



# Redmond Community Indicators 2011

*Working to Achieve the Community's Vision*



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## MAYOR'S MESSAGE

April 2011

Dear Redmond Neighbors,

Welcome to the sixth edition of Redmond Community Indicators!

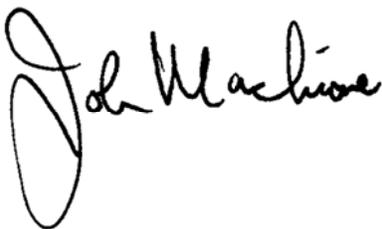
Every year we update a variety of indicators to track our progress toward achieving the City's future vision and goals. These indicators not only help us see trends, but also can help you stay informed about the steps we take to advance your priorities.

As you may know, the City is currently undertaking a periodic review of its entire Comprehensive Plan. Since these community indicators are a means of tracking Comprehensive Plan progress, they too will be refined after the plan update is complete at the end of this year.

In this year's report, you will see some positive news about salmon: recent Chinook numbers in Bear Creek are strong. You will also see the first figures on parks and trails access reported since the City Council adopted the Parks, Arts, Recreation, Culture and Conservation (PARCC) Plan in 2010. The indicators also show that many people are taking greater advantage of City offerings online, with more permits issued and more web visits than in previous years.

The information presented in this report is a summary by necessity. We welcome your questions or requests for a more in-depth look about any particular indicator. For more information, contact the listed City department, or contact the Long Range Planning division at 425-556-2440 or [compplan@redmond.gov](mailto:compplan@redmond.gov).

Sincerely,

A handwritten signature in black ink that reads "John Marchione". The signature is written in a cursive style with a large, looped initial "J".

Mayor John Marchione

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Goal	Summary	Trend
<p>Conserve</p> 	<p>The percentage of the waste stream that heads to the landfill declined for the fourth straight year, to 56.5%. The rolling three-year average water consumption fell for the second straight year to 280 million cubic feet. Residential developments in single-family zones were developed on average to 93% of zoned density (2008-10 average). Figures for juvenile Chinook salmon in 2009 are positive with 65,000 juveniles counted in Bear Creek.</p>	
<p>Character</p> 	<p>In 2010 there were 15.8 acres of parks per thousand people, and 0.41 trail miles per thousand people, meeting citywide standards. Some neighborhoods do not meet neighborhood-specific park acre and trail mileage standards. After decreases in 2009, motor vehicle prowls and cases of identity theft rose in 2010. The graduation rate at Redmond High School decreased to 88%.</p>	
<p>Choices</p> 	<p>Ninety single-family homes were permitted in 2010. The median size increased from 2,839 square feet to 3,010 square feet. One accessory dwelling unit was created in 2010. For the second year in a row, no new affordable homes were created, due largely to the slow-down in new home construction generally. The ratio of residents to employees remained steady at 0.57 (2009 data).</p>	
<p>Centers</p> 	<p>Little development activity commenced in 2010 owing to continued effects of the recession. The number of jobs decreased by a small amount (20 jobs) in Downtown. Reporting restrictions that protect proprietary information prevent the publication of 2009 jobs information for Overlake. Total employment in Redmond's urban centers is still estimated to be around two-thirds of total citywide employment.</p>	
<p>Commerce</p> 	<p>Redmond's population grew to 54,144 in 2010; employment grew to 90,704 jobs in 2009. Redmond office vacancy rates (23.1%) and Eastside warehouse vacancy rates (11.1%) do not show upward or downward trends, but Eastside flex/tech vacancy rates rose to 22.6% in 2010 (retail vacancy rates were not available at time of publication). Estimated household median income rose to \$91,820 (2007-09), while child poverty in the Lake Washington School District rose to 5.0% (2009).</p>	
<p>Culture</p> 	<p>The largest increase in participation in City recreation program was among those age 50 and over, while overall participation increased to over 142,000. About 24,000 people took part in Redmond Lights and Derby Days combined - an increase of 8,000 over 2009.</p>	
<p>Connections</p> 	<p>Ridership on Metro Transit decreased 1.5%, while it increased on Sound Transit by 13.1% compared to 2009. Twelve of fifteen local transit service hour targets have been met, and three of five local transit connection frequency targets are now met. The number of collisions increased in 2010 to 767, but the number of collisions involving pedestrians or bicycles decreased for the second year in a row to 22. There are 7,236 mobility units available in Redmond's transportation concurrency system.</p>	
<p>Community</p> 	<p>City of Redmond volunteers logged at least 34,713 volunteer hours in 2010. Neighbors in Woodbridge, Marymoor Hill, and Willows Crest worked together to qualify for three Neighborhood Matching Fund grants totaling \$11,076. City website views increased to 6.7 million, and use of Redmond's online permit system continues to rise, reaching 68.3% of all permits applied for in online-available categories. Redmond annexed 117 acres in 2010.</p>	

Why Monitor Trends?

