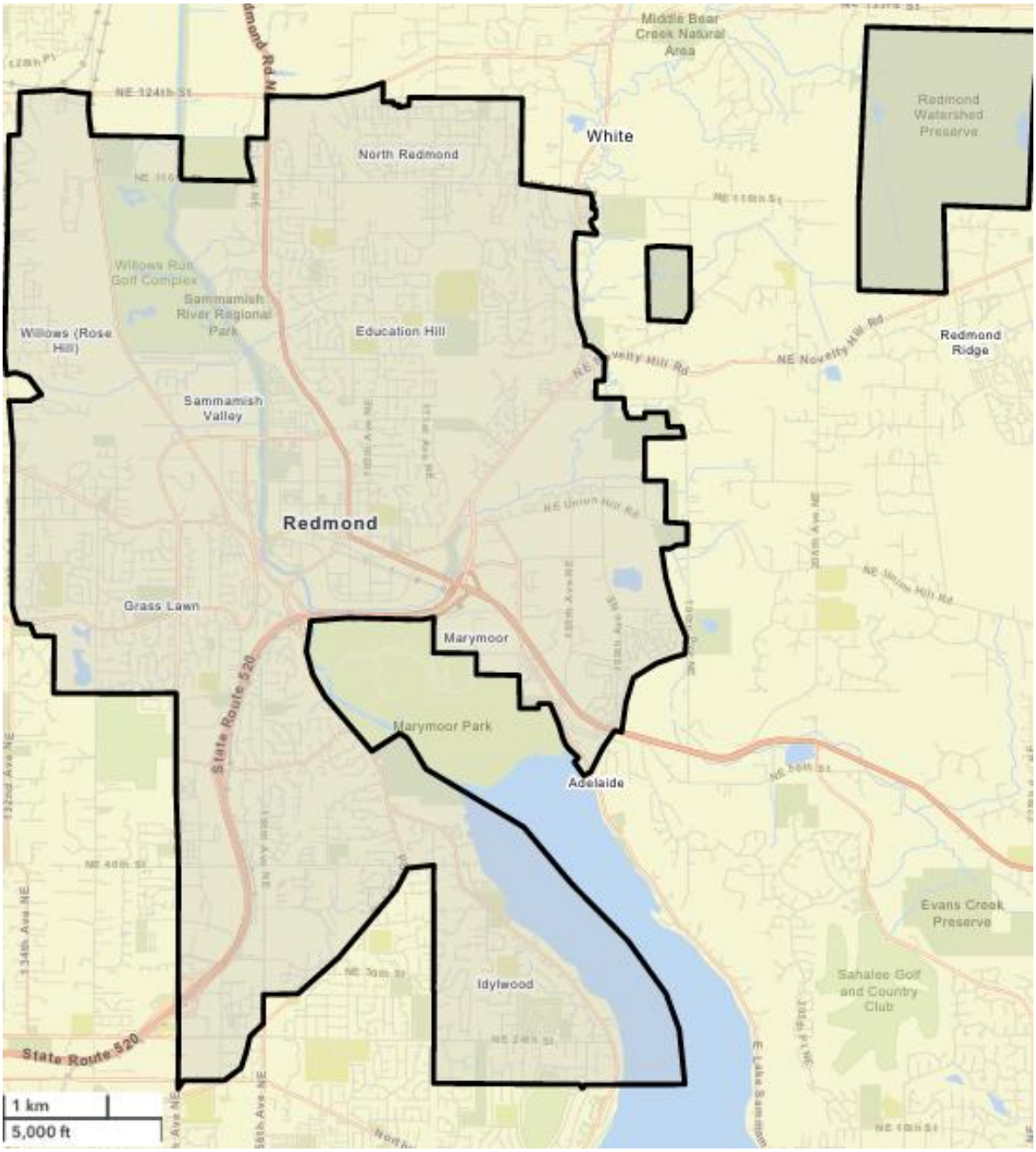
- **American Indian or Alaska Native:** A person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- **Asian:** A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- **Black or African American:** A person having origins in any of the black racial groups of Africa.
- **Hispanic or Latino:** A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
- **Native Hawaiian or Other Pacific Islander:** A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- **White:** A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

Please note: The Census Bureau states that the race and ethnicity categories generally reflect social definitions in the U.S. and are not an attempt to define race and ethnicity biologically, anthropologically, or genetically. We recognize that the race and ethnicity categories include racial, ethnic, and national origins and sociocultural groups. They define Race as a person's self-identification with one or more of the following social groups: White, Black, or African American, Asian, American Indian, and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. **For this reason, the Hispanic/Latino ethnicity is viewed separate from race throughout this demographic analysis.**

DRAFT

Demographic Analysis Boundary

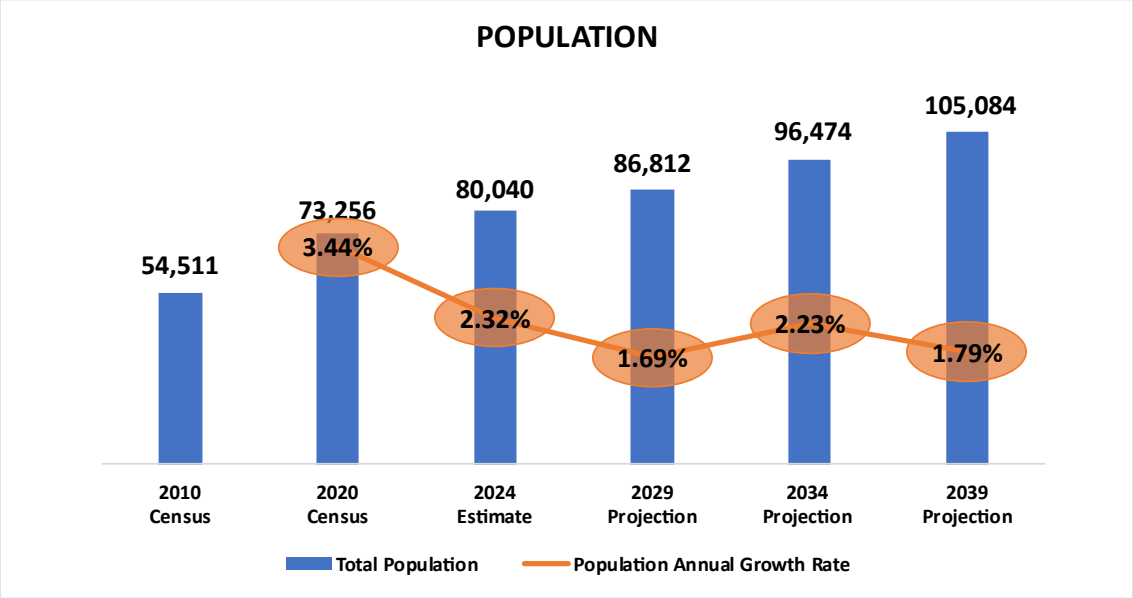
The City of Redmond boundaries shown below were utilized for the demographic analysis.

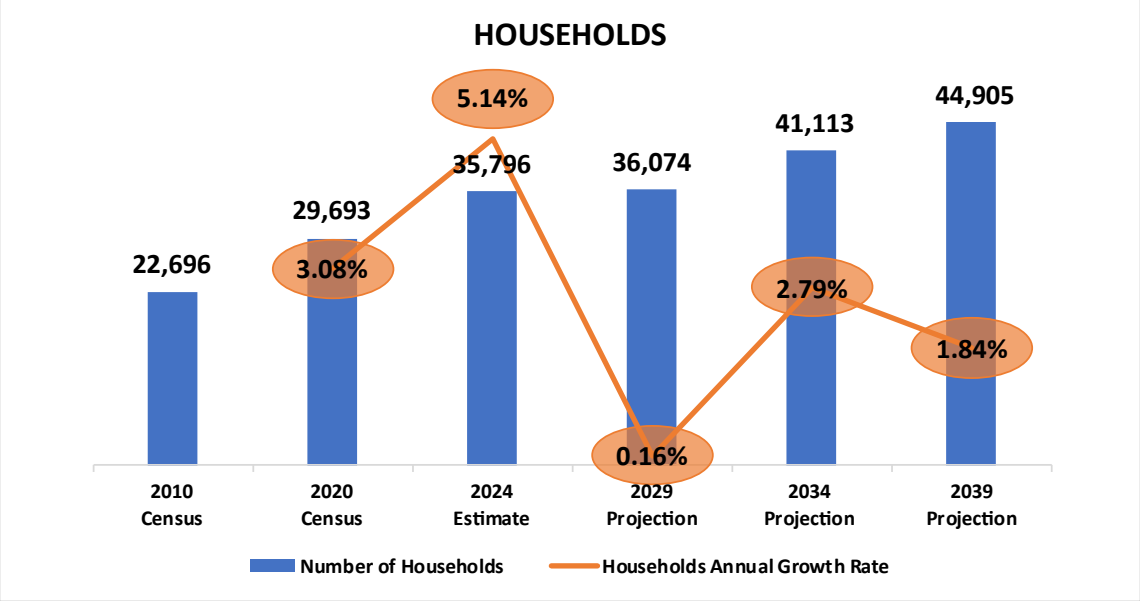


City Populace Demographics

Population

Redmond has a growing population that ranges from moderate to large yearly increases; in fact, the population has increased from 54,511 in 2010 to an estimated **79,942 in 2024**. Redmond's population is expected to continue to grow exponentially in the following 15 years, where it is projected to reach **105,030 community members by 2039.** The total number of households has also grown at a consistent rate proportional to population growth, increasing from 22,696 in 2010 to an estimated **32,931 in 2024**. By 2039, it is estimated that there will be **43,316 total households** within Redmond, which is likely to continue growing.





Age Segmentation

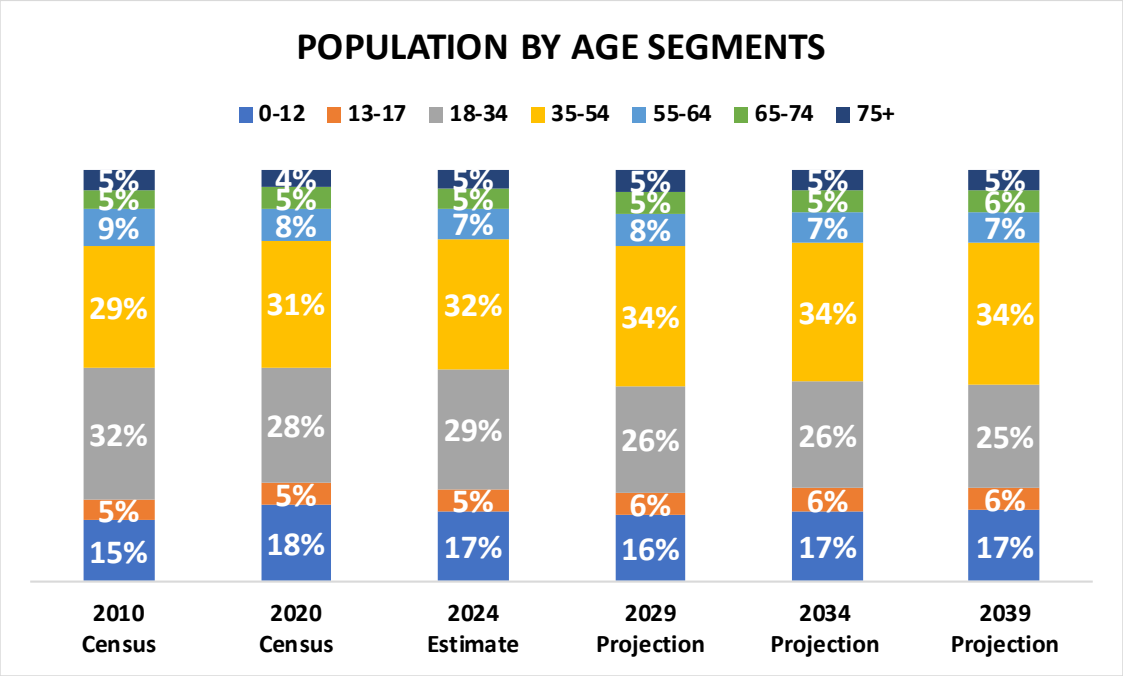
The largest age segments of Redmond's current population are:

- Ages 35 to 54 (32%)
- Ages 18 to 34 (28%)
- Ages 0 to 12 (18%)

These larger age segments, paired with smaller age segments of people aged 13 to 17, 55 to 64, 65 to 74, and 75 and older, comprises a relatively well-distributed City population. However, within the community, there is an aging trend with people between the ages of 18-34, decreasing from making up 32% of the population in 2010 to **25% of the population by 2039**. In turn, Redmond's population of 0-12 age range has begun to compensate for the aforementioned decrease with a **2%** growth increase from 2010 to 2039.

The median age has risen slightly from 34.2 in 2010 to **34.7 in 2024** and is projected to continue rising in forthcoming years. Therefore, the recreation amenities updated and developed for Redmond should likely be designed to be appealing for an increasing middle-aged demographic (potentially catering to both childless middle-aged adults and adults with children), while also remaining accessible for the elderly and young children.

DRAFT



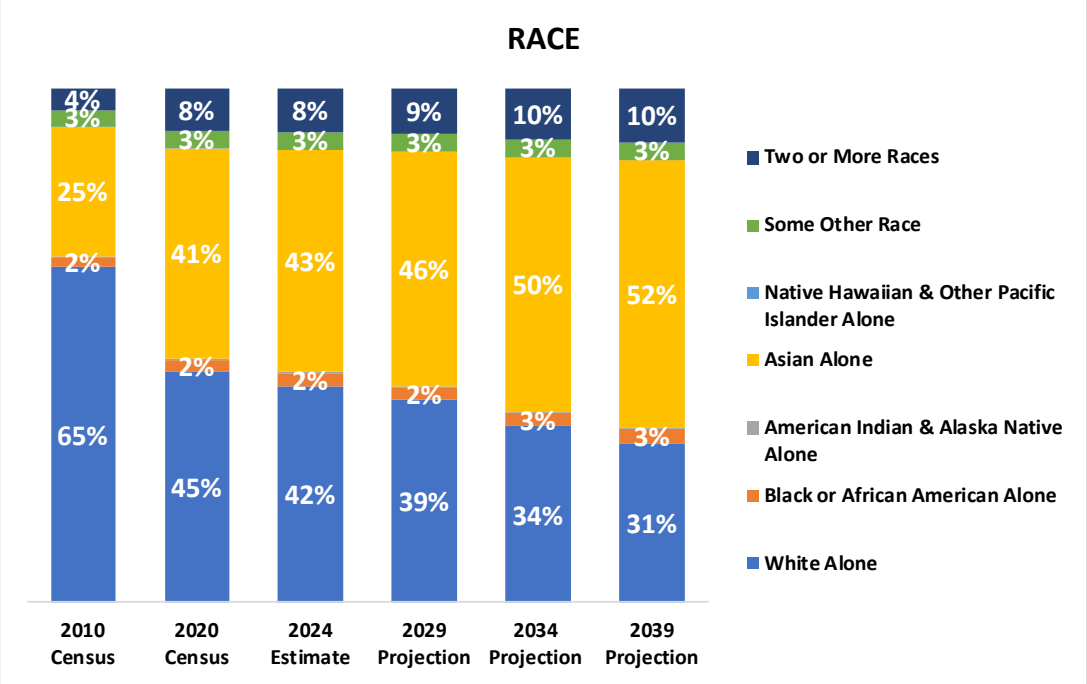
Race

Within the scope of race, Redmond's largest population segments include:

- 'Asian Alone' population (43%)
- 'White Alone' population (42%)
- 'Two or More Races' population (8%)

The 'Asian Alone' category in particular has increased drastically (with a near 20% increase) since 2010, while most other categories have either stagnated or decreased in that same time period. Predictions for 2029 and beyond expect the population to slightly diversify, with the following changes estimated:

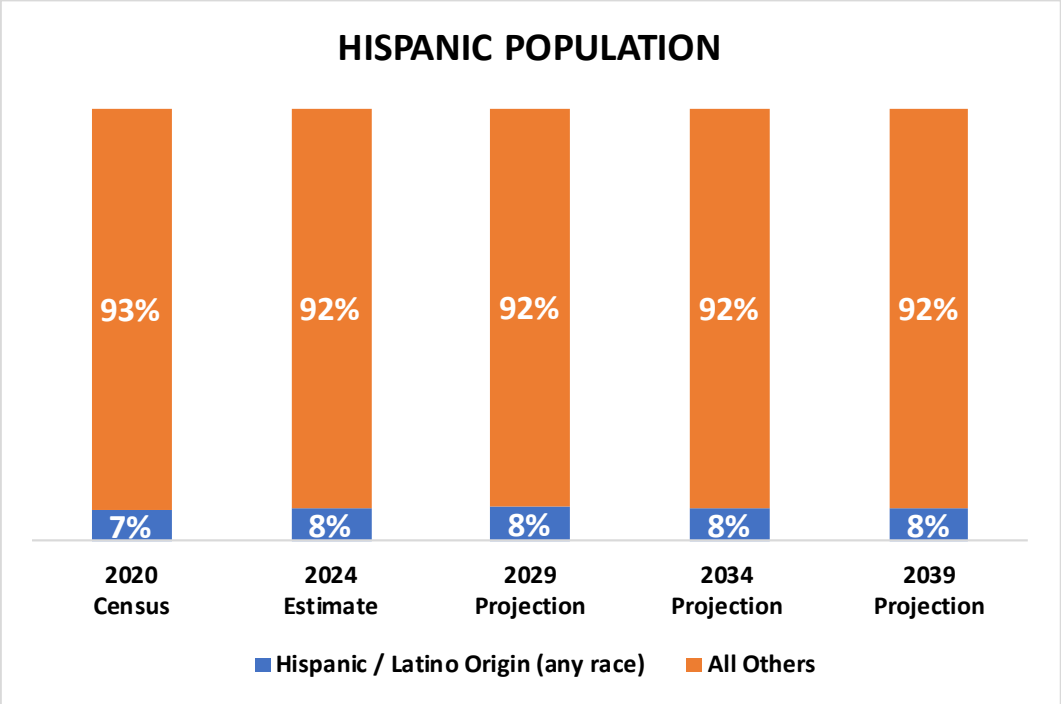
- 'Asian Alone' population to **increase by 9%**
- 'Two or More Races' population to **increase by 2%**
- 'Black or African American Alone' to **increase by 1%**
- 'White Alone' to **decrease by 11%**



Ethnicity

Redmond's population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. **It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any racial categories identified above.**

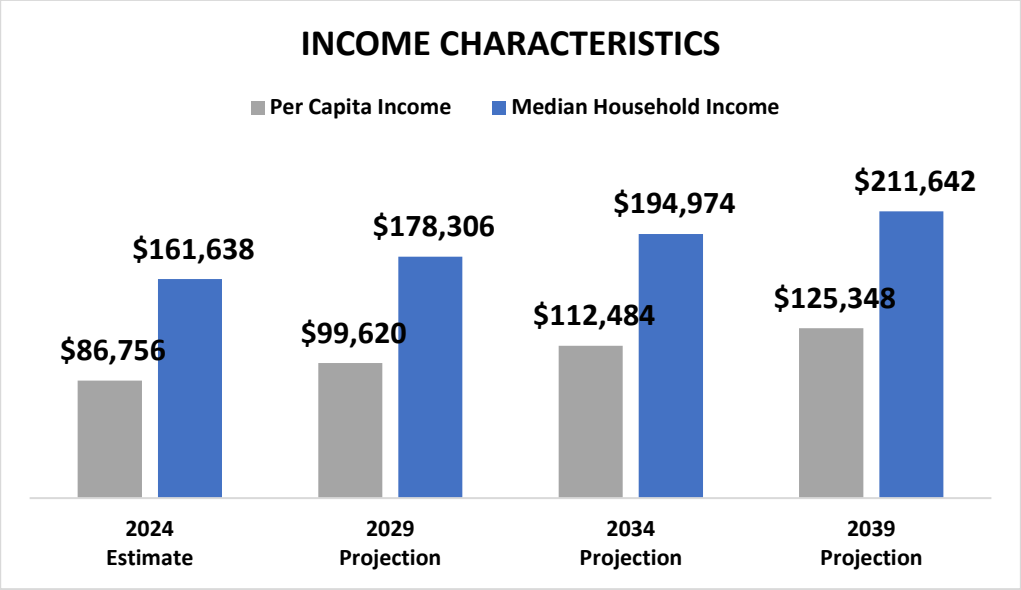
Based on the 2024 estimate, people of Hispanic/Latino origin represent **8% of Redmond's population**, which is currently below the national average (19% Hispanic/Latino) and slightly below the state of Washington average (14% Hispanic/Latino). The City's Hispanic/Latino population has experienced a minor increase over time and is expected to hold steady through **2039.**

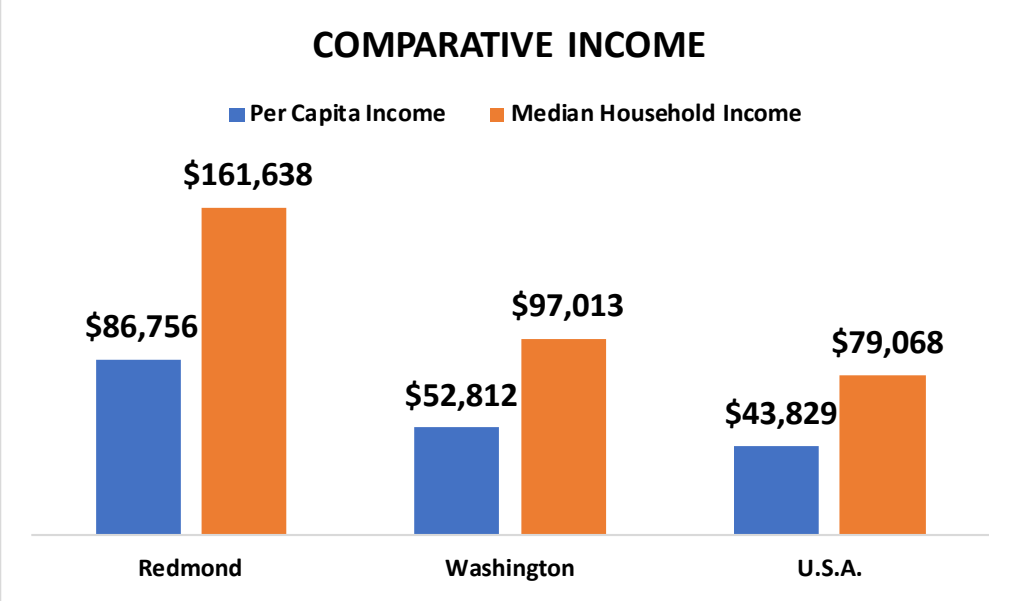


Income Characteristics

When analyzing income, the per capita income is that earned by an individual while the median household income is based on the total income of everyone over the age of sixteen living within the same household.

Redmond's **per capita income** ($86,756) is well above the state of Washington average ($52,812) and the national average ($43,829). Redmond's **median household income** ($161,638) is experiencing a similarly positive trend compared to the Washington average ($97,013) and is also well above the national average ($79,068). Redmond projects to increase in both median household and per capita income, where the averages are expected to increase to income characteristics of **$125,348 and $211,642 respectively by 2039**.





Demographic Implications

While it is important not to generalize recreation needs and priorities based solely on demographics, the analysis suggests some potential implications for Redmond, Washington:

- Redmond's rising population trends may indicate a need to identify and understand the interests of all ages, especially **middle-aged** and **adolescent populations**. Adding more recreational activities for the active adult population, such as exercise classes or recreational leagues, may prove to be beneficial in keeping many populations active. In addition to adults, the increasingly high percentage of children under the age of 13 may also give the Department a better idea of what offerings may serve the community best, including youth and family programming.

- Redmond's high household and per capita income characteristics suggest **high potential for disposable income at the individual and family level**. Given the Department's already high cost recovery performance, these income characteristics are currently being well-served by the Department in a way that allows for departmental cost recovery for the agency while still providing high-level program offerings to community members.

- In comparison to the United States average (0.61%), Redmond had a **high annual growth rate from 2020 to 2024** (2.28%). Although the annual growth rate is projected to decrease to 2.09% from 2023 to 2038, this surge in population growth should be considered and accounted for when planning new amenities and offerings for the community, as well as the maintenance and upkeep of current offerings.

- Finally, Redmond should ensure its **diversifying population is reflected in its offerings**, **marketing/communications, and public outreach**. With increasing diversity in both race and age, as well as uncommonly high population growth, Redmond should remain prepared to change its offerings over time.

DRAFT

Appendix B: Recreation Trends Analysis

National Trends in Recreation

Methodology

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Leisure Activities Topline Participation Report 2025* was utilized in evaluating the following trends:

- National Recreation Participatory Trends
- Core vs. Casual Participation Trends

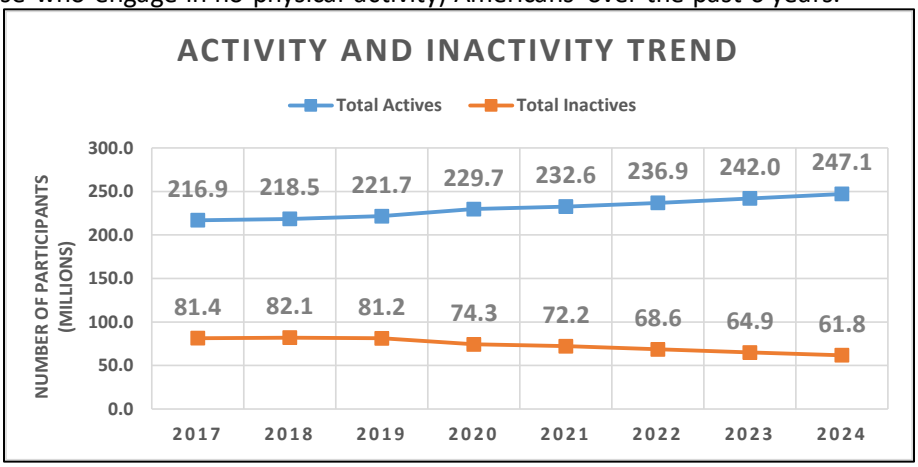
The study is based on findings from surveys conducted in 2024 by the Sports Marketing Surveys USA (SMS), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.32 percentage points at a 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 308,888,845 people (ages six and older).

The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S. This study looked at 124 different sports/activities and subdivided them into various categories including: sports, fitness, outdoor activities, aquatics, etc.

DRAFT

Overall Participation

Approximately 247 million people ages six and over reported being active in 2024, which is a 2.1% increase from 2023 and the greatest number of active Americans since SFIA started reporting. This continues to be an indicator that Americans are continuing to make physical activity a priority in their lives. SFIA reported an increase in participation rates across all tracked categories from 2023 to 2024. Racquet sports exhibited the highest growth with a 9.4% increase over one year, followed by team sports, which grew by 8.1% during the same period. The chart below depicts participation levels for active and inactive (those who engage in no physical activity) Americans over the past 6 years.

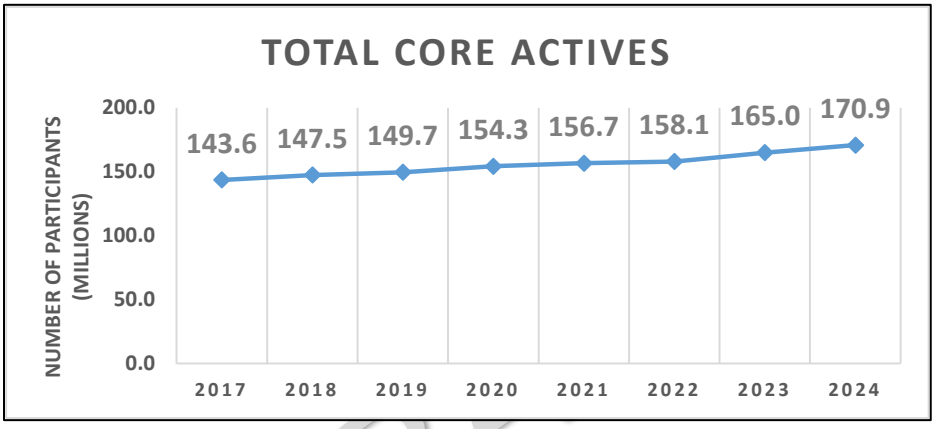


Core vs. Casual Participation

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency of participation. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness

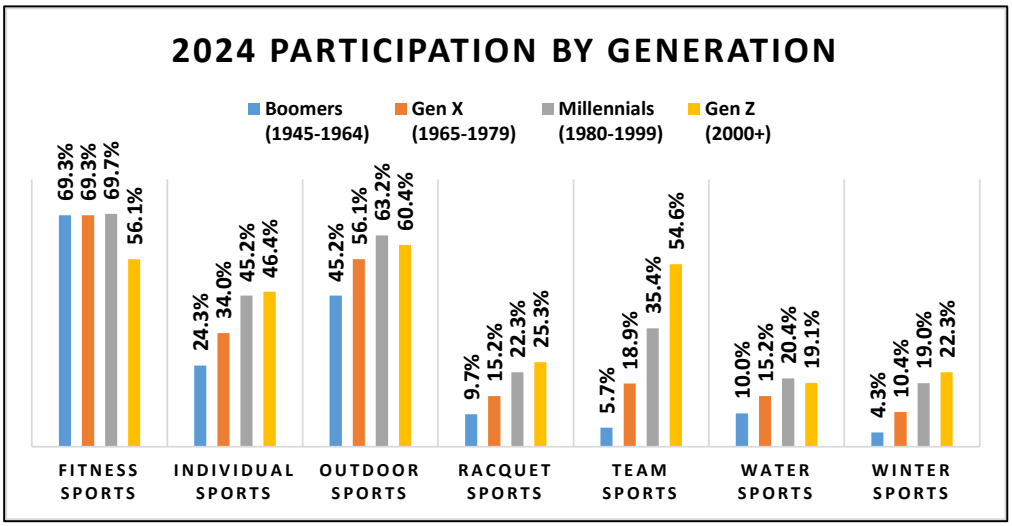
activities more than fifty times per year, while for sports, the threshold for core participation is typically 13 times per year.

In each activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than causal participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants. Increasing for the seventh straight year, 170.9 million people were considered CORE participants in 2024.



Participation by Generation

The chart below provides an overview of the 2024 participation rates across different generations. Fitness sports remain the preferred method of exercise for Boomers, Gen X, Millennials, and Gen Z. More than half of Gen X, Millennials, and Gen Z engaged in at least one type of outdoor activity. Team sports were predominantly popular among Gen Z, while nearly a third of Gen X participated in individual sports such as golf, trail running, triathlons, and bowling.



Highlights

Pickleball continues to be the fastest growing sport in America by reaching 19.8 million participants in 2024 which is a 473% growth since 2019. The growth of pickleball participants (19.8 million) has surpassed the size of outdoor soccer participants (14.4 million) and baseball participants (17.2 million). Following the popularity of pickleball, every racquet sport except badminton and tennis has also increased in total participation in 2024.

Team sports continued to grow, with 20 out of 24 seeing higher participation from 2023 to 2024. Wrestling had the biggest rise at 8.6%.

The sports featured in the 2024 Paris Olympics, such as basketball, gymnastics, swimming, track and field, skateboarding, volleyball, and wrestling, have seen substantial increases in participation. This trend highlights the impact and widespread appeal of the Olympic Games.

Class-based activities have reported their highest levels of engagement since the pandemic, with nearly all such activities demonstrating significant increases in participation. Notable growth was observed in aquatic exercise, boot camp-style training, cardio kickboxing, cross-training style workouts, barre, Pilates, tai chi, and yoga.

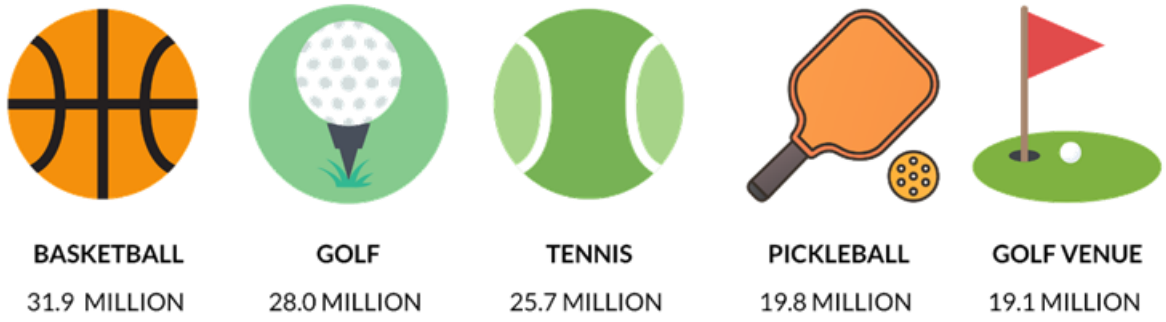
National Trends in General Sports

Participation Levels

The most participated sports in the United States are basketball (31.9 million), golf (28.0 million), and tennis (25.7 million). Pickleball (19.8 million) and playing golf at an entertainment venue (19.1 million) complete the top five.

The popularity of basketball, golf, and tennis can be attributed to their ability to be played with a small number of participants. This, combined with the possibility of being played outdoors or with proper distancing, explains their increased popularity during the COVID-19 pandemic. Basketball's overall success is also due to the minimal equipment required and the limited space needed for participation, making it the only traditional sport that can be played as a driveway pickup game at most American residences. Golf benefits from its appeal across a wide age segment and is considered a lifelong sport. Additionally, there has been a significant increase (93%) in target-type game venues or golf entertainment venues over the past five years, with golf entertainment options (e.g., Top Golf) providing a new alternative to rejuvenate interest in the game.

DRAFT



Five-Year Trend

Since 2019, pickleball (472.5%), golf - entertainment venues (93.3%), and tennis (45.6%) have increased in participation. Additionally, basketball (28.2%), outdoor soccer (21.5%) and tackle football (18.6%) have grown in participation. According to the five-year trend from 2019-2024, the sports that are declining in participation include roller hockey (-28.6%), rugby (-20.8%), and ultimate frisbee (-10.6%).

One-Year Trend

In the past year, sports such as pickleball (45.8%), wrestling (8.6%), and tennis (8.0%) have experienced significant increases in participation. Other notable one-year increases include tackle football (7.8%), flag football (7.7%), and fast-pitch softball (7.6%).

Sports such as slow-pitch softball (5.6%) and sand/beach volleyball (3.9%) have seen moderate increases over the past year but have experienced decreases over a five-year period. This trend may be associated with the recovery from the COVID-19 pandemic and the resurgence of team program participation. Meanwhile, sports like roller hockey, rugby, ultimate frisbee, and lacrosse have continued to face declines in participation both over the past year and across five years.

Core vs. Casual Trends in General Sports

General sport activities, basketball, court volleyball, baseball and slow pitch softball have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). Since the pandemic, core participants are slowly reaching their pre-pandemic levels. *Please see **Appendix C** for the full Core vs. Casual Participation breakdown.*

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2019	2023	2024	5-Year Trend	1-Year Trend
Basketball	24,917	29,725	31,947	28.2%	7.5%
Golf (9 or 18-Hole Course)	24,271	26,565	28,097	15.8%	5.8%
Tennis	17,684	23,835	25,742	45.6%	8.0%
Pickleball	3,460	13,582	19,807	472.5%	45.8%
Golf (Entertainment Venue)	9,905	18,464	19,144	93.3%	3.7%
Baseball	15,804	16,655	17,282	9.4%	3.8%
Soccer (Outdoor)	11,913	14,074	14,473	21.5%	2.8%
Football (Flag)	6,783	7,266	7,825	15.4%	7.7%
Volleyball (Court)	6,487	6,905	7,365	13.5%	6.7%
Softball (Slow Pitch)	7,071	6,356	6,714	-5.0%	5.6%
Badminton	6,095	6,513	6,247	2.5%	-4.1%
Football (Tackle)	5,107	5,618	6,055	18.6%	7.8%
Soccer (Indoor)	5,336	5,909	5,956	11.6%	0.8%
Football (Touch)	5,171	4,949	5,178	0.1%	4.6%
Gymnastics	4,699	4,758	5,108	8.7%	7.4%
Track and Field	4,139	3,905	4,195	1.4%	7.4%
Volleyball (Sand/Beach)	4,400	3,917	4,070	-7.5%	3.9%
Cheerleading	3,752	3,797	3,918	4.4%	3.2%
Racquetball	3,453	3,550	3,637	5.3%	2.5%
Ice Hockey	2,357	2,496	2,658	12.8%	6.5%
Softball (Fast Pitch)	2,242	2,323	2,499	11.5%	7.6%
Wrestling	1,944	2,121	2,303	18.5%	8.6%
Ultimate Frisbee	2,290	2,086	2,047	-10.6%	-1.9%
Lacrosse	2,115	1,979	1,922	-9.1%	-2.9%
Squash	1,222	1,315	1,399	14.5%	6.4%
Roller Hockey	1,616	1,237	1,154	-28.6%	-6.7%
Rugby	1,392	1,112	1,102	-20.8%	-0.9%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

National Trends in General Fitness

Participation Levels

The national participatory trends in fitness have shown significant growth in recent years. These activities have gained popularity due to an increased interest among Americans in improving their health and enhancing their quality of life through active lifestyles. In 2024, general fitness activities that were adaptable to various environments, such as at home, in a gym, or through virtual classes, were the most popular. The activities with the most participation were walking for fitness (115.2 million), treadmill (56.8 million), free weights (56.2 million), running/jogging (51.0 million), and yoga (37.6 million).

DRAFT

Five-Year Trend

Over the last five years (2018-2023), the activities growing at the highest rate were trail running (46.9%), Pilates training (39.4%), yoga (23.6%) and barre (19.1%). Over the same period, the activities that have undergone the biggest decline in participation include group stationary cycling (-33.5%), cross-training style workout (-28.7%) and cardio kickboxing (-19.5%).

One-Year Trend

In the last year, nearly every fitness activity listed saw an increase in participation. Fitness activities with the largest gains in participation were group-related, slow, intentional movements activities, yoga (9.9%), and Pilates training (8.7%). Trail running (8.5%) also saw a moderate increase indicating trail connectivity continues to be important for communities to provide. In the same span, fitness activities that had the largest decline in participation were bodyweight exercise (-2.8%), elliptical motion/cross-trainer (-1.5%) and high impact/intensity training (-0.5%).

