

# CITY OF REDMOND

# Community Strategic Plan

Adopted by Council: October 2019  
Revised: November 24, 2021



**Redmond**  
WASHINGTON

# TABLE OF CONTENTS

EXECUTIVE SUMMARY ..... 3

CITY OF REDMOND ..... 5

COMMUNITY INVOLVEMENT ..... 6

DIVERSITY, EQUITY, AND INCLUSION (DEI)..... 7

ENVIRONMENTAL SUSTAINABILITY ..... 8

HOUSING CHOICES..... 9

INFRASTRUCTURE ..... 11

PUBLIC SAFETY ..... 13

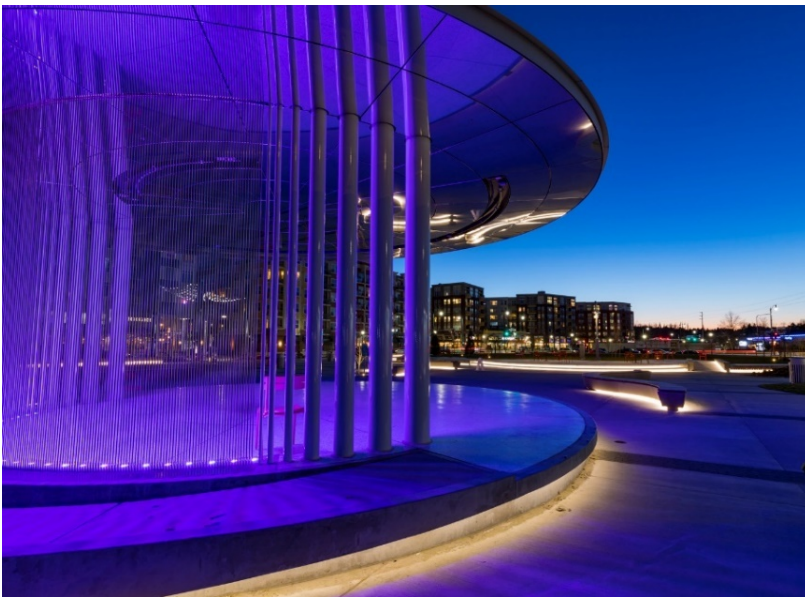




# EXECUTIVE SUMMARY

## Realizing Redmond’s Long-Term Vision

This community strategic plan provides the work plan for the City and provides guidance for the City’s work. It includes strategic initiatives with associated objectives, strategies, measures, and actions that will be implemented within the community over a specific period. The strategic elements 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 CSP has since been revised to incorporate new community feedback, updates to the initiatives, and improved performance metrics and actions that demonstrated the progress being made on the objectives. The Community Strategic Plan provides a roadmap to the city’s major community-based initiatives.

| The segments of the Community Strategic Plan include: |                              |                 |                |               |
|---|------------------------------|-----------------|----------------|---------------|
| Diversity, Equity, and Inclusion                      | Environmental Sustainability | Housing Choices | Infrastructure | Public Safety |

**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 programing, organizational policies, and practices, 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 take action make Redmond a hate-free zone.

Redmond will continue its commitment to **Environmental Sustainability** through a healthy and sustainable environment for all generations. Environmental sustainability focuses on achieving carbon neutrality by 2050 and 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 increase 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 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, and
- Provide excellent stewardship of existing city infrastructure ensuring assets are well maintained and reliable, and
- Continue to strategically leverage funds by working in partnership with other agencies and the private sector, and
- Utilize functional plans and Redmond's Capital Investment Strategy (CIS) as the primary sources of planned capital investment, and
- Promote economic vitality through the Redmond Partnership Network continued recovery efforts, and
- Maintain technology security programs that align industry best practices, and
- Implement a data analytics solution which allows for reporting across business environments.

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 at-risk community members to resources that reduce unnecessary call volume and continue to emphasize alternatives to incarceration. In addition, implement and enforce building and fire codes and improving safety for pedestrians, bicycles, and motorists. Strategies to achieve the vision include:

- Expand Mobile Integrated Health and continue to partner with King County District Court for the continued operations of Community Court in Redmond, and
- Forecast, prepare, and adopt International building and fire codes, and
- Manage urban forest interface through continued fire protection systems, and
- Identify highest risk locations and develop countermeasure strategies for accident prone areas.