Redmond monitors progress toward achieving community goals and implementing the Comprehensive Plan to help assess a) whether current policy is effective, and b) what actions would improve plan implementation.

Comprehensive Plan Goals for Redmond

The goals below underpin *Redmond Community Indicators*. The City Council adopted these goals as part of the 2004 Comprehensive Plan update.



*Conserve* agricultural lands and rural areas; protect and enhance the quality of the natural environment



Retain and enhance Redmond's distinctive *character* and high quality of life, including an abundance of parks, open space, good schools and recreational facilities



Emphasize *choices* in housing, transportation, stores and services



*Centers*: Support vibrant concentrations of retail, office, service, residential, and recreational activity in Downtown and Overlake



*Commerce*: Maintain a strong and diverse economy, and provide a business climate that retains and attracts locally owned companies as well as internationally recognized corporations



Promote a variety of community gathering places and diverse *cultural* opportunities



Provide convenient, safe and environmentally friendly transportation *connections* within Redmond, and between Redmond and other communities for people and goods



Remain a *community* of good neighbors, working together and with others in the region to implement a common vision for Redmond's future

*Redmond Community Indicators* is divided into two sections: indicators and implementation actions. Indicators monitor progress toward meeting the community's long-term goals. Implementation actions are activities needed to carry out the policy direction of the Comprehensive Plan.

Budgeting by Priorities

As part of the Budgeting by Priorities process, the City Council endorsed 18 "dashboard" measures that give a high-level indication of how the City is doing in meeting the six priorities of the budget.

Some dashboard measures are also part of Redmond Community Indicators. They are noted throughout the report with the symbol at right.



And Don't Forget...

Mobility: Indicators related to mobility and that are part of the Mobility Report Card are marked with the symbol at right.



Specific Objectives: Many indicators have specific objectives so as to better assess progress. Other information that is informative but not linked to a specific target is still included in brief and can be found in more detail online at [www.redmond.gov/CommunityIndicators](http://www.redmond.gov/CommunityIndicators).

## Community Indicator Example

**5.1: Share of Regional Employment**  
*City role: Significant*

*The percentage of jobs in the four-county region (King, Pierce, Snohomish, and Kitsap) located in Redmond.*

- Indicator title, preceded by number. Indicators are organized by goal. Some indicators are reported biennially, others every five years.
- Describes City's role in affecting indicator behavior; ranges from direct role to no role.
- Explains exactly what was measured.

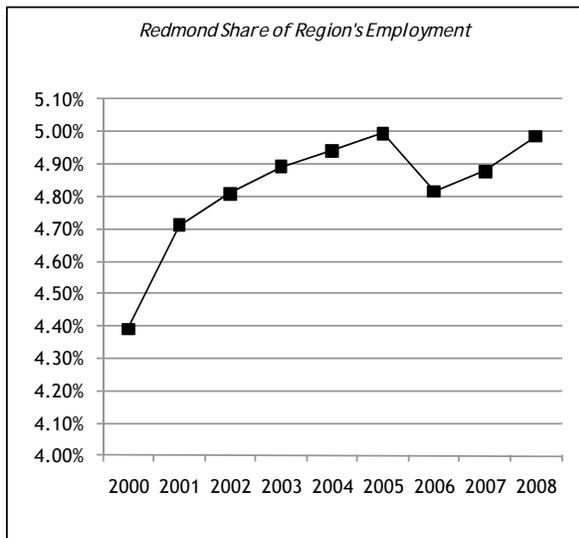
Baseline ('03): 4.30%  
 Observed ('08): 4.99%  
 Objective ('22): 5.09%

**Trend:** ↔

- Left box shows progress compared to baseline year. Baseline year varies depending on information availability. Observed year shows current (or most recent) observation. Objective year shows target value for indicators, in other words, the eventual goal. Right box shows recent trend in data, if any.

Redmond plans to accommodate 118,000 total jobs by 2022. Given regional growth forecasts...