Core vs. Casual Trends in General Fitness

Participants of walking for fitness are mostly core users (participating 50+ times) and have seen a 1.5% growth in the last five years. *Please see **Appendix C** for the full core vs. casual participation breakdown.*

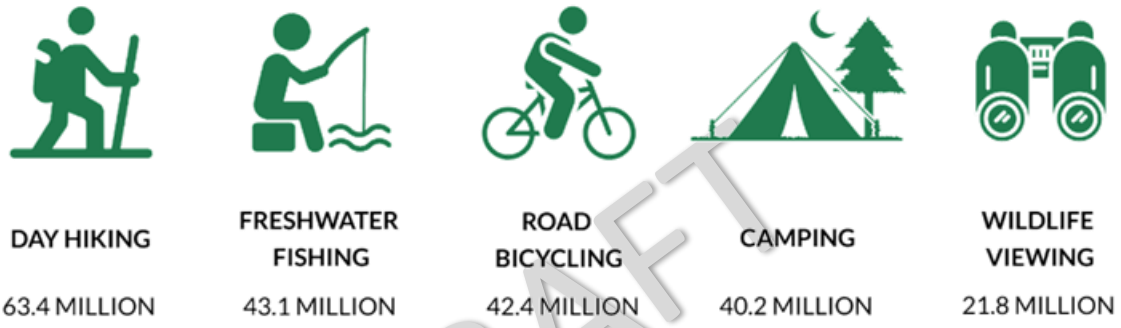
National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2019	2023	2024	5-Year Trend	1-Year Trend
Walking for Fitness	111,439	114,039	115,261	3.4%	1.1%
Treadmill	56,823	54,829	56,843	0.0%	3.7%
Free Weights (Dumbbells/Hand Weights)	51,450	53,858	56,253	9.3%	4.4%
Running/Jogging	50,052	48,305	51,052	2.0%	5.7%
Yoga	30,456	34,249	37,636	23.6%	9.9%
Stationary Cycling (Recumbent/Upright)	37,085	32,628	33,657	-9.2%	3.2%
Weight/Resistant Machines	36,181	29,426	30,850	-14.7%	4.8%
Free Weights (Barbells)	28,379	29,333	30,550	7.7%	4.1%
Dance, Step, & Choreographed Exercise	23,957	26,241	27,058	12.9%	3.1%
Elliptical Motion/Cross-Trainer	33,056	27,062	26,665	-19.3%	-1.5%
Bodyweight Exercise	23,504	22,578	21,949	-6.6%	-2.8%
High Impact/Intensity Training	22,044	21,801	21,683	-1.6%	-0.5%
Trail Running	10,997	14,885	16,154	46.9%	8.5%
Rowing Machine	12,809	12,775	12,933	1.0%	1.2%
Pilates Training	9,243	11,862	12,889	39.4%	8.7%
Stair Climbing Machine	15,359	12,605	12,668	-17.5%	0.5%
Cross-Training Style Workout	13,542	9,404	9,655	-28.7%	2.7%
Boxing/MMA for Fitness	8,638	8,378	8,911	3.2%	6.4%
Martial Arts	6,068	6,610	6,938	14.3%	5.0%
Stationary Cycling (Group)	9,930	6,227	6,600	-33.5%	6.0%
Boot Camp Style Cross-Training	6,830	5,434	5,699	-16.6%	4.9%
Cardio Kickboxing	7,026	5,524	5,654	-19.5%	2.4%
Barre	3,665	4,294	4,365	19.1%	1.7%
Tai Chi	3,793	3,948	4,162	9.7%	5.4%
Triathlon (Traditional/Road)	2,001	1,738	1,732	-13.4%	-0.3%
Triathlon (Non-Traditional/Off Road)	1,472	1,363	1,372	-6.8%	0.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

DRAFT

National Trends in Outdoor / Adventure Recreation

Participation Levels

Results from the SFIA report demonstrate rapid growth in participation regarding outdoor/adventure recreation activities. Similar to general fitness activities, these activities encourage an active lifestyle, can be performed individually, and are not as limited by time constraints. In 2024, the most popular activities, in terms of total participants include day hiking (63.4 million), freshwater fishing (43.1 million), road bicycling (42.4 million), camping (40.2 million), and wildlife viewing (21.8 million).



DRAFT

Five-Year Trend

From 2019-2024, camping (42.8%), skateboarding (40.4%), birdwatching (32.3%), BMX bicycling (29.4%), and day hiking (27.6%) have undergone the largest increase in participation. The five-year trend also shows that only two activities declined in participation, adventure racing (-14.2) and backpacking overnight (-6.3%).

One-Year Trend

The one-year trend shows most activities had a moderate growth in participation. The highest growth being in-line roller skating (7.3%), BMX bicycling (5.8%), sport/boulder climbing (5.1%), and camping (4.3%). Activities that underwent decreases in participation were fly fishing (-1.6), indoor climbing (-1.6) and mountain biking (-0.5%).

Core vs. Casual Trends in Outdoor / Adventure Recreation

Although most outdoor activities have experienced participation growth in the last five-years., it should be noted that all outdoor activities participation, besides adventure racing, consist primarily of casual users. *Please see **Appendix C** for the full core vs. casual participation breakdown.*

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2019	2023	2024	5-Year Trend	1-Year Trend
Hiking (Day)	49,697	61,444	63,430	27.6%	3.2%
Fishing (Freshwater)	39,185	42,605	43,185	10.2%	1.4%
Bicycling (Road)	39,388	42,243	42,470	7.8%	0.5%
Camping	28,183	38,572	40,244	42.8%	4.3%
Wildlife Viewing (>1/4 mile of Vehicle/Home)	20,040	21,118	21,899	9.3%	3.7%
Birdwatching (>1/4 mile of Vehicle/Home)	12,817	16,423	16,954	32.3%	3.2%
Camping (Recreational Vehicle)	15,426	16,497	16,460	6.7%	-0.2%
Fishing (Saltwater)	13,193	15,039	15,065	14.2%	0.2%
Backpacking Overnight	10,660	9,994	9,988	-6.3%	-0.1%
Skateboarding	6,610	8,923	9,280	40.4%	4.0%
Bicycling (Mountain)	8,622	9,289	9,241	7.2%	-0.5%
Fishing (Fly)	7,014	8,077	7,951	13.4%	-1.6%
Archery	7,449	7,662	7,787	4.5%	1.6%
Climbing (Indoor)	5,309	6,356	6,256	17.8%	-1.6%
Roller Skating, In-Line	4,816	5,201	5,581	15.9%	7.3%
Bicycling (BMX)	3,648	4,462	4,722	29.4%	5.8%
Climbing (Sport/Boulder)	2,183	2,544	2,674	22.5%	5.1%
Climbing (Traditional/Ice/Mountaineering)	2,400	2,569	2,577	7.4%	0.3%
Adventure Racing	2,143	1,808	1,839	-14.2%	1.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

National Trends in Aquatics

Participation Levels

Swimming is deemed a lifetime activity, which is why it continues to have such strong participation. In 2024, fitness swimming remained the overall leader in participation (29.4 million) amongst aquatic activities.

FITNESS SWIMMING	AQUATIC EXERCISE	SWIMMING ON A TEAM
29.4 MILLION	11.7 MILLION	3.4 MILLION

Five-Year Trend

Assessing the five-year trend, all three aquatic activities saw moderate increases in participation. Swimming on a team (22.8%) saw the highest percentage increase in participation.

One-Year Trend

In 2024, all aquatic activities saw moderate increases in participation which can be asserted to facilities and programs continuing to return to prepandemic levels.

Core vs. Casual Trends in Aquatics

All activities in aquatic trends have undergone an increase in casual participation (1-49 times per year) over the last five years. *Please see **Appendix C** for full the core vs. casual participation breakdown.*

DRAFT

National Participatory Trends - Aquatics					
Activity	**Participation Levels**			**% Change**	
	2019	**2023**	**2024**	**5-Year Trend**	**1-Year Trend**
Swimming (Fitness)	28,219	28,173	29,477	4.5%	4.6%
Aquatic Exercise	11,189	11,307	11,782	5.3%	4.2%
Swimming on a Team	2,822	3,327	3,465	22.8%	4.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

National Trends in Water Sports / Activities

Participation Level

The most popular water sports / activities based on total participants in 2024 were recreational kayaking (15.1 million), canoeing (10.1 million), snorkeling (7.6 million), jet skiing (5.9 million) and stand-up paddling (4.4 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has a long winter season or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can influence water activity participation.

DRAFT

Five-Year Trend

In the past five years, the fastest growing water activities have been surfing (42.7%), recreational kayaking (32.9%), stand-up paddling (23.6%), and rafting (23.5%). Notably, during this period, there were no activities that experienced a decline in participation.

One-Year Trend

In 2024, wakeboarding was the only activity that saw a decrease in participation by -1.2%. Activities with the largest increases in participation were stand-up paddling (6.6%), surfing (5.9%), and rafting (4.8%).

Core vs. Casual trends in Water Sports / Activities

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sports and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors. *Please see **Appendix C** for the full core vs. casual participation breakdown.*

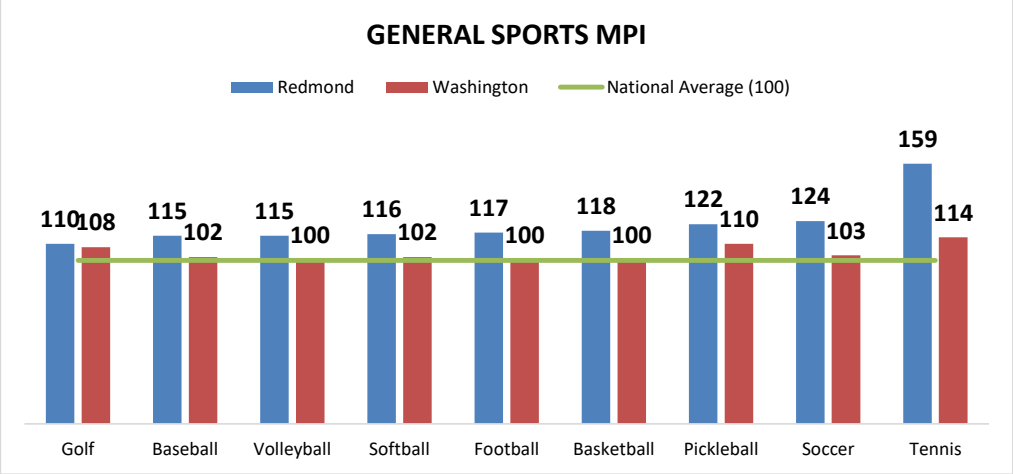
National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2019	2023	2024	5-Year Trend	1-Year Trend
Kayaking (Recreational)	11,382	14,726	15,128	32.9%	2.7%
Canoeing	8,995	9,999	10,111	12.4%	1.1%
Snorkeling	7,659	7,489	7,696	0.5%	2.8%
Jet Skiing	5,108	5,759	5,978	17.0%	3.8%
Stand-Up Paddling	3,562	4,129	4,402	23.6%	6.6%
Rafting	3,438	4,050	4,245	23.5%	4.8%
Surfing	2,964	3,993	4,230	42.7%	5.9%
Sailing	3,618	4,100	4,226	16.8%	3.1%
Water Skiing	3,203	3,133	3,218	0.5%	2.7%
Scuba Diving	2,715	3,063	3,148	15.9%	2.8%
Kayaking (White Water)	2,583	2,995	3,075	19.0%	2.7%
Kayaking (Sea/Touring)	2,652	2,800	2,869	8.2%	2.5%
Wakeboarding	2,729	2,844	2,810	3.0%	-1.2%
Boardsailing/Windsurfing	1,405	1,434	1,476	5.1%	2.9%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Local Sport and Leisure Market Potential

The charts in the following section show sport and leisure market potential data for Redmond community members, as provided by ESRI. Through a combination of surveys (like the MRI Survey of the American Consumer and the Doublebase Survey from market research company MRI-Simmons), ESRI created the Market Potential Index (MPI). MPI measures the probable demand for a product or service within each defined service area. The MPI shows the likelihood that an adult resident will participate in certain activities when compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent lower than average participation rates, and numbers above 100 would represent higher than average participation rates. The service area is compared to the national average in four (4) categories – general sports, fitness, outdoor activity, and commercial recreation. **It should be noted that MPI metrics are only one data point used to help determine community trends; thus, programmatic decisions should not be based solely on MPI metrics.**

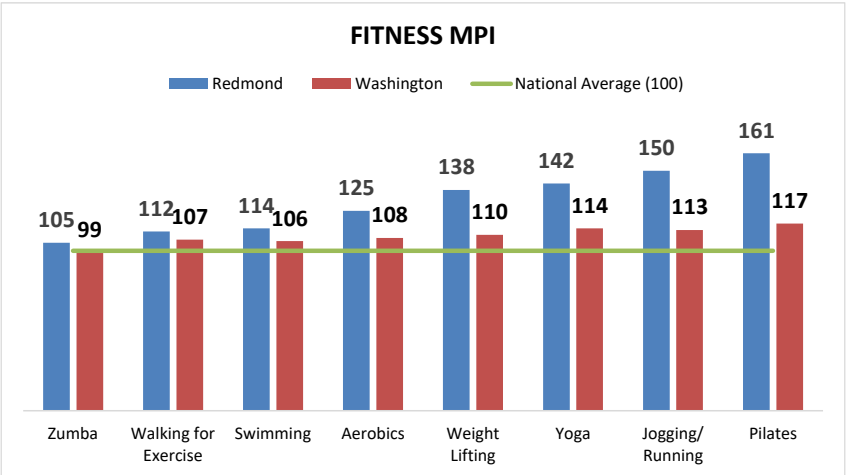
General Sports Market Potential

The following chart shows that all of Redmond's recorded General Sports are **above the national average** regarding MPI, with Tennis (159), Soccer (124), and Pickleball (122) taking the top three spots, followed by Basketball (118), Football (117), and Softball (116). It's important to note that even the lowest scoring activity of the bunch, Golf (110), is still well above the national average. The popularity of these sports should be taken into account when considering the development of recreation offerings.



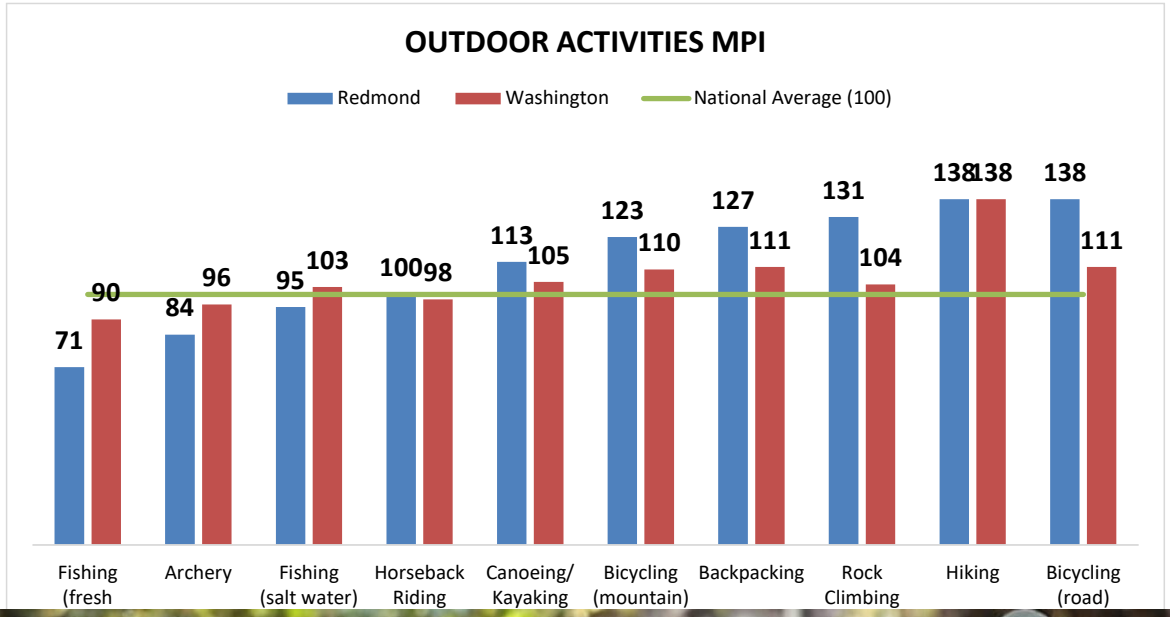
Fitness Market Potential

Assessing MPI scores for the Fitness Activity category reveals that Redmond's fitness activities, like the General Sports activities, are also **all above the national average**. Of these activities, Pilates (161), Weight Jogging/Running (150), and Yoga (142) scored the highest. Alternatively, the lowest scored activities were Swimming (114), Walking for Exercise (112), and Zumba (105).



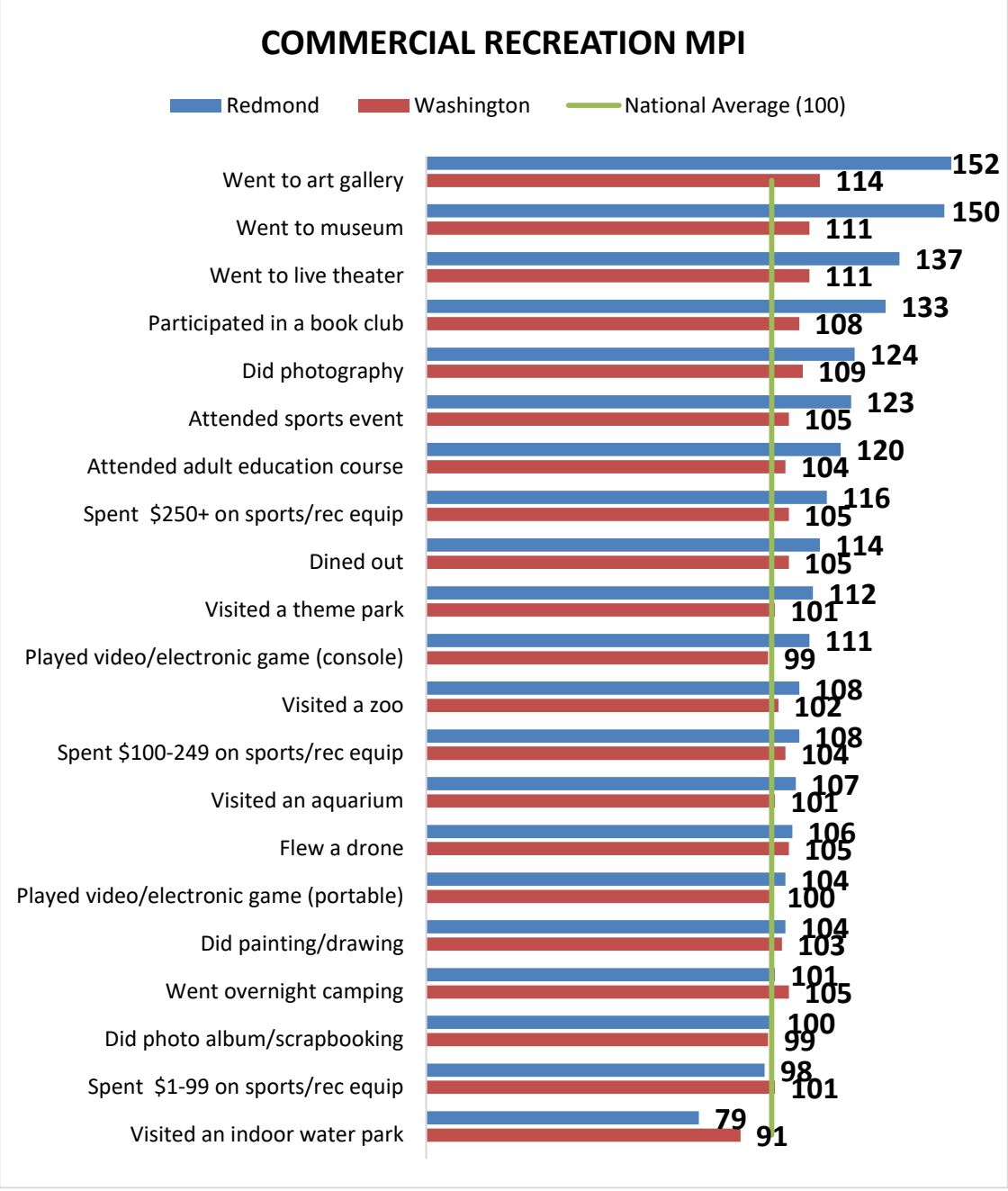
Outdoor Activity Market Potential

Although Redmond's Outdoor Activity MPI chart is where we see our first instance of scores below the US average, the community still reflected strong scores in most recorded activities; the City scored at or above the US average on 7 of the 10 activities, with the most popular activities being Road Cycling (138), Hiking (138), and Rock Climbing (131). Alternatively, the lowest scores in the City's Outdoor Activity MPI belonged to Saltwater Fishing (95), Archery (84), and Freshwater Fishing (71).



Commercial Recreation Market Potential

The Commercial Recreation MPI category reveals that nearly all the City's recorded Commercial Recreation activities are **above the national average**, with only a couple of exceptions. Some of the most popular activities in the service area were 'Went to Art Gallery' scoring 152 and 'Went to Museum' at 150. The types of activities that are popular in Redmond are diverse; both arts activities and destination activities garnered similarly **high ratings across the board,** though arts activities seem to be the strongest user base. One thing to note is the potential **high willingness to spend money on sports or recreational equipment**, as the 'Spent $100-$249' category scored at 108 and the 'Spent $250+' category scored at 116. Paired with the other MPI, these activities could signal potential target areas for new recreation facilities, funding, or programs for the Department.



Appendix C: Core vs. Casual Participation Datasets

General Sports Participatory Trends (Full Dataset)

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2019		2023		2024		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Basketball	**24,917**	**100%**	**29,725**	**100%**	**31,947**	**100%**	**28.2%**	**7.5%**
Casual (1-12 times)	9,669	39%	14,405	48%	16,553	52%	**71.2%**	**14.9%**
Core(13+ times)	15,248	61%	15,320	52%	15,394	48%	**1.0%**	**0.5%**
Golf (9 or 18-Hole Course)	**24,271**	**100%**	**26,565**	**100%**	**28,097**	**100%**	**15.8%**	**5.8%**
Tennis	**17,684**	**100%**	**23,835**	**100%**	**25,742**	**100%**	**45.6%**	**8.0%**
Pickleball	**3,460**	**100%**	**13,582**	**100%**	**19,807**	**100%**	**472.5%**	**45.8%**
Casual (1-12 times)	2,207	64%	8,736	74%	13,594	74%	**515.9%**	**55.6%**
Core(13+ times)	1,253	36%	4,846	26%	6,213	26%	**395.8%**	**28.2%**
Golf (Entertainment Venue)	**9,905**	**100%**	**18,464**	**100%**	**19,144**	**100%**	**93.3%**	**3.7%**
Baseball	**15,804**	**100%**	**16,655**	**100%**	**17,282**	**100%**	**9.4%**	**3.8%**
Casual (1-12 times)	6,655	42%	8,934	54%	9,575	55%	**43.9%**	**7.2%**
Core (13+ times)	9,149	58%	7,722	46%	7,708	45%	**-15.8%**	**-0.2%**
Soccer (Outdoor)	**11,913**	**100%**	**14,074**	**100%**	**14,473**	**100%**	**21.5%**	**2.8%**
Casual (1-25 times)	6,864	58%	8,706	59%	8,964	59%	**30.6%**	**3.0%**
Core (26+ times)	5,050	42%	5,368	41%	5,509	41%	**9.1%**	**2.6%**
Football (Flag)	**6,783**	**100%**	**7,266**	**100%**	**7,825**	**100%**	**15.4%**	**7.7%**
Casual (1-12 times)	3,794	56%	4,624	64%	5,090	65%	**34.2%**	**10.1%**
Core(13+ times)	2,989	44%	2,642	36%	2,735	35%	**-8.5%**	**3.5%**
Core Age 6 to 17 (13+ times)	1,590	23%	1,661	22%	1,748	22%	**9.9%**	**5.2%**
Volleyball (Court)	**6,487**	**100%**	**6,905**	**100%**	**7,365**	**100%**	**13.5%**	**6.7%**
Casual (1-12 times)	2,962	46%	3,481	50%	3,846	52%	**29.8%**	**10.5%**
Core(13+ times)	3,525	54%	3,425	50%	3,519	48%	**-0.2%**	**2.7%**
Softball (Slow Pitch)	**7,071**	**100%**	**6,356**	**100%**	**6,714**	**100%**	**-5.0%**	**5.6%**
Casual (1-12 times)	3,023	43%	2,939	46%	3,340	50%	**10.5%**	**13.6%**
Core(13+ times)	4,048	57%	3,417	54%	3,374	50%	**-16.7%**	**-1.3%**
Badminton	**7,071**	**86%**	**6,356**	**102%**	**6,247**	**99%**	**-11.7%**	**-1.7%**
Casual (1-12 times)	4,338	61%	4,743	75%	4,422	71%	**1.9%**	**-6.8%**
Core(13+ times)	1,756	25%	1,771	28%	1,771	28%	**0.9%**	**0.0%**
Football (Tackle)	**5,107**	**100%**	**5,618**	**100%**	**6,055**	**100%**	**18.6%**	**7.8%**
Casual (1-25 times)	2,413	47%	3,278	58%	3,580	59%	**48.4%**	**9.2%**
Core(26+ times)	2,694	53%	2,340	42%	2,475	41%	**-8.1%**	**5.8%**
Core Age 6 to 17 (26+ times)	2,311	45%	2,130	38%	2,143	35%	**-7.3%**	**0.6%**
Soccer (Indoor)	**5,336**	**100%**	**5,618**	**100%**	**5,956**	**100%**	**11.6%**	**6.0%**
Casual (1-12 times)	2,581	48%	3,411	57%	3,407	57%	**32.0%**	**-0.1%**
Core(13+ times)	2,755	52%	2,498	43%	2,549	43%	**-7.5%**	**2.0%**
Football (Touch)	**5,171**	**100%**	**4,949**	**100%**	**5,178**	**100%**	**0.1%**	**4.6%**
Casual (1-12 times)	3,065	59%	3,301	67%	3,523	68%	**14.9%**	**6.7%**
Core(13+ times)	2,105	41%	1,648	33%	1,654	32%	**-21.4%**	**0.4%**
Gymnastics	**4,699**	**100%**	**4,758**	**100%**	**5,108**	**100%**	**8.7%**	**7.4%**
Casual (1-49 times)	3,004	64%	3,315	70%	3,580	70%	**19.2%**	**8.0%**
Core(50+ times)	1,695	36%	1,443	30%	1,528	30%	**-9.9%**	**5.9%**
Track and Field	**4,139**	**100%**	**3,905**	**100%**	**4,195**	**100%**	**1.4%**	**7.4%**
Casual (1-25 times)	2,069	50%	2,093	54%	2,445	58%	**18.2%**	**16.8%**
Core(26+ times)	2,070	50%	1,811	46%	1,750	42%	**-15.5%**	**-3.4%**
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution:	Evenly Divided between Core and Casual Participants (45-55%)		Moderate Amount of Participants (56-74%)		Majority Amount of Participants (75% or greater)			

DRAFT

General Sports Participatory Trends (Full Dataset - Continued)

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2019		2023		2024		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Volleyball (Sand/Beach)	**4,400**	**100%**	**3,917**	**100%**	**4,070**	**100%**	**-7.5%**	**3.9%**
Casual (1-12 times)	2,907	66%	2,769	71%	3,001	74%	**3.2%**	**8.4%**
Core(13+ times)	1,493	34%	1,148	29%	1,069	26%	**-28.4%**	**-6.9%**
Cheerleading	**3,752**	**100%**	**3,797**	**100%**	**3,918**	**100%**	**4.4%**	**3.2%**
Casual (1-25 times)	1,934	52%	2,360	62%	2,405	61%	**24.4%**	**1.9%**
Core(26+ times)	1,817	48%	1,438	38%	1,513	39%	**-16.7%**	**5.2%**
Racquetball	**3,453**	**100%**	**3,550**	**100%**	**3,637**	**100%**	**5.3%**	**2.5%**
Casual (1-12 times)	2,398	69%	2,694	76%	2,737	75%	**14.1%**	**1.6%**
Core(13+ times)	1,055	31%	855	24%	900	25%	**-14.7%**	**5.3%**
Ice Hockey	**2,357**	**100%**	**2,496**	**100%**	**2,658**	**100%**	**12.8%**	**6.5%**
Casual (1-12 times)	1,040	44%	1,458	58%	1,597	60%	**53.6%**	**9.5%**
Core(13+ times)	1,317	56%	1,038	42%	1,061	40%	**-19.4%**	**2.2%**
Softball (Fast Pitch)	**2,242**	**100%**	**2,323**	**100%**	**2,499**	**100%**	**11.5%**	**7.6%**
Casual (1-25 times)	993	44%	1,123	48%	1,260	50%	**26.9%**	**12.2%**
Core(26+ times)	1,250	56%	1,201	52%	1,239	50%	**-0.9%**	**3.2%**
Wrestling	**1,944**	**100%**	**2,121**	**100%**	**2,303**	**100%**	**18.5%**	**8.6%**
Casual (1-25 times)	1,189	61%	1,589	75%	1,798	78%	**51.2%**	**13.2%**
Core(26+ times)	755	39%	532	25%	505	22%	**-33.1%**	**-5.1%**
Ultimate Frisbee	**2,290**	**100%**	**2,086**	**100%**	**2,047**	**100%**	**-10.6%**	**-1.9%**
Casual (1-12 times)	1,491	65%	1,523	67%	1,478	67%	**-0.9%**	**-3.0%**
Core(13+ times)	799	35%	563	33%	568	33%	**-28.9%**	**0.9%**
Lacrosse	**2,115**	**100%**	**1,979**	**100%**	**1,922**	**100%**	**-9.1%**	**-2.9%**
Casual (1-12 times)	1,021	48%	1,129	53%	1,000	53%	**-2.1%**	**-11.4%**
Core(13+ times)	1,094	52%	850	47%	922	47%	**-15.7%**	**8.5%**
Squash	**1,222**	**100%**	**1,315**	**100%**	**1,399**	**100%**	**14.5%**	**6.4%**
Casual (1-7 times)	747	61%	927	70%	983	70%	**31.6%**	**6.0%**
Core(8+ times)	476	39%	387	29%	416	30%	**-12.6%**	**7.5%**
Roller Hockey	**1,616**	**100%**	**1,237**	**100%**	**1,154**	**100%**	**-28.6%**	**-6.7%**
Casual (1-12 times)	1,179	73%	938	76%	887	77%	**-24.8%**	**-5.4%**
Core(13+ times)	436	27%	298	24%	267	23%	**-38.8%**	**-10.4%**
Rugby	**1,392**	**100%**	**1,112**	**100%**	**1,102**	**100%**	**-20.8%**	**-0.9%**
Casual (1-7 times)	835	60%	729	66%	728	66%	**-12.8%**	**-0.1%**
Core(8+ times)	557	40%	384	35%	373	34%	**-33.0%**	**-2.9%**
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution:	Evenly Divided between Core and Casual Participants (45-55%)		Moderate Amount of Participants (56-74%)		Majority Amount of Participants (75% or greater)			

DRAFT

General Fitness Participatory Trends (Full Dataset)

National Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2019		2023		2024		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Walking for Fitness	111,439	100%	114,039	100%	115,261	100%	3.4%	1.1%
Casual (1-49 times)	36,254	33%	38,169	33%	38,945	34%	7.4%	2.0%
Core(50+ times)	75,185	67%	75,871	67%	76,316	66%	1.5%	0.6%
Treadmill	56,823	100%	54,829	100%	56,843	100%	0.0%	3.7%
Casual (1-49 times)	28,473	50%	27,991	51%	31,057	55%	9.1%	11.0%
Core(50+ times)	28,349	50%	26,837	49%	25,786	45%	-9.0%	-3.9%
Free Weights (Dumbbells/Hand Weights)	51,450	100%	53,858	100%	56,253	100%	9.3%	4.4%
Casual (1-49 times)	19,762	38%	23,238	43%	26,569	47%	34.4%	14.3%
Core(50+ times)	31,688	62%	30,619	57%	29,684	53%	-6.3%	-3.1%
Running/Jogging	50,052	100%	48,305	100%	51,052	100%	2.0%	5.7%
Casual (1-49 times)	24,972	50%	24,175	50%	27,047	53%	8.3%	11.9%
Core(50+ times)	25,081	50%	24,129	50%	24,005	47%	-4.3%	-0.5%
Yoga	30,456	100%	34,249	100%	37,636	100%	23.6%	9.9%
Casual (1-49 times)	18,953	62%	20,654	60%	23,730	63%	25.2%	14.9%
Core(50+ times)	11,503	38%	13,595	40%	13,907	37%	20.9%	2.3%
Stationary Cycling (Recumbent/Upright)	37,085	100%	32,628	100%	33,657	100%	-9.2%	3.2%
Casual (1-49 times)	19,451	52%	15,901	49%	16,968	50%	-12.8%	6.7%
Core(50+ times)	17,634	48%	16,728	51%	16,689	50%	-5.4%	-0.2%
Weight/Resistant Machines	36,181	100%	29,426	100%	30,850	100%	-14.7%	4.8%
Casual (1-49 times)	14,668	41%	11,361	39%	12,882	42%	-12.2%	13.4%
Core(50+ times)	21,513	59%	18,065	61%	17,967	58%	-16.5%	-0.5%
Free Weights (Barbells)	28,379	100%	29,333	100%	30,550	100%	7.7%	4.1%
Casual (1-49 times)	11,806	42%	14,174	48%	15,553	51%	31.7%	9.7%
Core(50+ times)	16,573	58%	15,159	52%	14,996	49%	-9.5%	-1.1%
Dance, Step, & Choreographed Exercise	23,957	100%	26,241	100%	27,068	100%	13.0%	3.2%
Casual (1-49 times)	16,047	67%	18,179	69%	19,101	71%	19.0%	5.1%
Core(50+ times)	7,910	33%	8,063	31%	7,957	29%	0.6%	-1.3%
Elliptical Motion/Cross-Trainer	33,056	100%	27,062	100%	26,665	100%	-19.3%	-1.5%
Casual (1-49 times)	17,175	52%	13,898	51%	13,950	52%	-18.8%	0.4%
Core(50+ times)	15,880	48%	13,164	49%	12,716	48%	-19.9%	-3.4%
Bodyweight Exercise	23,504	100%	22,578	100%	21,949	100%	-6.6%	-2.8%
Casual (1-49 times)	9,492	40%	10,486	46%	10,145	46%	6.9%	-3.3%
Core(50+ times)	14,012	60%	12,092	54%	11,804	54%	-15.8%	-2.4%
High Impact/Intensity Training	22,044	100%	21,801	100%	21,683	100%	-1.6%	-0.5%
Casual (1-49 times)	12,380	56%	12,559	58%	12,454	57%	0.6%	-0.8%
Core(50+ times)	9,665	44%	9,242	42%	9,229	43%	-4.5%	-0.1%
Trail Running	10,997	100%	14,885	100%	16,154	100%	46.9%	8.5%
Casual (1-25 times)	8,744	80%	12,260	82%	13,453	83%	53.9%	9.7%
Core(26+ times)	2,253	20%	2,625	18%	2,701	17%	19.9%	2.9%
Rowing Machine	12,809	100%	12,775	100%	12,933	100%	1.0%	1.2%
Casual (1-49 times)	8,308	65%	8,473	66%	8,671	67%	4.4%	2.3%
Core(50+ times)	4,500	35%	4,302	34%	4,262	33%	-5.3%	-0.9%
Pilates Training	9,243	100%	11,862	100%	12,889	100%	39.4%	8.7%
Casual (1-49 times)	6,074	66%	8,805	74%	9,747	76%	60.5%	10.7%
Core(50+ times)	3,168	34%	3,057	26%	3,143	24%	-0.8%	2.8%
Participation Growth/Decline:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution:	Evenly Divided between Core and Casual Participants (45-55%)		Moderate Amount of Participants (56-74%)		Majority Amount of Participants (75% or greater)			

DRAFT

General Fitness Participatory Trends (Full Dataset - Continued)

National Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2019		2023		2024		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Stair Climbing Machine	15,359	100%	12,605	100%	12,668	100%	-17.5%	0.5%
Casual (1-49 times)	10,059	65%	8,075	64%	8,306	66%	-17.4%	2.9%
Core(50+ times)	5,301	35%	4,530	36%	4,362	34%	-17.7%	-3.7%
Cross-Training Style Workout	13,542	100%	9,404	100%	9,655	100%	-28.7%	2.7%
Casual (1-49 times)	7,100	52%	4,391	47%	4,703	49%	-33.8%	7.1%
Core(50+ times)	6,442	48%	5,013	53%	4,952	51%	-23.1%	-1.2%
Boxing/MMA for Fitness	8,638	100%	8,378	100%	8,911	100%	3.2%	6.4%
Casual (1-12 times)	4,776	55%	5,003	60%	5,122	57%	7.2%	2.4%
Core(13+ times)	3,862	45%	3,375	40%	3,789	43%	-1.9%	12.3%
Martial Arts	6,068	100%	6,610	100%	6,938	100%	14.3%	5.0%
Casual (1-12 times)	2,178	36%	3,481	53%	3,866	56%	77.5%	11.1%
Core(13+ times)	3,890	64%	3,130	47%	3,072	44%	-21.0%	-1.9%
Stationary Cycling (Group)	9,930	100%	6,227	100%	6,600	100%	-33.5%	6.0%
Casual (1-49 times)	6,583	66%	3,783	61%	4,112	62%	-37.5%	8.7%
Core(50+ times)	3,347	34%	2,444	39%	2,487	38%	-25.7%	1.8%
Boot Camp Style Cross-Training	6,830	100%	5,434	100%	5,699	100%	-16.6%	4.9%
Casual (1-49 times)	4,951	72%	4,003	74%	4,263	75%	-13.9%	6.5%
Core(50+ times)	1,880	28%	1,432	26%	1,436	25%	-23.6%	0.3%
Cardio Kickboxing	7,026	100%	5,524	100%	5,654	100%	-19.5%	2.4%
Casual (1-49 times)	4,990	71%	3,929	71%	3,992	71%	-20.0%	1.6%
Core(50+ times)	2,037	29%	1,596	29%	1,663	29%	-18.4%	4.2%
Barre	3,665	100%	4,294	100%	4,365	100%	19.1%	1.7%
Casual (1-49 times)	2,868	78%	3,473	81%	3,554	81%	23.9%	2.3%
Core(50+ times)	797	22%	821	19%	811	19%	1.8%	-1.2%
Tai Chi	3,793	100%	3,948	100%	4162	100%	9.7%	5.4%
Casual (1-49 times)	2,379	63%	2,748	70%	2,869	69%	20.6%	4.4%
Core(50+ times)	1,414	37%	1,200	30%	1,293	31%	-8.6%	7.8%
Triathlon (Traditional/Road)	2,001	100%	1,738	100%	1,732	100%	-13.4%	-0.3%
Triathlon (Non-Traditional/Off Road)	1,472	100%	1,363	100%	1,372	100%	-6.8%	0.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution:	Evenly Divided between Core and Casual Participants (45-55%)		Moderate Amount of Participants (56-74%)		Majority Amount of Participants (75% or greater)			