The Mayor, Council, and community work together to support and serve Redmond through supporting 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 strategic 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.**

## 2011 Comprehensive Plan City Vision

To create a city with two vibrant urban centers in Downtown and Overlake, to enhance the livability and connections between our neighborhoods, and to deliver high-quality services in partnership with our community.



**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

# 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.

Community members will review the draft Community Strategic Plan and provide feedback in late summer, 2021. City leadership will then use community input to finalize the document before adoption by Council in fall, 2021. Community members can share their input through the following “opportunities for involvement”.

## 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 \*\*
- New! Visit with Council at Community Conversations \*\*
- 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



## Let's Connect Redmond

### 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.



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.



Community Strategic Plan progress updates will be provided every six months.

# 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; encourages cross-cultural interactions; and strengthens our relationship with our diverse communities.

## Strategies

- Develop a two-year workplan that focuses on organizational and community programing, a six-part strategic approach to organizational change (including policies and practices), and on-going programming for city employees, leadership, elected officials, and community.
- 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 hate free zone.
- Work to identify and eliminate resolutions, policies, and procedures that have historical and current racist, prejudicial, biased, and discriminatory implications.

## Measures

- Community satisfaction rating (new).
- Number of staff and members of boards, commissions, and committees receiving training on equity or cultural competency (new).
- Percentage of staff, members of boards, commissions, and committees who identify as part of an under-represented community (new).

## Actions

- 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 organizational culture.
- Identify and establish collaborations and partnerships with diverse group, businesses, and organizations to ensure a safe, resilient, and engaged community.
- 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 through the establishment of 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 by 2050 and enhance the health and resilience of Redmond's natural resources as outlined in the [Environmental Sustainability Action Plan](#) and the 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, in alignment with the Climate Emergency Declaration.
- Develop policies and other programs to promote green building and environmentally sustainable practices in the Redmond community.

### 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

- Complete a climate vulnerability assessment to understand the infrastructure and populations in Redmond that will be most impacted by 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 the Watershed rehabilitation.
- Responsibly manage the city's groundwater resources.



# 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 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. (WA State Office of Financial Management)

#### Actions

- Make substantial progress toward completing the Comprehensive Plan Periodic Review.
- Implement Housing Action Plan two-year goals:

### 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 to completing the Human Services Strategic Plan.

### Strategy #3

- Create healthy, walkable, and equitable transit-oriented communities. Develop strategies, programs, and projects that promote livability and cultivate "10-minute neighborhoods" (where shopping, services, amenities, schools, recreation, and transit are within a 10-minute walk of where people live).

#### Measures

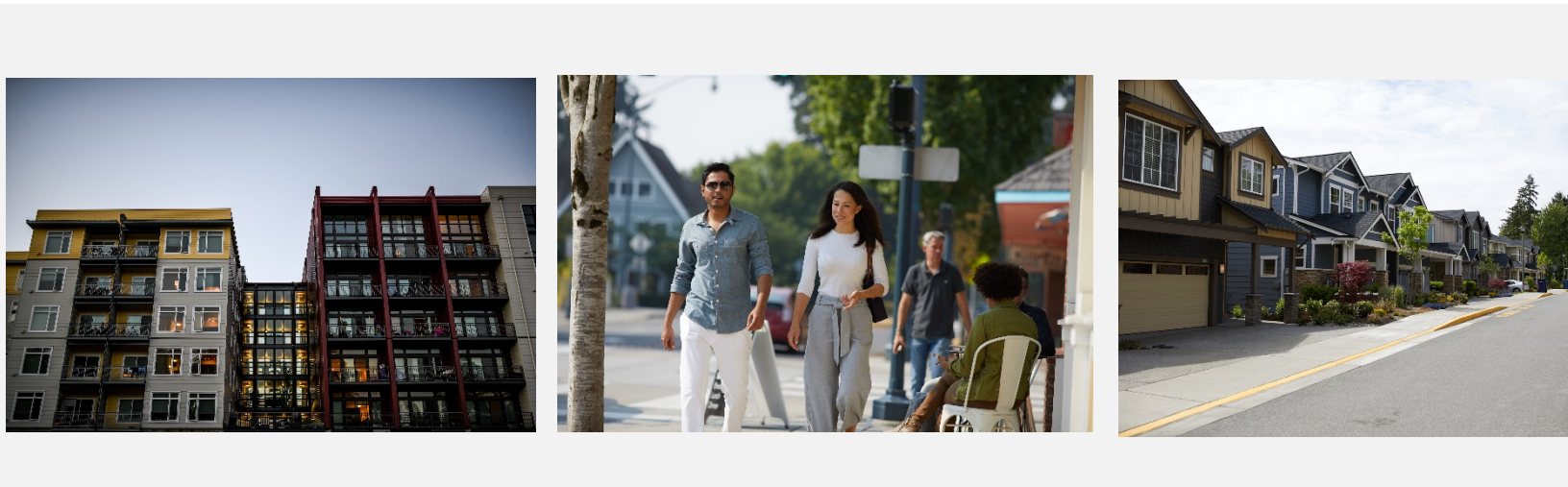
- Number of housing units within 0.5 mile of a light rail station.
- Number of housing units within 0.5 miles of other high-frequency transit lines.