- A short paragraph describes the indicator and how the information is relevant.



- Many indicators include a visual representation of change over time. This allows the reader to get a sense for how the indicator is behaving in the long term.

## Implementation Action Example

Implementation Action	Status	Short-term 2006-07	Medium-term 2008-10	Long-term 2001-15	Related Comprehensive Plan Policy	Related Indicator
<b>Centers</b>						
Update the RCDG to allow consideration of four-story mixed-use residential villages	Completed 2006	x			DT-49	Access to Convenience Goods & Services; Urban Center Growth

- Action title
- Brief description of implementation status of the action: ranges from "complete" to "unscheduled"
- Indicates when action is anticipated to be complete. An "X" in the box means work is anticipated to be done during that time frame.
- Refers to a specific Comprehensive Plan policy
- Refers to an indicator in *Redmond Community Indicators*





Conserve agricultural lands and rural areas; protect and enhance the quality of the natural environment.

↔ No apparent overall positive or negative trend.

**Resource Consumption.** The percentage of the waste stream that heads to the landfill declined for the fourth straight year, to 56.5%. Recycling now makes-up 43.5% of the waste stream. The rolling three-year average water consumption fell for the second straight year. Total water consumption in Redmond was 266.8 million cubic feet in 2010. Residential developments in single-family zones were developed on average to 93% of zoned density (2008-10 average).

**Fish and Wildlife.** Birdwatchers at Marymoor Park catalogued two new species during their 2010 watches: the Sandhill Crane and the Common Poorwill. Bald Eagle sightings have been consistently more frequent in the last six years than in the previous ten before that. While not a long-term trend, figures for juvenile Chinook salmon in 2009 are positive with 65,000 juveniles counted in Bear Creek. In 2010, Redmond did not record any instances of the lowest category of stream water quality among its core sampling locations.

**Green Building.** Redmond City Hall earned Leadership in Energy and Environmental Design (LEED) Silver certification during 2010.

## GO figure

*Numbers at your fingertips*

How Much/Many?	Of What?	Trend
0	Square miles added to Urban Growth Area in vicinity of Redmond	↔



*Waterfall in the Watershed Preserve*

How Much/Many?	Of What?	Trend
0	Transferable development rights transacted	↔
24	Spawning Chinook salmon in Bear Creek	
327,225	Juvenile Sockeye salmon in Bear Creek (2009)	
65,240	Juvenile Chinook salmon in Bear Creek (2009)	
33,395	Juvenile Coho salmon in Bear Creek (2009)	
437	Hawk and falcon sightings at Marymoor Park	↔
240	Great blue heron sightings at Marymoor Park	↔

*Data for 2010 unless otherwise noted. Visit [www.redmond.gov/communityindicators](http://www.redmond.gov/communityindicators) for more information about the above figures.*

## 1.1 Stream Water Quality

City role: Indirect

Percentage of stream sampling locations with Water Quality Index greater than 40 (i.e., of "marginal" or "low" concern).

Baseline ('05):	25%	Trend: n/a*
Observed ('10):	100%	
Objective ('20):	100%	

\* data does not support trend analysis



The Washington State Department of Ecology developed a Water Quality Index (WQI) tool that synthesizes a variety of water quality field data into one dimensionless score between zero and 100. WQI scores of 80 and

