

CITY OF REDMOND

Community Strategic Plan

Adopted by Council: October 2019
Fourth Revision: September 2023



Redmond
WASHINGTON

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EXECUTIVE SUMMARY

Realizing Redmond’s Long-Term Vision

This community strategic plan provides the work plan for the City and guidance for the City’s programs and services. It includes strategic initiatives with associated objectives, strategies, measures, and actions that will be implemented within the community over a specific time period. The major initiatives were derived from the Budgeting by Priorities process and reflect the community’s involvement and feedback throughout the process.



The City’s first Community Strategic Plan (CSP) was adopted by Council in October 2019. The plan has since been revised every year to include changes and enhancements to the major initiatives. In this latest revision, the CSP incorporates additional community feedback from the 2023-2024 budget, updates the initiatives such as adding the Public Safety, improved performance metrics, 2022-2023 Council retreat action items like Vision Zero goals, and 2023-2024 budget objectives.

The segments of the Community Strategic Plan include:

Diversity, Equity, and Inclusion	Environmental Sustainability	Housing Choices	Infrastructure	Public Safety
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Diversity, Equity, and Inclusion (DEI) envisions a Redmond where all have access to city services, can influence city decision-making, and feel a sense of belonging. The initiative will seek to provide excellent service, encourage cross-cultural interactions, and strengthen relationships with diverse communities. The strategies of the DEI initiative include:

- Develop a two-year workplan that focuses on community programming, organizational policies, practices, and incorporates the Respect. Equity. Diversity. Inclusion (R.E.D.I.) strategic initiative, and
- Align DEI best practices to meet the growing needs of our communities, and
- Uphold the values of inclusion and belonging that city leadership has committed to through resolutions and actions toward making Redmond a hate-free zone.

Redmond will continue its commitment to **Environmental Sustainability** through a healthy and sustainable environment for all generations. Consistent with Council’s climate emergency declaration and the City’s Environmental Sustainability Action Plan, this initiative focuses on achieving carbon neutrality for city operations by 2030 and citywide by 2050 as well as enhancing the health and resilience of Redmond’s natural resources. Some of the strategies the City will utilize include:

- Reduce Redmond’s greenhouse gas emissions and waste generation, and
- Protect and enhance Redmond’s natural resources.

Redmond seeks to provide and promote a variety of **Housing Choices** to enhance community livability. The City is committed to increasing the overall supply and diversity of housing while at the same time meeting King County growth targets and affordability goals. The strategies the City will focus on include:

- Increase the overall supply of housing and provide access to more affordable homes, and

- Diversify housing stock to provide housing for a variety of income levels as well as support housing needs and supportive services for those experiencing homelessness.

Infrastructure supports a connected and multi-modal environment that invests in long-term infrastructure that is smart and green. The initiative affirms Redmond's commitment to preservation and replacement, economic and community vitality, and technology systems that align with city business. Infrastructure strategies include:

- Develop and implement a six-year CIP with proactive project prioritization and alignment of delivery commitments with funding and resource capacity.
- Provide excellent stewardship of existing city infrastructure, ensuring assets are well maintained and reliable.
- Continue to strategically leverage funds by working in partnership with other agencies and the private sector.
- Utilize functional plans and Redmond's Capital Investment Strategy (CIS) as the primary sources of planned capital investment.
- Promote economic vitality through the Redmond Partnership Network continued recovery efforts.
- Maintain technology security programs that align industry best practices.
- Implement a data analytics solution which allows for reporting across business environments.
- Implement Vision Zero as part of a comprehensive effort to strive to achieve zero traffic deaths and serious injury on Redmond streets.

Protecting all community members in an equitable, inclusive, compassionate, and timely manner is the vision of **Public Safety**. Our community will continue to be healthy by creating a proactive plan to connect vulnerable community members to resources that reduce call volume and continue to create a wholistic community health program and support alternatives to incarceration. In addition, the City will continue to implement and enforce building and fire codes and improving safety for pedestrians, bicycles, and motorists. Strategies to achieve the vision include:

- Expand alternative crisis response including, Mobile Integrated Health (MIH), homeless response, and mental health response while continuing to partner with King County District Court for the continued operations of Community Court in Redmond.
- Forecast, prepare, and adopt international building and fire codes.
- Manage urban forest interface through continued fire protection systems.
- Identify highest risk locations and develop countermeasure strategies for accident-prone areas.