DRAFT

Outdoor/Adventure Recreation Participatory Trends (Full Dataset)

National Participatory Trends - Outdoor / Adventure Recreation								
Activity	Participation Levels						% Change	
	2019		2023		2024		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Hiking (Day)	49,697	100%	61,444	100%	63,430	100%	27.6%	3.2%
Casual (1-7 times)	37,900	76%	45,336	74%	46,464	73%	22.6%	2.5%
Core(8+ times)	11,797	24%	16,108	26%	16,966	27%	43.8%	5.3%
Fishing (Freshwater)	39,185	100%	42,605	100%	43,185	100%	10.2%	1.4%
Casual (1-7 times)	20,857	53%	23,964	56%	24,486	57%	17.4%	2.2%
Core(8+ times)	18,328	47%	18,641	44%	18,699	43%	2.0%	0.3%
Bicycling (Road)	39,388	100%	42,243	100%	42,470	100%	7.8%	0.5%
Casual (1-25 times)	20,796	53%	22,520	53%	23,141	54%	11.3%	2.8%
Core(26+ times)	18,592	47%	19,723	47%	19,330	46%	4.0%	-2.0%
Camping	28,183	100%	38,572	100%	40,244	100%	42.8%	4.3%
Casual (1-7 times)	21,031	75%	29,060	75%	30,362	75%	44.4%	4.5%
Core(8+ times)	7,153	25%	9,513	25%	9,882	25%	38.2%	3.9%
Wildlife Viewing (>1/4 mile of Vehicle/Home)	20,040	100%	21,118	100%	21,899	100%	9.3%	3.7%
Camping (Recreational Vehicle)	15,426	100%	16,497	100%	16,460	100%	6.7%	-0.2%
Casual (1-7 times)	8,420	55%	9,801	59%	9,886	60%	17.4%	0.9%
Core(8+ times)	7,006	45%	6,695	41%	6,574	40%	-6.2%	-1.8%
Birdwatching (>1/4 mile of Vehicle/Home)	12,817	100%	16,423	100%	16,954	100%	32.3%	3.2%
Fishing (Saltwater)	13,193	100%	15,039	100%	15,065	100%	14.2%	0.2%
Casual (1-7 times)	7,947	60%	9,904	66%	9,812	65%	23.5%	-0.9%
Core(8+ times)	5,246	40%	5,135	34%	5,253	35%	0.1%	2.3%
Backpacking Overnight	10,660	100%	9,994	100%	9,988	100%	-6.3%	-0.1%
Skateboarding	6,610	100%	8,923	100%	9,280	100%	40.4%	4.0%
Casual (1-25 times)	4,265	65%	6,504	73%	6,792	73%	59.2%	4.4%
Core(26+ times)	2,345	35%	2,418	27%	2,488	27%	6.1%	2.9%
Bicycling (Mountain)	8,622	100%	9,289	100%	9,241	100%	7.2%	-0.5%
Casual (1-12 times)	4,319	50%	5,434	58%	5,302	57%	22.8%	-2.4%
Core(13+ times)	4,302	50%	3,854	41%	3,938	43%	-8.5%	2.2%
Fishing (Fly)	7,014	100%	8,077	100%	7,951	100%	13.4%	-1.6%
Casual (1-7 times)	4,493	64%	5,417	67%	5,305	67%	18.1%	-2.1%
Core(8+ times)	2,521	36%	2,659	33%	2,646	33%	5.0%	-0.5%
Archery	7,449	100%	7,662	100%	7,787	100%	4.5%	1.6%
Casual (1-25 times)	6,309	85%	6,483	85%	6,571	84%	4.2%	1.4%
Core(26+ times)	1,140	15%	1,179	15%	1,216	16%	6.7%	3.1%
Climbing (Indoor)	5,309	100%	6,356	100%	6,256	100%	17.8%	-1.6%
Roller Skating, In-Line	4,816	100%	5,201	100%	5,581	100%	15.9%	7.3%
Casual (1-12 times)	3,474	72%	3,840	74%	4,239	76%	22.0%	10.4%
Core(13+ times)	1,342	28%	1,361	26%	1,342	24%	0.0%	-1.4%
Bicycling (BMX)	3,648	100%	4,462	100%	4,722	100%	29.4%	5.8%
Casual (1-12 times)	2,257	62%	3,130	70%	3,351	71%	48.5%	7.1%
Core(13+ times)	1,392	38%	1,332	30%	1,371	29%	-1.5%	2.9%
Climbing (Sport/Boulder)	2,183	100%	2,544	100%	2,674	100%	22.5%	5.1%
Climbing (Traditional/Ice/Mountaineering)	2,400	100%	2,568	100%	2,577	100%	7.4%	0.4%
Adventure Racing	2,143	100%	1,808	100%	1,839	100%	-14.2%	1.7%
Casual (1 time)	549	26%	405	22%	454	25%	-17.3%	12.1%
Core(2+ times)	1,595	74%	1,403	78%	1,385	75%	-13.2%	-1.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution:	Evenly Divided between Core and Casual Participants (45-55%)		Moderate Amount of Participants (56-74%)		Majority Amount of Participants (75% or greater)			

DRAFT

Aquatics Participatory Trends (Full Dataset)

National Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2019		2023		2024		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Swimming (Fitness)	28,219	100%	28,173	100%	29,477	100%	2.2%	7.2%
Casual (1-49 times)	19,480	69%	20,620	73%	21,813	74%	10.1%	9.5%
Core(50+ times)	8,739	31%	7,553	27%	7,664	26%	-14.6%	1.5%
Aquatic Exercise	11,189	100%	11,307	100%	11,782	100%	7.5%	5.9%
Casual (1-49 times)	8,006	72%	9,298	82%	9,711	82%	25.8%	7.8%
Core(50+ times)	3,183	28%	2,009	18%	2,070	18%	-35.8%	-2.0%
Swimming on a Team	2,822	100%	3,327	100%	3,465	100%	9.3%	14.6%
Casual (1-49 times)	1,529	54%	2,280	69%	2,495	72%	35.9%	19.0%
Core(50+ times)	1,293	46%	1,047	31%	970	28%	-23.4%	6.0%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution:	Evenly Divided between Core and Casual Participants (45-55%)		Moderate Amount of Participants (56-74%)		Majority Amount of Participants (75% or greater)			

Water Sports/Activities Participatory Trends (Full Dataset)

National Participatory Trends - Water Sports / Activities								
Activity	Participation Levels						% Change	
	2019		2023		2024		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Kayaking (Recreational)	11,382	100%	14,726	100%	15,128	100%	32.9%	2.7%
Canoeing	8,995	100%	9,999	100%	10,111	100%	12.4%	1.1%
Snorkeling	7,659	100%	7,489	100%	7,696	95%	0.5%	2.8%
Casual (1-7 times)	6,192	81%	6,086	81%	6,337	82%	2.3%	4.1%
Core(8+ times)	1,468	19%	1,403	19%	951	12%	-35.2%	-32.2%
Jet Skiing	5,108	100%	5,759	100%	5,978	100%	17.0%	3.8%
Casual (1-7 times)	3,684	72%	4,490	78%	4,664	78%	26.6%	3.9%
Core(8+ times)	1,423	28%	1,269	22%	1,314	22%	-7.7%	3.5%
Stand-Up Paddling	3,562	100%	4,129	100%	4,402	100%	23.6%	6.6%
Rafting	3,438	100%	4,050	100%	4,245	100%	23.5%	4.8%
Surfing	2,964	100%	3,993	100%	4,230	100%	42.7%	5.9%
Casual (1-7 times)	2,001	68%	2,655	66%	2,937	69%	46.8%	10.6%
Core(8+ times)	962	32%	1,338	34%	1,293	31%	34.4%	-3.4%
Sailing	3,618	100%	4,100	100%	4,226	100%	16.8%	3.1%
Casual (1-7 times)	2,477	68%	3,117	76%	3,276	78%	32.3%	5.1%
Core(8+ times)	1,141	32%	984	24%	951	23%	-16.7%	-3.4%
Water Skiing	3,203	100%	3,133	100%	3,218	100%	0.5%	2.7%
Casual (1-7 times)	2,355	74%	2,302	73%	2,408	75%	2.3%	4.6%
Core(8+ times)	847	26%	832	27%	810	25%	-4.4%	-2.6%
Scuba Diving	2,715	100%	3,063	100%	3,148	100%	15.9%	2.8%
Casual (1-7 times)	2,016	74%	2,374	78%	2,487	79%	23.4%	4.8%
Core(8+ times)	699	26%	689	22%	662	21%	-5.3%	-3.9%
Kayaking (White Water)	2,583	100%	2,995	100%	3,075	100%	19.0%	2.7%
Kayaking (Sea/Touring)	2,652	100%	2,800	100%	2,869	100%	8.2%	2.5%
Wakeboarding	2,729	100%	2,844	100%	2,810	100%	3.0%	-1.2%
Casual (1-7 times)	1,839	67%	2,119	75%	2,122	76%	15.4%	0.1%
Core(8+ times)	890	33%	725	25%	688	24%	-22.7%	-5.1%
Boardsailing/Windsurfing	1,405	100%	1,434	100%	1,476	100%	5.1%	2.9%
Casual (1-7 times)	1,112	79%	1,162	81%	1,192	81%	7.2%	2.6%
Core(8+ times)	292	21%	272	19%	284	19%	-2.7%	4.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution:	Evenly Divided between Core and Casual Participants (45-55%)		Moderate Amount of Participants (56-74%)		Majority Amount of Participants (75% or greater)			

DRAFT

Appendix D: Detailed Recreation Program Analysis Findings

Framework

Redmond Parks and Recreation provides a broad range of recreational activities and programs, which are supported by and hosted in dedicated community spaces, including parks, trails, recreation facilities, an outdoor pool, community gardens, and more.

Existing Core Program Areas

Through discussions with the Department staff, ten Core Program Areas were identified that are currently being offered. These Core Program Areas cover the entirety of the Department's programming portfolio and include every type of demographic and user served within Redmond. Across and within each of these Core Program Areas are individual program offerings that are designed to meet current and emerging needs of Redmond community members. These Core Program Areas, as well as some overarching goals and example individual program offerings of each, are described in the table below and the pages following it.

DRAFT

Adaptive and Inclusion	**Description:** Core Program Area that creates inclusive programming for all ability levels for participants that have a special need or disability. This core program area includes both modified access to general recreation programs and specialized recreation programs. **Goals:** 1. Increase accessibility and inclusivity in all programs and facilities. 2. Promote social inclusion and engagement. 3. Develop staff training and program design focused on adaptive best practices.	• Adaptive Basketball • Adaptive Trips & Tours • Adaptive Socials • Inclusion Services – Summer Camp • Inclusion Services – School Year • Adaptive Martial Arts & Movement
Adult Enrichment	**Description:** Educational, cultural, and recreational classes and workshops for adults to explore new interests, develop skills, and connect with others. **Goals:** 1. Encourage lifelong learning and personal development. 2. Offer diverse, relevant, and engaging program options. 3. Strengthen community through shared learning experiences.	• Pottery • Pet Portraits • Adult Fencing • Tap Fitness • Fun with Watercolor • Improv • Drawing & Sketching • Line Dancing • Creative Brain Flow
Adult Sports	**Description:** Organized recreational and competitive sports leagues and tournaments for adults that promote fitness, teamwork, and fun. **Goals:** 1. Support active lifestyles and physical wellness. 2. Build community and camaraderie among participants. 3. Maintain well-organized, accessible, and fair league structures.	• Coed & Men's Soccer • Coed & Women's Volleyball • Pickleball Tournaments • Softball Spring Tune Me Up

Community and Family Programming

Description: Core Program Area that creates programming that supports civic, social, and community health. Fosters programs and events that bring families and neighbors together to strengthen community bonds through shared recreation and cultural experiences.

Goals:

1. Foster community engagement and family connection.
2. Provide affordable, family-friendly activities that also promote other Redmond Recreation programs and activities.
3. Encourage multigenerational participation and interaction and celebrate the diversity of the Redmond Community.

- Family Craft Night
- Seasonal Family Portraits
- Babyrobics
- Start Cycling/ Learn to Ride A Bike
- Kids Night In, Parents Night Out
- Community Garden Program

Health and Wellness

Description: Programs focused on improving physical, mental, and emotional well-being for all ages, including fitness classes, wellness workshops, and preventive health initiatives.

Goals:

1. Promote healthy habits and overall wellness.
2. Expand access to fitness and wellness resources by offering affordable options to be active.
3. Partner with health professionals to offer relevant programming.

- Yoga & Chair Yoga
- Strength Training
- Mat Pilates
- Pickleball Fitness
- Tai Chi
- Personal Training
- Senior Cardio
- Zumba
- Qigong

DRAFT

Sports Field Rentals

Description: Affordable and accessible rental opportunities for sports fields and other private or community events.

Goals:

1. Maximize facility usage and community access.
2. Ensure rental processes are user-friendly and efficient.
3. Maintain high-quality, well-maintained facilities for public and private use.

- Resident and Non-Resident pricing
- Youth and Adult pricing
- Dirt Field, Dow Field, & Hartman

Senior Programming

Description: Programs tailored to the needs and interests of older adults, promoting active living, social connection, and lifelong learning.

Goals:

1. Enhance quality of life for older adults.
2. Reduce social isolation and support mental wellness.
3. Offer accessible and meaningful activities for varying ability levels.

- Senior Trips
- WELL Workshops
- Tech Class
- Book Club Group
- Bingo
- Needle Arts
- Open Art Studio

Special Events

Description: Special Events Core Program Area creates one-time special events that allow participants to interact with a specific site, season, or specialized program area. Events celebrate culture, and create shared experiences, bringing people together in fun and inclusive ways.

Goals:

1. Build community pride and belonging.
2. Attract diverse participation and foster inclusivity.
3. Support local culture, traditions, and partnerships.

- Haunted House
- Open Mic Night
- Fall Farm Fair
- Big Truck Day
- Battle of the Bands
- Events at the Farm
- Snowflake Ball
- KISS Dance

Youth Enrichment

Description: Youth Enrichment Core Program Area creates recreation programming that is designed to enrichment all ages of children's lives. This core program area includes entry level, low barrier programs for the arts, fitness, outdoor recreation, summer camps, educational support programs, social opportunities, and life skills.

Goals:

1. Promote holistic youth development.
2. Support academic and personal success.
3. Offer accessible, engaging, and inclusive enrichment opportunities.

- Summer Camps
- School Break Camps
- STEM Classes & Workshops
- Art Classes & Workshops
- Skyhawks Classes
- Emerald Ballet Theatre Classes

Youth Sports

Description: Developmentally appropriate recreational and competitive sports opportunities for youth that focus on skill-building, teamwork, and positive sportsmanship.

Goals:

1. Encourage healthy physical activity and development.
2. Teach fundamental skills and values such as teamwork, respect, and perseverance.
3. Provide safe and supportive environments for all skill levels to learn sports basics

- Amazing Athletes Sports Intro Classes
- Skyhawks Multi-Sport Tot Classes
- Skyhawks Cheerleading, Basketball, and Football Intro Classes

DRAFT

Program Strategy Analysis

Age Segment Analysis

For this report, an Age Segment Analysis was completed by Core Program Area, exhibiting an over-arching view of the age segments served by different program areas, and displaying any gaps in segments served. It is also useful to perform an Age Segment Analysis by individual programs in order to gain a more nuanced view of the data. **The table below depicts each Core Program Area and the age segments they serve through their individual programs**. Under each Core Program Area, a **'P'** was indicated if that Core Program Area has any individual programs that serve a certain age segment as its Primary demographic, an **'S'** as its Secondary demographic, or a **'P/S'** if it contains programs that serve both.

Age Segment Analysis

Program Area	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (55+)	All Ages Programs
Adaptive and Inclusion		P	S	P/S		
Adult Enrichment		S	P	P/S		
Adult Sports			P	S		
Community and Family Programming	P	P/S	P	P/S	S	
Health and Wellness				P	P/S	
Rentals	S	P/S	S	P/S	S	
Senior Programming				S	P	
Special Events						P/S
Youth Enrichment	P/S	P/S	P	S		
Youth Sports		P	S			

Based on the age demographics of the Redmond community, current program offerings seem to be well aligned with the community's age profile, as the Department does a great job of having individual program offerings for all specific age groups. Though the Department puts forth intentional effort to have specific core programs tailored to the community's older age, the Department also works to serve younger populations with several different core program areas, including Community and Family Programming, Youth Enrichment, and Youth Sports. The Department has also done a great job serving the remainder of the community by ensuring all age segments have dedicated programming geared towards them; in fact, all age segments have at least two different core program areas that serve as either a Primary demographic or a Primary/Secondary demographic, with some having four or more. The table below illustrates how each age segment is served by the various Core Program Areas as a whole.

Age Segments Served	All Ages Programs	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (55+)
Primary ('P')	0%	10%	20%	40%	10%	10%
Secondary ('S')	0%	10%	10%	30%	30%	20%
Primary/Secondary ('P/S')	10%	10%	30%	0%	40%	10%
Percentage of Redmond Population (2024)		7.88%	9.17%	5.16%	60.96%	16.82%

In analyzing the percentage of Core Program Areas serving each age segment (in comparison to Redmond's population's age segmentation), most age segments are being served adequately. Only adult programming (where residents aged 18 to 54 make up over 60% of Redmond's population) is being underserved, as only 10% of Core Program Areas serve them as a primary demographic. Alternatively, teen programming could be considered overrepresented, with 40% of Core Program Areas serving that segment as a primary demographic while only comprising around 5% of Redmond's population.

Staff should continue to monitor demographic shifts and program offerings to ensure that the needs of each age group are met. It would be best practice to establish a plan including what age segment(s) to target, establish messaging, identify which marketing method(s) to utilize, and determine what measures of success should be utilized before allocating resources towards a particular effort.

Program Lifecycle Analysis

A Program Lifecycle Analysis evaluates each program to determine the stage of growth or decline, helping inform decisions about the overall program mix. The goal is to ensure an appropriate number of programs are "fresh" and that relatively few programs, if any, need to be discontinued. This analysis is based primarily on staff knowledge and experience rather than strict quantitative data.

The following table shows the distribution of programs across seven lifecycle stages. The first three stages '**Introduction**', '**Take-Off**', and '**Growth**' represent emerging and expanding programs. These are the stages that healthy programs grow from new offerings to programs that the community depends on and turns out for consistently. The '**Mature**' stage anchors a programming portfolio, as established programming providing the highest level of consistent interaction, attendance, and earned revenue. Following that, programs will slowly enter the '**Saturated**', '**Decline**', and '**No-Go**' stages, where they will likely filter out of a programming portfolio over time.

Lifecycle Analysis				
Stages	Description	Actual Programs Distribution		Recommended Distribution
Introduction	New programs; modest participation	17%	61%	50%-60% Total
Take-Off	Rapid participation growth	17%		
Growth	Moderate, but consistent participation growth	27%		
Mature	Slow participation growth	20%	20%	40%
Saturated	Minimal to no participation growth; extreme competition	6%	19%	0%-10% Total
Decline	Declining participation	6%		
No-Go	Cancelled programs	7%		

Key Findings

Overall, the Lifecycle Analysis depicts a majority concentration of programs in their early lifecycle stages.

- 61% of all programs fall within the beginning stages (**'Introduction', 'Take-Off',** and **'Growth'**), with 27% of those programs being specifically in the **'Growth'** stage.
    - Industry best practice recommends 50%-60% of all programs in the portfolio are distributed among these beginning stages to provide an avenue to energize programmatic offerings. These stages ensure the pipeline for new programs is there prior to programs transitioning into the **'Mature'** stage.
    - Redmond currently meets, and slightly exceeds, this benchmark.
- Only 20% of all Redmond program offerings are in the **'Mature'** stage.
    - Mature programs anchor a program portfolio, providing the most reliable and consistent participation base within the portfolio.
    - Best practice recommends that approximately 40% of programs fall within this stage to create a stable and reliable programming foundation.
    - Redmond currently falls below the recommended benchmark for mature programs by 20%.
- Approximately, 19% of the assessed programs are identified as being **'Saturated', 'Declining'**, or **'No-Go'** (cancelled).
    - While some transition into the **'Saturated'** and **'Decline'** stages is expected, best practice suggests keeping programs in these categories to 10% of programs in these final stages. If programs begin to reach these stages rapidly, it could be an indication that the quality of the programs does not meet expectations, or that there is not as much community demand for those programs. As programs enter into the **'Saturated'** or **'Decline'** stages, they should be closely reviewed and evaluated for repositioning or elimination. When this occurs, the department should modify these programs to begin a new lifecycle within the **'Introductory'** stage or replace existing programs with new programs based upon community needs.
    - Redmond currently exceeds the recommended benchmark of saturated, declining, or no-go program;, this should be brought down to 10%.

DRAFT

Pricing

Pricing strategies are another key mechanism agencies use to influence cost recovery. They provide the Department with a variety of options to ensure programs are delivered at a fair and accessible price point, ensuring that individual program enrollment remains at or near capacity. Because the Department must balance program accessibility with generating revenue, it is imperative for staff to have an understanding of which pricing strategies are most appropriate for each program and Core Program Area, especially when assessing customers' willingness and ability to participate when a cost barrier exists.

With the 2022 *'Parks and Recreation Cost of Service Update'* driving the Department's cost of service and cost recovery philosophy, it is important to note that pricing strategies are also an integral part of the Department's overall cost of service methodology. These strategies help manage program costs while still recognizing the community benefits they provide. While the Department offers a limited number of free and subsidized programs, it is still intentional about reducing program costs where feasible via multiple pricing strategies.

Overall, the Department's use of pricing strategies is fairly consistent across Core Program Areas. Primary approaches include residency status, competition (or market rate), cost recovery goals, and the participant's ability to pay. Additionally, some Core Program Areas utilize additional pricing strategies, like pricing by age segmentation, pricing with built-in fee assistance for qualifying users, and by family/household status. Naturally, the Department also has several Core Program Areas that offer free programming, typically for user groups that Require reduced or free rates to continue participating.

Staff should continue to monitor the effectiveness of the various pricing strategies they employ and adjust as necessary. It is also important to regularly track local competitors as an increase in programming competition may alter program pricing. **The table below details pricing methods currently in place by each Core Program Area and additional strategies to be implemented over time.**

DRAFT

Pricing Strategies												
Core Program Area	Age Segment	Family/ Household Status	Residency	Weekday/ Weekend	Prime / Non-Prime Time	Group Discounts	By Location	By Competition (Market Rate)	By Cost Recovery Goals	By Customer's Ability to Pay	Free Offerings	Fee Assistance
Adaptive and Inclusion			X					X	X	X	X	
Adult Enrichment			X					X	X	X		
Adult Sports			X					X	X	X		
Community and Family Programming	X		X					X	X	X	X	X
Health and Wellness			X					X	X	X		X
Rentals								X	X			
Senior Programming			X						X	X	X	
Special Events	X	X	X					X	X	X	X	
Youth Enrichment			X					X	X	X	X	X
Youth Sports			X						X	X	X	X

Marketing and Promotion

When forming new and maintaining existing programs and services, utilizing effective marketing strategies is an integral step in securing appropriate and significant attendance and engagement from the community. Based on the feedback from staff, the lists below outline the methods currently being used by the Department to promote individual programming and Core Program Areas as a whole.

In Use

- Program guides (online)
- Smart/mobile phone enabled website
- Flyers and/or Brochures
- Direct mail
- Email blasts
- Digital and print ads
- Radio ads (paid or free)
- Smart Rec
- On-hold pre-programmed phone messages
- *Focus Quarterly Newsletter* (print)
- Business Email Newsletters
- *Experience Redmond Event Calendar*
- *Parent Map Community Calendar*
- *Teen Calendar* (digital and print)
- In-facility signage
- Department Facebook
- Department Instagram
- *City News Now* Videos
- Utility Bill inserts
- YouTube
- QR Codes

Not In Use

- Program Guides (print)
- Mobile applications
- Television ads (paid or free)
- SMS/MMS/Text message marketing
- Public Service Announcements (PSAs)
- Webinars
- Twitter/X
- Road sign Marquees

DRAFT

The Department utilizes a broad range of marketing strategies to get the word out, including some digital efforts (like e-mail blasts, the Department's website, and social media) and some physical marketing (like flyers, brochures, direct mail, banners, and printed newsletters). The marketing methods used are robust and utilize internal communications as well as City-wide marketing efforts when applicable.

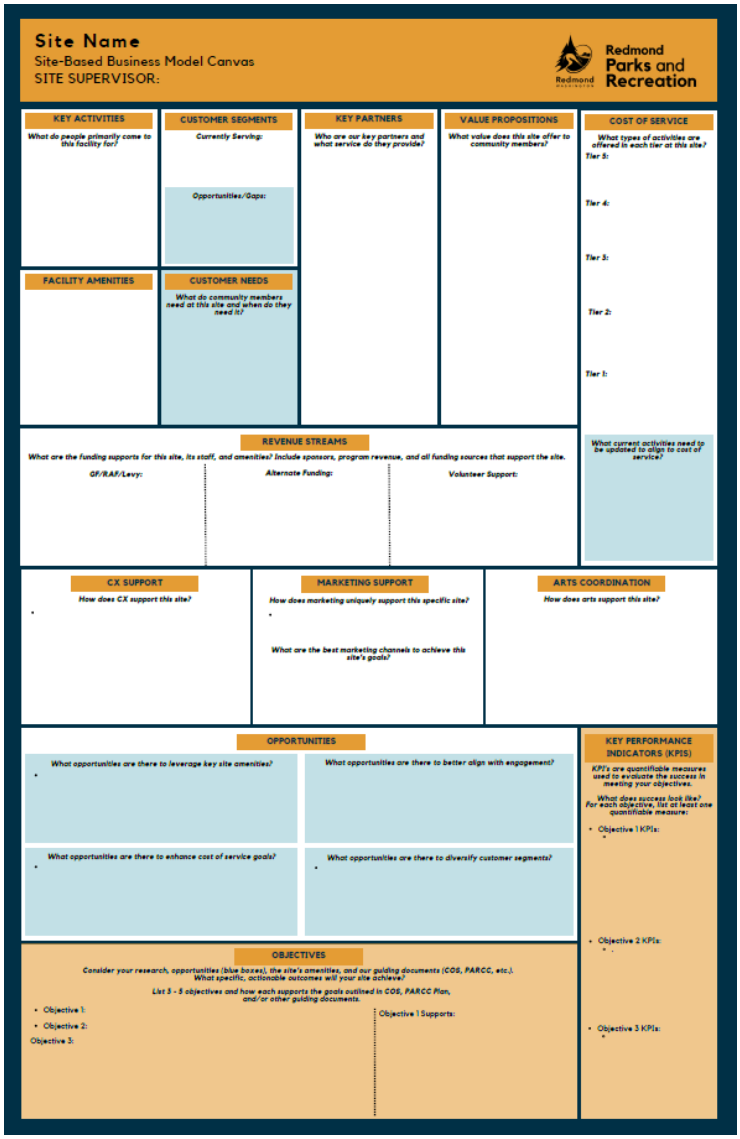
The Redmond Parks and Recreation Department is progressive in its marketing and promotions efforts, utilizing several strategies across a diverse set of media; however, staff may want to consider implementing some of the other available marketing strategies that are not currently in use, like an **online newsletter** or a dedicated **Department Twitter/X account**.

Program Strategy Recommendations

In general, the Department program staff should continue the cycle of evaluating programs on both individual merit as well as the program mix as a whole. This should be completed at key seasonal points of the year, as long as each program is checked once per year. The following tools and strategies can help facilitate this evaluation process:

Site Based Business Model Canvas

The Department currently utilizes the business model canvas featured here as a template for site based planning of recreation facilities. The consulting team recommends these be updated on a yearly basis. These plans should evaluate the sites and their programs based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, Cost-of-Service, pricing strategy for the next year, and marketing strategies that are to be implemented. If developed regularly and consistently, they can be effective tools for budget construction and justification processes in addition to marketing and communication tools.



Program Development & Decision-Making Matrix

When developing program plans and strategies, it is important to consider the Core Program Areas and individual program outlined discussed in this Program Assessment. Key Factors such as lifecycle stage, age segmentation, classification, and cost recovery goals should be consistently tracked. Along with current demographic trends and community input, this information should guide program-related decision-making. Community input can help staff identify specific program areas where new opportunities exist for target markets and determine the best marketing methods to reach them.

A simple, easy-to-use tool similar to the worksheet below will help compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery. It also helps staff make an informed, objective case to the public when a program is in decline, but beloved by a small group, needs to be retired. If a program or service demonstrates strong priority, appropriate cost recovery, broad age segment appeal, partnership potential, and strong market conditions, the next step is to determine the appropriate marketing methods by completing a similar exercise to the one shown below.

Marketing & Promotion Methods

Program Idea (Name or Concept):

Marketing Methods	Content Developed	Contact Information	Start Date
Activity Guide			
Website			
Newspaper			
Radio			
Social Media			
Flyers - Public Places			
Newspaper			
Email			
Staff Promotion @ Events			
School Flyer/ Newsletter			
Television			
Digital Sign			
Friends/ Neighbors Groups			

Sponsorship/Partnership

Program Idea (Name or Concept):

Potential Partnerships	Monetary	Volunteers	Partner Skill	Location
Potential Sponsors	Monetary	Volunteers	Sponsor Skill	Location

Internal Factors of Programming

Program Idea (Name or Concept):

Priority	High	Medium	Low
Program Area	Core	Non-Core	Unsure
Classification	Essential	Important	Value-
Cost Recovery Range	0-40%	60-80%	80+%
Age Segment	Primary	Secondary	Other

Market Competition

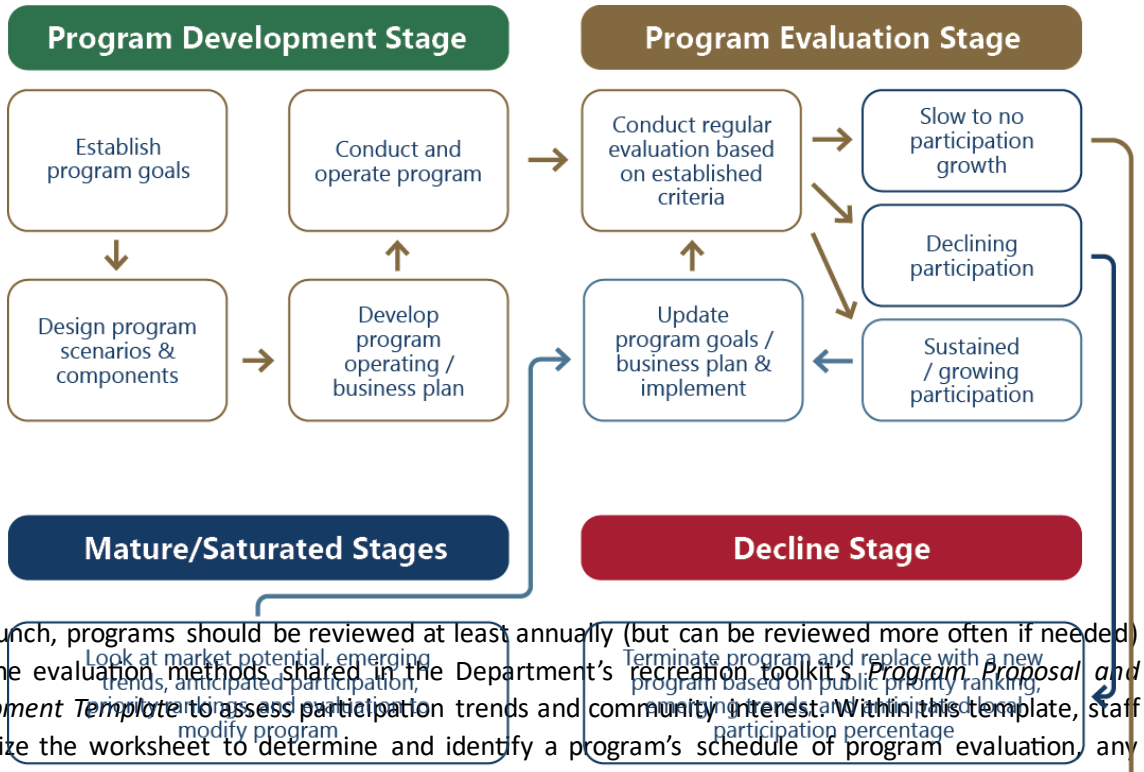
Program Idea (Name or Concept):

Number of Competitors:

Competition Level	High	Medium	Low
Growth Potential	High	Medium	Low

Program Evaluation Cycle (with Lifecycle Stages)

Using the Age Segment and Lifecycle Analysis (and other established criteria), program staff should evaluate programs on an annual basis to determine program mix, which can then be incorporated into the Program Operation/Business Plan process. **A diagram of the program evaluation cycle and program lifecycle is found in the figure below.**



After launch, programs should be reviewed at least annually (but can be reviewed more often if needed) using the evaluation methods shared in the Department's recreation toolkit's *Program Proposal and Development Template* to assess participation trends and community interest. Within this template, staff will utilize the worksheet to determine and identify a program's schedule of program evaluation, any additional performance measurements needed based on lifecycle management, and the appropriate lifecycle stage for that program moving forward.

Following the guidance of the *Program Proposal and Development Template,* staff will need to evaluate programs throughout their lifecycle accordingly. During the Introductory Stages of a program, program staff should establish program goals, outline the program structure, and develop a basic program operating and business plan. If participation levels are still growing, continue to provide the program. When participation growth is slowing (or non-existent) or competition increases, staff should look at modifying the program to re-energize the customers to participate. When program participation is consistently declining, staff should terminate the program and replace it with a new program based on the public's priority ranking and/or program areas that are trending nationally/locally, while taking into consideration the anticipated local participation percentage. Additionally, this is supported with multiple toolkits in the **Recreation Program Toolkit** supplement to this plan.

Appendix E: Detailed Facility Assessment Findings

Methodology

The evaluation model used to complete this assessment is a five-section rating tool, with four smaller individually scored categories that comprise the total score of each of the five sections. From there, each site was then given an average score (out of 100) that created an initial site assessment for Redmond.

The Site Assessment was split into five assessment categories (Sports Fields, Community Centers, etc.), which each used five major sections (with four individual categories per section) to identify and score the quality of each site. Within this process, the Departments delegated individual assessments among staff, resulting in a potential lack of consistency across scoring. However, staff followed the criteria below to ensure that each site was assessed fairly.

The following assessment criteria were used to determine scoring, with each individual category gaining points based on how they scored. Excellent assessments scored 5 points, good assessments scored 4, fair assessments scored 3, poor assessments scored 2, and very poor assessments scored 1. **All categories are considered equal and are worth the same weight within the assessment.** Below, a more detailed description of each assessment category is outlined:

- **Excellent Assessment:** Site and amenities are in excellent condition with little or no maintenance problems noted. Site and amenities do not feature any major design issues that contribute to diminished use or maintenance.
- **Good Assessment:** Site and amenities are in good condition and feature only minor maintenance problems. Generally, most maintenance issues with the site and/or amenity appear to be the result of age or heavy use. Site and amenities may feature minor design issues that contribute to diminished use or maintenance (i.e., drainage, utilities, etc.).
- **Fair Assessment:** Site and amenities are in fair condition and indicate on-going maintenance problems. Generally, most maintenance issues appear to be the result of age or heavy use. Some maintenance issues may be compounded over time due to deferred maintenance because of issues such as budget or resource limitations.
- **Poor Assessment:** Site and amenities are in poor condition and clearly show ongoing maintenance problems that may result in suspended use for repair or replacement. Maintenance issues with the site and/or amenities are the result of poor design, age, or heavy use and are generally compounded over time due to deferred maintenance from budget or resource limitations.
- **Very Poor Assessment:** Site and amenities are in very poor condition and show significant ongoing maintenance problems that may result in suspended use for repair or replacement. Maintenance issues with the site or amenities are the result of very poor design, age, or heavy use and are generally compounded over time due to deferred maintenance from budget or resource limitations.

Summary of Recreation Facility Assessment Findings

Overall Scores by Category

The scores for each individual assessment category are consolidated below. The average scores for each category were aggregated to give an average score for each individual section (such as Infrastructure Integrity), which were then summarized in a total score out of 100.

Overall Scores by Category	Total Infrastructure Integrity	Total On-Site Accessibility	Total Connectivity	Total Activation / Programming	Total Modernization	Total (out of 100)
Community Centers / Rec Facilities	14	14	14.5	14.5	13.8	**70.8**
Pools	11	11	12	11	13	**58.0**
Splash Pads	16	16	15	14	13.5	**74.5**
Sports Courts	15.5	13.5	14	11	14	**68.0**
Sports Fields	16.7	17	10	14.3	15.7	**73.7**
Averages	**14.6**	**14.3**	**13.1**	**13.0**	**14.0**	**69.0**

As shown above, the total scores for each site assessment category are calculated in the right columns and added together into a total to give the **final system score of 69.0**. While Community Centers/Rec Facilities, Splash Pads, and Sports Fields all scored at or above 70, Pools specifically had a lower performance, averaging at 58.0. By section, the 'Infrastructure Integrity' and 'On-Site Accessibility' sections scored the highest at 14.6 and 14.3, respectively. Alternatively, 'Activation / Programming' received the lowest score at 13.0 (largely due to the lower performance of pools and sports courts in this section).