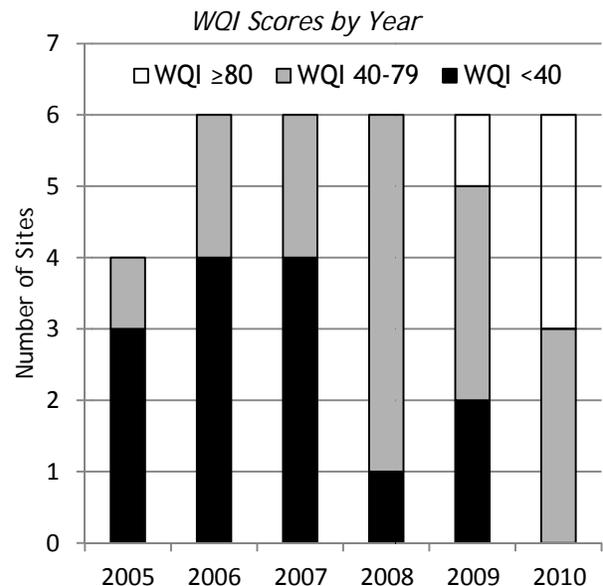
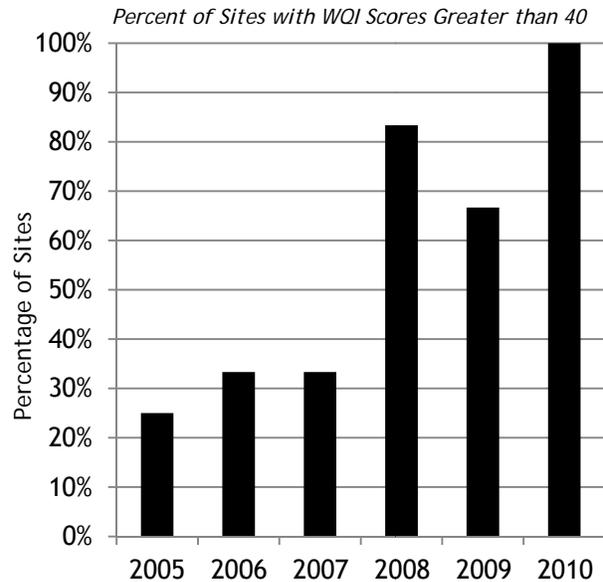
above indicate a stream can support fish and wildlife, and is safe for human contact. Streams with scores between 40 and 79 are considered "marginal." WQI scores of less than 40 indicate streams are of "greatest concern".

To determine a stream's WQI score, eight water quality parameters are measured:

1. temperature (high temperature is bad)
2. dissolved oxygen (low concentration is bad)
3. pH (acidity too high or too low is bad)
4. fecal coliform bacteria (pathogens, high is bad)
- 5-6. nitrogen and phosphorous (nutrients, high is typically bad)
- 7-8. total suspended solids and turbidity (high is typically bad)

The City's goal is to eliminate WQI scores below 40 for core sampling locations by 2020, in coordination with Washington State's Puget Sound Action Agenda.

In 2009 the City implemented an updated WQI sampling protocol. Results from past years have been restated to conform to the new protocol. Water quality samples are now collected on a monthly basis over the water year (October to September). Samples are not taken during, or soon after, rain storms. This change produces more accurate index values as the WQI was designed to measure non-storm-related, low-flow stream conditions. Water quality typically declines during periods of stormwater runoff.



Trend analysis from year to year using an index value is not scientifically sound.

Source: City of Redmond Natural Resources  
Updated January 2011

## 1.2 Water Consumption

City role: Significant

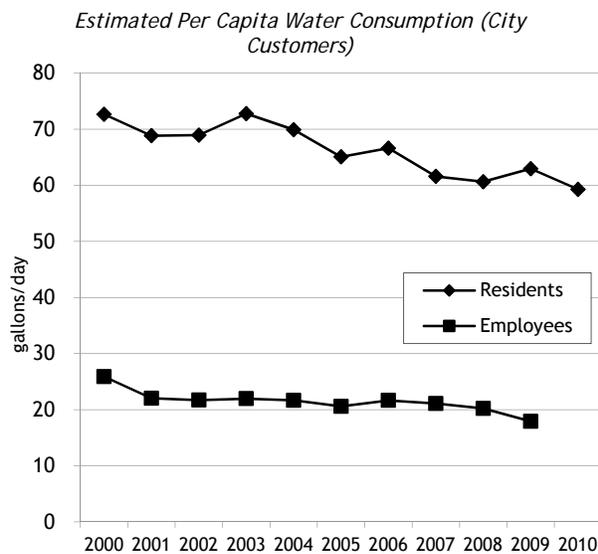
Millions of cubic feet per year; "year" is second year in three-year period (e.g., 2005 is average of 2004-06)

Baseline ('01): 286  
Observed ('09): 280  
Objective ('12): 286

Trend: ↓

(improving: fewer cubic feet)

Water usage fluctuates each year depending on weather, price, and business and residential growth. Since 2001, the three-year rolling average of annual water consumption by City customers (not customers in the Novelty Hill Urban Planned Developments) has ranged from 279.9 million to 299.6 million cubic feet (that is, 2.09 to 2.24 billion gallons). Redmond's goal is to reduce water consumption by 1.6% between 2007 and 2012.



Sources: Utility Billing for consumption figures; Washington State Office of Financial Management for estimated residential populations; Puget Sound Regional Council for estimated employment

Note: one cubic foot equals 7.48 gallons; Redmond bills customers in 100-cubic-foot - that is, 748-gallon, increments.