The Mayor, City Council, city staff, and community work together to support and serve Redmond through services and amenities, involvement opportunities, and by creating an inclusive, equitable, and welcoming community. The Community Strategic Plan seeks to carry out the citywide vision in alignment with other city plans and strategies.



CITY OF REDMOND

A strategic plan provides a roadmap to the city's major community-based initiatives. It includes programs with associated objectives, strategies, measures, and actions that will be implemented within the community over a specific period.



Alignment of the organization's vision, mission, and priorities today provides the roadmap to create a better Redmond in the future.

Mayor's Vision

A connected community that enhances livability and sustains the environment, and that places Redmond as a leader locally, regionally, and nationally.



Healthy and Sustainable
We value a healthy environment that supports an active community



Safe and Resilient
We value a thriving community where all people feel safe



Vibrant and Connected
We value a well-planned and supported community that provides a sense of place



Strategic and Responsive
We value a city that is welcoming, innovative, and has a continuous learning culture

FISCAL RESPONSIBILITY

Underlying Redmond's programs and services are financial strategies and plans that inform and support strategic decision-making. Financial policies, the long-range financial strategy, and the City's biennial budget provide the framework to align financial capacity with long-term service objectives.

Currently, the City is implementing a Transportation Benefit District (TBD) to improve Redmond's multimodal connectivity, protect the City's long-term infrastructure investment, enhance safety, and continue optimal performance of infrastructure over time. Redmond is analyzing other revenue enhancements to close the gap between revenues and expenditures, such as studying user fees for full cost recovery and analyzing other potential sources of revenue.

COMMUNITY INVOLVEMENT

Community involvement is an important element in each of the initiatives outlined in the Community Strategic Plan, as well as all city projects and programs. City Council and staff are continually working to improve and increase opportunities for the community to provide input and for that input to be incorporated into city work. We are committed to inclusive representation and to emphasizing outreach to historically underrepresented members of our community by bringing the City's message to places outside of City Hall and actively meeting people where they are in order to create greater connection and transparency.



Currently, Redmond is seeking the community's input on projects, including the Redmond 2050 update and the Park, Arts, Recreation, Culture, and Conservation (PARCC) Plan.

Opportunities for involvement:

Council encourages all members of the community to get involved, share their input, and influence city decision-making through any of the following ways:

(** = share your thoughts on the Community Strategic Plan):

- Email or call the Mayor and Council **
- Provide public comments via items from the audience **
- Visit with Council at community events **
- Submit feedback through [LetsConnectRedmond.com](https://letsconnectredmond.com) **
- Request a city presentation or meeting with your cultural, faith, or non-profit organization **
- Follow, share, and comment on social media **
- Watch or attend Council meetings
- Sign up to receive city eNewsletters
- Volunteer with boards and commissions
- Participate in the City's budget process
- Volunteer with city events
- Join stakeholder groups

PROGRAM VISION

Redmond's decision-making is informed by robust community involvement that meaningfully and effectively engages the community early and often, focusing on key topics of interest in a manner that is equitable, barrier-free, and recognizes the needs and interests of both the community and the City.

Let's Connect
Redmond



The Community Strategic Plan is nationally recognized by the Government Finance Officers Association (GFOA) through receiving an Award of Excellence for its contribution to the practice of government finance that exemplifies outstanding financial management and long-term planning.

DIVERSITY, EQUITY, AND INCLUSION (DEI)

PROGRAM VISION: A Redmond in which all residents can fully and effectively access city services, influence city policy and direction, and feel a sense of belonging and safety.



Objective

Establish and support strategic practices that increase our City's ability to provide excellent services, encourage cross-cultural interactions, and strengthen our relationship with our diverse communities.

Strategies

- Develop a five-year strategic plan that focuses on organizational and community programming consistent with current organizational alignment work of respect, equity, diversity, and inclusion (R.E.D.I.).
- Align best practices that support the development, resiliency, and post-COVID-19 recovery of our growing and diverse community (i.e., Human services and businesses)
- Develop policies that help advance the City's commitment to being an inclusive community and a welcoming place for all.
- Work to identify and eliminate resolutions, policies, and procedures that have historical and current racist, prejudicial, biased, and discriminatory implications.