- Ratio of jobs to housing units.
- Network completion for pedestrians in neighborhoods.
- Network completion for bikes.

## Actions

- Promote the benefits of 10-minute 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 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 of delivery commitments with our funding and resource capacity.
- Provide excellent stewardship of existing city infrastructure to ensure that 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.

### Actions

Planned projects include:

- **Facilities:** design/construction of Senior & Community Center, seismic retrofit of fire stations, address interim Maintenance and Operations Center (MOC) facilities improvements, and Mechanical and electrical improvements to the Public Safety Building and seismic retrofit of fire stations.
- **Utilities:** wastewater lift station rehabilitation program, rehabilitation of pump stations, and water pressure reducing valve replacement.
- **Parks:** replacement of synthetic turfs (Grass Lawn and Hartman Parks).
- **Sidewalk Installations**
- Replacement of sports fields.

## 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.
- Through the Redmond Partnership Network continue the recovery activities to promote economic vitality.

### Measures

- Percentage of transportation network completed for all travel modes.
- Ratio of Redmond's transportation supply to transportation system demands (i.e. concurrency).

## 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, 156<sup>th</sup> Avenue NE shared use path, develop a long-term plan to address sidewalk deficiencies (part of TMP development), citywide ADA Compliance Plan, and the Overlake Village Pedestrian Bridge.
- **Maintenance:** Sidewalk repair program, Street improvements (152<sup>nd</sup> and NE 70<sup>th</sup>), 166<sup>th</sup> Avenue NE 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.
- **Microsoft Campus Refresh**

## Objective #3

Make Redmond a smarter city through creating a solid platform of internal technology systems that support city business more efficiently and provide improved customer experiences.

### Strategies

- Maintain security program that is aligned with business and industry best practices.
- Implement a data analytics solution which allows for reporting across business environments.

### Measures

- Network uptime.
- D365 Project estimated hours saved annually through Accounts Payable automation

## Actions

- Implement D365 financial system Cloud technology.
- Upgrade/enhance Energov permitting technology.
- Implement timekeeping module, new payroll and human resources information systems in Workforce Dimensions.
- Implement Records Management System.
- 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 unnecessary 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 robust network of services to provide referrals after individual contact for mental health, substance abuse, housing and other human service needs.

### 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.

### Actions

- Coordination 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.
- Implement 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 MHP, homeless outreach coordinator, and service providers.
- Create unified branding for alternative public safety and human services programs.
- 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.
- Establish and recruit for the fire system reliability program coordinator to assist buildings owners to track and maintain equipment.
- Continue development services center process improvement.
- Amendment to non-conforming structure fire code.

## Objective #3

On-going 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 highest risk locations and develop countermeasure strategies.
- Plan for the future needs of a diverse community through the 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 pedestrian, bicycle, 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](http://redmond.gov/TitleVI).

无歧视声明可在本市的网址 [redmond.gov/TitleVI](http://redmond.gov/TitleVI) 上查阅 | El aviso contra la discriminación está disponible en [redmond.gov/TitleVI](http://redmond.gov/TitleVI).