Overall Community Center/Rec Facilities Assessment Scores

The following table displays the scores from each individual assessment for each of the four community centers/rec facilities, organized from highest to lowest total scores (found in the furthest right column under "Total").

Community Centers / Rec Facilities	Infrastructure Integrity				On-Site Accessibility				Technology and Connectivity				Activation / Programming				Modernization				Summary					
	Building Envelope	Utilities and Systems	Interiors	Furniture, Fixtures, and Equipment	General Accessibility Features	Facility Signage	Indoor Capacity	Parking / Public Transportation	Staff-Access Internet Connectivity	Public-access connectivity	Public access to Technology / Computer Lab	Operational Support Technology	Specialized Program Areas / Spaces	Older / Active Adult Programming	Summer / Year-round Youth Programming	STEM / Arts and Cultural Programming	Versatile / Multi-use Design, Diverse Amenities	Upgrades within Last 10 Years	Climate-Response / Energy Efficiency Features	Integration of Modern Design / Operational Standards	Total Infrastructure Integrity	Total On-Site Accessibility	Total Technology and Connectivity	Total Activation / Programming	Total Modernization	Total (out of 100)
Redmond Senior & Community Center	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	20	19	20	20	20	**99**
Redmond Community Center at Marymoor Village	3	2	4	3	4	2	4	4	5	5	3	5	3	2	3	3	2	3	3	2	12	14	18	11	10	**65**
Farrel-McWhirter Park	4	3	3	3	3	3	3	3	5	1	1	2	4	3	4	3	3	4	3	3	13	12	9	14	13	**61**
Old Redmond School House	3	3	3	2	2	3	3	3	4	4	1	2	4	3	3	3	3	3	3	3	11	11	11	13	12	**58**
Averages	**3.8**	**3.3**	**3.8**	**3.3**	**3.5**	**3.3**	**3.8**	**3.5**	**4.8**	**3.8**	**2.5**	**3.5**	**4.0**	**3.3**	**3.8**	**3.5**	**3.3**	**3.8**	**3.5**	**3.3**	**14**	**14**	**14.5**	**14.5**	**13.8**	**70.8**

As shown above, the total scores for each programming location in each category are calculated in the right columns and added together into a total to give the final score. Similarly, at the bottom of the chart, we can see averages for all locations across each category.

The *Redmond Senior & Community Center* (99) scored the highest in the analysis with a nearly perfect score. Alternatively, the other three assessed locations, *Redmond Community Center at Marymoor Village* (65), *Farrel-McWhirter Park* (61), and the *Old Redmond School House* (58) scored closer to the 60s. Regarding their performance across each category, the 'Technology and Connectivity' and 'Activation and Programming' sections had the highest average scores (both scoring at 14.5 out of 20), while the 'Modernization' section scored the lowest (at 13.8 out of 20).

Individual categories where Redmond's programming centers excelled included 'Staff-Access Internet Connectivity' (average of 4.8) and 'Specialized Program Areas and Spaces' (4.0). Alternatively, the lowest-scoring average across all individual categories was 'Public Access to Technology/Computer Lab' at just 2.5; however, this is largely due to *Farrel-McWhirter Park* and the *Old Redmond School House* both lacking that amenity completely. Overall, Redmond's assessed programming centers had an average overall score of 70.8 (indicated in the bottom right corner).

Overall Pool Assessment Scores

The following table displays scores from each individual assessment for Redmond's single assessed **pool**.

Pools	Infrastructure Integrity				On-Site Accessibility				Connectivity				Activation / Programming				Modernization				Summary					
	Amenity Conditions	Utilities and Systems	Landscaping	Fixtures and Equipment	General Accessibility Features	Facility Signage	Accessible Recreation Facilities/Amenities	Multi-sensory / Behavioral Accommodations	Public-access Internet Connectivity	Location Walkability	Trail Connectivity to the Pool	Parking / Public Transportation	Specialized Program Areas / Spaces	Older / Active Adult Programming	Summer / Year-round Youth Programming	Unprogrammed Spaces	Versatile / Multi-use Design, Diverse Amenities	Upgrades within Last 10 Years	Climate-Response / Energy Efficiency Features	Integration of Modern Design and Operational Standards	Total Infrastructure Integrity	Total On-Site Accessibility	Total Connectivity	Total Activation / Programming	Total Modernization	Total (out of 100)
Redmond Pool	3	2	3	3	3	3	2	3	3	3	3	3	2	3	3	3	3	4	3	3	11	11	12	11	13	58

The Redmond Pool (a 12,554 square foot outdoor pool built in 1970) scored **a total of 58** out of 100 in this analysis, with expected average scores across most sections and individual categories.

The '**Modernization' section garnered the highest average score (at 13)**, while the 'Infrastructure Integrity', 'On-Site Accessibility', and 'Activation and Programming' sections (all scoring at 11) had the lowest average score.

Within individual categories, only the **'Upgrades within the Last 10 Years'** category scored at 4, while most other categories scored at a 3. Alternatively, 'Utilities and Systems', 'Accessible Recreation Facilities and Amenities', and 'Specialized Program Areas and Spaces' garnered the lowest scores at 2.

Overall Splash Pad Assessment Scores

The following table displays the scores from each individual assessment for both assessed **splash pads**.

Splash Pads	Infrastructure Integrity				Accessibility and Safety				Connectivity				Activation / Programming				Modernization				Summary					
	Amenity Conditions	Utilities and Systems	Nearby Landscaping	Water Treatment Systems Condition	General Accessibility Features	Facility Signage	Multi-age Appropriate Amenities	Slip-Resistant Surface Conditions	Walkable proximity to other amenities	Site Walkability (to and from site)	Trail Connectivity to the Site	Parking / Public Transportation Availability	Specialized Program Areas / Spaces	Diversity of Play Features	Non-participant seating	Shade structures (nearby and on-site)	Versatile / Multi-use Design	Upgrades within Last 10 Years	Climate-Response Ready	Integration of Modern Design and Operational Standards	Total Infrastructure Integrity	Total Accessibility and Safety	Total Connectivity	Total Activation / Programming	Total Modernization	Total (out of 100)
Downtown Park Splash Pad	4	4	5	5	5	4	3	4	4	4	4	3	4	4	4	3	3	3	4	3	18	16	15	15	13	77
Grasslawn Splash Pad	3	3	5	3	5	4	3	4	4	4	4	3	3	3	4	3	4	3	3	4	14	16	15	13	14	72
Averages	3.5	3.5	5	4	5	4	3	4	4	4	4	3	3.5	3.5	4	3	3.5	3	3.5	3.5	16	16	15	14	13.5	74.5

Of the two assessed splash pads, the *Downtown Park Splash Pad* averaged a total score of 77 and the *Grasslawn Splash Pad* averaged a total score of 72. These are both seasonal splash pads located inside larger Redmond parks (Downtown Park and Grasslawn Park respectively).

These two splash pads scored well overall but also scored particularly well in both the **'Infrastructure Integrity'** section and the **'Accessibility and Safety'** section, where they each scored a total of 16 out of 20 in each section respectively. Alternatively, their scores in the **'Modernization'** section resulted in their lowest average section score of 13.5.

Within individual categories, both splash pads scored perfect 5's in the **'Nearby Landscaping'** category and the **'General Accessibility Features'** category. In total, Redmond's assessed splash pads had an **average overall score of 74.5, the highest of any assessment category**.

Overall Sports Court Assessment Scores

The following table displays the scores from each individual assessment for each indoor **sports court**, organized by highest to lowest total scores.

Indoor Sports Courts	Infrastructure Integrity				On-Site Accessibility				Technology and Connectivity				Activation / Programming				Modernization				Summary					
	Amenity Conditions	Utilities and Systems	Building Envelope	Furniture, Fixtures, and Equipment	General Accessibility Features	Site Signage	Parking / Public Transportation	Spectator Capacity	Staff-access Internet Connectivity	Public-access connectivity	Operational Support Technology	On-Court Technology	Specialized Program Areas / Spaces	Training Areas / equipment	Spectator Amenities	Concessions / Space for Concessions	Versatile / Multi-use Design, Diverse Amenities	Upgrades within Last 10 Years	Climate-Response / Energy Efficiency Features	Integration of Modern Design / Operational Standards	Total Infrastructure Integrity	Total On-Site Accessibility	Total Technology and Connectivity	Total Activation / Programming	Total Modernization	Total (out of 100)
Redmond Senior & Community Center	5	5	5	5	5	5	4	4	5	5	5	3	1	4	4	4	5	5	5	5	20	18	18	13	20	89
Old Redmond Schoolhouse	3	3	3	2	2	2	3	2	4	3	1	2	3	2	2	2	2	2	2	2	11	9	10	9	8	47
Averages	4	4	4	3.5	3.5	3.5	3.5	3	4.5	4	3	2.5	2	3	3	3	3.5	3.5	3.5	3.5	15.5	13.5	14	11	14	68

Of the two assessed sports courts, the sports courts at the *Redmond Senior & Community Center* averaged a total score of 89 and the sports courts at the *Old Redmond Schoolhouse* averaged a total score of 47. These are two entirely different facilities with different usage, ages, and expectations, so it makes sense that they would score so differently in this assessment.

When averaging the two, the highest scoring section belonged to **'Infrastructure Integrity'** (with an average score of 15.5), while the lowest scoring section was the **'Activation and Programming'** section (where the average score was 11).

Within individual categories, the 'Staff-Access Internet Connectivity' category scored highly for both facilities, while the 'Specialized Program Areas and Spaces' category scored the lowest with an average of 2. In total, Redmond's assessed sports courts had an **average overall score of 68.**

Overall Sports Field Assessment Scores

The following table displays the scores from each individual assessment for each area of outdoor **sports field**, organized by highest to lowest total scores.

	Infrastructure Integrity				On-Site Accessibility				Connectivity				Activation / Programming				Modernization				Summary					
Outdoor Sports Fields	Amenity Conditions	Utilities and Systems	Landscaping	Fixtures and Equipment	General Accessibility Features	Site Signage	Dedicated sidewalks	Specator capacity	Public-access Internet Connectivity	Site Walkability	Trail Connectivity to the Site	Parking / Public Transportation	Specialized Program Areas / Spaces	Training Areas / Equipment	Spectator Amenities	Concessions / Space for Concessions	Versatile / Multi-use Design, Diverse Amenities	Upgrades within Last 10 Years	Climate-Response Ready	Integration of Modern Design / Operational Standards	Total Infrastructure Integrity	Total On-Site Accessibility	Total Connectivity	Total Activation / Programming	Total Modernization	Total (out of 100)
Grasslawn Park Sports Fields	5	4	5	4	5	4	5	4	2	3	2	3	4	3	4	3	4	4	4	4	18	18	10	14	16	76
Perrigo Park Sports Fields	4	4	5	4	5	4	5	4	1	3	3	3	4	3	4	3	4	4	4	4	17	18	10	14	16	75
Hartman Park Sports Fields	3	4	4	4	4	3	4	4	1	3	3	3	4	3	4	4	4	4	3	4	15	15	10	15	15	70
Averages	4	4	4.67	4	4.67	3.67	4.67	4	1.33	3	2.67	3	4	3	4	3.33	4	4	3.67	4	16.7	17	10	14.3	15.7	73.7

Redmond's three assessed areas of sports fields scored well in comparison to other site types in this analysis, as all three (the *Grasslawn Park Sports Fields,* the *Perrigo Park Sports Fields,* and the *Hartman Park Sports Fields*) scored at or above 70 total.

In analyzing individual sections, Redmond's sports fields performed exceedingly well in **'Infrastructure Integrity' (average score of 16.7), 'Activation and Programming' (average score of 14.3), and 'Modernization' (average score of 15.7).** Alternatively, the 'Connectivity' section scored much lower with an average score of 10 across all three assessed sites.

Within individual categories, 'Landscaping' (4.67), 'General Accessibility Features' (4.67), and 'Dedicated Sidewalks' (4.67) received the three highest average scores. The individual categories where sports fields scored the lowest was the 'Public-Access Internet Connectivity' category, of which every site scored a 2 or lower. Overall, Redmond's assessed sports fields had **an average overall score of 73.7**, one of the highest in this analysis.

Individual Category Findings

When analyzing all assessments, we can also see some trends in individual categories; in essence, by organizing this data by individual category scores, we can see specific areas in the system that performed exceptionally well and areas that could use improvement. In the tables below are the highest scoring categories from this analysis (including any scores across all site assessments at or over 4), and in contrast, the lowest scoring categories (including any scores across all site assessments at or below 3).

Highest Scoring Categories

Site	Category	Average Score
Splash Pads	Landscaping	5
Splash Pads	General Accessibility Features	5
Splash Pads	Multi-sensory / Behavioral Accommodations	5
Splash Pads	Public-access Internet Connectivity	5
Splash Pads	Location Walkability	5
Splash Pads	Trail Connectivity to the Pool	5
Community Centers	Staff-access Internet Connectivity	4.8
Sports Fields	Landscaping	4.7
Sports Fields	General Accessibility Features	4.7
Sports Fields	Accessible Recreation Facilities/Amenities	4.7
Sports Courts	Public-access Internet Connectivity	4.5
Community Centers	Specialized Program Areas / Spaces	4
Pools	Upgrades within Last 10 Years	4
Splash Pads	Fixtures and Equipment	4
Splash Pads	Facility Signage	4
Splash Pads	Summer / Year-Round Youth Programming	4
Sports Courts	Amenity Conditions	4
Sports Courts	Utilities and Systems	4
Sports Courts	Landscaping	4
Sports Courts	Location Walkability	4
Sports Fields	Amenity Conditions	4
Sports Fields	Utilities and Systems	4
Sports Fields	Fixtures and Equipment	4
Sports Fields	Multi-sensory / Behavioral Accommodations	4
Sports Fields	Specialized Program Areas / Spaces	4
Sports Fields	Summer / Year-round Youth Programming	4
Sports Fields	Versatile / Multi-use Design, Diverse Amenities	4
Sports Fields	Upgrades within Last 10 Years	4
Sports Fields	Integration of Modern Design and Operational Standards	4

Lowest Scoring Categories

Site	Category	Average Score
Sports Fields	Public-access Internet Connectivity	1.3
Pools	Utilities and Systems	2
Pools	Accessible Recreation Facilities/Amenities	2
Pools	Specialized Program Areas / Spaces	2
Sports Courts	Specialized Program Areas / Spaces	2
Community Centers	Public access to Technology / Computer Lab	2.5
Sports Courts	Parking / Public Transportation	2.5
Sports Fields	Trail Connectivity to the Site	2.7

Recreation Facility Assessment Conclusion

This site assessment was designed and tailored to assist Redmond's Parks & Recreation Department with finding and supporting the direction for the future of their sites, facilities, and amenities while giving a detailed overview of where the system is currently. By completing this process and supplying itself with honest, transparent ratings for what could be improved upon with its sites, Redmond has now given itself a starting point for improvements and maintenance while also creating the beginnings of a Departmental roadmap for programmatic success. **Moving forward, staff should use this assessment as a reference point for where each type of site lacks (and where the system needs improvement as a whole).** This assessment should act as a foundation to create plans to address areas where they would like to see improvement in its system inventory.

Concerning the results of the assessment, one major area of focus should be the **Modernization of Redmond's sites**: specifically, its community centers, Redmond Pool, and Splash Pads. With average modernization scores of 13.8 out of 20 for community centers, 13 out of 20 for Redmond Pool, and 13.5 out of 20 for splash pads, this will continue to remain a major area of improvement for both Departments as sites and facilities either get retrofitted or replaced by newer, modernized amenities. In fact, several individual sites (like the Old Redmond Schoolhouse) scored below 3 out of 5 in the 'Upgrades within last 10 years' category.

Public access to technology and internet connectivity may also become a priority for both Departments as they both aim to become invaluable and indispensable community assets, though this should be prioritized accordingly based on the staff's perception of how important public access internet connectivity is to the Redmond community. The below scores outline where the system is at with public internet and technology access, with splash pads and sports courts sites having excellent connectivity while service is lacking at community centers, the Redmond Pool, and sports field sites.

Public Access to Internet Connectivity and Technology

Site	Category	Average Score
Splash Pads	Public-access Internet Connectivity	5
Sports Courts	Public-access Internet Connectivity	4.5
Community Centers	Public-access Connectivity	3.8
Pools	Public-access Internet Connectivity	3
Community Centers	Public access to Technology / Computer Lab	2.5
Sports Fields	Public-access Internet Connectivity	1.3

Redmond Pool, the individual categories with the most room for improvement included 'Public-Access Internet Connectivity' at sports fields, 'Specialized program areas and spaces' at sports courts, 'Parking and Public Transportation' at sports courts, and 'Trail Connectivity to the Site' at sports fields.

While it is recommended that staff focus on areas where they may have come up short, it will also be important to work to maintain the results that Redmond has already achieved. While initiatives like site modernization may need to shift into focus, staff should continue maintaining the programming and infrastructure integrity of their system to continue to make the most of their amenities.

Following this process, the consultant team recommends repeating this process with regular assessments for both facilities and parks moving forward. The regularity of these assessments depends on the needs of the Departments, though the consulting team recommends that these assessments occur **at least every 3-5 years** as site, facility, and park conditions may worsen or improve rapidly.

Appendix F: Online Survey, Interactive Mapping, and Vision Board Summary of Findings

Methodology

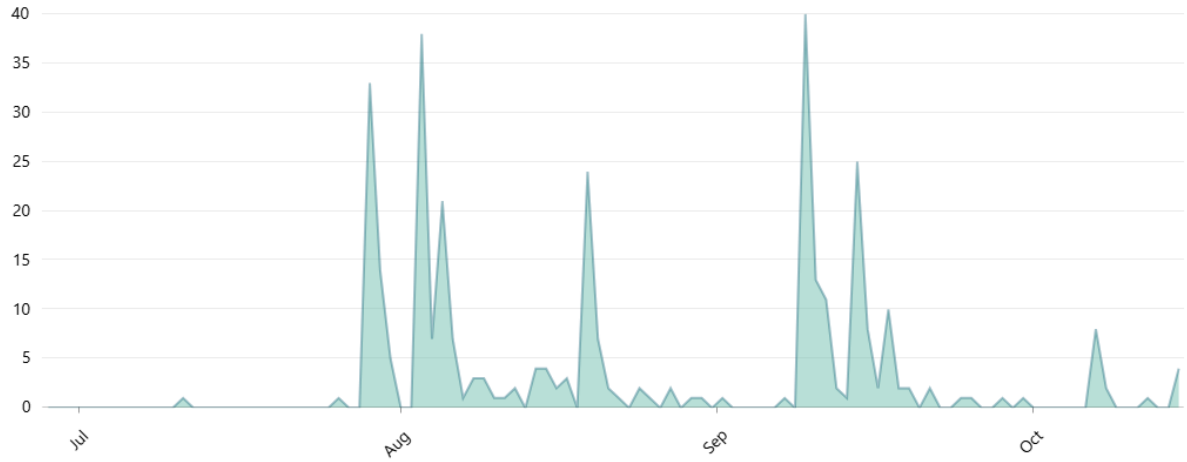
This project website was powered by Social Pinpoint, and had been open for roughly five months, from June 17, 2025, through January 20, 2026, and received a total of 333 individual survey responses, 41 individual social map interactions, and 8 vision board contributions. The survey was only open until October 30, 2025, while the interactive social map and vision board were available for the duration of the project website being open. The survey included up to 11 questions total, while the interactive mapping activity had three preset categories ('Something I Like', 'Ideas/Suggestions', and 'Make a Comment').

Survey respondents had the option to skip certain questions, which led to many questions having a high number of skipped responses. However, each question was analyzed individually, meaning that skipped responses were typically not considered.

Please note: the language used in this document is not always word for word with the questions posed on the project website. Some questions or responses were shortened for the sake of brevity.

Online Survey Findings

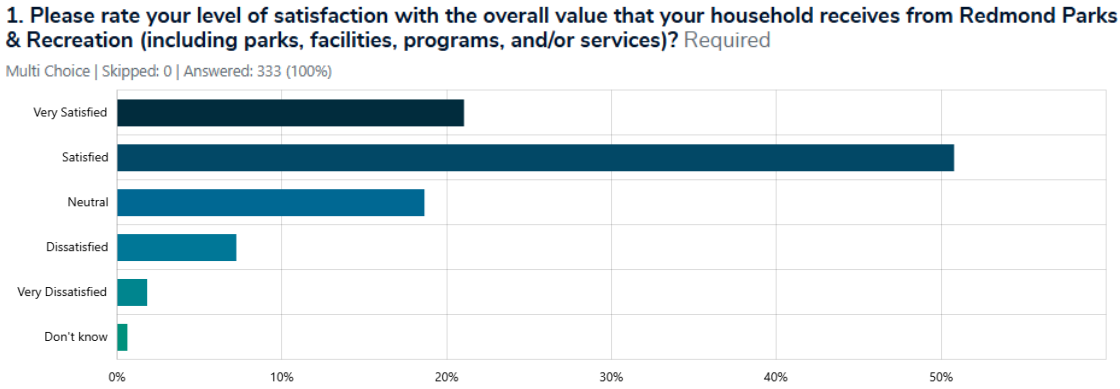
The project site's survey yielded 333 individual contributions from June 2025 to October 30, 2025. The following chart shows the contributions and when they were made. Some of the spikes in contributions here reflected the distribution of E-News by the Department advertising the project website, including on July 30, August 13, September 3, and October 22.



The online survey was likely the most successful aspect of the project website in terms of gaining large amounts of valuable community feedback. From the online survey alone, several community desires can be outlined, whether they are familiar requests to the Department or a wholly new idea or solution to the challenges that community members face to participate in Department programs.

Specifically, as is typical with most community surveys, respondents were eager to give feedback on the types of amenities that they want to see either created or improved upon within the system. Activities ranging from teen programming to special events to pickleball were all common answers when respondents were asked about important program offerings.

The Department also utilized the online survey function to poll where their respondents lived, in order to gain a neighborhood-specific understanding of desired outcomes in this Recreation Program Plan. As a result, over 180 respondents gave feedback on the services within their neighborhood, including their satisfaction levels and programs and amenities they wanted to see more of.



The full dataset of online survey responses can be found **later in this Appendix F.**

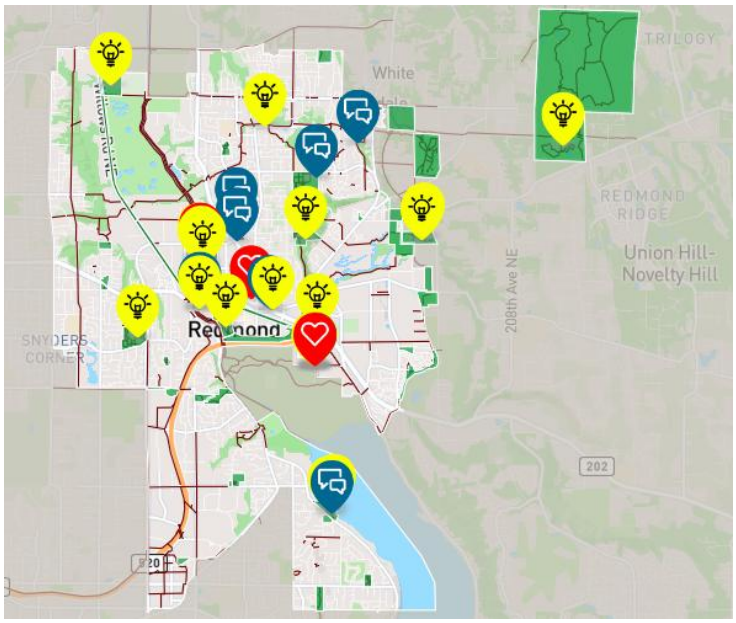
Interactive Social Map Findings

The project site's Interactive Social Map yielded 41 individual contributions. The following chart shows the contributions and when they were made.

Similarly, the map below shows the placement of each social map contribution. The social map function allowed for respondents to utilize three different categories to leave a contribution, including **'Ideas/Suggestions'**, **'Something I Like'**, and **'Make a Comment'**.

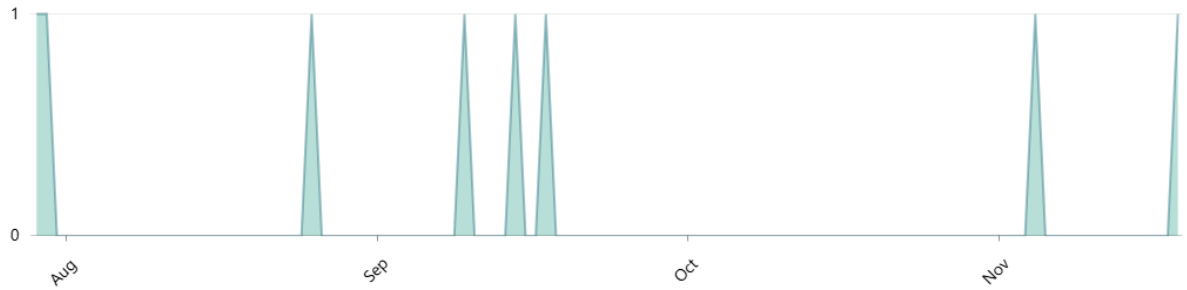
Overall Interactive Social Map Contributions

The map below shows the geographical spread of each category, with each 'Ideas/Suggestions' contribution tagged by a yellow and black light bulb, each 'Something I Like' contribution tagged by a red and white heart, and each 'Make a Comment' contribution tagged by a white and blue speech bubble. The results of this activity, including a list of each individual response, are found **later in this Appendix F.**.



Vision Board Findings

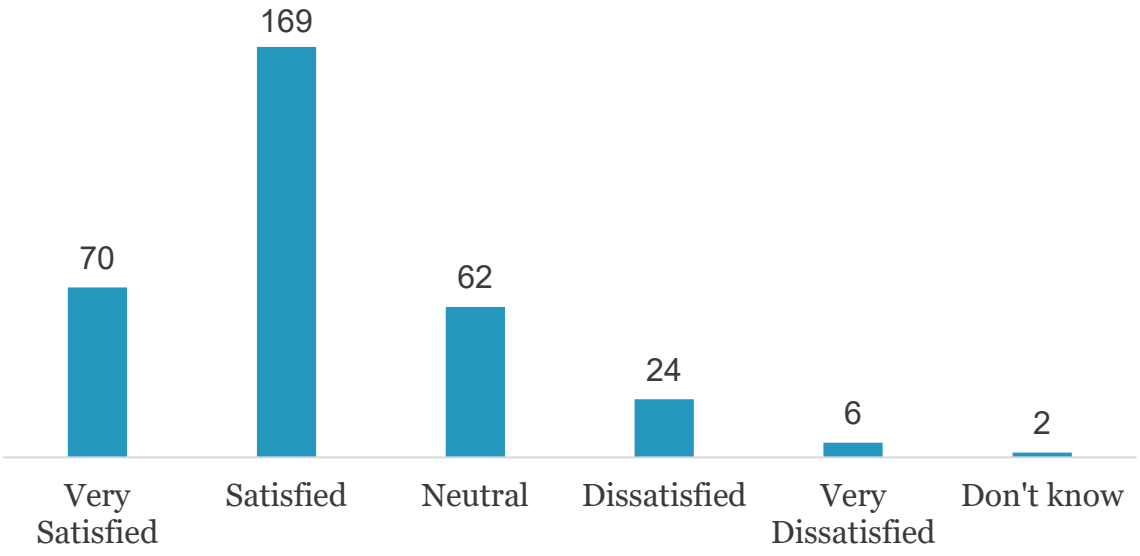
Finally, the project site's Vision Board activity (open during the same duration as the survey and mapping activity yielded eight individual contributions; the following chart shows these contributions based on when they were made.



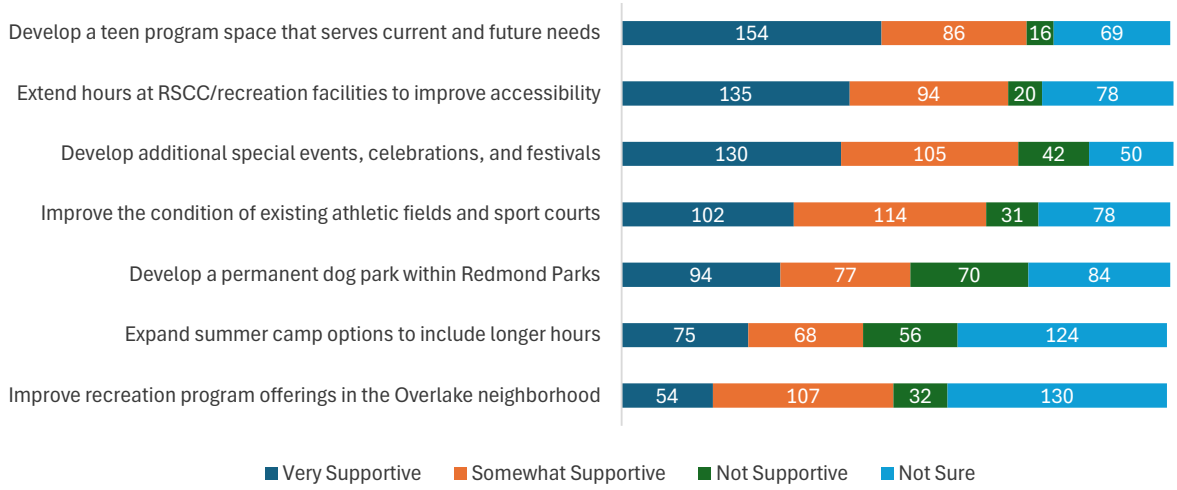
The vision board function allowed for respondents to leave an open-ended response to the question of **"What is your vision for the Redmond Recreation Program Plan?".** The results of this activity, including a list of each individual response, are found in **Appendix F**.

Online Survey Responses

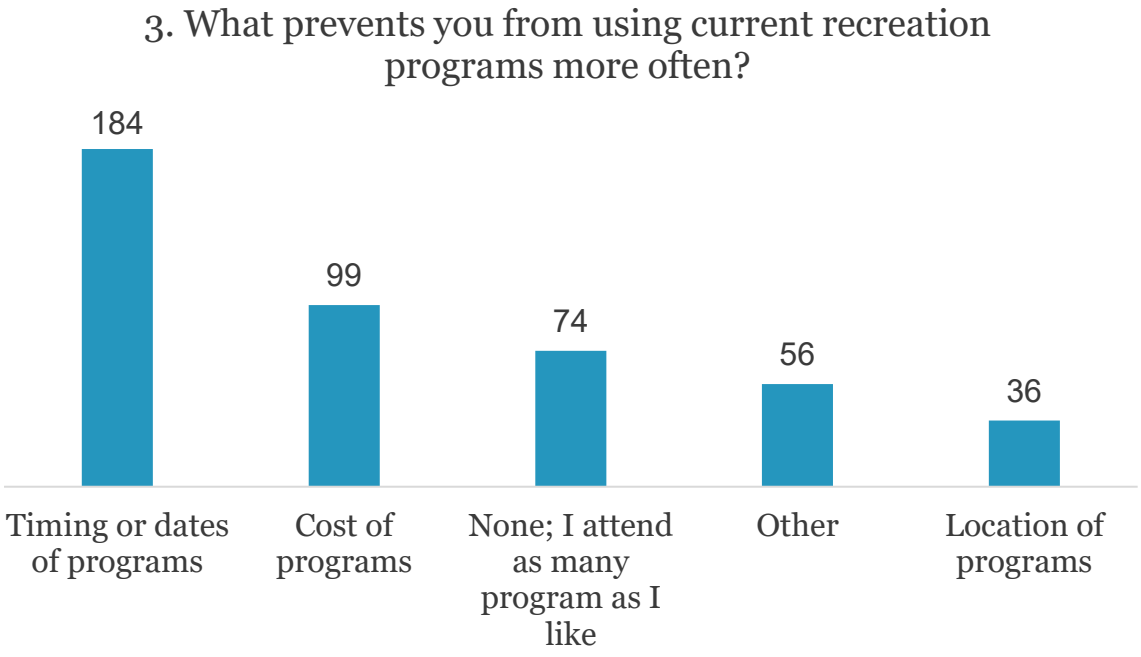
Question 1: Please rate your level of satisfaction with the overall value that your household receives from Redmond Parks & Recreation (including parks, facilities, programs, and/or services)?



Question 2: The following is a list of actions the Parks & Recreation Department could take to improve its recreation facilities, services, and programs. Please indicate your support for each potential action by indicating whether you are very supportive, somewhat supportive, not sure, or not supportive.



Question 3: What prevents you from using current recreation programs more often? (Please check all that apply)



Question 4: What recreational activities are missing in Redmond that you'd love to see offered?

Beach volleyball
We need more Sand volleyball courts with night lights like all other sports courts. There are a few playable condition sand courts in Kirkland (Juanita, Houghton, Google), but none in Redmond! 2 courts in Perrigo Park are not maintained properly, not playable conditions. We have to travel to Kirkland, and those courts get so busy in spring/summer. We could use some more help to maintain the sand volleyball courts in Perrigo Park as a start. There are experts and big community in Redmond city, such as Volleyball USA, who can definitely help updating or adding sand courts in our city. Please consider adding lights to the sand volleyball courts, like you already have on Pickleball, Soccer, Baseball, Football fields.
Pick up basketball or pick up tennis or similar. Sometimes it's difficult to find another person to play with at a certain time. It would be helpful to have a place to go to look or post availability of when to play. Generally different options to be social playing various sports.
Quilting, knitting, jigsaw puzzle swap group, sewing, more types of adult sports leagues (e.g., tennis, pickleball), more fitness and art classes outside of daytime hours so people who work can attend, bird watching, various life skills how-to workshops (e.g., personal finance, etc.), more opportunities for non-55+ people to volunteer with seniors, anything that has more of a social component to get to know others better rather than just being in a class and not having to engage
Any activities for elder and disabled community members - with disabled parking available.

Badminton, volleyball, retirement planning classes, money management for teens, business starts up and entrepreneurial classes for teens, adults and seniors. Tutors for kids, business mentorship programs. Computer classes for seniors.
I would love to see more activities for young children in afternoon/weekend times, not just mornings on weekdays.
Have you looked at Eugene, OR? Their rec catalog for adults is amazing. Check out the entire "Adult Activities" section. (They also have sports and physical fitness activities which is great, but these classes are awesome.) https://www.eugene-or.gov/132/Rec-Guide
More community gardens! There is always a waiting list for the current gardens.
Definitely need to see more pickleball dedicated courts. This is a major social and community sport and we should have dedicated facilities.
More indoor pickleball (especially during rainier months) for all ages 10am-4pm
Fun recreational pool with water park, like snohomish aquatic center, with swimming lessons
Weekday ski bus from Redmond. Beginner pickleball lessons. Masters Swim team. Group exercise classes included in monthly membership at the Senior Center gym.
An actual bike race through town during Derby Days. Also, I'd love to have a high quality parade like in years past, with circus performers, horse dancers, etc.
Music, choral all ages, instruments
I wish we had a more elaborate aquatic center like Lynnwood has. I know we have the Redmond pool, but it's just a pool. Lynnwood's complex has multiple pools, waterslides, a lazy river, etc.
Soccer and other sports activities for "little" kids - it's impossible to find an outdoor/real soccer program for kids under six in this area (i.e. something that isn't Arena Sports). My kid LOVED playing little league this spring and desperately wants to try other options, but the only thing available in Redmond is Little League for six weeks in the spring.
Playground downtown
Would love to see the trail connections between the parks along Evans creek completed!
Dedicated theater space that can be used all the time for various performing arts
Teen group games like the dungeons and dragons, chess, board games, etc.
I'd love to have an indoor third place, aka a place where you can sit and exist without having to spend money. A coworking space would be fun, too!
adaptive recreation for people with disabilities that are inclusive in existing programs.
More art retail events. seasonal ad cultural events.
The activities in the senior center isn't for seniors anymore. And everthing is too EXPENSIVE! I can't afford it on SS!
We need more pools! A dedicated pool at Redmond High School (or one of the other local high schools) would provide more access for both high school and club swim teams, and other groups to access pool time.
More Dance classes for adults
Reimagine table tennis at the Old Redmond School House with lower fees. The new location in the gym at the new community center is too expensive for the many would be participants and the location in the gym is unsuitable. Most of your former participants now just go to Bellevue Crossroads community center. Also more gentle yoga at more hours than the one currently offered.
More indoor pickleball times in more locations. Indoor pickleball in Redmond is very limited and demand far exceeds availability

Redmond Pool water temperature is considerably cooler (80' to 82') compared to other swimming pools (Goldfish is at 90', Bellevue Aquatic Center is at 92'). Lots of young kids we know, including our own, that doesn't want to go to Redmond pool because its too cold for them. Lots of park in Redmond also has either no playground (Smith Woods, Juel) or very basic playground (Nike, Meadow). Having more playgrounds would also be nice. Very few summer splash pads options compared to Bellevue, Seattle. Would also love to have more public events in Redmond for summer (4th July) or Fall season
More dog-friendly events focused around local businesses and art. More theatrical arts. Push to dim the lights and "take back the night" for sky-observing activities/astronomy!
More art and writing workshops for adults
More group exercise classes more on par with the classes you would see offered at a gym. More yoga, Pilates, Zumba and strength classes at various times during the day. You offer few classes that someone who is working full time can take. Having classes start at 6:30 pm or earlier is too early for most people who work. If you get off at 5 or 6pm and commute home and eat dinner none of the classes, you offer are available to people who work.
Mah Jong group
Offer one or two trails where many natural features are included on a trail map to help residents learn more in depth about the natural world that Redmond is a part of.
More trips and activities for younger adults that are not during the work hour.
More adaptive rec options for adults that are not competitive sports
More opportunities for swim lessons all year long.
More pickleball courts
Need more pickleball courts. Many times the tennis courts are empty and the pickleball courts are packed with people.
Need more pickleball courts with nets
Pickleball courts.
More pickleball courts and lights for night time play
Intergenerational activities for example seniors and children
More pickleball courts, Organize mini small tournaments. Maybe a weekly coed league like volleyball?
Pickleball indoors on Tuesday and Thursdays.
Beach volleyball and please build more sand volleyball courts.
1. Swimming or water aerobics for elders, 2. Chair exercise or Yoga, 3. Farm-animal interaction for the disabled
Beach volleyball courts!
Daytime senior programs offered in the evening too. I'm over 50, empty nester but still in the work force and can't participate in the activities until the evening. Would love to participate in Open Art Studio and game (bunco, party bridge, mahjong, etc.) activities in the evening.
A lot more pickleball courts.
More pickleball. There is demand and acreage for more courts at both Perrigo and Marymoor Park. Taking courts during prime time pickleball hours at Perrigo is detrimental to the existing courts. More players + no new courts = terrible experience for all.
Water aerobics classes

I would like to see more outdoor beach volleyball courts to meet the demand. I also would like to see improvement to existing courts. I usually play at Perrigo courts and I see many people using courts and many waiting. In recent we have seen significantly higher participation, especially among adolescents and young adults. The demand definitely exceeds the available facilities.
The sand volleyball community is growing and the current sand volleyball venues that are in the Redmond and surrounding areas do NOT meet the demand of this increasingly popular activity. We need more sand volleyball courts in the area, and not just one here or there, but a centralized location that can offer multiple courts where tournaments and leagues can be run. There is strong support from the players and enthusiasts - example: Kirkland has made major improvements and increased maintenance in recent years, plus the community has been a monumental contributor to this cause - extending support in all directions (maintenance, functions, etc.). Please consider adding to this effort in Redmond to help distribute the demand across our local eastside metropolis.
More indoor pickleball courts
Tool Library, Public small boat storage at the lakes (for kayaks etc.),Dedicated Queer space
Mahjong lessons
Beginning country western line dancing Belly dancing- beginning More bus programs going to theatre or new places to eat or Lakewood gardens, etc A community chorus to sing at senior living facilities or Redmond's Christmas celebration celebration.
Rock climbing, Rockhounding, Volleyball camps/teams
More pickleball courts
More excursions for seniors. Take a look at what is offered in Kirkland and Bellevue and what they cost. Buy a van for excursions like they do keeping down costs. Offer hiking opportunities where that van drives a group to the park, forest, mountains etc. see Bellevue. Offer mini classes for seniors like how to understand new federal tax changes for a simple senior tax form.
I would love to see more art workshops that are AFFORDABLE, too many are too expensive. Specifically would like to see painting and basketry/natural fibers/ natural dyeing. A stained glass workshop/ space would be amazing! Dance classes for adults in beginner ballet. More adult classes offered during the day when kids are at school. Acoustic music gatherings/teaching/ play alongs. A track & field program for kids.
I'd love to see even more adult art classes, especially in the summer. There wasn't anything offered this summer.
I'd love to see more nature appreciation, with docent/naturalist led hikes and signage, paddleboarding groups, outdoor yoga
basic beginners line dancing
Ballroom dance or Swing dance. More all ages classes. I want to bring my 12 year old with me to learn pickleball but the clinics are only for adults. I would love to do Qi Gong but it's only 55 plus. My husband and daughter would like to do Improv together. We want whole family activities and learning. Instead of age limits could you present expectations for the class and anyone who can meet those expectations could participate.
Equipment rentals for outdoor recreation like camping, kayaking or canoeing and hiking.
More adaptive recreation options for kids with disabilities. More options for weekends/evenings. Longer hours, more variety, and more affordable summer camp options.