Measures

- Community satisfaction rating.
- Number of staff and members of boards, commissions, and committees receiving training on respect, equity, diversity, and inclusion (R.E.D.I) and anti-racism and social justice.
- Percentage of staff, members of boards, commissions, and committees who identify as part of an under-represented community.

Actions

- Identify and establish collaborations and partnerships with diverse groups, businesses, and organizations to ensure a safe, resilient, and engaged community, including DEI strategic plan to define racism and equity to support Redmond's unique characteristics.
- Continue to provide programming in the form of trainings, celebrations, events, activities, coalition building with neighboring cities and community groups, develop opportunities for cross-cultural interactions, and implement welcoming city practices.
- Promote equity through effective and strategic communication practices, deliberate collaborations, and an inclusive and respectful organizational culture.
- Enhance the racial equity toolkit for policy-making purposes.
- Support the implementation of DEI best practices to meet the growing needs of our communities and organization through participation in regional coalitions and initiatives and compliance with ADA and Title VI.
- Expand community outreach and engagement efforts by establishing a community advisory group, targeted outreach, and diversify community partnerships.
- Inform city practices, procedures, and policies to align with DEI objectives; identify potential barriers or challenges and opportunities.

ENVIRONMENTAL SUSTAINABILITY

PROGRAM VISION: A Redmond that creates a healthy, sustainable environment for all generations and conserves our natural resources, affords a high quality of life, and draws from scientific evidence-based data.



Objective

Achieve carbon neutrality in city operations by 2030 and citywide by 2050 and enhance the health and resilience of Redmond's natural resources as outlined in the [Environmental Sustainability Action Plan](#) and Council's [2020 Climate Emergency Declaration](#).

Strategy #1

- Reduce Redmond's greenhouse gas emissions and waste generation.

Measures

- City of Redmond greenhouse gas emissions (metric tons).
- Percentage of waste diverted from the landfill.

Actions

- Implement the Environmental Sustainability Action Plan and Council's 2020 Climate Emergency Declaration objectives.
- Implement policies and programs to increase waste diversion.
- Implement strategies to achieve carbon neutrality for city operations by 2030 and citywide by 2050, in alignment with the Climate Emergency Declaration.
- Develop policies and other programs to promote green building and environmentally sustainable practices in the Redmond community.
- Promote electric vehicle (EV) charging stations in common interest communities and eliminate barriers to access.
- Monitor/implement zoning code rewrites to incorporate zero-emission buildings and sustainable building standards, considering the affordability of development.
- Continue the Eastside Bring Your Own Cup Campaign with Bellevue, Kirkland, and Bothell and advance other efforts to reduce single-use plastic from food service.

Strategy #2

- Protect and enhance Redmond's natural resources.

Measures

- Percentage of total Redmond land area covered by tree foliage.
- Percent of stream length with good or higher complexity

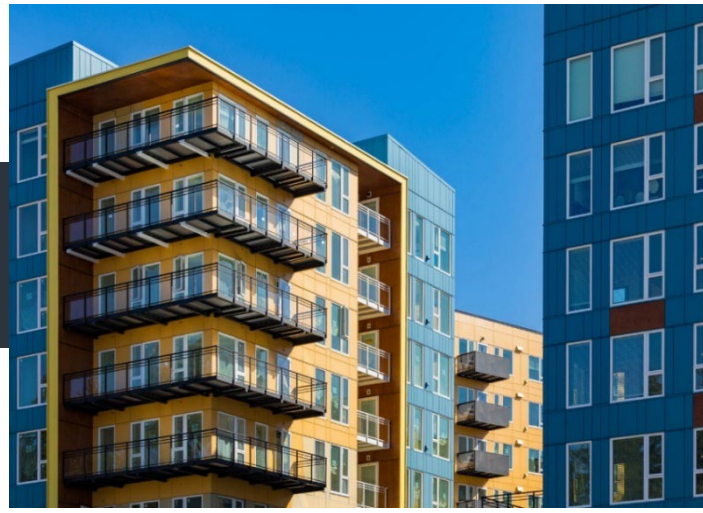
Actions

- Integrate findings from the 2022 Climate Vulnerability Assessment into Redmond 2050 and other strategic planning efforts to increase the resilience of infrastructure and vulnerable populations to climate change.
- Implement the Tree Canopy Strategic Plan.
- Protect and restore degraded streams and wildlife habitat with projects such as salmon recovery and conservation, culvert replacements, and watershed rehabilitation.
- Responsibly manage the City's groundwater resources.
- Analyze timing and implementation steps to eliminate single-use plastic from food service.
- Seek alternatives to the use of fireworks.