Data updated February 2011

## 1.4 Ratio of Achieved Residential Density to Allowed Residential Density

City role: Significant

Ratio of achieved to allowed residential density, using gross density, for single-family, multi-family, and mixed-use zones.

### Single-Family Zones

Baseline ('97): 0.79  
Observed ('09): 0.93  
Objective: --

Trend: ↔

Redmond's zoning regulations allow the gross site area, including environmentally critical areas, to be counted in density calculations. This allows applicants with significant amounts of encumbered land to achieve a density that is closer to the planned (zoned) density than would otherwise be possible.

### Multi-Family Zones

Baseline ('97): 1.07  
Observed ('09): 0.52  
Objective: --

Trend: ↔

The achieved-to-allowed ratio for density in multi-family zones has fallen in recent years, owing in part to two factors: applicants choosing not to build to the planned density, and the development of properties with significant environmental encumbrances.

### Mixed-Use Zones

A significant portion of Redmond's residential growth will come in mixed-use zones in Downtown and Overlake over the next twenty years. In these zones, development intensity is limited by floor area ratio (FAR) rather than a dwelling-units-per-acre cap. This provides applicants more flexibility in designing buildings while providing the community certainty in terms of the height and bulk of buildings. Even so, it is possible to measure achieved densities. Between 2006 and 2010, achieved densities ranged from 34 to 80 units per gross acre.

Updated January 2011

### 1.3 Waste & Recycling

City role: Significant

Three measures: single-family: lbs/customer/week; multi-family & non-residential: recycling rate.

#### Single-Family

Baseline ('06): 66 lbs  
Observed ('10): 59 lbs  
Objective ('12): 50 lbs

Trend: ↓  
(improving: fewer pounds)



Of the 59 pounds of waste per week per single-family residential customer in 2010, about 38 pounds, or 64%, were recycled. This is nearly identical to results in 2009.

“Wastestream” for single-family households includes all curbside

waste and recyclable materials and 70% of recycling event materials. The City’s goal is to reduce single-family waste to 50 pounds per week per single-family customer by 2012.

#### Multi-Family

Baseline ('04): 11%  
Observed ('10): 16%  
Objective ('12): 25%

Trend: ↑

Households residing in multi-family structures represent a great opportunity for increased recycling in Redmond. The gap between single-family and multi-family recycling proportions remains large (16% vs. 64%). The City’s goal is to increase the recycling rate of multi-family households to 25% by 2012.

#### Non-Residential

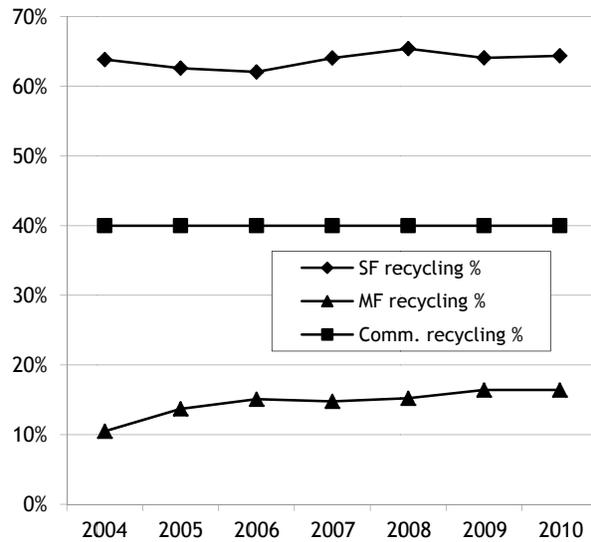
Baseline ('04): 40%  
Observed ('10): 40%  
Objective ('12): 50%

Trend: ↔

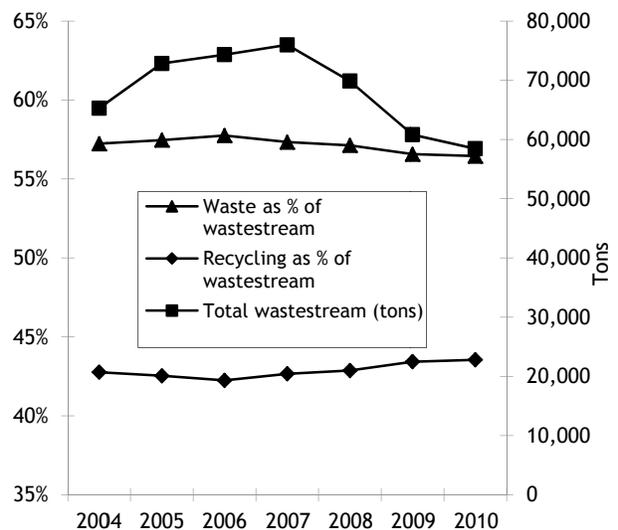
Non-residential customers accounted for about 20,000 tons of waste and 13,000 tons of recycled materials in 2010. The City’s goal is to increase the amount of the commercial wastestream that is recycled to 50%.