More levels of horseback riding lessons for kids and teens
I love indoor novice volleyball. I wish there was a community volleyball indoor court for drop in play. Like a weekly night where you don't have to commit every week but can come play when you're available but you don't have to have a whole team. Like a pickup game of basketball but for volleyball. Most volleyball courts are outside or sand. I just want a community park free gymnasium for volleyball.
In terms of special events and programs, when we first came to Redmond, we found Redmond Lights to be a truly magical experience. Over the years, it has grown more and more mundane. It started out as a wander through Redmond full of music and lights and unexpected art, with hidden hot chocolate and fireworks at the end, and now it's just a ten-minute trip to the park to see if there are any new art pieces. It seems like the priority for festivals like this has become whatever takes the least effort to produce each year, and that makes it less and less likely that I'll attend each year.
Would love to see more classes outside of work hours.
In the past you have offered special trips/ events for seniors [included a bus] trips to theaters, woodland Park zoo, chihuly garden and glass, northwest trek, restaurants, trip to Whidbey Island etc
Musical instrument programs can be considered more. Also It's a bit disappointing that the indoor walking track is not open to the public without paying a daily fee. On days with bad weather, it would be nice to have the option to use it as an alternative to walking outdoors. We're not using any facilities but just a safe space for walking/jogging.
More classes at 400p. M-Th
Racquet ball courts and more indoor tracks and more indoor basket ball courts
Larger gym at Marymoor (add cable system and rowing machine. Also need earlier hours) Add strength training classes for teen and tween girls
Cooking classes that use the Community Center kitchen.
Learning computer programming. Learning 3D Printing. Learning basic electronics (e.g. Arduino boards + programming). Learning programming robots
More pickleball courts. There are two here, two there, and a few at Perrigo, but on nice days they are packed and you have to drive around to see if any are open. It takes time and waste of driving/fuel to drive around, and the outcome is usually disappointing anyhow. Dont just resurface courts. Make more!! Theres room at Perrigo, Nike, and others. And it isnt very expensive. The thriving pickleball community would likely even help with the cost/fundraising if you'd be up for it. Thanks!
More playgrounds
There is no sense of community. The town is a jumble of turning lanes and bike lines. Nothing connects the communities. The park with the stage down off to the side of downtown isn't used properly but was a good idea in concept. When I moved here I was embarrassed that Saturday night was a stage of line dancers. What? This is Yakima? The culture and mix of ethnicities and the best you can schedule is a country USA hodown? The light rail. Redmond Center. No crime. People with money. Technology center of the region. You can do better Redmond.
We could use a flea market where locals can buy a stand and offer their items, with all the apartments, we can't do garage sales. Food truck party, language programs
I haven't seen toddler playgrounds in the vicinity apart from Anderson park. We definitely need more playgrounds and equipments. Also more often indoor drop in play options

Redmond was once called Salmonberg. Every Fall, salmon can be seen locally in various tributaries, lakes, and rivers during the annual Salmon run (when adult Salmon return from the Ocean to mate). Consider an annual Salmon Run Run event along the Sammamish River Trail in October for awareness on the environmental, historically, and culturally importance of Salmon. Salmon.
I have provided several suggestions and once entered a suggestion offering to lead a couple of activities, and no one replied to any of it. So the first step is the need for the senior center committees to actually listen and stop shutting out people's suggestions. Stop intransigent ideas about what seniors want to eat or what activities are of interest. Specifically: There is no place to get an affordable salad bar lunch or dinner - fresh fruit and vegetables - no sauces, recipes, etc. - just the raw produce - except Whole Foods for $12 per pound. The senior center seems to be set in its ways on 1950s style cooking. I also testified at a City Council meeting about this. I participated in the community thrift sale at the senior center in August. I was appalled to see a few emaciated, too-thin, obviously food-insecure senior citizens there. I had never seen these women before. Please no recipes, no waste of money on unhealthy rolls, breads, cakes, deserts, cookies - this thing about cookies is ridiculous - there is a need for people to be able to make healthy choices, a need which doesn't exist. Not other people's cooking, but a salad bar like the one at Whole Foods where they have raw vegetables and fruits. Not the prepared stuff. Any dressions optional and on the side. No unhealthy white bread, white rolls, etc. No breads with artificial additives or added sugar. Allow people the opportunity to eat in a healthy manner. I see women at Whole Foods who are too thin and buying only small amounts of the salad bar, because they want to eat healthy and can't afford to buy a pound every day. That's the first thing. Personally, I previously made an input of an idea to do Shakespeare play reading and also classical music listening - to lead these kinds of groups, and no one ever replied. So I would like to see actual, sincere responses rather than being blocked or cut out when I write these inputs. (This is input from Linda Seltzer, so if people want to actually be responsive and not cliquish, they can contact me). Question 5c is not letting us write in our own answers about amenities - I vote for more trees and more open space and more on-street (not underground) parking. *Fewer events and celebrations, especially those with loud noise. More quiet and nature. More gardening spaces, not those containers with barbed wire taking up part of Anderson park. More like Juel Park, but more gardening spaces and places where people can grow food without the rabbits eating everything and the rats coming around.
For this season, I was a little disappointed at the number of dance classes available.
More indoor and consistent pickleball. Outdoor courts should be in good repair with fencing around.
More open volleyball, but the gym at senior center configuration of only 1court not conducive to play without a long to wait. Inexpensive drop in pickleball.
Easily affordable and accessible pickleball facilities indoor and outdoor. Recent ORSH changes are unacceptable!
More pickleball and more drop in pickleball. Update the outdoor courts so they are truly functional including fencing, additional courts, clear lines and resurfaced courts.
More art classes, book clubs, and crafting classes/meetups in the late afternoon would be great!
Little to no 2 year old options. Amazing athletes class for 2 year okds was cancelled twice over summer. Not enough advertising or spreading the word to get classes filled. More wellness classes or groups. Not just sound bowl. Sound bowl once a month is so expensive.
Language classes for adults (Spanish)

The redmond community center by the library is hard to use due to limited hours. It really doesn't work to go before work. I wish there was a class pass type punch card for workout classes or some free classes with the gym membership.
More young kid activities that are not during nap time (12-2)
Covered courts so that we can use them during the fall and winter. Encourage physical exercise by allowing community to use the indoor track for free.
Eastside Audubon led walks offered through the Senior Center
Badminton, volleyball, and healthy meals focused on low-carb, high-protein. Chess. Small business education and tax help for individuals and small business.
More adult adaptive rec opportunities
Special interest learning, activities and special subjects
Adult ballet for stretch and strength during the day! Even just beginner level is so immensely helpful for aging joints, and I know there'd be a lot of interest! Also, it would be amazing to offer bowling, but you need specialized facilities for that. :(
I would like to see other sports included (for example, basketball) and more fitness classes in the evenings and weekends.
I loved the beginning bridge classes last winter and now would love to learn how to play mah jong.
There's a sports program age gap between 18-25. Even if there aren't enough people in my age group to support an entire program, I'd like to be able to join a team. I.e. no more than 2 players under the age of 25 per team
MORE SENIOR 50+ FIELD TRIPS, SENIOR 50+ SOLO AGING INTEREST GROUP. SENIOR 50+ SOCIAL ISOLATION INTEREST GROUP, SENIOR 50+ AGING AND LIFE STORY SHARING INTEREST GROUP
More children's activities on the weekends, especially in the morning and late afternoon. 12-3pm is a common nap time for a lot of kids for a long time.
Improved Swimming Facilities
Soccer
I miss all the summer arts programs, like lunchtime concerts.
FM is AMAZING! It's our favorite park - staff and volunteers are so friendly.
We need a better swimming pool
Hockey, Roller Hockey
Pickleball instruction, More drama for tweens/teens, More camps- they fill up quickly
Adult activities
Movie night in summer on friday in more parks. Free space for toddlers to play soccer, bike etc. (most spaces are occupied by camps or older groups in summer)
More dance fitness classes
Walking groups, birding groups,
Walking clubs in the neighborhoods. Not just downtown once a week.
Inclusive playgrounds
More art classes. Not crafts like "driftwood sculptures." But sketching, drawing, etc.
More programs offered during non 9-5 hours so more people can participate.
Classical music concerts. Outdoor? Permanent dog park, preferably at Hartman Park.
Repair clinics, game nights for teens and up
More trails for hiking, more good classes at the pool. Current water aerobics is no good.

Outdoor pickleball courts. Maybe convert a few of the tennis courts at grasslawn park. If keeping the Houghton courts, please consider making all 4 courts challenge courts to show more people to share the amenities.
I'd love to see a Big Truck day or similar offering on a weekend so kiddos in M-F daycare with two working parents can partake. I appreciated there were a set number of slots available at this year's event so it seemed less likely to be crazy overcrowded like some others I've heard about and I wish I'd been able to take our toddler.
Pickleball for kids, themed Kids in Parent out (maybe including some sports), swimming
Skateboard classes, parkour
Futsal, indoor soccer, small sided soccer
More low cost socialization and fun activity opportunities for families outside of working hours. A lot of the weekend events happen at Farrel McWhirter park with a per child fee and they are very expensive for a family with more than one or two children. And so many activities for young children are during working hours.
Fiber arts, makers space,
Archery, rock climbing, river paddle classes. Have a makers space. There is nothing to do in Redmond especially for teenagers. Classes for 50 and older are terribly scheduled. A lot of us are older parents and can't attend classes during drop off or during or after pick up.
Lower cost rentals of outdoor and indoor spaces for local clubs & organizations to use
More gentle yoga classes at the senior center.
Before and after care for camps, theater/performing arts space, programs targeting adults ages 20-35, lifeguards, water sports,
Shakespeare in the Park. More entertainment that is free. Art classes and experiences.
Outdoor activities for residents (children, youth, adults, and seniors) with disabilities.
Would love to see Redmond pool resources with neighboring cities to build a regional pool. We have a lack of pools (especially 50-m competition pools) in our region.
Pre Covid, there were many activities for disabled adults and Redmond had an excellent, professional staff experienced in working with the IDD community. Sports activities and Saturday outing activities were well attended and very well run. Now there are few options. Furthermore, without experienced staff who have the knowledge and training to work effectively with the IDD community, any activities that may be offered won't be successful.
I feel we are in a dire need for our youth kids to be involved in sports. Sports must be available to them at very low costs and on a continued basis. They will remain active, build friendships, and most of all, not get distracted with bad habits.
Permanent dog park
single track mt bike trails. There are many opportunities for additional trails.
Theatrical events by Lucia Neare.
My biggest frustration continues to be the lack of community access to Redmond Pool. The family swim times are extremely limited. When the pool is open for family swim, only one quarter of it is available for free play. The deep end and half of the shallow end are marked for lap swimming. I also wish there was a recreational kids' soccer league at Hartman Park.
Stand up paddle board. More activities (e.g., art) for adults. Mountain biking trails of compact dirt
Line dancing?

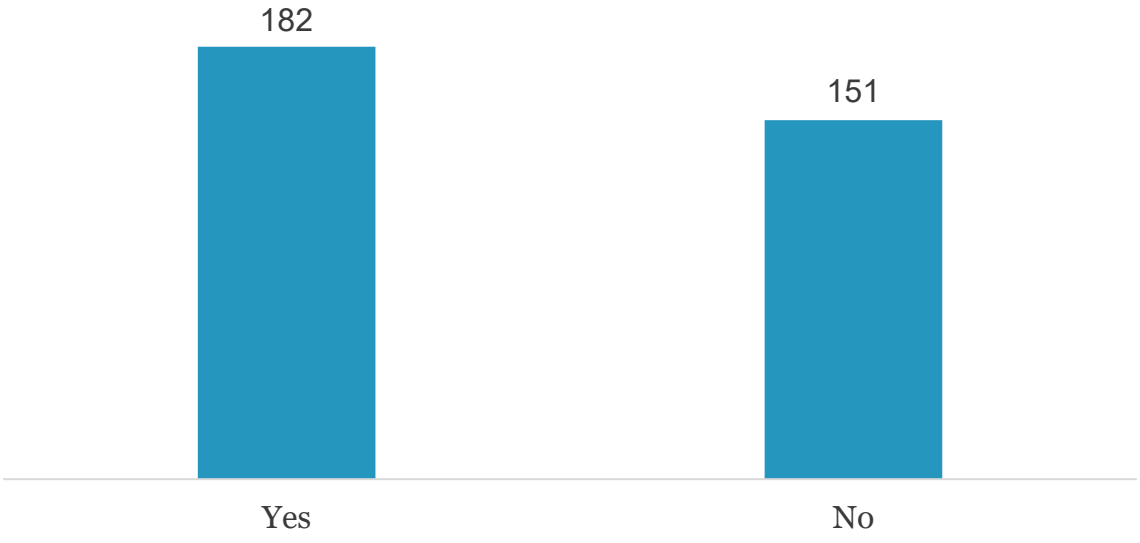
A full-time, drop-in art studio with pottery wheels and painting easels would be a lot more valuable than a teen center. I am aware of the current pottery program offerings, but the scheduling and occupancy always seem to be an issue for me.
Connecting trails and safe bike routes between parks and neighborhoods.
More for kids of all ages--toddler through high school. Expand summer sports camps beyond half day. Offer more swim lessons throughout week and on weekends including private lessons. Dramatically expand water/swim programs. Replace the discontinued teen programs.
I would like to see more support for neurodivergent kids. I don't feel comfortable sending my 7 year old neurodivergent child to classes/camps as I don't feel he will be supported in the way he needs to be.
Open Mic (community engagement), and Theater Shows (or dance performances or shows)
More senior activities & programs like the previous RSC
A safe place for new bicycle riders to build skills and have fun on their bikes. The Bike Playground in Dick Thurnau park in White Center is a good example of one.
More physical fitness classes at the community center. I would like more yoga classes and more general fitness classes that include weights. I work and none of the classes work for my schedule. If anyone works and gets off at 5pm or later there is no way they can commute home to Redmond and eat dinner and attend a class before 7pm. Also, classes are too late in the morning for people who work.
Cooking and Baking classes
MORE dedicated Pickleball Courts. Could convert Hartman Park, or leave that for the tennis for now, and covert at least 1 of the Tennis courts at Perigo to PB, and good grief paint over the old tennis court lines. It doesn't to be perfect but it wouldn't cost must to at least just take a spray can and paint over all those white lines. It is not unusual to have 40-50 people at Perigo in the evening waiting to play on the 4 courts, while there typically no-one, or maybe 2 people hitting on the other 2 tennis courts, which could be converted Ideally, to 3 permanent courts adding 6 courts. Take down the tennis nets, provide more room between the courts, and in the future could even add some short fences between the courts: could go from the 4 cramped courts to 9 very nice courts. It's so crowded there that people even bring their own nets and set them up on the basketball court, which is also gets a lot of use for basketball. This would be minimal investment for a big return. In the future there is quite a bit of room there and could even add more PB courts and relocate the basketball? and this could be a major PB event center for this region.
Beginner line dancing, activities that are multi-generational, something like bring your grand baby to senior lunch day.
More drop-in activities
Yoga and/or other exercise for people in larger body/ body positive. This is the group that is most in need of exercise, yet our needs are not met. Afternoon/ evening art classes for people who work during the day.
I'm generally pleased for my purposes, but I think a top priority should be having a safe space for teens that is more accessible than the hopefully temporary location at Marymoor.
Dance classes
Need more public community garden spaces- always full/sold-out for the demand. Need more pickleball courts for the demand. More socials. Extended hours at RSCC during hot days as cooling centers- even on weekends.
Pottery Wheel for Kids during School Year,

More barre classes during the week.
Sports lessons - pickle ball, tennis, etc.
we need more international events that represent the community.
More art, music, theater classes with different vendors than just one or two so there's variety in offerings. Organized walking, hiking, biking groups. Separated bike lanes from traffic for safety. In-road tram that goes up Education Hill from downtown and back down via Avondale so don't have to drive to shopping, recreational programs. Trails that connect. More public access to Lake Sammamish on the north end. Idylwood and Sammamish Landing aren't enough. Allow dogs at public lake access areas (or at least provide separate, designated dog swim areas). Establish permanent dog parks along the PSE trail by working with PSE to use land and setup. The pop up dog parks are ok, but not permanent and take up park area that is disruptive and kills the grass, dusty or muddy. Stop overwatering parks in the summer (especially areas in Hartman) because I can't even sit on the grass without getting muddy and wet, plus as fall arrives the ground is already saturated with so much water that the grass dies and the ground becomes extremely muddy for the entire winter and spring.
More hiking trails. Swimming in lakes that don’t get contaminated.
More indoor volleyball. It's really unfortunate that the new gym at the RS&CC can only have one volleyball court. There is enough space for 2 courts. If it's too hard to redrill the holes and redesign the floor, you can have a net setup where the poles have wheels and can be rolled in and out. The volleyball play at RS&CC is very recreational, so it doesn't need to be professional looking, and it's okay if there are slight obstructions on the ceiling, people aren't playing high level competition at RS&CC, they just want a place to play.
There's not many programs for the 2-5 age range.
Lapidary classes for wire wrapping stones
Indoor and outdoor basketball courts
More pickleball courts
A ton more programs for teens needed like yesterday, there aren't any that actually fits their needs!
Shakespeare in the park. Permanent stage built at city campus. Create a strong pier to pier senior support community. Connect connector trail to nearby businesses, esp restaurants, line trail w cafes etc. make it a central place to visit. Show city's history prominently, like rebuild train station along central trail as a tourist info center and rest stop for trail users. Complete/connect mod block trail system as beautiful, enjoyable walking connector. Add color/icon coded directional signage. Accessible Viewing access to river. Maybe rent kayaks
More Pickleball times access to activities outside of a working day so that people who work can attend. Meaning not all activities offered during daytime hours
Evening and weekend activities for adults (ex: I'd like to take a tai chi class, but they always seem to be at like 2PM when I'm working)
Redmond, especially downtown, has no space dedicated to children to explore, play and recreational activities are missing.
Would like to see more physical activities like pickleball that are restricted to 50+ during some hours.
Educating Redmond residents about Northwest Native values about surrounding human and natural world.
More multicultural events.

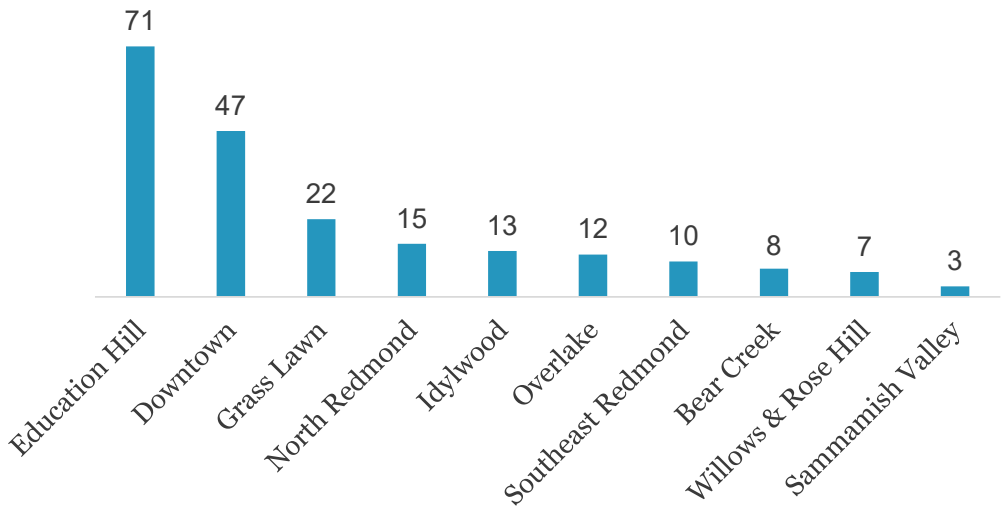
Martial arts instruction programs and teen programs.
-More arts/rec/exercise classes at the community center. Current offerings have limited days which makes it hard for me to go to the classes I would like. More pickle ball classes. -STOP converting fields to turf. Very bad for the environment and wildlife.
pool
Keep the current teen center and remodel the building. Do not take that away from the teens. Please allow Jazzercise at the Senior/Rec Center. There are many seniors up to 88 years old attending. They used to be in the senior center on Saturdays and were a hit. Also, include advance guitar for players who just want to jam with others. In addition, bring some local artists to play music besides the summer bands, which we enjoy.
Ultimate Frisbee
family programming, such as outdoor movie nights, fun programs that the whole family can attend together such as a pumpkin patch activity in the Fall.
Jazzercise, Zumba gold
More children's parties with trampolines and bubbles party
Children concerts would be fun, like Kirkland's Summer Concerts. More events like the Coffee Chat for parents & kids at the Senior Center would be great.
Silversneakers classes for seniors. All your senior classes have additional costs and not everyone can afford them. Silversneakers classes are a benefit though varies health plans.
More activities geared towards specific groups (for example, LGBTQ+ craft classes/sports leagues). Maybe activities that can be free if ran by volunteers and in free spaces, like bird watching or walk clubs. Afterschool care for kids with transportation would be awesome.
Most activities for young kids are during the daytime when my child is in daycare. I'd love evening options! Music especially, but also things like socker. For classes for adults too! I'd love to take more, but daytime is my worktime. Also there is no public heated pool? We tried to take our toddler to the Redmond Pool and she *froze*. I'd love an option that is more kid-friendly!
More fitness classes timed for those of us that work full time. You have a lot of classes I am interested in at the Senior & Community Center in downtown (new building, which is just wonderful), but they are in the morning time - obviously they are not set at times that working people could attend. Also, I would like to see more classes on Saturdays. The community center should also be open on Sundays and holidays - that's when working families have time to recreate.
updates to Hartman Park - use this daily and it's well maintained but lacks the upgrades of all the other parks in Redmond. example: The pool playground is one I used 30 years ago.
I'd appreciate the Senior and Community Center gym being open on Sundays or for later hours in general.
Free indoor meeting room reservation system similar to what the library offers. Lack of easy bus access to community center. Calisthenics equipment in parks.
Options for single adults to ba able to join a team for league play (basketball, volleyball, pickleball) All ages Line Dancing and/or swing dancing.
Could we add one more day for the Table Tennis event from twice a week to three times a week?
A local shuttle service (like Circuit in Bellevue) or designated local shuttle routes through Redmond from the light rails will be excellent (e.g. www.ssf.net/Services/Free-South-City-Shuttle). Sensory play structures for children in addition to the splash pads. Would love to have indie musicians

playing or outdoor film screenings in the downtown park. Incentives for locals to support local establishments or buy local. Children activities at the library.
I've lived in Redmond since 1998, and it's deeply disappointing to see how little progress has been made in upgrading our sport courts—especially for pickleball, which has exploded in popularity. Parks like Meadow, Nike, and Reservoir have been neglected for decades. Meadow Park: The court is nearly unusable, with tree roots breaking through the surface. Nike Park: The asphalt is crumbling, and exposed rocks make it unsafe and unpleasant to play. Reservoir Park: There's ample space for 2 to 4 dedicated pickleball courts, yet nothing has been done. Hartman Park: Could easily accommodate two dedicated courts. Perrigo Park: Needs both upgrades and additional courts to meet demand. Redmond Senior Center: Outdoor space could support two more courts, which would be a huge benefit to the community. Meanwhile, Mercer Island just completed eight beautiful dedicated pickleball courts—a shining example of what's possible when a city prioritizes its residents' needs. Redmond, by contrast, has no clear plan and continues to fall behind. To make matters worse, during the summer, Perrigo and Hartman Parks are closed off for youth programs, leaving pickleball players with nowhere to go. This lack of access is unacceptable, especially given the sport's growing popularity among all age groups. Redmond deserves better. We need a real plan, real investment, and real action to build and maintain dedicated pickleball courts across our parks. The community is ready and waiting—please don't make us wait another 25 years.
More adult dance such as Silver Sneakers circuit, Contra dancing, square dance.
Active senior options - trips to go somewhere for the day; introductions to fitness center; online workout options that could be used at the fitness centers with their equipment; bike and walk routes of different lengths in Redmond with a download able option; neighborhood festivals (i.e. PorchFest); running, walking, biking groups

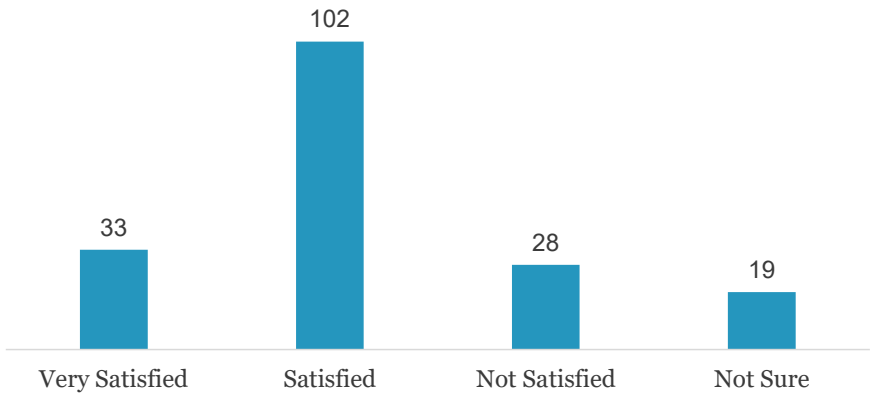
Question 5: Would you like to provide input on potential parks and recreation amenities in your neighborhood?



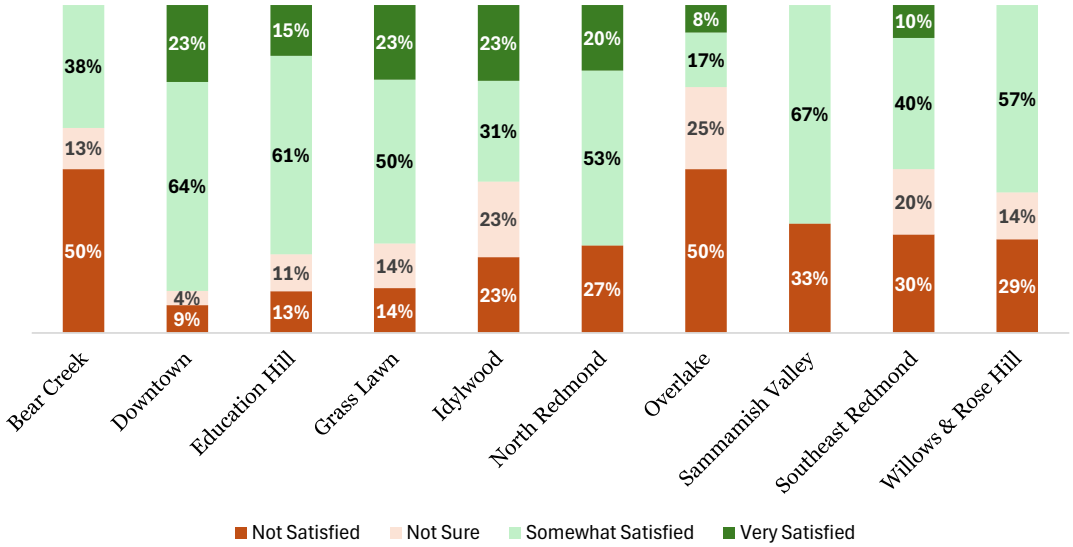
Question 5a: Please indicate which neighborhood you reside in (utilize the map below if unsure)



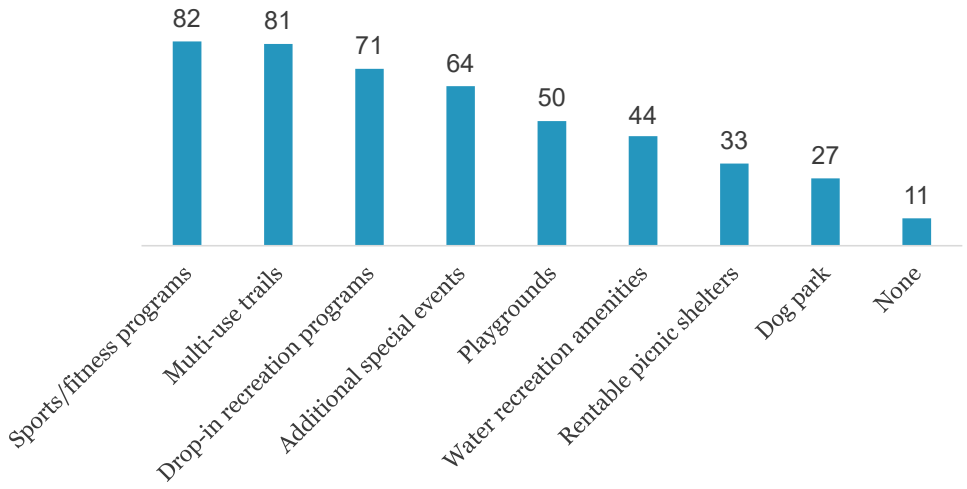
Question 5b: Please rate your satisfaction of current amenities and program offerings in your neighborhood.



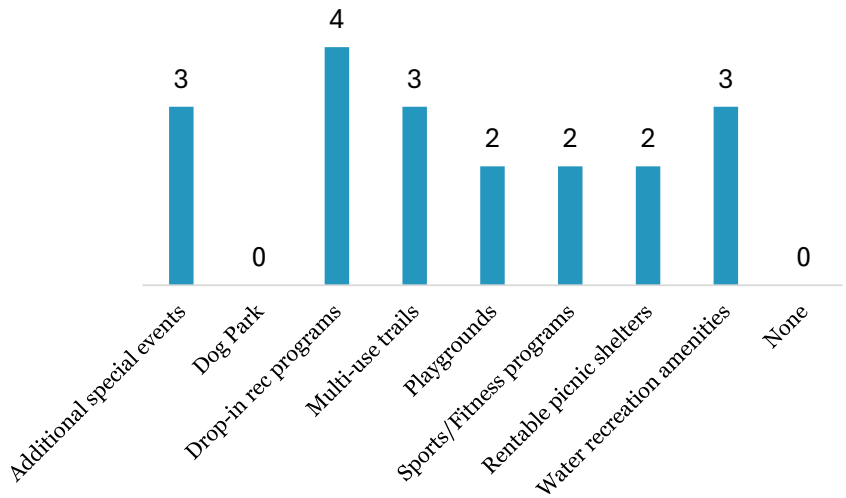
Amenity and Program Satisfaction Level by Neighborhood



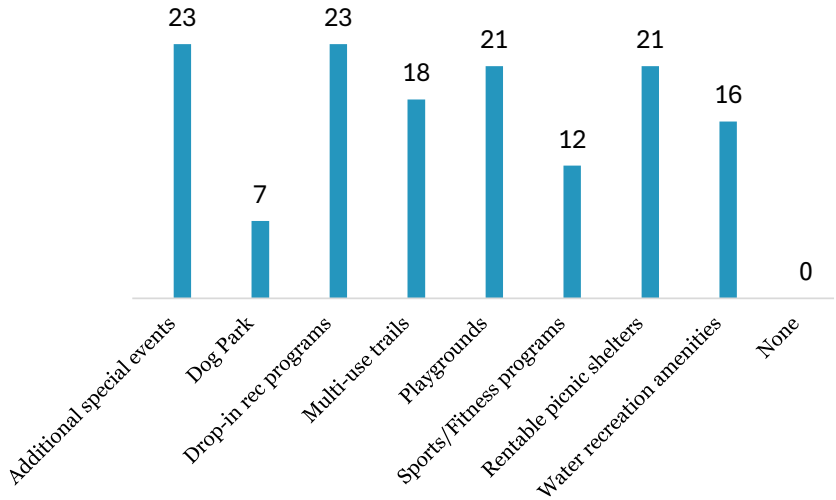
Question 5c: What programs, services, or amenities would you like to see more of (or added) in your neighborhood? (Select all that apply)



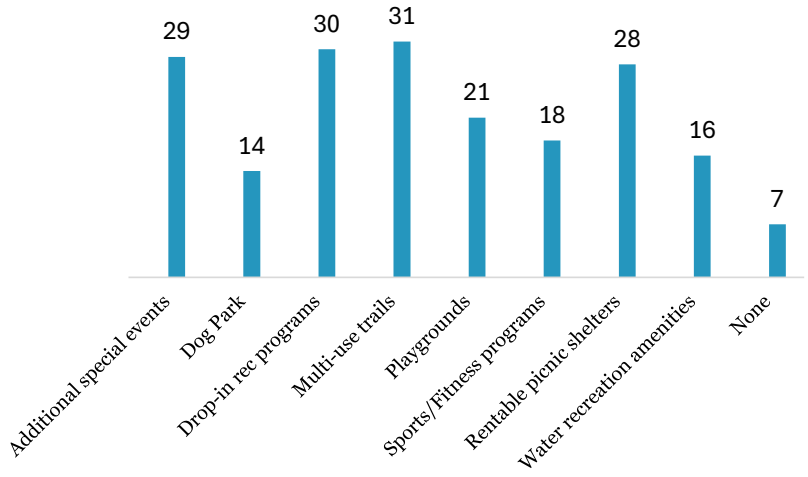
Bear Creek Neighborhood Responses:



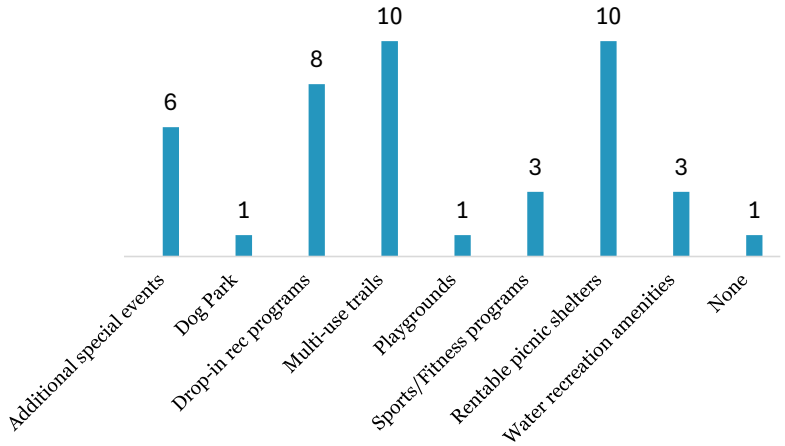
Downtown Neighborhood Responses:



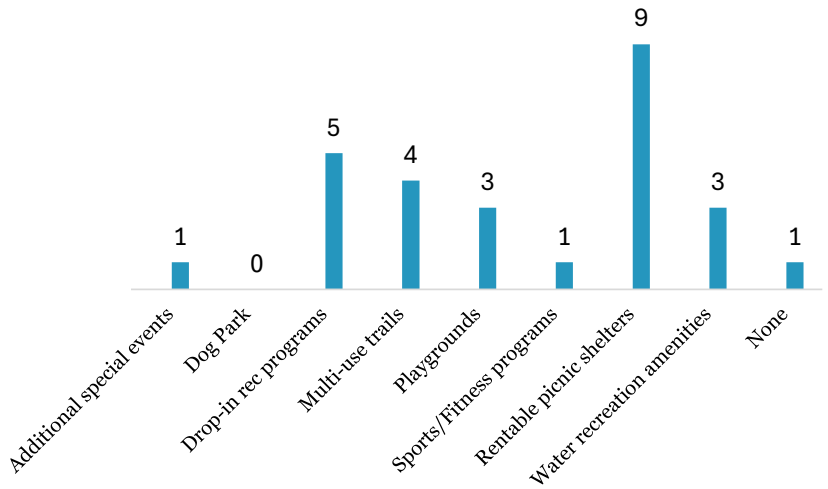
Education Hill Neighborhood Responses:



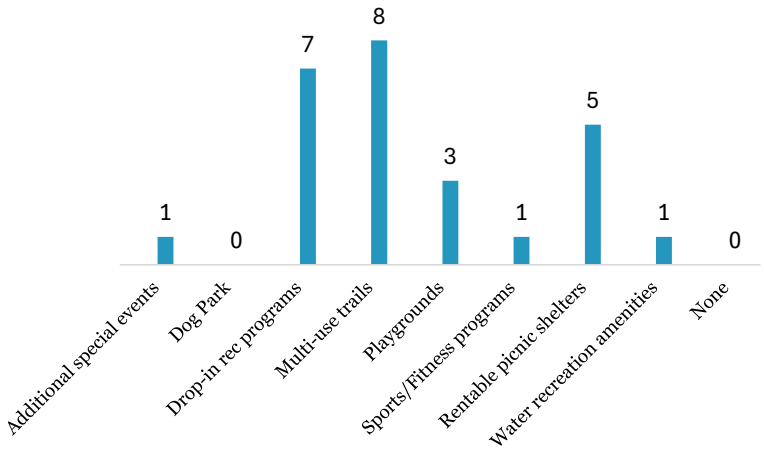
Grass Lawn Neighborhood Responses:



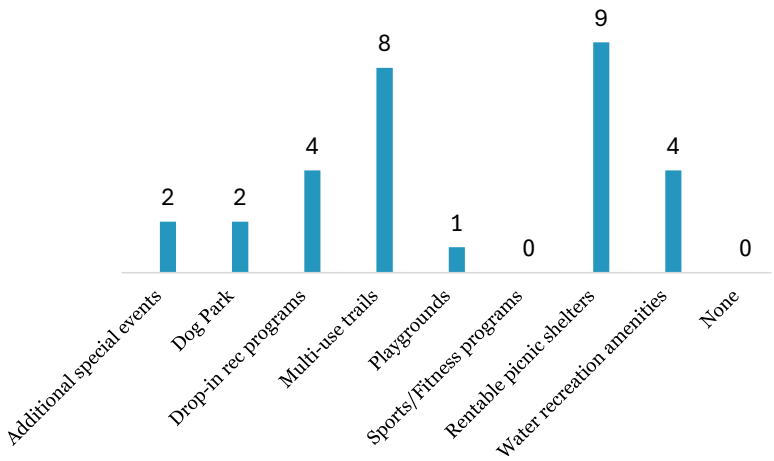
Idylwood Neighborhood Responses:



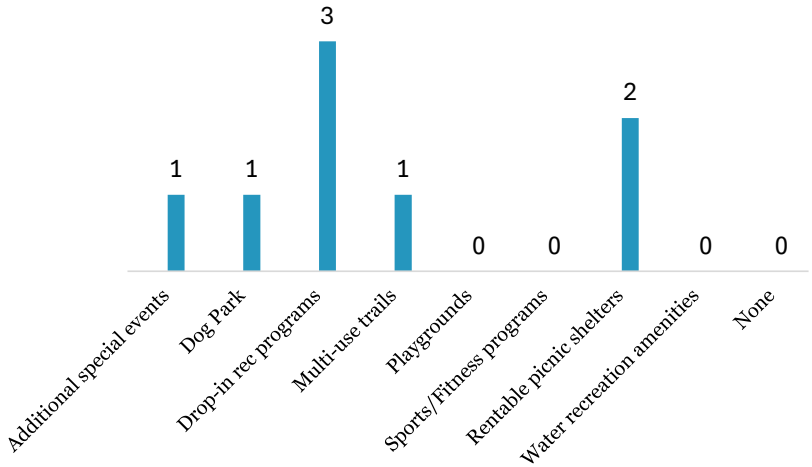
North Redmond Neighborhood Responses:



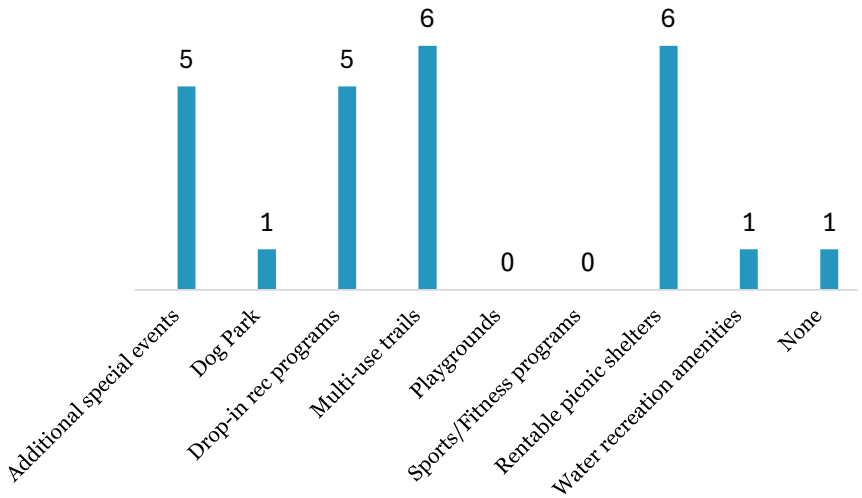
Overlake Neighborhood Responses:



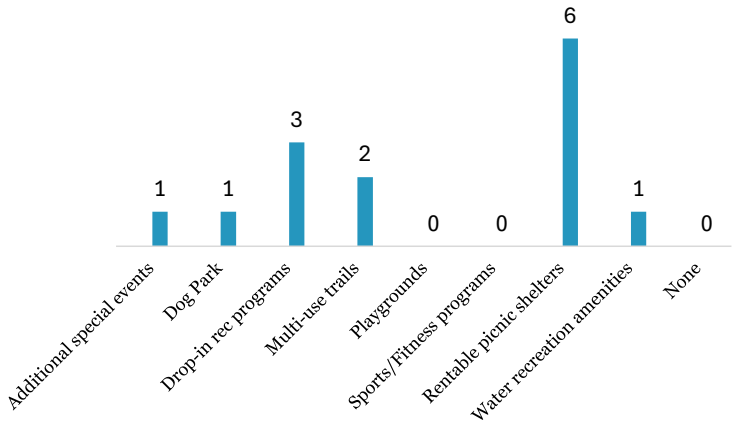
Sammamish Valley Neighborhood Responses:



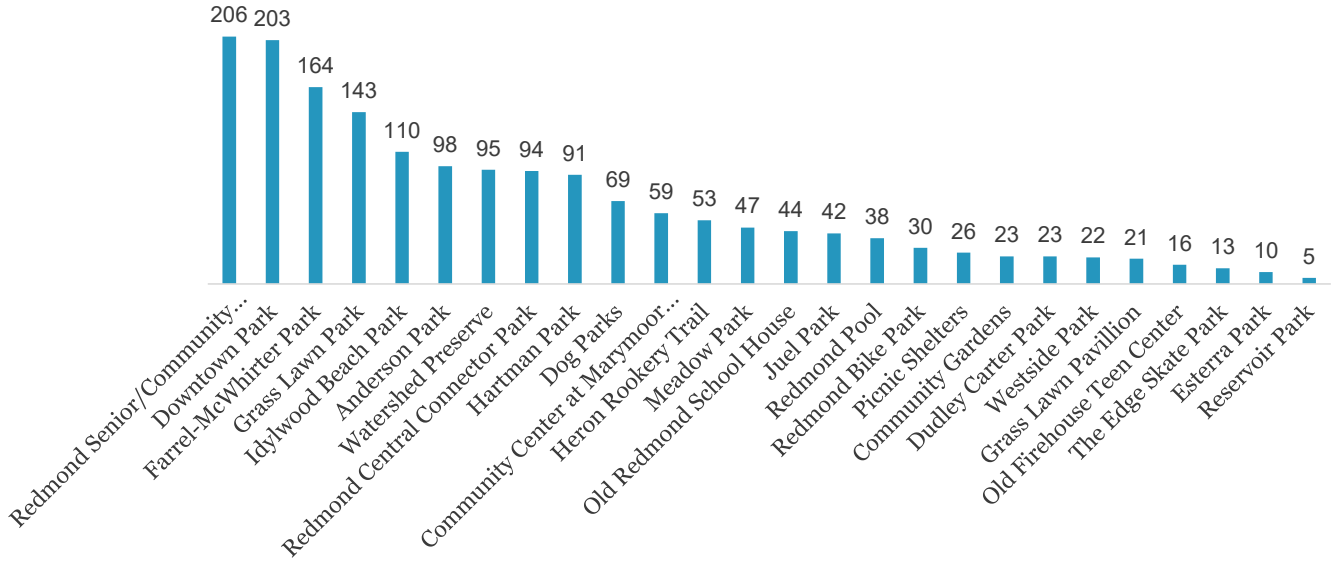
Southeast Redmond Neighborhood Responses:



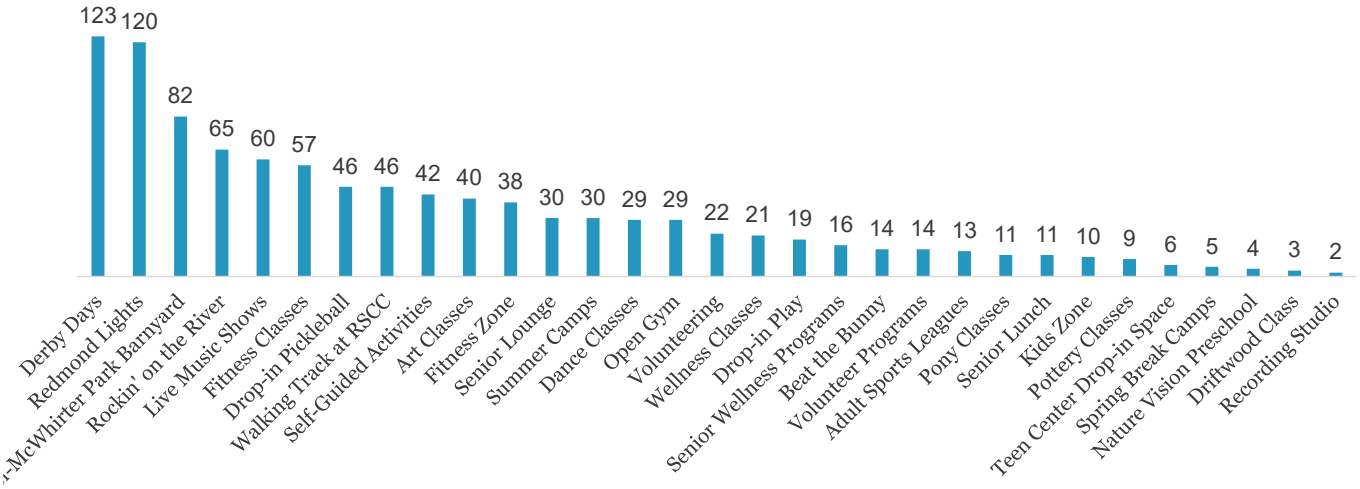
Willows & Rose Hill Neighborhood Responses:



Question 6: Please indicate which Redmond recreation facilities and amenities you use or have used in the past 12 months. (Select all that apply)



Question 7: Please indicate which Redmond recreation programs you have participated in in the last 12 months. (Select all that apply)



Question 8: Please leave any other comments you have regarding Redmond Parks & Recreation below.

We would love to see more beach volleyball courts or improved conditions at Perrigo Park beach volleyball courts
I have attended senior pickleball drop ins at Redmond Old Schoolhouse in the past few years, and loved the system, made lots of friends, and loved going there when we can buy 10 visit pass, so we don't have to pay for whole month fee when we were out of town. Monthly pass is good for people who are retired and can visit more than 2-3 times a week. It's harder for people who have job or kids to get free time that often, and the cost of one visit was increased almost double (from $3/visit to $5-6/visit, and you have to pay at the door every time, which takes 5-10 minutes. I would love to have 10-visit punch card for all those great drop-in programs (pickleball, volleyball, etc.) offered at Redmond Community Centers.
Grass lawn tennis courts need 1 hour policy enforced. Also I would like to find other people on the downtown area to play Tennis, ride a bike with but there isn't a central place to find people or to understand availability. Maybe there is a common place for people to add or look for this information
I love and appreciate how much Redmond has to offer and everyone is doing a great job with programming! I really wish there were more adult fitness, dance, and art classes outside of daytime working hours because I can't go to many thag interest me because I work during the day. It'd also be great if the Redmond Senior & Community Center opened before 8am. There also desperately needs to be a better way to enforce and organize tennis court time at Grass Lawn Park — I've seen grown adult males get into heated arguments over who was waiting first and I often see people holding courts and doing other frustrating things that make you wait a long time for a court. I'd

really like more programs that are social-first and community-building where there's more person-to-person engagement and you get to know others, rather than just attend a class and not have to talk to anyone if you don't want — it's hard to meet people as an adult and having more structured ways would be good (e.g., walking group, "speed dating" style event but for friends, etc.). I'd also like a pickleball or tennis adult sports league.
We don't have any public indoor heated water options in Redmond! I would love a pool that offered family swim that my child wouldn't freeze in like Redmond Pool. I'm so envious of Lynnwood's indoor rec center with their indoor water play area for all ages. The splash pads at the Downtown Park and Redmond Town Center are great, but they're not the same as swimming. I'd also love more support for parents of young children to connect. If the city organized this, there would be no loss of continuity when parents and kids age out of the need for it. Activities for young children -- especially music classes -- offered in non-work hours would be amazing.
Love the parks, I just wish there were more social groups for adults.
Love the arts class offerings, Would be great to have a center focused just on arts.
You cover a great variety of classes. I'm currently doing line dancing and I'm in one of your interest groups. Planning to take an Art class soon. There is something for everybody and I would like to also add how friendly and helpful your customer service is. Thank you!!!
We love all the Parks and Recreation programs that we participate in! The parks make Redmond a great place to live. And the community garden program has made such a difference for our family, especially since we don't live in a place where we can have a garden. Please continue to expand it so other folks in our situation can grow their own food and flowers.
Redmond have great play area for kids across the city, which is great and I love it. However, there are any within downtown. If a play area for kids is provided in Luke McRedmond that would be great. I know that place is used as temporary dog park in summer, but many parents with kids have to hold on to their kids or let the play in the same area. Not to mention that many pet owners do no clean after their dog.
Looking forward to using summer and spring break camps when my daughter is old enough
The watershed preserve is a real gem. It's a shame that someone put up no parking signs at the west entrance (209th). I don't understand why people would not be allowed to park there. Going to the main entrance requires a lot more unnecessary driving for those living west of the park.
The Senior & Community Center should be open on Sunday, and also open earlier in the morning to accommodate people who want to workout before going to work. Also ditch the word "Senior" in its title. Just call it the "Community Center". It's a little embarrassing to tell friends I work out at the "Senior Center".
One of the reasons we love Redmond is because of the parks and playgrounds. We'd love to see more splash pads.
keep the trails maintained! the proliferation of toxic and invasive plants is disgusting! tansy ragwort, thistle and knotweed are taking over and no mitigation is happening. home/property owners used to be cited if they had so much as one of these plants on their property. the city lets these grow rampant!
I am a Redmond (Union Hill) native, but we just moved back after years away, and are familiarizing ourselves as semi-retired over-60 people!
The improv classes (through Eastside at the Senior Center) have been incredible. Would love to see Redmond support that group even more (giving them rehearsal space and eventually a dedicated performing arts center).

Would love to see more pedestrian and bike friendly access getting into parks such as the Marymoor entrance by the community center that doesn't have an accessible sidewalk that goes all the way into the park. More picnic tables at Hartman park in general, and also specifically ones that can be accessed by strollers or wheelchairs.
I honestly didn't know about a lot of the recreation programs in question 7. I'm excited to look into them! I'm grateful for the community gardens, and I hope the Old Redmond Firehouse Teen Center will stay.
Slow bikerers on the trail! Someone os going to get hurt!!
The teens MUST have the Old Firehouse repaired and returned to the teens. Do NOT send them to sterile Marymoor.
I really appreciated when the Senior Center was open for people to take showers and have power during the power outages in about Nov 2024.
Idylwood is very well used and needs upgrades to the bathrooms/facility. The whole park needs an upgrade and make over. Parking needs improvement. The beach should have life guards again. It is an accident waiting to happen without. It could be a showcase park for the city. It needs serious funding to maintain and improve.
I tried using the remodeled Redmond Pool two years ago. Wave Aquatics does not keep it very clean-very dirty floors and debris in the pool. I was put off by this and haven't used the pool since then. Cleanliness is a long-standing problem with Wave Aquatics, occurring since before the remodel. I was very disappointed to see the new remodel locker rooms looking so grungy, just like the "old days". Idylwood Park is beautiful but desperately needs a new restroom/shower facility. Could this be put on a high priority list?
I have been so disappointed that there is no more morning Pickleball at the Old Redmond School House. Most of us that play there prefer the mornings and have voiced this but the drop in play remains only in the afternoons and only 3 days a week
If you want to provide equitable services to all taxpayers, please serve people who work and offer programs later in the evening. Expand the hours of the community centers so residents can use the facilities before or after work.
There is NOT enough parking at any of these locations - also not enough Accessibility parking, not to mention all the traffic we deal with now to get anywhere in Redmond!!!
You are doing a very good job creating lots of opportunities to help people celebrate Redmond.
Reopen the Teen Center and keep community art programming in that space.
My grandson has attended soccer and multi sports programs and we have been disappointed with the instruction and program structure.
There's so much interest and socializing through pickleball. It would be so great to have more courts or a dedicated indoor facility for Redmond residents. Thank you for all you do. We have such lovely parks in our community.
Thanks for your great work. Please add more pickleball courts and I have met so many different great people from this activity. So much fun!
Pickleball clinic was too expensive for 1 instructor for so many students.
Unhappy with credit card fees and new charges for pickleball For seniors! Teen center needs to stay or remodeled teens need to be informed asap as to your plan it is terrible how teens are being strung along! Marymoor is not a reasonable alternative! Too sterile!!
More pickleball courts and lights please

I'd love to see more pickleball courts
Keep up the good work.
It would be most helpful if Redmond Parks and Rec would be able to recognize Kaiser sponsored One Pass to help pay for programs and exercise facilities.
Pickleball for seniors is scheduled MWF at both the Redmond Community Center and the Old Redmond Schoolhouse. Could you schedule pickleball on Tuesday and Thursday at one of these facilities so that people who can not play on MWF have an opportunity to play?
It is clear that Redmond is trying to offer a variety of activities for residents of all ages and interests. I appreciate the effort, but I rarely find opportunities for those of us who are mobility-challenged. When I do hear of an appropriate event and try to attend, I often find that there are not enough disabled parking spaces nearby, and I end up going home.
You guys do a great job! Would love some beach volleyball courts though! Also indoor volleyball leagues should be leveled (lower, intermediate, advanced). Thanks!
Love the citywide events but would love if there were smaller events and spaces in our own communities where we could meet and interact with our neighbors.
Please develop more pickleball courts, particularly at Perrigo Park; the need is real.
Please make improvements to Perrigo volleyball courts. They need regular rototilling to ensure safe playing conditions. In some areas the sand is getting shallow, new sand is needed. The community will benefit from installing new poles that allow for easy net height adjustment to meet men's and women's net height regulations to accommodate various types of players.
Our sand volleyball community is distributed around the area (Kirkland, Redmond, Sammamish, Issaquah, Bellevue, etc.) and much of this community is driven to utilize the safe, well maintained courts, primarily in Kirkland, but there is ample opportunity for surrounding areas (Bellevue, Redmond, etc.) to accommodate this demand, we just need more usable well-maintained sand volleyball courts that are safe and provide enough court time for the entire community to enjoy.
I would love to have access to the Redmond Senior and Community Center on Sundays
I wish they still offered the 10 pack for passes for pickleball at ORSH, instead of monthly passes.
My family and I enjoy Redmond and it's parks. Keep up the good work! Thank you.
Most of your services don't feel like they are for me.
Redmond's Parks department has always been one of the best with employees who work hard and keep all areas beautiful. They offer many options for involvement and I particularly appreciate the income adjusted registration to participate in classes or lunch.
Redmond needs more picklebal courts
You do a fantastic job on the upkeep of Hartman park. Very impressive. Please trim those weeds that grow in the curb down 104th
For the Redmond Senior and Community Center: it would be great if it could open earlier but also close later (such as 10pm or even as late as midnight). There is a lot of great equipment but if possible it would be great to have more stair steppers instead of all the treadmills. Also other ideas for machines could include: assisted pull up and dip machine, leg raise machine, seated crunch machine.
I LOVE the Bellydance classes at the Senior center! BRING BACK the FIREHOUSE teen center!!! My teens miss it terribly.
I love the art classes at the new senior center. The space is very welcoming and good for classes. I'd love to see even more offerings.

I currently work full time but look forward to being able to participate in activities during the day when I retire. Would be great to have some classes on the weekend, to have the new community center open at least by 7;00 am on weekdays for the exercise space (and be open on Sundays.)
More walk ability. Connect trails together so we can walk or bike to events
More classes and camps for preschool age children, more adult classes during evenings and weekend.
I would love to see possibly an indoor park playground facility. There are so many rainy Saturdays and Sundays where I want to get my toddler moving, but he hates the rainy playground equipment. Are there any plans for covered or indoor play spaces? That's what I would love to see.
Please keep the skate park lights on until 10pm year round.
It's a bit disappointing that the indoor walking track is not open to the public without paying a daily fee. On days with bad weather, it would be nice to have the option to use it as an alternative to walking outdoors. We're not using any facilities but just a safe space for walking/jogging.
Outdoor yoga, events specifically for people new to the area looking to make friends
Please do not do any further development at Idylwood Park the demand during the summer months is ruining what once was a beautiful space! It is over run and over used ….i know the city considers it the jewel in the crown of Redmond Parks but the majority of users are not from Redmond and access a service my tax dollars pay for …I think the park is adequately outfitted at this point and does not require further amenities! Thank you for considering views!
More pickleball courts. There are two here, two there, and a few at Perrigo, but on nice days they are packed and you have to drive around to see if any are open. It takes time and waste of driving/fuel to drive around, and the outcome is usually disappointing anyhow. Dont just resurface courts. Make more!! Theres room at Perrigo, Nike, and others. And it isnt very expensive. The thriving pickleball community would likely even help with the cost/fundraising if you'd be up for it. Thanks
I've said enough in former box. I will move back to the west side once my lease is up next year. This is a drive thru town with zero culture.
Looking for more playground and indoor play options.
I would like to see the pricing structure of the ORSH drop-in pickleball returned to its Spring 2025 levels. It's easier to pay by credit card or cash. I used to pay $3.60 for 10 drop-in sessions and now it's nearly doubled to $7 per drop-in. It's a huge deterrent.
(1) The community garage sale event was a good idea. It was at the senior center in August and sponsored by the City of Redmond sustainability. However, it was weird that they chose one ethnic group to run it, so almost everyone there was the same ethnic group. Very few customers showed up and they had to close early. There weren't even any posters placed in the senior center for people to know about it. Also, Sunday afternoon is family time, not garage sale time. A Monday night or a Thursday night would have been better. Also, that room isn't really a big enough space for everyone from all ethnic groups who would want to sell. They might need the whole building. Also they didn't have clothing / coat racks available. I hope tey do it again soon, because people who live in apartments aren't permitted to have a garage sale in apartment complexes. (2) I hope that people will listen to the suggestions that I wrote and that it won't be another case, as in the past, of the senior center being set in its ways and resisting news ideas or change. Specifically, as I wrote above, there needs to be a salad bar that is only fresh fruits and vegetables - bno cooking, no recipes, no traditional white bread, white rolls, bread with added sugar, no deserts, etc. Give people

the opportunity to choose to eat healthy, because right now the only place to make that choice is Whole Foods at $12 per pound. Even pot luck fresh produce only would be cheaper for everyone. (3) In the post I submitted suggestions for classes/ acitivities that I could lead, and no one even gave me the courtesty of replying. So the senior center needs to open up and not be set in its ways and stop dictating and start appreciate people who have ideas and suggestions. (4) Re the teen center - the recording studio would be good for adults too, not just teens. It's good to have cooperative activities at the teen center, because too many high school activities involve competition rather than friendship and communication. Also I am a senior citizen, but support the teen center efforts for the young people. (5) Most of the equipment at the gym in the senior center is for young and middle aged wrking people - it's too heavy and difficult for senior citizens. I suggested some equipment. Perhaps talk to Physical Therapy and Physical Medicine at Swedish in Issaquah on Blakely St to learn about what they have. They have balance pads that are less difficult than the ones in the gym - I gave the gym the brand and product information. They have physical therapy tables and bars where people can do bar exercise - the bar needs to be a couple of feet from the wall so people can swing their legs or lift their knees. Swedish has a bar along the walls. They have a nu-step machine. Physical Medicine and Physical Therapy at Swedsh in Issaquah knows what senior citizens need - and lighter weights for pull down exercise. (6) The current format for swimming is unacceptable. Having to sign up as if it's a class, tfor several sessions, the same time every week, doesn't work for senior citizens. People have doctors' appointments and don't have a dependable schedule like that. Also the water is too cold. Senior citizens need the equivalent of the warm springs pool at Bellevue Aquatic Center - for pool walking and gentle *individual* water exercise - not classes with loud music. Finally there has been some effort in Bellevue to not have toddlers and senior citizens in the pool at the same time. (7) Fewer events with bands and loud noise and more emphasis on nature and quiet - more like Bellevue Botannical Garden or the gardens in Victoria, Canada, and without bands and music. Please less loud music and bands. More quiet for people to meet and talk to each other. Restaurants are playing loud music so that people don't take too much time at their tables. Now there aren't enough places for people to sit down and talk.
I greatly appreciate the services offered here and I am proud of how much the city has grown in the past decade.
Old Redmond Schoolhouse pickleball is now both inconvenient to sign up and expensive for seniors. Charge out of town folks more. Redmond residents pay high taxes to cover this
Accept more Medicare advantage care plans other than silver sneakers. Drop in pickleball at old schoolhouse be included in monthly fee for senior center not much higher.
The changes recently implemented at the ORSH pickleball facility have made it very (un) user friendly. Drop in. Pay at the site. And, carry over of unused (paid) fees are all needed to make it user friendly.
Pickleball at ORSH drop in provides invaluable space for 50+ group. We need it to be available and affordable.
My favorite is pickleball. My son uses the Redmond skate park. More organized events with adult leadership at the skate park would be a great opportunity for the boys who use that park. Many of them would benefit from an interested adult in their lives.
Redmond senior/ community center has a kids zone but minimum age is 3. No kids are hardly in there. It would be duch a help if i can bring in my 2 year old for an hour a day so i can work out in open gym or join a class. (he's not allowed to be with me in the gym) If he needs a diaper change,

the kids zone can call me and im right there to change it. Otherwise if i can get him potty trained can i bring him at 2 years old? Please consider making kids zone more flexible so i can participate in more amenities.
For extended hours for the community center, instead of earlier hours, it would nice to have it be open or partially open on Sundays.
The New community and senior center is so beautiful and so under used because it is expensive and has limited hours and programing.
The current programs and membership structure at the recreation center aren't accessible for many residents. Most classes are during regular business hours, which excludes working professionals. Hours of operation also need to expand earlier in the morning and later in the evening. Additionally, membership costs are much higher than private gyms, even though the city facility offers fewer convenient times. As a taxpayer, I expect city programs to prioritize accessibility and affordability over profit. These services should serve the whole community, not just retirees, and should encourage more residents to be involved and supported by their city.
Thank you for all you do for us.
Would love more adults classes during the school day. I know that's rough with many adults at work at that time, but once school is out, I'm on child duty and can't attend anything. :(
I love that Redmond offers these programs and would like to see more!
Parks, classes, and events are a very important part of living in Redmond and I appreciate the variety and effort that makes them so special.
I'D LIKE TO SEE MORE SENIOR INTEREST GROUP PROGRAMS IN SOCIAL CONNECTION, SOLO AGING CONCERNT. TRIED TO JOIN SOME INTEREST GROUPS, EITHER THEY ARE CANCELED OR DO NOT PROVIDE STIMULATING CONVERSATION AND SOCIAL CONNECTION. EVEN THE MEET AND GREET MAKES NEWCOMERS FEEL LIKE THERE'S A CLIQUE ALREADY - TOO LOOSELY FORMED AND DIFFICULT FOR INTROVERTS TO TAKE LEADS. KUDOS FOR FALL SENIOR FIELD TRIPS.
We need a playground in Downtown Redmond. Idylwood Beach needs a wash station.
The activities is more frequently just over 40 but for my over 30 I can't enjoy because is less activities in this age. We need more activities in all kind of soccer. Futsal in the pavilion redmon if is possible. Is coming the World Cup soccer in USA.
Trying to register for activities at Farrel McWhirter, using Amelia, is extremely difficult. Just trying to find the activities is the most difficult and time consuming. It would be so much easier to be able to type in Ponies and all the Pony activities would appear, or type in the word September and all activites for September show up on a calendar that one can just click on the activity they want and register. The staff and activities provided by Parks and Rec (and maintence of the areas) have all been exceptional.
We absolutely love our parks and recreation programs in Redmond. I've been a gardener in the program at Juel Park for over twelve years and think it's an amazing resource for those of us unable to have gardens at home. I'm so glad that the program has expanded to other areas of the city. We also love the farm at Farrel-McWhirter and the trails at all the parks. The parks and programs make living in Redmond even better.
Love, love, love FM - please keep funding it!!!

Redmond has a dog park. The biggest and best dog park: Marymoor. We don't need another dog park. When you do these pop-up dog parks, you prevent use of the park by all other users and that is not fair to all of the other taxpayers.
I didn't know all of these things were available. More community outreach!
Improve parking, condition of restrooms, safety. More facilities in parks in education hill - improved play structure, lighting, make picnic shelter, splash pad in summer, field to play soccer, movie night.
Would love to see more fitness classes that start after 5pm.
Adults would appreciate animal care classes at Farrell McWhirter too. Ditch the on-site senior lunch, they treat us like toddlers. Go back to the bag lunches from last year. No thanks on the broccoli purée.
I would like to see an updated playground in Hartman park, especially with accessibility features (wheelchair-friendly). I went to Canada recently and one of their parks had “communication boards” with icons for a variety of emotions and activities. I thought that was a great way to offer support for non-verbal park-goers and also normalize/educate the public. The park was called Riverside Park in Kamloops, BC.
Provide virtual realty or Augmented reality for sports (something like dribble up,) so that kids/ Individuals with disabilities can participate in atleast the drills. X-box dance or other software helps these individuals learn.
Would love to have a splash pad and an inclusive playground (similar to the one by silver lake, or ballinger park, etc)
Please make the focus on SENIORS at the senior and community center. It seems they are an afterthought. The pop up dog parks are a waste considering Marymoor Park is right there. The only one that might make sense would be downtown by all the apartments if the city is set on one.
The outdoor concerts at Marymoor are so loud, we, at the very top of Education Hill, can hear everything as if we are attending in person. Besides this being damaging to the hearing of the attendees, it is disruptive to our peaceful neighborhood. I’ve complained about this before to no avail. Please put a decibel limit on park concerts. Activities with music at the downtown park have the same issue so we do not attend. A permanent dog park, preferably at Hartman Park, would be lovely but it needs to be more visible so more folks know about it. Lastly, the Redmond park maintenance crews do a fabulous job of keeping the parks clean and the trails trimmed. Please pass this on. We really appreciate what they do.
More pickleball please 😎
Even though we didn't use it in the past 12 months I am glad to have Anderson Park's amenities nearby. With most houses in the city too small or poorly configured to host celebrations like birthday parties the cabins are a wonderful resource to have available, especially during the winter months.
Better hours for beach snack bars. Bathroom facility year round at Anderson Park and Idylwood beach.
Hire more staff
- Would love for there to be at least one playground area that is fenced so that parents can relax a bit more about their kids not running off. Also then more likely to keep dogs out of the play area. We live near Nike park and people effectively use it as an off leash dog park. - Would love for there to be an easier way and better guidelines for hosting neighborhood events. The permitting materials available seem geared more for formal events or business hosting events, not neighborhood gatherings.

- Just more low key events all over to encourage people to get out and socialize. Big events like Derby Days are wonderful (we were out of town this year), but they don't really encourage meeting people. - Also maybe a process for people to more easily schedule and host events that are open to the public! For example, I would be happy to host an occasional weekend meetup/play event for families of young children.
Hartman Park is a terrible place for a dog park. Meadows would be much better and not conflict with games atXC at the HS. The pool schedule is atrocious and preference is given to waves who takes all the prime times. They should never manage the pool as they have a conflict of interest either swimming team. I used the pool all the time until the remodel. Now can't get in. Complaining falls in deaf ears . It would be fun to have a festival at Hartman Park. More offerings for teens!
The upgrades to the cycling/multiuse paths from the Downtown Light Rail station over to Marymoor Village and Marymoor Park by the Velodrome are amazing - thank you!
Redmond charges a higher rate for table tennis than nearby Bellevue. I wonder why that is the case?
I'm on SS can't afford them.
I was surprised that it took so long to repair and reopen Anderson Park playground after last fall's "bomb cyclone." I know that there was significant damage at the playground, and at other places in town, but some parents really depend on the playgrounds to give their little ones safe outside time.
love love love the offerings at RSCC!
I would love to see the Saturday Adaptive Rec activities re started. Participants went to the zoo, Leavenworth, movies, etc. with experienced staff in a comfortable bus. It was fun for participants and offered respite for caregivers. I would also like to see some adaptive sports activities added that are less competitive - swimming, horseback riding, cycling, dance, easy hiking, kayaking, zumba, etc.
I think we need to rethink the reasons why we have these programs. We need long term nurturing of kids, that short term/week long programs at low costs.
Create additional connector trails and single track mt bike trails. 1. connect care home on willows rd and 85th to central connector. There is already an improvised trail, but it would be very cheap and easy to create a paved trail directly. 2. Create a new single track mt bike trail through the north side of westside park from the play area to marymoor going back and forth across the gully. 3. Create a proper uphill mt bike trail for entering the watershed from NE 112th st. Use switchbacks. 4. Get access to the powerline right of way to create a trail from Ferril Mcwhirter to the watershed. 5. Create pedestrian/wheelchair trail through the Marymoor heights condo complex from 156th PL NE to the 520 trail. This would improve walkability from grasslawn, the condo complex and appt complexes.
Kudos to the staff of Redmond Parks & Rec! These hard working individuals always show pride in their work and the parks are always appearing impressive. Thank you!!!
North Redmond neighborhood pedestrian or bike access to parks and trails is limited and poorly-connected. I would like to see an emphasis on closing those gaps with safe routes. For example access to the Sammamish River Trail requires traveling on dangerous high-speed roads without sidewalks or bike lanes, or for users to be comfortable with a steep and unstable dirt path on the Powerline Trail. The same is true to a large extent for efficient access to Downtown, Perrigo Park,

and Farrel-McWhirter Park. These types of barriers prevent kids and adults from comfortably taking advantage of the great opportunities offered in Redmond.
Pricing seems high from senior activities/classes to toddler/preschool athletics.
Senior and community center should be open Sunday. It is hard to take advantage of the weekend when it is only open Saturdays. I would like to see more classes for kids as well, also more adaptive classes for younger kids.
The fitness classes you offer are not geared for people who work. I would like to take classes, but your offerings are limited and anyone who lives in Redmond and works elsewhere can't take them because they are all offered during the day or when people are commuting home from work.
The fitness center prices are very high for the hours that they are open. It is cost prohibitive for many and I feel like a community center should not create those barriers.
Pickleball is exploding all across the county: this is great social sport bringing all different types of people together, and Perrigo has the potential to be a great event center looking into the future. It could develop into much more that what it is today, like covered courts that could be used in the winter. For example, look at how they covered courts at "Fruit Cove" in St. John's county Florida, SE of Jacksonville. Pictona, just north of Daytona Beach is thriving and that was some sort of partnership between the city and I think private investment: not sure but you do pay to play there, and they have a community garden, and a restuarant, and senior programs.
At the civic center playfield in Edmonds, they have a softer walking track/loop that is very nice to walk on. Thank you for all your hard work, Redmond Parks and Recreation! We really appreciate what is provided already!
I think it's a terrible idea to put pickleball in the Reservoir Park update. The court is practically touching the 95th St apartments, and it backs to the ravine which is one of the only natural spaces left on Ed Hill. This seems like an odd choice for a city that switched to a summer drone show to minimize noise impacts on wildlife.
When community members send emails or feedback, there should be a response. Have sent emails directly to management level staff with no acknowledgement or response. If community take the time to send, a professional courtesy would be to respond.
Our family loves the Senior Community Center. We would love for more weight machines and a membership/pass that could include fitness classes. Pottery for kids during the school year would be great. We would love the Redmond Pool and City to collaborate on financial aid applications. The pool is very limited in the amount of applications that can be processed.
Need restrooms in more of the parks.
This is such an important and great part of living in Redmond! Classes and events bring strangers together to form connections, decrease isolation, and make life more interesting. Classes help me learn new things, stay fit, and join the larger community. I'm grateful that there are so many options to explore.
The Redmond community centers offer such a cool selection of classes! Everything from belly dance to watercolor painting. But they are not very well advertised and it took me many years of living in Redmond to realize what was available.
I really hope the comments and suggestions are seriously considered or listened to so that actual changes happen.
I have not heard about any classes for seniors at the new senior center. I emailed and asked if there might be a tour or something that people interested in could come and find out before spending money but no one ever replied to me. Maybe you could increase your public relations a bit.