HOUSING CHOICES

PROGRAM VISION: A Redmond that values, provides, and promotes livability and a variety of housing choices for all.



Objective

Increase the overall supply, variety, and affordability of housing to achieve desired livability and equity outcomes in Redmond as outlined in the [Housing Action Plan](#).

Strategy #1

- Increase the overall supply of housing and provide access to more affordable homes.

Measures

- Progress toward meeting King County growth targets and affordability goals (by AMI) provided in the Countywide Planning Policies.
 - Number of moderate-income housing units. (50-80% AMI)
 - Number of low-income housing units. (30-50% AMI)
 - Number of very low-income housing units. (Less than 30% AMI)
 - Number of affordable units near transit. (Affordable Housing Committee dashboard)
 - Total number of housing units added. (Washington State Office of Financial Management)

Actions

- Make substantial progress toward completing the Comprehensive Plan Periodic Review.
- Implement Housing Action Plan two-year goals.
- Monitor effects of the tenant protection ordinance and make recommendations to address unintended outcomes.

Strategy #2

- Diversify housing stock to provide housing variety for all income levels, abilities, ages, and lifestyles, and to meet the housing needs of people who need supportive services, including people experiencing homelessness.

Measures

- Number of housing units by type and tenure. (Source: Source: King County Assessments, and U.S. Census Bureau, 2014-2018 ACS; King County AHC dashboard)
- Percentage of homelessness outreach participants that are housed.

Actions

- Implement Housing Action Plan two-year goals.
- Preserve affordable housing, stabilize unsheltered persons and those who are at risk for displacement.
- Make substantial progress toward completing the Human Services Strategic Plan.
- Continue refining renter protections in the municipal code to keep people housed.

Strategy #3

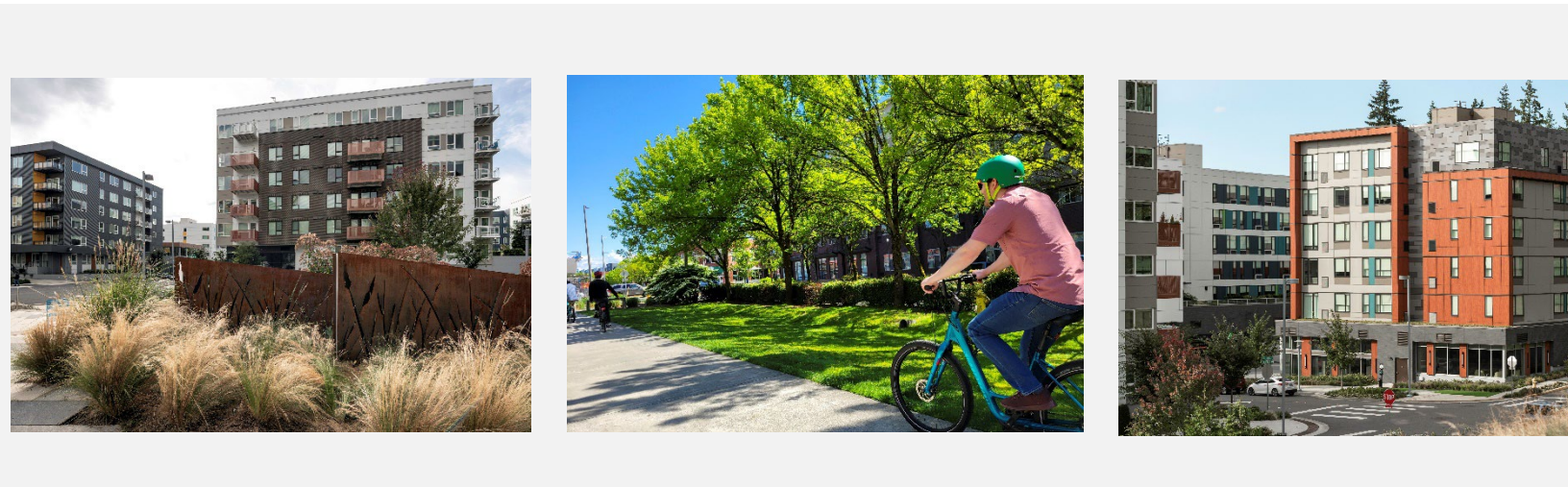
- Create healthy, walkable, and equitable transit-oriented communities. Develop strategies, programs, and projects that promote livability and cultivate “complete neighborhoods” (where shopping, services, amenities, schools, recreation, and transit are easily accessible from where people live).