Source: Public Works Department  
Data updated February 2011

Recycling %



Wastestream



## 1.5 Environmentally Sensitive Urban Development

*City role: Direct*

*Projects built according to City sustainable development standards or LEED standards.*

Baseline ('04):	3
Observed ('10):	1
Objective:	--

Trend: ↔

LEED buildings and developments are evaluated for certification in a number of categories including: sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality.

To qualify for LEED certification, a development must earn a certain number of credits, each linked to a green building practice.

Redmond City Hall earned LEED Silver certification in 2010.

*Updated January 2011*



Retain and enhance Redmond's distinctive character and high quality of life, including an abundance of parks, open space, good schools and recreational facilities



No apparent overall positive or negative trend.



Families visit a police vehicle at Redmond Town Center.

**Public Safety.** Average fire response times improved by three seconds in 2010; average emergency medical response times slowed by seven seconds in 2010. Early 2011 data indicates improving EMS response times. Calls for service are trending down slightly for police and EMS, and are stable for fire. After decreases in 2009, motor vehicle prowls and cases of identity theft rose in 2010; other crime trends are noted at right.

**Education.** The graduation rate at Redmond High School decreased to 88%. The graduation rate for the Lake Washington School District as a whole was 87%.

**Parks and Open Space.** Redmond meets citywide park acreage and trail mile objectives, but parks and trails are distributed in such a way that some neighborhoods have a deficit of neighborhood parks, access to trails, or both.

## GO Figure

Numbers at your fingertips

How Much/Many?	Of What?	Trend
15.8	Park acres per thousand people	n/a
0.41	Trail miles per thousand people	n/a
7,732	Street trees	↑
0, 3	Fires spreading beyond room of origin (sprinkled, non-sprinkled respectively)	↔
6	Fire investigation reports where damage exceeds \$10,000	↔

How Much/Many?	Of What?	Trend
1,862	Occupancies inspected for fire safety	↔
33	Fire calls for service per 1,000 population	↔
77	EMS calls for service per 1,000 population	↓
6min 0sec	Average fire response time (improving: less time)	↓
6min 38sec	Average EMS response time (worsening: more time)	↑
444	Police calls for service per 1,000 population	↓
51	Violent crimes (improving: fewer crimes)	↓
198	Residential and commercial burglaries (worsening: more crimes)	↑
68	Motor vehicle thefts, including attempts	↔
612	Motor vehicle prowls, including attempts	↔
202	Cases of identity theft	↔
88%	Redmond High School graduation rate	↓

Data for 2010 unless otherwise noted. Visit [www.redmond.gov/communityindicators](http://www.redmond.gov/communityindicators) for more information about the above figures.

## 2.1 Access to Parks and Trails

City role: Direct

Park acres per thousand people citywide and by neighborhood; trail miles per thousand people citywide and by neighborhood. Reported every five years.

### Total Park Acreage per Thousand People Citywide

Baseline ('09):	16.4	Trend: n/a
Observed ('10):	15.8	
Objective:	6.5	

### Total Neighborhood Park Acreage per Thousand People

Baseline ('09):	0.92	Trend: n/a
Observed ('10):	0.89	
Objective:	1.00	

### Neighborhood Park Standard by Neighborhood

Neighborhood	2010 need (acres)	2030 additional need (acres)
Bear Creek	2.1	0.0
Downtown	standard met	0.8
Education Hill	0.2	0.0
Grass Lawn	7.5	0.0
Idylwood	1.5	0.0
North Redmond	1.1	0.0
Overlake	standard met	5.4
Southeast Redmond	6.7	1.1
Sammamish Valley	2.4	0.0
Willows/Rose Hill	standard met	0.0