Redmond needs a central location for the new teen center. Replacing the old firehouse teen center with a difficult to access location in Marymoor is not acceptable.
RS&CC has a lot of pickleball and basketball open gyms, it would be nice if they could have more volleyball drop in, maybe on Saturday morning? There are so many pickleball open gyms on the eastside, we need more volleyball!
I have enjoyed the RPR so much since it opened. Thank you. I live in Bellevue and RPR has a ton more opportunities than Bellevue PR
We could really use more pickleball courts. I'd love the gun club shut down! It's so noisy and constantly going! Thank you
Seniors have lost feelings of community, fix this. We used to have the best most popular Senior community on the Eastside. Make connector trail CONNECT to places alongside it, and in places add cafes and rest stop downtown
My whole family LOVED gay bingo this summer, it would be great to see more programming like that
Dudley Carter and McRedmond parks could be re-developed to have protected spaces for kids to play and explore. Sam River trail needs lights and clear markings to separate cyclists from pedestrians as many cycle very aggressively. More athletic programs/opportunities for kids, e.g. cross country, yoga, stretching classes, to cater different age groups all year long. Or family inclusive fitness classes.
I am a senior and most of the classes are too expensive for me to attend. I also don't live in the city of Redmond, I am in unincorporated KC/Redmond so I don't get the lower fee for classes but pay high property taxes that everyone in Redmond enjoys.
As we build more condos and apartments downtown we need to keep and increase our open green spaces so that people can enjoy the outdoors. Also we need to continue to build out our 'rails to trails' areas so that families and individuals can both enjoy walking/biking and commuting. We needs slow zones to ensure public safety. Of note, see Totem Lake. They added space so that there are gathering spots by the buildings (more than just a sidewalk). Lots of outside seating/fountains etc. The roads are narrow to slow traffic but the sidewalks are huge to allow for community building. I would like to participate in more classes at the community center but the times/days do not coincide with my part time work schedule.
We appreciate the Senior Center/Recreation Center. Thanks.
Classes at Redmond Community Center are not a good value. Too expensive for a once a week or twice a week class. Fitness orientations should be free or much lower cost. Very disappointed that after years of Jazzercise classes in Redmond facilities that now they are excluded. Jazzercise is a much better value than classes offered at Community Center (more class options/times 7 days a week for the same price as 2 a week classes at CC.
The parks & rec maintenance staff are great at maintaining park grounds, as well as super responsive to maintenance requests made on the Redmond app. Very appreciated
It is hard to know what programs/events exist unless you go looking for it and know what to Google. I didn't know about all the cool things Redmond did until I signed up for the newsletter I heard about through a friend that works at the City.
You have very good classes but they are a bit pricey
It's next to impossible to get spots for swimming at the Pool on Education Hill. There is always either swim classes or swim teams having their sessions. But individuals don't get a chance to go for lap

swimming, because it's always busy. The times and days at Redmond Senior & Community Center should be greatly expanded. There should be more classes and more sports leagues. Redmond could also organize running groups for children, teens, adults, and seniors as well as walking and hiking groups. We have so many wonderful trails that could be utilized.
I am under age 50 and have reduced mobility due to a health issue I've had my entire life. However, many fitness classes with descriptions that would suit me are restricted to age 50 and up. Why have age restrictions when it seems the classes are more about slower speed or reduced impact?
Would love to see Hartman updated for youth sports and families more.
Seniors aged 65 and older should be granted free access to the Redmond Senior Community Center gym as well as to drop-in badminton and ping pong activities.
Could we add one more day for the Table Tennis event from twice a week to three times a week?
I go to Woodinville or Redmond Ridge to play drop in pickleball not Redmond community center. Because of the surface and all the lines.
Very much enjoy the beautiful Redmond trails.
Appreciate the Parks, trails and Recreation options. Would like to see more planned events at various parks around Redmond not just downtown. In neighborhoods, consider adding food options at some of local parks to build options for walking within neighborhoods.

Social Pinpoint Interactive Map Findings

Contributions by Category: Ideas/Suggestions

Add a playground, picnic tables, trash receptacles, or other permanent rec amenities like permanent giant chess, cornhole
It would be great to have a playground here
Almost 2 decades ago, Lake Washington Youth Soccer Association took over 60 Acres Park, leaving other users access the large open space only outside of soccer season. It would be great if this were a large open space open to all, not just soccer
Hands on fun education about Northwest Native family life and activities. My late husband and I collected native wooden and clothing items and furs for non-native people to touch and learn how natives lived here. We could donate them if interested.
Anderson park has at least 2 log cabins - how many hours a week are they rented out? Should they be used to hold some classes, activities, fitness at those locations?
the shelter/community room should be used for some recreation activities
City hall could be utilized for some of the fitness classes - we should use all the space we have available and the entrance way at the city hall is quite appropriate. Maybe also some meeting/conference rooms
Community & Senior Center should be open on Sundays and holidays and should open much earlier in the mornings and stay open till at least 10 pm
I wish we had an outdoor playground on this campus. Kirkland is a good example to follow here, and Woodinville has a great park along the trail.
I would LOVE to see this paved, like the Sammamish Trail. Also good lighting for safety.
add bark or wood chips to trail to cover small rocks and roots to make the trail safer and more comfortable to walk on. Like Farrel McWhirter
Many people have dogs off leash here because it is a lovely open green area to play fetch or let your dog run. I'm supportive of making a fenced in area just for doggies here to go wild. And then leave some green space outside the fence for families.
Make an effort to limit the geese congregating in this area which causes frequent beach closures
Please replace the existing beach volleyball court poles with a modern design (Monson slide - https://www.volleyballusa.com/monson-slider-system/?srsltid=AfmBOorXZUj_apAhCE8ZGET5kiwlxlqhFvz4b9EP1rwS3DKwDq_kOXU6) for easy net height adjustment
A new restroom/shower facility is desperately needed at this very popular park. Could this be a priority?
It would be great to have a playground here
I'm so happy that the City acquired this property, it's a really pretty area and has so much potential as a gathering spot for recreation. Perfect spot for a calesthenics court, which has strong public support.
Kids play area
Build an indoor gym with multiple volleyball courts
Build a black box theater that can be used for lots of types of performing arts
Public games room with table top games to drop by and play
Dedicated art room space

Please for a minimal investment convert one of the remaining 2 tennis courts to permanent pickleball courts, and paint over the old tennis courts lines on both. During the nice weather the existing courts are packed!!
It would be great to see some adult outdoor fitness equipment here!
Please convert more tennis courts to pickleball courts! Pickleball is getting very pooular and the courts fill up with long waits. More pickleball courts means more recreation and exercise for people who want and need it. Thanks!
In the park next to the senior and community center, I would love for the community center to host an outdoor yoga class in the summer. There is a teacher who does outdoor yoga in Bellevue downtown park and I think she is looking for a place in redmond

Contributions by Category: Something I LIke

Martial arts classes
A place where people can meet and give each other exercise and workout support
A maker space where people can meet and teach and learn about CAD design, 3D printing, arduino board programming, and making simple robots
A place where people can meet and play role playing games.
Attending the Old Fire House was a life altering experience that allowed me to grow as a musician, member of my community, and as a human. Attending felt like hanging out at a trusted friends house.
Beautiful traditional park. Would love more native plants or a community garden?
Love the Christmas light display that has been done the last few years.
Kids love the new playground equipment. They miss the sand pits - but parents do not! :)
Good bathrooms! Always open when we need them

Contributions by Category: Make a Comment

The lobby used to have a lot more kids activities for people just dropping by. It would be great to have a place for kids to play.
Parking is challenging here to increase any activities
I agree with the other person's opinion. This place is not ideal for dog park.
This is a great location for a trail, but there's no trail here currently.
This trail hasn't been maintained for years and is basically unusable. Connector trails like this one greatliy improve walkability in neighbhorhoods like this one with lots of cul de sacs.
I love that the map shows a trail here, but I'm 99.9% sure there's not actually a trail here. There's an unofficial cutthrough at the end of NE 91st St, but I'd love to see an official local trail here.

This is not a place for a dog park. It is too small. The dog park prevents others from using the park. Look to Marymoor when selecting another dog park. Having a dedicated dog area while allowing others to use the park at the same time is the way to go.
This beach volleyball court is not maintained and is dangerous to play on. Please update the sand and equipment so that this can be a usable sand volleyball court.
Redmond pool should be made more available for lap/free swimming

Vision Board Findings

The following table shows all eight (8) of the vision board's individual contributions.

Great work!
PLEASE create more pickleball courts!! We need a centralized place with plenty of courts. Perrigo is a nice start but not enough. Thank you!
A dedicated performing arts center!
Community Center in Overlake area. More and better bathrooms. Additional parking at Idylwood. Better maintenance in parks
All ages activities. Things the whole family can enjoy together.
A running event (like Beat the Bunny) themed after the annual Fall Salmon run or Crow roosting-for public awareness of the local environment
Make city pedestrian friendly. It's not a place drawing people in to explore. Connect trails, widen sidewalks, and add colorful flowers & trees
My vision is to engage residents of different cultural backgrounds to show their own recreational activities and show others what they mean.

Appendix G: Detailed Statistically Valid Survey Findings

ETC Institute administered a Parks and Recreation needs assessment survey for the Parks and Recreation Department from September through October 2025. This survey was used to gather input to help determine recreation priorities for the community as part of the City's efforts in creating its *Recreation Program Plan*. In this process, it is important for the City to identify future priorities of recreation and parks amenities, as well as facilities that support the programs and activities provided by the Department. Information gathered from the assessment will provide data that will help determine priorities which leaders can use to make decisions that will meet community and resident needs.

Methodology

The four-page survey, cover letter, and postage-paid return envelope were mailed to a random sample of households in the City of Redmond. The cover letter explained the purpose of the survey and encouraged community members to either return their survey by mail or complete the survey online. After households received the mailed surveys, ETC Institute followed up to encourage participation.

A total of 403 households completed the survey. The results for the sample of 403 households have a 95% level of confidence with a precision rate of at least +/- 4.9%.

The full survey report from ETC Institute is provided as a supplement report to this strategic plan, and it contains the following:

- An executive summary of the methodology for administering the survey and major findings
- Charts showing the overall results of the survey (Section 1)
- Priority Investment Rating (PIR) that identifies priorities for programs/activities (Section 2)
- Benchmarking analysis comparing City of Redmond's results to national results (Section 3)
- Tabular data showing the overall results for all questions on the survey (Section 4)
- A copy of the survey instrument (Section 5)

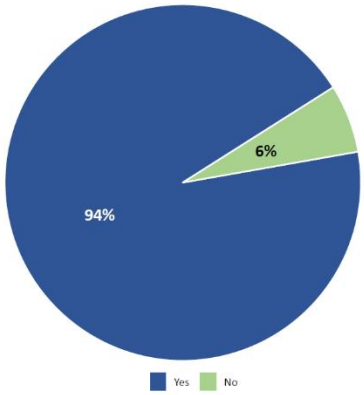
The major findings of the survey are summarized below and on the following pages.

Usage of City Parks or Recreation Facilities

Nearly all (94%) of the community members surveyed indicated their household had visited parks, recreation facilities, and/or athletic facilities offered by the City of Redmond in the last year. Of the 94% of respondents who visited, 90% *who had an opinion* rated the overall quality of the City parks and facilities they had visited as "excellent" or "good;" 8% gave a rating of "fair," and only 1% rated the overall quality of parks and facilities as "poor."

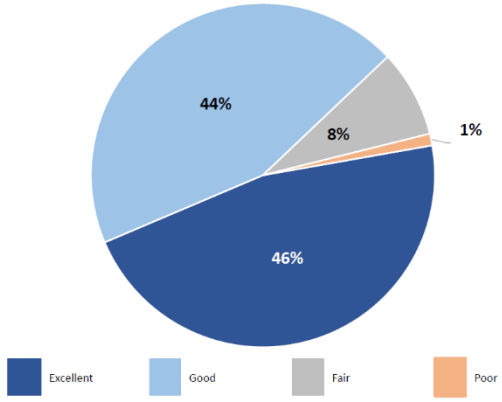
Q2. Have you or any members of your household visited any parks, recreation facilities, and/or athletic facilities offered by the Redmond Parks and Recreation Department in the last year?

by percentage of respondents



Q2a. Overall Quality of Parks, Recreation Facilities, and/or Athletic Facilities Offered by the Redmond Parks and Recreation Department

by percentage of respondents who visited parks and/or facilities during the past year (excluding "not provided")

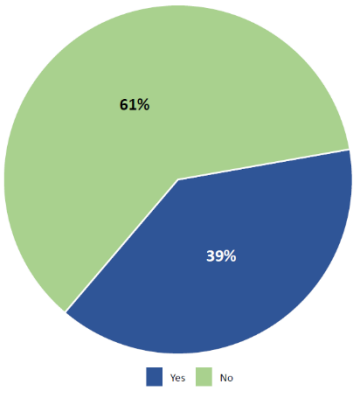


Participation in City Recreation Programs and/or Events

Thirty-nine percent (39%) of the community members surveyed indicated their household participated in programs or events offered by the City of Redmond Parks and Recreation Department during the past year. Of the 39% of respondents who participated in programs or events, 90% *who had an opinion* rated the overall quality of the programs/events in which they had participated as "excellent" or "good," and 10% gave a rating of "fair."

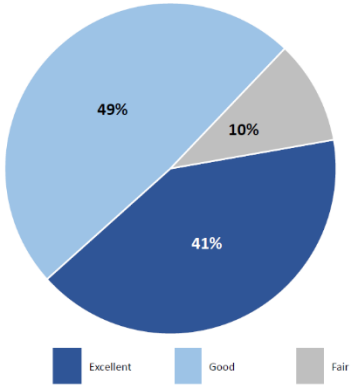
Q3. Have you or any members of your household participated in programs or events offered by the Redmond Parks and Recreation Department during the past year?

by percentage of respondents



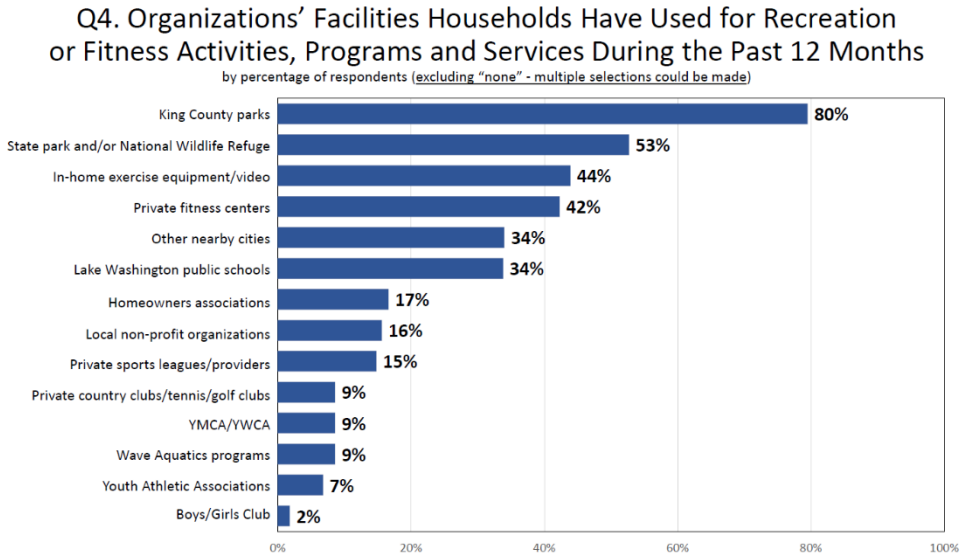
Q3a. Overall Quality of Programs or Events Offered by the Redmond Parks and Recreation Department

by percentage of respondents who participated in programs or events during the past year (excluding "not provided")



Other Organizations Used for Recreational Programming / Services

Eighty percent (80%) of the community members surveyed indicated they have used King County parks for recreation or fitness activities, programs and services during the past 12 months. Other organizations respondents have used include: State park and/or National Wildlife Refuge (53%), in-home exercise equipment/video (44%), private fitness centers (42%), other nearby cities (34%), and Lake Washington public schools (34%). *Multiple selections could be made for this question.*

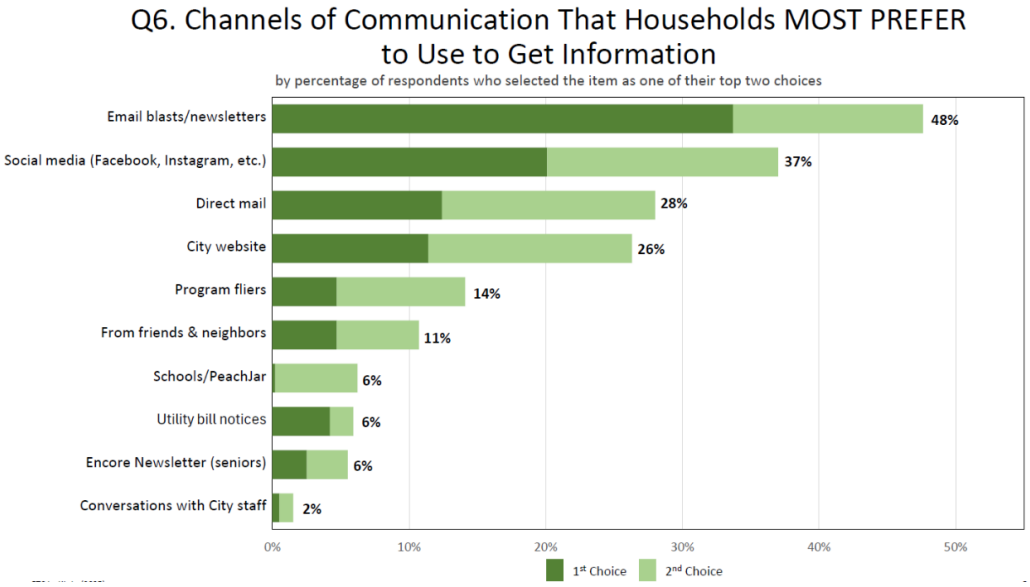


Ways Respondents Learn About Recreation Programs / Events

Forty-four percent (44%) of the community members surveyed indicated that social media is how they learn about recreation facilities, programs, and services offered by the Redmond Parks and Recreation Department. Other ways include: email blasts/newsletters (43%), City website (43%), from friends and neighbors (37%), direct mail (23%), and program fliers (22%). *Multiple selections could be made for this question.*

Identified preferred channels are:

1) E-mail blasts/newsletters
2) Social media.

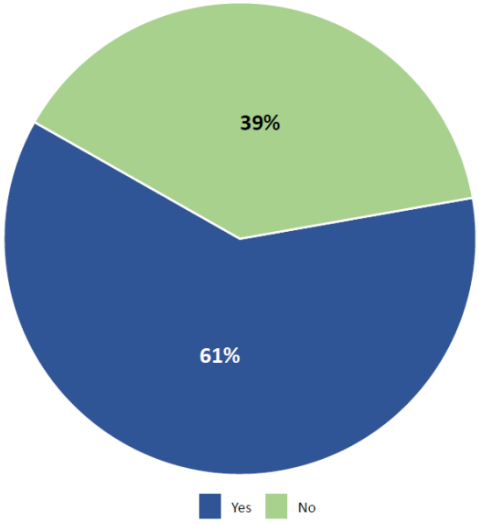


Parks and Recreation Registration Website

Sixty-one percent (61%) of the community members surveyed indicated they have visited the Redmond Parks and Recreation registration website (redmond.gov/register) in the past two years. Of the 61% who have visited the website, 74% indicated it was "very easy" or "easy" to receive confirmation of registration; 69% indicated it was "very easy" or "easy" to complete the payment process, and 68% indicated it was "very easy" or "easy" to add programs to their cart. Twenty-four percent (24%) of respondents indicated it is "difficult" or "very difficult" to find the program they want on the website.

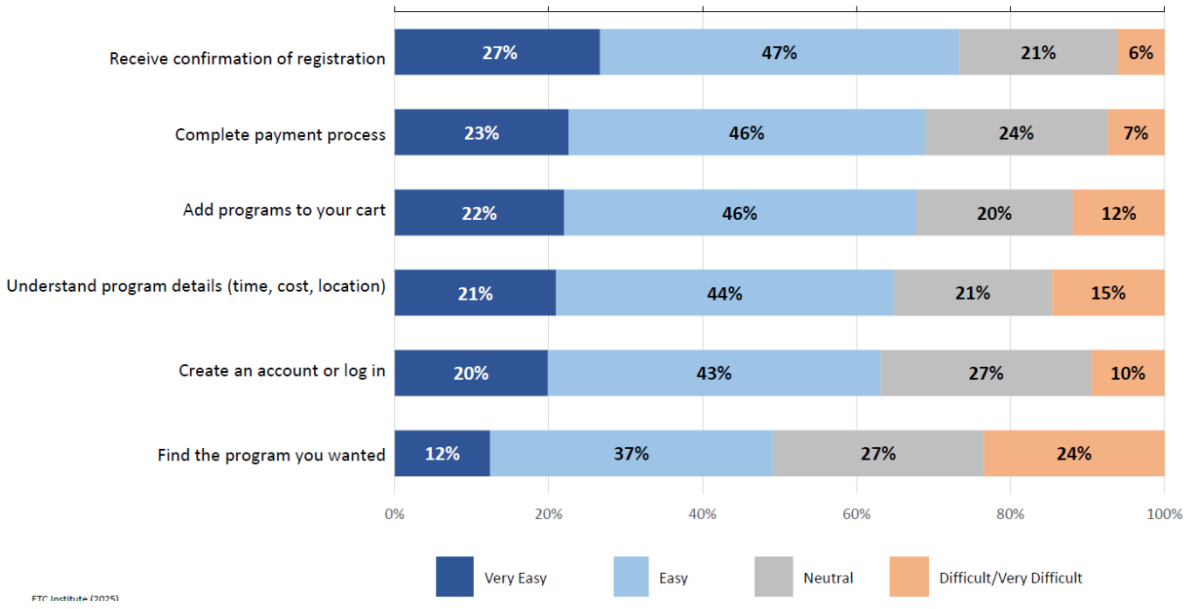
Q11. Have you visited the Redmond Parks and Recreation registration website (redmond.gov/register) in the past two years?

by percentage of respondents



Q11a. How easy or difficult was it to do each of the following?

by percentage of respondents answered "yes" to Question 11 (excluding "not applicable")

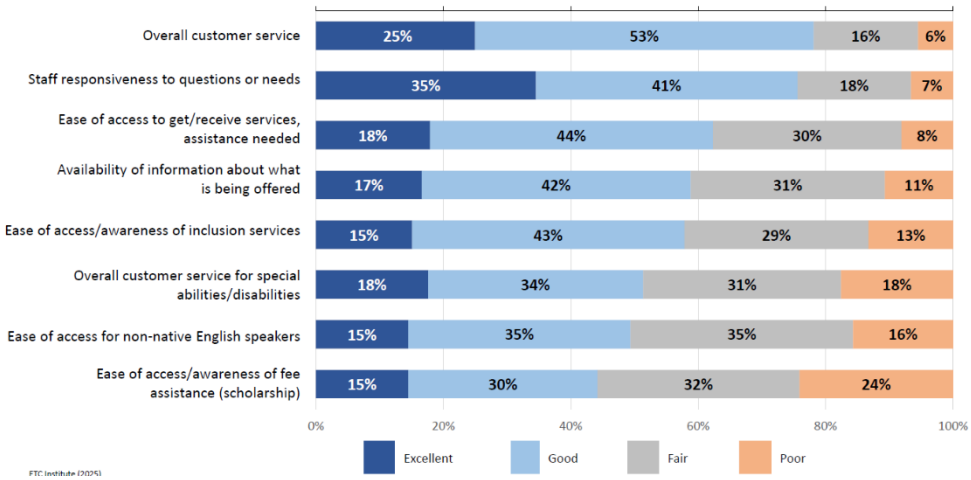


Ratings of Recreation Programs, Services and Customer Service

More than three-fourths (78%) of community members, *who had an opinion*, were rated the overall customer service for the Redmond Parks and Recreation Department as "excellent" or "good;" 76% rated the staff responsiveness to questions or needs as "excellent" or "good," and 62% rated the ease of access to get/receive services, assistance needed as "excellent" or "good."

Q12. How would you rate the following aspects of Redmond recreation programs, services, and customer service?

by percentage of respondents (excluding "don't know")

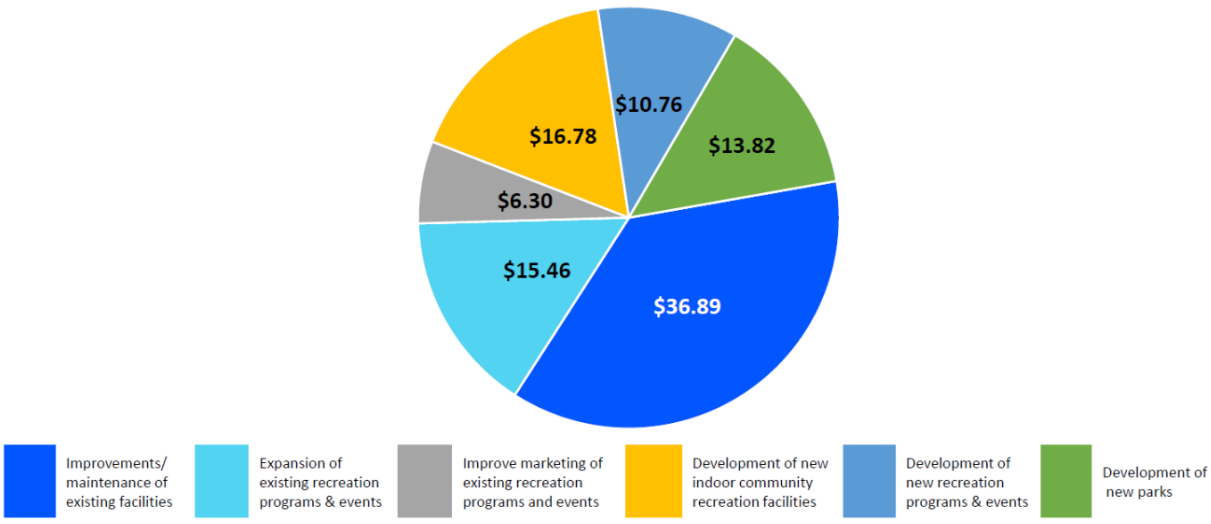


Allocation of Funds for Additional Investment

Community members were asked to indicate how they would allocate a budget of $100 for additional investment in the Redmond Parks and Recreation Department. The following were their responses: improvements/maintenance of existing parks and recreation facilities ($36.89), expansion of existing recreation programs and events ($15.46), improve marketing of existing recreation programs and events ($6.30), development of new indoor community recreation facilities ($16.78), development of new recreation programs and events ($10.76), and development of new parks ($13.82).

Q13. If you had a budget of $100 for additional investment in the Redmond Parks and Recreation Department, how would you allocate the funds among these categories?

by amount allocated

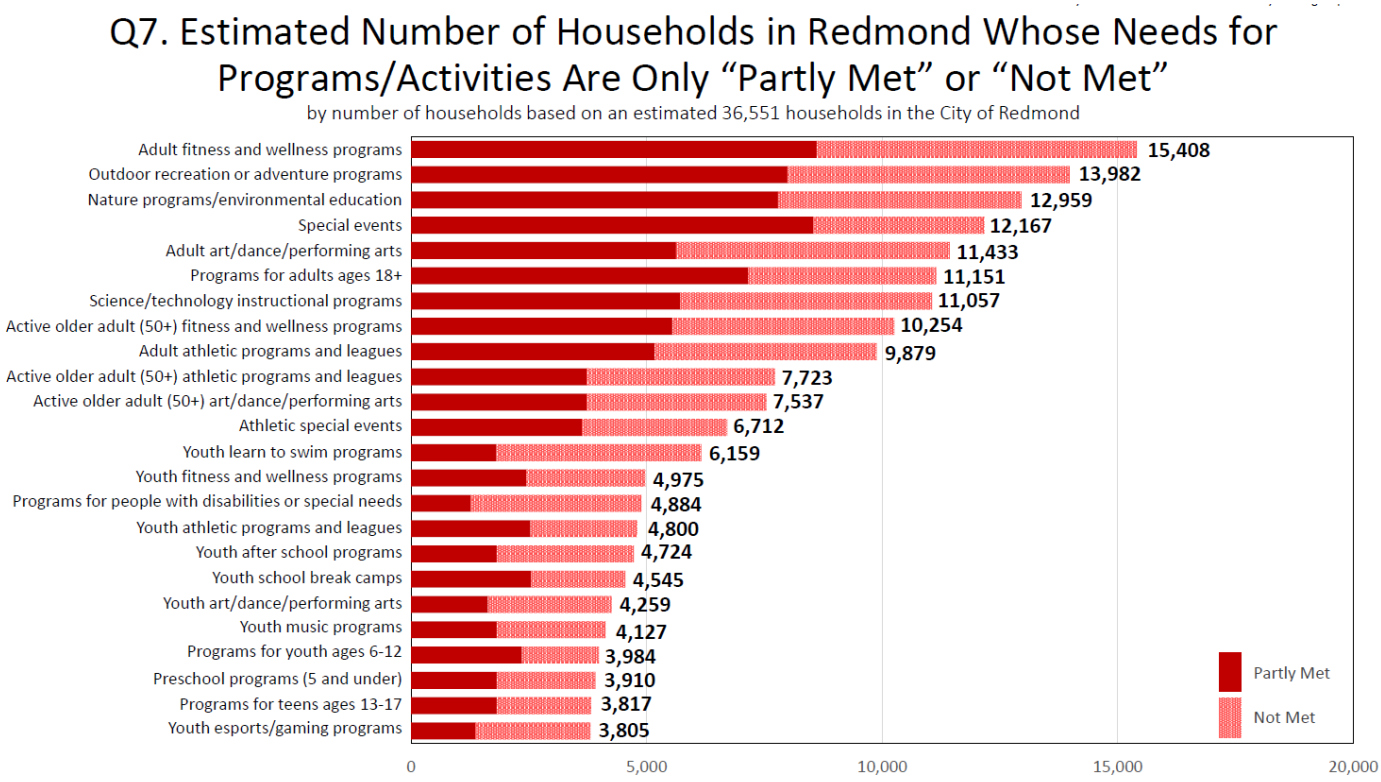


Program / Activity Needs and Priorities

Respondents were asked to identify if their household had a need for 24 programs/activities and rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had "unmet" needs for each program/activity.

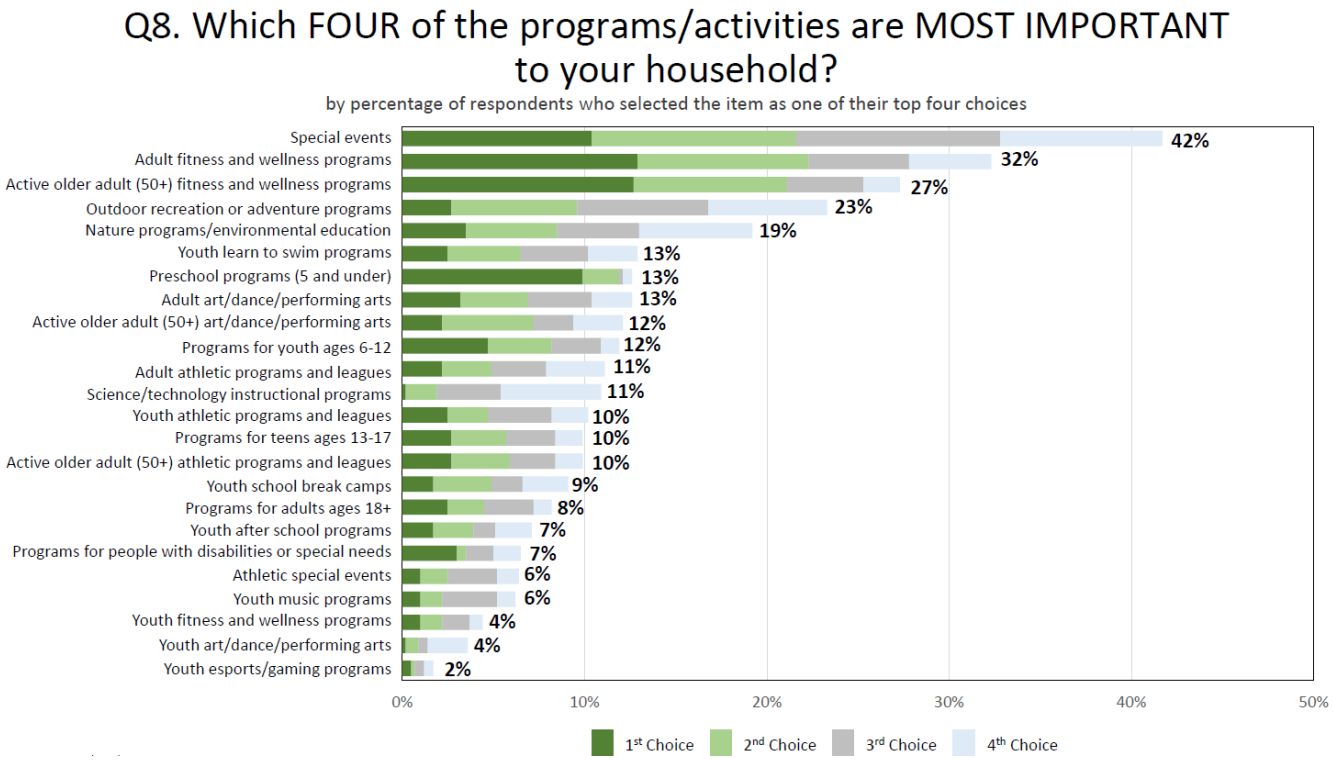
The three programs/activities with the highest percentage of households that had needs were: special events (73%), adult fitness and wellness programs (67%), and outdoor recreation or adventure programs (56%). When ETC Institute analyzed the needs in the community, all three of these programs/activities had a need that affected more than 20,000 households.

ETC Institute estimates a total of 15,408 households in the City of Redmond that have a need, have unmet needs for adult fitness and wellness programs. The estimated number of households that have unmet needs for each of the 24 programs/activities that were assessed is shown in the chart below.



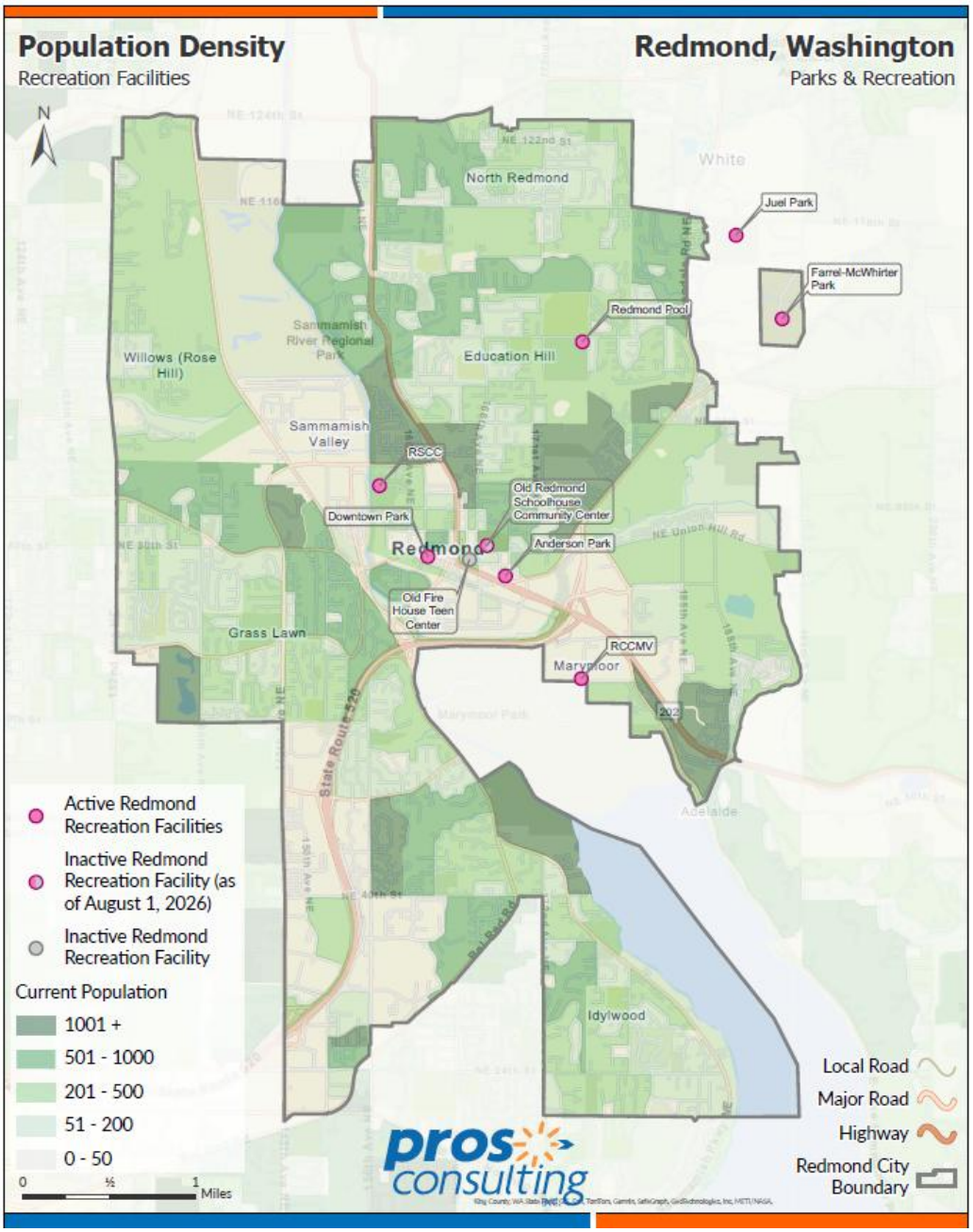
Program / Activity Importance

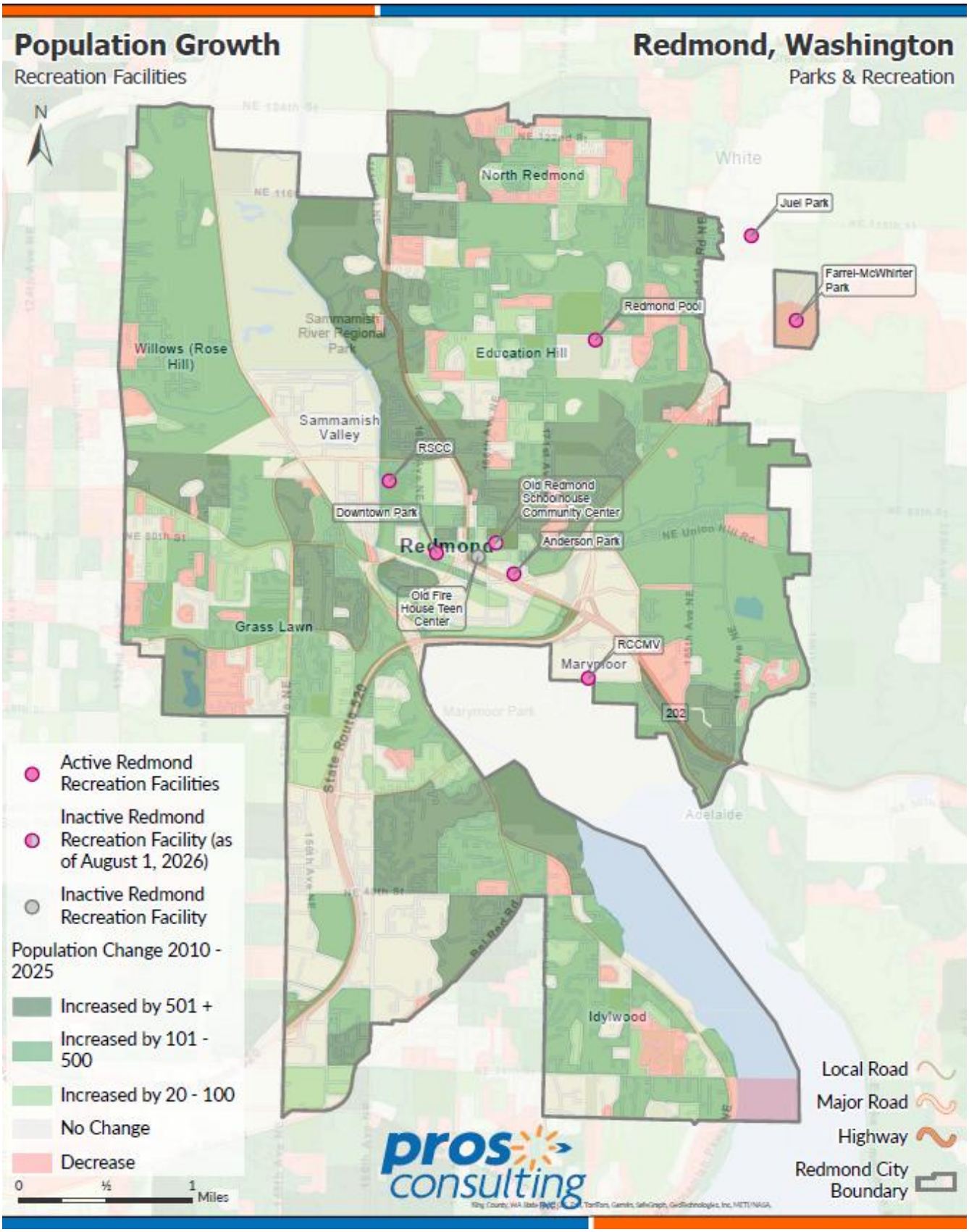
In addition to assessing the needs for each program/activity, ETC Institute also assessed the importance that community members place on each. Based on the sum of respondents' top four choices, the most important programs/activities to households were: special events (42%), adult fitness and wellness programs (32%), active older adult (50+) fitness and wellness programs (27%), and outdoor recreation or adventure programs (23%). The percentage of community members who selected each program/activity as one of their top four choices is shown in the chart below.