Measures

- Number of housing units within 0.5 miles of a light rail station.
- Number of housing units within 0.5 miles of other high-frequency transit lines.
- Ratio of jobs to housing units.
- Network completion for pedestrians in neighborhoods.
- Network completion for bikes.

Actions

- Promote the benefits of complete neighborhoods through awareness campaigns, partnering with property managers, social service providers, schools, businesses, public health officials, and others.
- Zone for transit-supportive densities and complementary uses (i.e. create transit-oriented communities near light rail stations and high-frequency transit lines).
- Create a better balance between housing and jobs in the community by working to achieve King County growth targets and affordability goals.
- Invest in programs and projects that reduce the need for vehicle trips and/or vehicle ownership.
- Develop and promote micro-mobility options to address first and last mile gaps to accessing light rail and high-frequency transit lines.
- Promote transit-oriented development (TOD) and infill development integrating affordable housing development. (HAP Action 1.4)



INFRASTRUCTURE

PROGRAM VISION: A Redmond that is connected, multi-modal, smart, green, and has high value for long-term infrastructure investments that support the future needs of Redmond.



Objective #1

Invest in infrastructure preservation and replacement across the City to maintain the current level of service, the reliability of capital assets, and provide timely and cost-effective replacement.

Strategies

- Develop and implement a six-year CIP that results from proactive project prioritization and alignment focusing on flexible and dynamic delivery within our funding and resource capacity.
- Seek to implement holistic infrastructure projects which address multiple needs at once.
- Provide excellent stewardship of existing city infrastructure to ensure assets are well maintained and reliable.

Measures

- Maintenance report card on facility condition, pavement condition, water main breaks, and sewer overflows.
- Percentage of water quality tests that meet compliance regulations for safe and clean water.
- Investment in preservation and rehabilitation projects through the City's Transportation Benefit District.
- Implement capital project management software.

Actions

Planned projects include:

- **Facilities:** completion of the Redmond Senior & Community Center, design and construction of Maintenance and Operations Center (MOC) facilities improvements, and mechanical and electrical improvements to the Public Safety building and seismic retrofit of fire stations.
- **Capital Projects:** per actions discussed in the CIP proviso, select and implement capital project management software, enhance Council reporting and improve metrics for CIP outcomes.
- **Utilities:** wastewater lift station rehabilitation program, rehabilitation of pump stations, and water pressure reducing valve replacement.
- **Parks:** replacement of synthetic turfs sports fields (Grass Lawn and Hartman Parks).
- **Sidewalks:** complete installations and analyze costs of sidewalk clearing policy.

Objective #2

Continue investments in key opportunity projects that support economic and community vitality.

Strategies

- Continue to strategically leverage funds for capital investment projects.
- Use functional plans and Redmond's Capital Investment Strategy (CIS) as the primary sources of planned capital investment.
- Fund projects through programmatic constructs allowing for the allocation of CIP dollars to meet emerging needs.
- Promote economic vitality through the Redmond Partnership Network.

Measures

- Percentage of transportation network completed for all travel modes.
- Ratio of Redmond's transportation supply to transportation system demands (i.e., concurrency).
- Zero traffic related fatalities and serious injuries (Vision Zero).

Actions

- **Mobility:** Light rail integration, alignment of new bus routes with bike and pedestrian safety projects, North/South Corridor Study, Bel-Red Road bicycle lanes, 156th Avenue NE shared use path, long-term plan to address sidewalk deficiencies (part of TMP development), citywide ADA Compliance Plan, and the Overlake Village Pedestrian Bridge. Analyze curb management, especially around light rail stations and larger destinations for pick-up and drop-off.
- **Maintenance:** Sidewalk repair program, major street improvements and pavement management, Water System Comprehensive Plan, and improve coordination of vegetation control.
- **Recovery:** Through the Redmond Partnership Network, continue united and connected recovery activities (i.e., streeteries, Geek Out Gold) to promote community economic development.
- **Transportation Master Plan:** Advance plans for flexible service to address first/last mile transportation needs and bicycle and pedestrian needs in conjunction with the Vision Zero work.