### Trail Miles per Thousand People Citywide

Baseline ('09):	0.54	Trend: n/a
Observed ('10):	0.52	
Objective:	0.35	

### Trail Mile Standard by Neighborhood

Neighborhood	2010 need (miles)	2030 additional need (miles)
Bear Creek	standard met	0.0
Downtown	standard met	1.1
Education Hill	standard met	0.0
Grass Lawn	2.8	0.1
Idylwood	1.6	0.1
North Redmond	standard met	0.0
Overlake	2.8	2.4
Southeast Redmond	standard met	0.0
Sammamish Valley	standard met	0.0
Willows/Rose Hill	1.3	0.1



Redmond's goal is to provide access to parks and trails within one-quarter mile of every home and workplace. This is measured by park acres and trail miles within each neighborhood. It is measured by neighborhood to ensure walkability in all of Redmond's neighborhoods. In 2010 the City updated the Park, Arts, Recreation, Conservation and Culture (PARCC) Plan, which is the origin of these acre and mile objectives.

Source: Parks Department  
Data updated March 2011

## 2.2 Crime Clearance Rate

City role: Significant

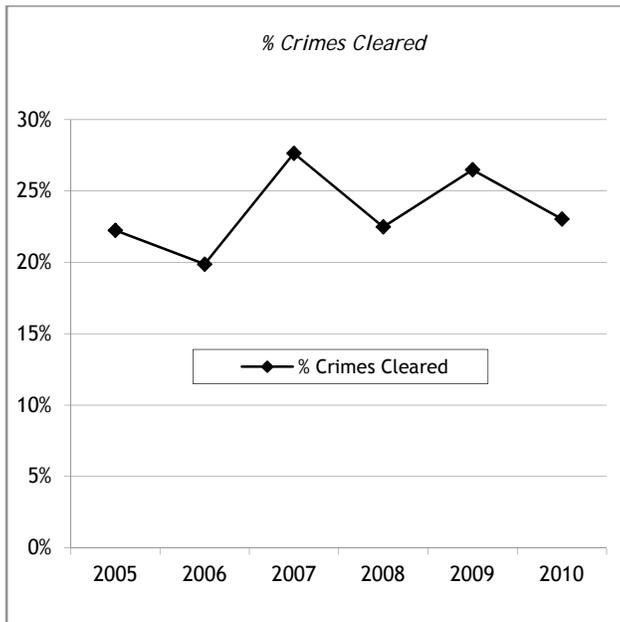
Proportion of crimes where investigation results in arrest and charging of a suspect.

Baseline ('05): 22%  
Observed ('10): 23%  
Objective: --

Trend: ↔

The “clearance rate” is the proportion of crimes where investigation has resulted in the arrest and charging of suspects; the clearance rate from previous years may change as additional cases are cleared over time. The clearance rate is different than the prosecution or conviction rate, since prosecutors decide whether or not to prosecute a case.

Additionally, a crime may be cleared without the arrest of any suspect if a suspect (or suspects) has been identified, but external circumstances, such as a suspect’s death, prevent arrest and charging.



In 2010 Redmond Police reported clearing 23% of the crimes listed below.

Source: City of Redmond Police Department  
Updated February 2011

Note: Crimes tracked are homicide, rape, robbery, assault, burglary, and larceny. Motor vehicle thefts excluded from 2006 and 2007 figures.

## 2.3 Fire, Police, and Emergency Medical Service Calls for Service

City role: Indirect

Total annual calls for police services normalized by residential population and daytime population.

### Police Calls for Service per 1,000 Residents

Baseline ('05): 505  
Observed ('10): 444  
Objective: --

Trend: ↔

### Police Calls for Service per 1,000 Daytime Population

Baseline ('05): 239  
Observed ('10): 214  
Objective: --

Trend: ↔

### Fire Calls for Service per 1,000 Residents

Baseline ('08): 34  
Observed ('10): 33  
Objective: --

Trend: ↔

### Fire Calls for Service per 1,000 Daytime Population

Baseline ('08): 16  
Observed ('10): 16  
Objective: --

Trend: ↔

### EMS Calls for Service per 1,000 Residents

Baseline ('08): 82  
Observed ('10): 77  
Objective: --

Trend: ↓

### EMS Calls for Service per 1,000 Daytime Population

Baseline ('08): 38  
Observed ('10): 37  
Objective: --

Trend: ↓

Source: Fire Department, Police Department

Data updated March 2011



Emphasize choices in housing, transportation, stores and services.

↔

No apparent overall positive or negative trend.