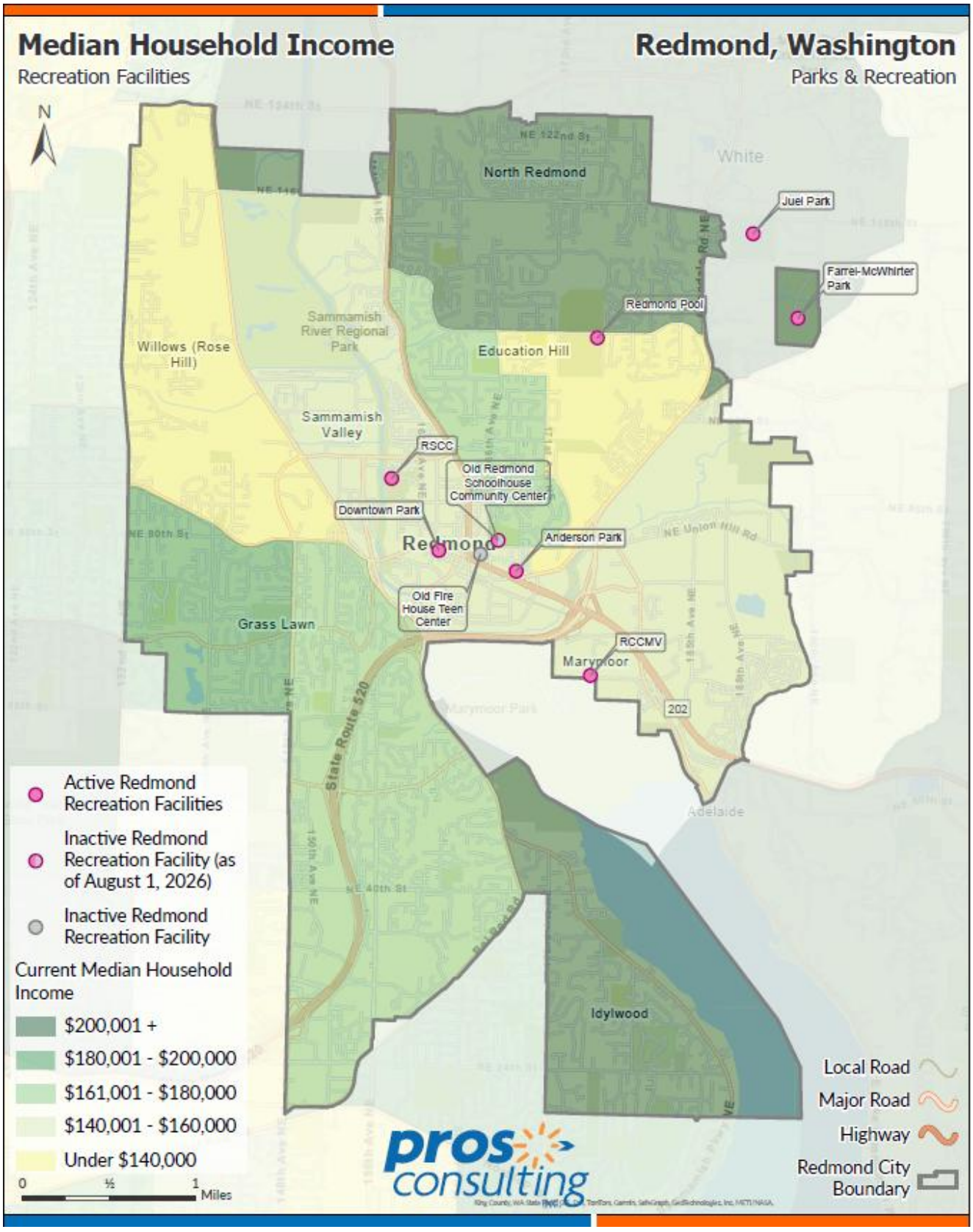


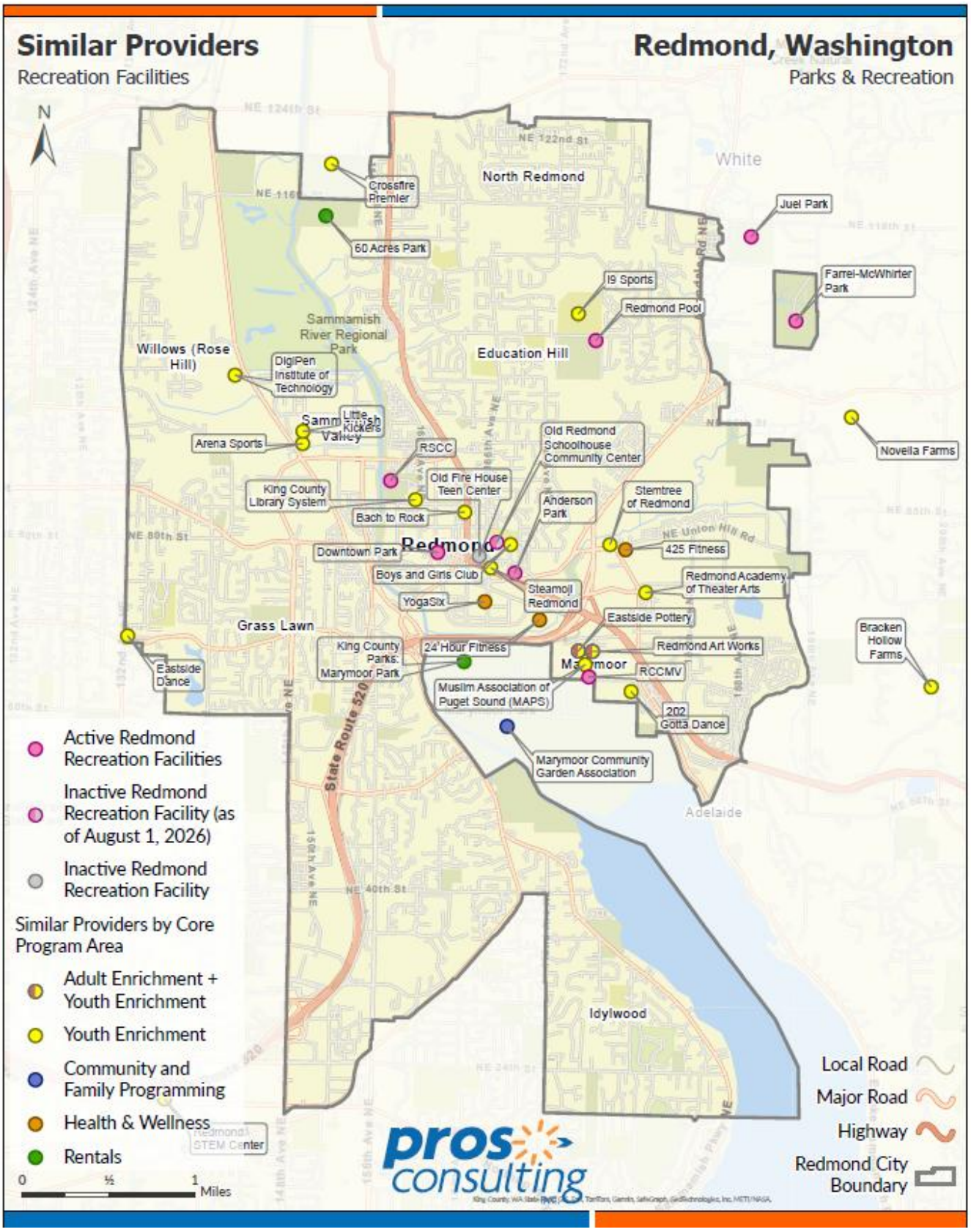
Appendix H: GIS / Spatial Analysis

As a part of the analytical process of developing the *Recreation Program Plan,* the consultant team conducted a GIS-based spatial analysis of where recreation programs are delivered in the community to potentially identify gaps in service. The maps that follow illustrate the location of city recreation facilities overlayed with various community profile characteristics – household income, population density, and population growth. There is also a map illustrating the location of city recreation facilities in the context of other similar service providers in the city. Overall, this analysis yield the conclusion that while most facilities are well covering the central sectors of the community, the southern region, and in particular the Idylwood neighborhood, is a region in which there seems to be a gap in service. This should be taken into consideration in the planning of new programming locations and potential recreation facilities.




Population Growth
Recreation Facilities
Redmond, Washington
Parks & Recreation
N
North Redmond
Juel Park
Farrel-McWhirter Park
Redmond Pool
Education Hill
Willows (Rose Hill)
Sammamish River Regional Park
Sammamish Valley
RSCC
Downtown Park
Old Redmond Schoolhouse Community Center
Anderson Park
Redmond
Old Fire House Teen Center
Grass Lawn
RCCMV
Marymoor
Marymoor Park
State Route 520
Adelaide
Idylwood
Active Redmond Recreation Facilities
Inactive Redmond Recreation Facility (as of August 1, 2026)
Inactive Redmond Recreation Facility
Population Change 2010 - 2025
Increased by 501 +
Increased by 101 - 500
Increased by 20 - 100
No Change
Decrease
0
½
1
Miles
Local Road
Major Road
Highway
Redmond City Boundary
pros consulting


Median Household Income
Recreation Facilities
Redmond, Washington
Parks & Recreation
N
North Redmond
White
Juel Park
Farrel-McWhirter Park
Redmond Pool
Education Hill
Sammamish River Regional Park
Willows (Rose Hill)
Sammamish Valley
RSCC
Old Redmond Schoolhouse Community Center
Downtown Park
Redmond
Anderson Park
Old Fire House Teen Center
Grass Lawn
RCCMV
Marymoor
202
State Route 520
Adelaide
Idylwood
Active Redmond Recreation Facilities
Inactive Redmond Recreation Facility (as of August 1, 2026)
Inactive Redmond Recreation Facility
Current Median Household Income
$200,001 +
$180,001 - $200,000
$161,001 - $180,000
$140,001 - $160,000
Under $140,000
0
½
1
Miles
Local Road
Major Road
Highway
Redmond City Boundary
pros consulting


Similar Providers
Recreation Facilities
Redmond, Washington
Parks & Recreation
N
North Redmond
White
Juel Park
Crossfire Premier
60 Acres Park
i9 Sports
Redmond Pool
Farrel-McWhirter Park
Sammamish River Regional Park
Willows (Rose Hill)
DigiPen Institute of Technology
Education Hill
Novella Farms
Arena Sports
RSCC
Old Redmond Schoolhouse Community Center
Old Fire House Teen Center
King County Library System
Anderson Park
Stemtree of Redmond
Bach to Rock
Redmond
Downtown Park
425 Fitness
Boys and Girls Club
Redmond Academy of Theater Arts
YogaSix
Steamoji Redmond
Eastside Pottery
Grass Lawn
Bracken Hollow Farms
King County Parks: Marymoor Park
24 Hour Fitness
Redmond Art Works
Marymoor
RCCMV
Eastside Dance
Muslim Association of Puget Sound (MAPS)
202 Gotta Dance
Marymoor Community Garden Association
State Route 520
Adelaide
Idylwood
Active Redmond Recreation Facilities
Inactive Redmond Recreation Facility (as of August 1, 2026)
Inactive Redmond Recreation Facility
Similar Providers by Core Program Area
Adult Enrichment + Youth Enrichment
Youth Enrichment
Community and Family Programming
Health & Wellness
Rentals
0
½
1
Miles
Local Road
Major Road
Highway
Redmond City Boundary
pros consulting

Recreation Program Plan

July 2026

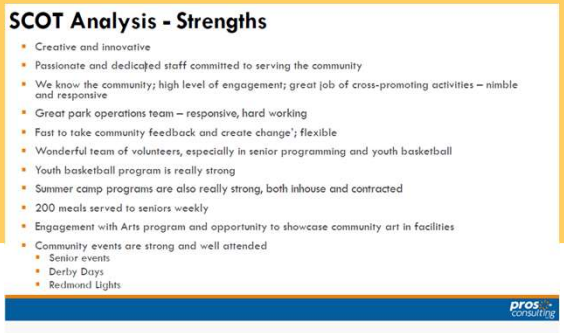
PROS Consulting

What is a Recreation Program Plan?

- Provides strategic guidance to staff and leadership for evolving and strengthening the recreation program portfolio.
- Offers direction and clear, actionable recommendations rather than prescriptive solutions.
- Connects data and assessment findings directly to recommendations and decision-making.
- Supports the Department's pursuit of CAPRA accreditation by aligning with industry best practices.
- Creates a roadmap that enhances recreation programs and services, responds to community needs, and aligns with the City's operational and performance goals.

Built on Community Engagement

Staff Focus Groups



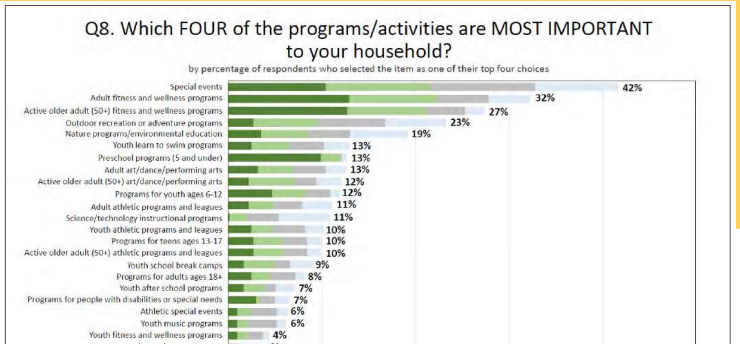
Redmond PTRC and Stakeholder Groups Input

Project Website and Online Survey

- 333 online survey responses
- 41 interactive map contributions

Statistically Valid Survey

- 403 responses
- +/- 4.9%, 95% confidence



Current Participation & Community Interests

Activity	2021 Enrollments	2022 Enrollments	2023 Enrollments	2024 Enrollments	2025 Enrollments	Total Enrollments	Enrollment Growth (2021 to 2025)
Special Events*	8,151	9,034	9,083	2555	2480	31,303	-5671
Seniors	140	505	822	9,214	17,616	28,297	17,476
Summer Camps	4,523	5,068	5,512	4,935	4,498	24,536	-25
Fitness & Wellness	1,467	1,869	2,339	3,298	4,671	13,644	3,204
Farm & Nature	670	882	1,590	1,153	2,664	6,959	1994
Arts & Culture	103	783	1,274	1,354	1,240	4,754	1137
Sports Leagues	1,161	1,132	1,003	770	663	4,729	-498
Sports/Athletics	269	551	909	840	1,684	4,253	1,415
Equestrian	632	1,025	915	635	679	3,886	47
Drama, Music, and Dance	3	625	964	439	1,743	3,774	1,740
Adaptive	78	116	118	107	413	832	335
Outdoor		237	151	135	204	727	204
STEM	175	134	102	126	71	608	-104
Virtual Recreation**	420	9				429	-420
Pet	91	72	11	32	92	298	1
Community & Culture	15	63	76		139	293	124
Total	17,898	22,105	24,869	25,593	38,857	129,322	20,959

NOTE: Teen services specifically were not included in this analysis because that programming group was not consistently separated from youth enrichment data before 2025; since then, data for teen services includes 437 participants and drop-ins in 2025 and 387 in 2026.
*'Special Events' programming includes community recreation events; this does not include signature events; Redmond Lights, Derby Days, or any permitted events held on city property. Due to a software change in 2024 Rockin' on the River was not included in special event totals, impacting overall recorded enrollments.
**'Virtual Recreation' was discontinued starting in 2023. This was a program area in response to COVID.

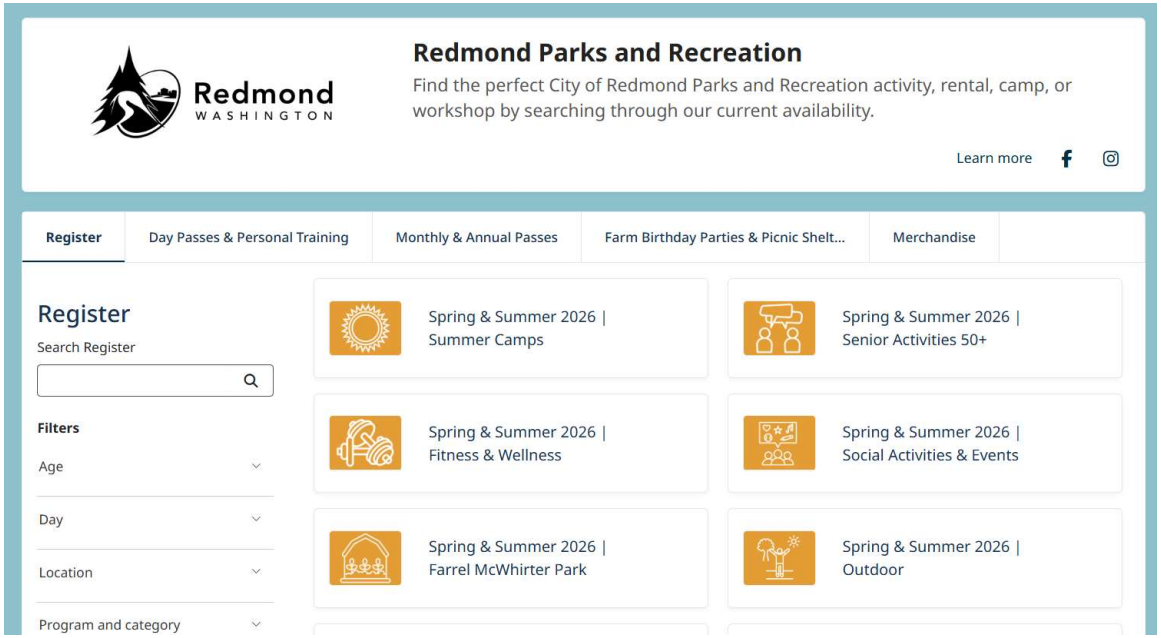
- **Highest Priority Investment Areas**
  - Outdoor recreation and adventure programs
  - Fitness and wellness programs for active older adults
  - Nature-based and environmental education programs
  - Adult arts, dance, and performing arts programs

Service Gap Summary

- Adult Programs
- Fitness and Wellness
- Outdoor Recreation and Nature/Environmental
- Geographic Areas
- Cultural Gaps
- Aquatics
- Youth Sports

Addressing the "Activation" Gap

- High level of Parks and Rec facility usage in the community (94%)
- Higher than national average in program participation (39% vs. 36%)
- Low conversion/recruitment rate from website and online registration
  - 61% of residents visit website
  - Only 39% register for programming
  - "Create an account or log in" and "Find the program you wanted" lowest scoring attributes of the website (redmond.gov/register)



Key Takeaways

Our assessment identified several key themes that will shape the future of Redmond Parks & Recreation over the next three years:

A Growing Community – Redmond's population is expected to grow by **31%**, creating new and evolving recreation needs.

Strong Foundation, Opportunity to Grow – A robust portfolio of 240+ programs provides a solid base, with opportunities to improve quality, address service gaps, and better meet community needs.

Facilities Matter – Recreation programs depend on facilities that vary in age and condition, highlighting the need for strategic investment.

Better Access for the Community – Improving the website and registration experience will make programs easier to find and access.

Organizational Excellence – Investing in staff, clear roles, and collaboration will strengthen the department and position it as an employer of choice.

These findings informed the five strategic pillars that will guide implementation of the Recreation Program Plan over the next three years.

Grow and Refine the Program Portfolio

Recommendation:
Implement a quarterly program evaluation system using defined KPIs to improve portfolio performance, adhere to cost recovery goals, and evaluate and discontinue underperforming programs. Reduce total program offerings over three years by discontinuing or consolidating low-performing programs and prioritizing high-demand, high-impact services.

Outcome:

Leaner, higher-performing program portfolio aligned with community needs and diverse offerings.

Improve Access and Discoverability

Recommendation:
Investigate the online program and registration experience to improve clarity, discoverability, and account access, targeting measurable increases in participation conversion rates.

Outcome: The website serves all community members, offering a clear opportunity for community members to engage and increases program participation.

Invest in Infrastructure and Facilities

Recommendation:
Continue to monitor facility needs and redevelopment through a 5 to 10-year capital strategy focused on aging infrastructure, geographic service gaps, and identified areas of unmet needs.

Outcome: A modernized, strategically maintained recreation facility system that meets current and future community needs.

Activate Underserved Communities and Spaces

Recommendation:
Develop targeted service expansion strategies for underserved areas using a combination of programming, partnerships, and facility planning.

Outcome:
More equitable and strategically distributed recreation services that better meet the needs of underserved geographic areas and populations.

Modernize the Organization

Recommendation:
Implement a standardized training, performance management, and professional development framework to strengthen service consistency, accountability, and staff retention.

Outcome:
A high-performing, future thinking Recreation Division positioned as a top employer and capable of delivering consistent, high-quality services.

Thank You

Any Questions?

Brian Trusty | PROS Consulting

Memorandum

Date: 7/14/2026
Meeting of: City Council Study Session

File No. SS 26-068
Type: Study Session

Tenant Protections Update and Discussion

TO: Members of the City Council

SPONSORING COUNCILMEMBER CONTACT(S):

Councilmember	Vivek Prakriya	vprakriya@redmond.gov
Councilmember	Vanessa Kritzer	vkritzer@redmond.gov
Councilmember	Jessica Forsythe	jforsythe@redmond.gov

ASSISTING DEPARTMENT STAFF (if applicable):

Planning and Community Development	Carol Helland	Planning Director

TITLE:

Tenant Protections Update and Discussion

OVERVIEW STATEMENT:

The City Council Subcommittee on Tenant Protections will provide the Council with an update on their review of proposed policy and budget items in their charter, share initial staff recommendations and options to consider, and gather Council feedback on next steps.

☐ **Associated with a Council Policy Proposal:** N/A

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

PROPOSED ACTION:
Provide Direction

REQUEST RATIONALE (if applicable):

- **Relevant Plans/Policies:**
  Housing Action Plan, Redmond 2050, Community Strategic Plan
- **Required:**
  N/A
- **Council Request:**
  Requested by Council per formation of Subcommittee, revised direction on charter of subcommittee given on May 12, 2026.
- **Other Key Facts:**
  Council Subcommittee members have worked with Director Carol Helland and City Attorney Rebecca Mueller to review issues raised by the public and proposed legislation that was identified by Council to consider for future action, in alignment with existing goals and plans to help support housing needs in Redmond. In this study session, the Council Subcommittee members will share

a summary of staff recommendations and gather Council input on potential options for amending current Tenant Protections code and Business License requirements, addressing communications needs with existing resources, and budgeting for future work and staff support in this area.

- **Proposed Code Amendments:** Attachment A is a red-lined copy of current tenant protections code with suggestions from staff of changes that could be implemented via Council vote without significant additional process to clean up code to align with new state law and address issues raised by the community including lack of communication and consistency on notice requirements for month-to-month, new early lease renewal requirements, fee transparency concerns, and fee changes or increases during the term of a lease. The subcommittee also reviewed King County's ordinance banning rent-fixing software and will discuss considerations with the council about passing a similar regulation. Staff flagged that the King County Executive will be releasing a report this month on enforcement of this software that may be relevant to consider before passing.
- **Proposed changes to Business License requirements:** Subcommittee members will also discuss with the Council about the option to revise Business License requirements for landlords to not just include posting tenant protections in a shared space (which the Council passed in Business License updates last year), but also add requirements that they make sure these postings are framed and maintained over time in easily accessible and frequently viewed places.
- **Proposed communications actions:** Subcommittee members will share about planned action to use community feedback to work with City Communications to establish a more robust webpage on Tenant Protections in Redmond (with inspiration from cities like Olympia) and revise the posting that all landlords are required to display to more comprehensively cover existing state and local protections.
- **Proposed items for budget:** Subcommittee members will gather Council direction on FY2027-2028 budget proposals to be further detailed including funding a new FTE or contractor to provide a city helpline and renter resource support, funding for PCD staff work to do outreach and policy development on additional items that are not included in amendments in attachment A (referenced below), and funding to produce a Renter Handbook (such as Seattle's Renter's Handbook).
- **Proposed items for study and outreach:** Subcommittee members will share items that staff suggested additional study and outreach on before passing such as right to move before end of lease, limits on particular fees, and anti-retaliation protections. They will seek direction from Council on timeline and funding to support further work on these issues.

OUTCOMES:

Addressing community concerns about application of existing protections and supporting Redmond's efforts to get people housed and keep people housed.

BUDGET IMPACT (if applicable):

To be determined based on Council direction

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
N/A	This 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:
Housing instability for Redmond residents and unequal application of existing laws in practice.

ATTACHMENTS:
Attachment A: Proposed Initial Code Amendments

Chapter 9.54
TENANT PROTECTIONS

Sections:

9.54.010 Definitions.
9.54.020 Applicability.
9.54.030 Notice of rent increase.
9.54.035 Tenant Rights – Distribution and Content.
9.54.040 Move-in fees and security deposits – Limits – Exceptions – Payments by tenants.
9.54.050 Late fees – Limits.
9.54.055 Fee Transparency - Required Rental Agreement Contents – Tenant Acknowledgment.
9.54.060 Late fees – Specification of dates – Notice – Accommodation request not excuse for refusal to enter rental agreement.
9.54.065 Social security number by landlord not required but may be requested – Tenant not agreeing to provide social security number not allowed for landlord's refusal – Allowed information for screening – Allowed landlord actions.
9.54.070 Provisions in violation of restrictions null and void – Exemption.
9.54.080 Rental agreement that waives tenant's remedies prohibited – Exception.
9.54.090 Violation of chapter by landlord – Opportunity to Correct - Liability.

9.54.010 Definitions.

The definitions of this section apply throughout this chapter unless the context clearly requires otherwise. The definitions of RCW 59.18.030 under the Residential Landlord-Tenant Act (RLTA) also apply to this chapter unless otherwise defined in this section.

"Dwelling" or "dwelling unit" has the same meaning as RCW 59.18.030(10), as may be amended. At the time of passage of the ordinance codified in this chapter, the RLTA defined "dwelling unit" to mean a structure or that part of a structure which is used as a home, residence, or sleeping place by one person or by two or more persons maintaining a common household,

including but not limited to single-family residences and units of multiplexes, apartment buildings, and mobile homes.

"Landlord" has the same meaning as RCW 59.18.030(16), as may be amended, and excluding the living arrangements identified in RCW 59.18.040. At the time of passage of the ordinance codified in this chapter, the RLTA defined "landlord" as the owner, lessor, or sublessor of the dwelling unit or the property of which it is a part, and included any person designated as representative of the landlord, including, but not limited to, an agent, a resident manager, or a designated property manager.

"Rental agreement" or "lease" has the same meaning as RCW 59.18.030(30), as may be amended. At the time of the passage of the ordinance codified in this chapter, the RLTA defined "rental agreement" as all agreements which establish or modify the terms, conditions, rules, regulations, or any other provisions concerning the use and occupancy of a dwelling unit.

"Subsidized housing" has the same meaning as RCW 59.18.030(33), as may be amended. At the time of the passage of the ordinance codified in this chapter, the RLTA defined "subsidized housing" as rental housing for very low-income or low-income households that is a dwelling unit operated directly by a public housing authority or its affiliate, or that is insured, financed, or assisted in whole or in part through one of the following sources: (a) a federal program or state housing program administered by the department of commerce or the Washington State Housing Finance Commission; (b) a federal housing program administered by a city or county government; (c) an affordable housing levy authorized under RCW 84.52.105; or (d) the surcharges authorized in RCW 36.22.178 and 36.22.179 and any of the surcharges authorized in Chapter 43.185C RCW.

"Tenant" has the same meaning as RCW 59.18.030(34), as may be amended, and excluding the living arrangements identified in RCW 59.18.040 and 59.20.030(24), as may be amended. At the time of passage of the ordinance codified in this chapter, the RLTA defined "tenant" as any person who is entitled to occupy a dwelling unit primarily for living or dwelling purposes under a rental agreement, and RCW 59.20.030 defined "tenant" as any person, except a transient, who rents a mobile home lot. (Ord. 3091 § 2, 2022).

9.54.020 Applicability.

RMC 9.54.030 through 9.54.090 apply to tenancies governed by Chapter 59.18 RCW (RLTA) and Chapter 59.20 RCW (Manufactured/Mobile Home Landlord-Tenant Act) and are in addition to the provisions provided in said chapters. (Ord. 3091 § 2, 2022).

9.54.030 Notice of rent increase.

A. Any rental agreement or renewal of a rental agreement, regardless of whether the tenancy is month to month or for a term greater or lesser than month to month, shall:

Commented [CH1]: Language aligns with RCW 59.18.700

1. ~~s~~State the dollar amount of the rent or rent increase;

2. ~~and i~~Include, or shall be deemed to include, a provision requiring not less than~~:~~

~~1. O~~one hundred twenty (120) days' written notice for rent increases greater than three percent;~~ or~~and

3. Comply with the terms of RCW 59.18.700 and RCW 59.20.370 as may be amended.

~~2. One hundred eighty (180) days' written notice for rent increases greater than 10 percent.~~

B. If the rental agreement governs subsidized housing where the amount of rent is based on the income of the tenant or circumstances specific to the subsidized household, the landlord shall provide a minimum of thirty (30) days' prior written notice of an increase in the amount of rent to each affected tenant. (Ord. 3091 § 2, 2022).

C. In no case may a tenant be required to notify the landlord of their intention to continue the tenancy more than 20 days before the tenancy ends.

9.54.035 Tenant Rights – Distribution and Content.

A. Distribution. A copy of the tenant rights shall be physically provided to the tenant when a lease is entered into or renewed.

C. Content. Material shall at a minimum include tenant rights information provided by this chapter and Chapters 59.18 and 59.20 as may be amended of the Revised Code of Washington. Sample materials are available at City Hall or on the City of Redmond web page.

9.54.040 Move-in fees and security deposits – Limits – Exceptions – Payments by tenants.

A. Move-in Fees and Security Deposits. All move-in fees and security deposits charged by a landlord before a tenant takes possession of a dwelling unit shall not exceed one month's rent, except in subsidized housing where the amount of rent is set based on the income of the tenant. The exception for subsidized housing shall not include tenancies regulated under Section 8 of the Housing Act of 1937, 42 U.S.C. § 1437f, commonly known as the housing choice voucher program.

B. Payments by tenants.

1. Tenants entering rental agreements with terms lasting six or more months may choose to pay their move-in fees and security deposits in six equal monthly installments over the first six months occupying the dwelling unit.

~~C.~~ 2. Tenants entering rental agreements with terms lasting fewer than six months or month-to-month rental agreements may choose to pay move-in fees and security deposits in two equal monthly installments over the first two months occupying the dwelling unit. (Ord. 3091 § 2, 2022).

9.54.050 Late fees – Limits.

Late fees and penalties due to nonpayment of rent charged to a tenant shall not exceed one and one-half percent of the tenant's monthly rent. (Ord. 3091 § 2, 2022).

9.54.055 Fee Transparency - Required Rental Agreement Contents – Tenant Acknowledgment.

A. Rent and Fee Disclosure. All rent and fees to be charged to a tenant, whether one-time or reoccurring, must be disclosed on a single page addendum to all rental agreements. Fees may not be added or increased during the term of the agreed upon tenancy unless accepted by the tenant and acknowledged in writing.

B. Tenant Acknowledgment. The Rent and Fee Disclosure required by subsection A of this section must be presented to the tenant and acknowledged by the tenant's signature.

9.54.060 Late fees – Specification of dates – Notice – Accommodation request not excuse for refusal to enter rental agreement.

Rental agreements shall include a provision stating that when late fees may be assessed after rent becomes due, the tenant may propose that the due date be altered to a different date of the month. Additionally, the provision shall specify that, according to RCW 59.18.170(3), a landlord shall agree to such a proposal if it is submitted in writing and the tenant can demonstrate that his or her primary source of income is a regular, monthly source of governmental assistance that is not received until after the date rent is due in the rental agreement. A landlord shall not refuse to enter into a rental agreement with a prospective tenant because the prospective tenant requests such accommodations. (Ord. 3091 § 2, 2022).

9.54.065 Social security number by landlord not required but may be requested – Tenant not agreeing to provide social security number not allowed for landlord's refusal – Allowed information for screening – Allowed landlord actions.

A landlord shall not require a social security number for the purposes of screening a prospective tenant, as allowed under RCW 59.18.257. A landlord may request a social security number and screen prospective tenants. A landlord shall not refuse to enter into a rental agreement with a prospective tenant because the prospective tenant does not agree to provide a social security number. A landlord may utilize information including, but not limited to, previous names, addresses, personal references, and work history to screen prospective

tenants. A landlord shall maintain the right to take adverse action because of inaccurate, unfavorable, or unavailable screening results. (Ord. 3091 § 2, 2022).

9.54.070 Provisions in violation of restrictions null and void – Exemption.

A. Any provisions in violation of RMC 9.54.030 through 9.54.065 in a rental agreement are null and void and of no lawful force and effect.

B. Nothing in this chapter shall be interpreted or applied so as to create any conflict with federal law. In the event of any conflict, federal requirements shall supersede the requirements of this chapter. (Ord. 3091 § 2, 2022).

9.54.080 Rental agreement that waives tenant's remedies prohibited – Exception.

A. No rental agreement, whether oral or written, may provide that the tenant waives or foregoes rights or remedies under this chapter, except as provided by subsection B of this section.

B. A landlord and tenant may agree, in writing, to waive specific requirements of this chapter if all of the following conditions have been met:

1. The agreement to waive specific provisions is in writing and identifies the specific provisions to be waived; and

2. The agreement may not appear in a standard form written lease or rental agreement; and

3. There is no substantial inequality in the bargaining position of the two parties; and

4. The attorney for the tenant has approved in writing the agreement as complying with subsections B.1, B.2, and B.3 of this section. (Ord. 3091 § 2, 2022).

9.54.090 Violation of chapter by landlord – Opportunity to Correct - Liability.

A. Opportunity to Correct. If a landlord fails to comply with provisions contained in this chapter, the tenant must offer the landlord an opportunity to correct the violation by providing the landlord with a written demand to comply that cites to the relevant code provision and describes the nature of the violation. If the landlord complies with the requirements of this chapter within 30 days, the liability provisions of subsection B of this section do not apply. If the landlord does not comply with the requirements of this chapter within 30 days of the written demand, their opportunity to cure is waived and the liability provisions of subsection B of this section apply.

B. Liability for Uncorrected Violations. A landlord found in violation of any of the provisions in this chapter, unless otherwise provided in this chapter, shall be liable to such a tenant in a private right of action for the greater of double the tenant's economic and noneconomic damages or three times the monthly rent of the dwelling unit at issue, and reasonable litigation costs and attorneys' fees. (Ord. 3091 § 2, 2022).

City of Redmond

15670 NE 85th Street
Redmond, WA

Memorandum

Date: 7/14/2026
Meeting of: City Council Study Session

File No. SS 26-070
Type: Study Session

Council Talk Time