Objective #3

Create a solid platform of internal technology systems that support city business more efficiently and provide improved customer experiences.

Strategies

- Maintain a security program that is aligned with business and industry best practices.
- Implement a data analytics solution which allows for reporting across business environments.
- Align TIS work plans with city priorities through a shared governance process.
- Develop and mature a six-to-eight-year technology investment roadmap in alignment with organizational and community needs.

Measures

- Network uptime.
- Technology service request response and resolution time.
- Internal and external customer satisfaction feedback.

Actions

- Monitor newly implemented D365 financial system.
- Identify and implement a project management platform for the Capital Investment Program.
- Implement new payroll and human resources information systems in Workforce Dimensions.
- Modernize and update collaboration tools, including conference room technology.
- Upgrade, enhance, or replace the City permitting platform.
- Design and implement a formal shared governance process.
- Continue collaboration on Asset Management program.

PUBLIC SAFETY

PROGRAM VISION: Protect all members of the community through preparedness, prevention, emergency response, mitigation, and recovery in an inclusive, equitable, compassionate, and timely manner.



Objective #1

Better the health of our community by continuing to create a proactive plan to connect at-risk community members to resources that reduce call volume and continue to emphasize alternatives to incarceration.

Strategies

- Expand Mobile Integrated Health to be inclusive of aging disabilities, mental health professionals, and prevention programs.
- Continue to partner with King County District Court for the continued operations of Community Court in Redmond.
- Build a robust network of services to provide referrals after individual contact for mental health, substance abuse, housing, and other human service needs.
- Design a holistic community health program to provide alternative crisis response.

Measures

- Reduction in low acuity calls through the Mobile Integrated Health (MIH), allowing EMS providers to triage clients in their homes during non-emergent times, reducing call volume and hospital admittance.
- Percentage of cases assigned to legal advocate or public defender.
- Number of cases referred to Community Court and successful participation in Community Court.
- Percentage of homelessness outreach participants that are housed.

Actions

- Coordination of services and referrals through the THRIVE program that strengthens the community through innovative programs to provide safety, stability, and hope for anyone in need or crisis.
- Complete implementation of the Police body camera program to maintain trust and accountability as well as enhance the safety of the community and its law enforcement officers.
- Quarterly client updates between mental health professional, homeless outreach coordinator, and service providers.
- Creation of unified branding for alternative public safety and human services programs and support for THRIVE through a reimagined community health program.
- Assess alternative public safety and human services referral programs to measure coordination efforts.

Objective #2

Implementation and enforcement of municipal fire and building codes to sustain prudent growth that protects the natural characteristic of the communities within Redmond.

Strategies

- Forecast, prepare, and adopt International Fire and Building Codes.

- Work with city planners to manage vegetation in urban areas, continue best practices of fire protection systems, and implement energy codes into commercial and residential properties.

Measures

- Building code effectiveness grading schedule.
- Percent of inspections completed within 24 hours.

Actions

- Identify annual performance measures for review and reporting.
- Continue fire system reliability program to assist building owners to track and maintain equipment.
- Continue development services center process improvement.
- Identify amendments to non-conforming structure fire code.

Objective #3

Ongoing investigation of community-driven safety concerns such as traffic volumes, high accident locations, bike lanes, crosswalks, and sidewalks to improve safety for pedestrians, bicyclists, and motorists.

Strategies

- Identify the highest-risk locations and develop countermeasure strategies in alignment with Vision Zero.
- Plan for the future needs of a diverse community through operational and capital future forecasting.

Measures

- Fatal and serious injuries on all roads per 1,000 residents.
- Accident rate per year on all roads per 1,000 residents.

Actions

- Install rapid flash beacon crossings at various locations identified in the CIP.
- Neighborhood Traffic Calming Program to address neighborhood safety concerns with recommended countermeasures.
- Channelization program to install signs and markings to slow vehicles near high-conflict areas.
- Evaluate operations near Sound Transit stations for pedestrians, bicycles, and motorists to address concerns related to traffic signal, streetlight, crosswalk, and bike lane operations.





The City of Redmond assures that no person shall, on the grounds of race, color, national origin, or gender, as 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.