Outdoors at Redmond Town Center

**Housing.** After slowing dramatically in 2009, residential development continued to be slow in 2010. Ninety new single-family homes were permitted during the year. The median size increased to 3,010 square feet from 2,839 square feet. One accessory dwelling unit (mother-in-law apartments) was created. One small home was demolished. No homes were created through Redmond's affordable housing regulations.

## GO figure

*Numbers at your fingertips*

How Much/Many?	Of What?	Trend
0.57	Residents per employee (2009)	↔
1	 Innovative and senior housing units permitted	↔
0	 Affordable dwellings permitted	↓
\$150,000	Contribution to Housing Trust Fund (per year)	↔
1	Small home demolitions	↔
2,724	Small and medium-sized licensed businesses (2009)	↑

*Data for 2010 unless otherwise noted. Visit [www.redmond.gov/communityindicators](http://www.redmond.gov/communityindicators) for more information about the above figures.*

### 3.1 Housing Permits Issued by Unit Size

City role: Indirect

Percentage of single-family dwellings permitted less than 2,500 square feet

Baseline ('05): 27%  
Observed ('10): 19%  
Objective: --

Trend: ↔

The median new single-family home in Redmond measured 3,010 square feet in 2010, an increase of 171 square feet from 2009. The Redmond community values variety in home type and size. The City undertakes initiatives consistent with that goal, such as allowing cottage homes and attached single-family homes through the neighborhood planning process.

The “mode” category (the size category with the most homes) for each year since 2005 has been 3,000-3,499 square feet. The most dramatic change in 2010 was the absence of any new homes under 2,000 square feet. Overall new single-family home permit issuance decreased for the third consecutive year to 90 homes.

Homes Built by Size



Source: City of Redmond Planning Department

Data updated January 2011

### 3.3 Access to Convenience Goods and Services

City role: Significant

Percentage of homes that are within one-half mile of a retail or service store that serves daily or weekly needs. Reported every five years.

Baseline ('05): 63%  
Observed ('10): 49%  
Objective: --

Trend: n/a

Convenience goods and services are a collection of different types of businesses, such as grocery stores, dry cleaners, and many more. The City measures access to these establishments as a way of indicating the kinds of choices people have in stores and services.

In 2010, about half of Redmond homes were within one-half mile of convenience goods and services. The measurement methodology changed between 2005 and 2010, so the figures for those years should not be compared to one another. The key difference is that the City updated and refined its land use database in the intervening years, allowing for a more accurate measurement.

Source: Planning Department

Data updated January 2011

### 3.4 Access to Transit

*City role: Significant*

*Percentage of homes that are within one-quarter mile of a transit stop. Reported every five years.*

Baseline ('05):	70%
Observed ('10):	83%
Objective:	--

Trend: ↑

Between 2005 and 2010, changes in Redmond's development pattern contributed to a rise in the number of homes within one-quarter mile of a transit stop. During the five year period, a number of multi-story mixed-use developments opened in Downtown, all within one-quarter mile of a transit stop. This had the effect of raising the overall percentage of homes within one-quarter of a transit stop. As of 2010, about 20,700 of Redmond's 25,000 homes were within one-quarter mile of a transit stop.

*Source: Planning Department*

*Data updated January 2011*



Centers: support vibrant concentrations of retail, office, service, residential, and recreational activity in Downtown and Overlake



No apparent overall positive or negative trend.



Artist's rendering of a portion of Downtown in the future.

**Downtown and Overlake Vitality.** Little development activity commenced in 2010 owing to continued effects of the recession. The number of jobs decreased by a small amount (20 jobs) in Downtown. Reporting restrictions that protect proprietary information prevent the publication of 2009 jobs information for Overlake. Total employment in Redmond's urban centers is still estimated to be around two-thirds of total citywide employment.

## GO figure

*Numbers at your fingertips*

How Much/Many?	Of What?	Trend
9,131	Estimated jobs in Downtown Redmond (2009)	↓
46,924	Estimated jobs in Overlake Urban Center (2008)	↑

*Data for 2010 unless otherwise noted. Visit [www.redmond.gov/communityindicators](http://www.redmond.gov/communityindicators) for more information about the above figures.*

## 4.1 Proportion of City's Growth Located in Centers

*City role: Significant*

*Ratio of proportion of dwellings and commercial floor area permitted in centers to amount expected given growth allocation forecasts.*

### Residential

Baseline ('05): 1.0  
Observed ('10): 0.7  
Objective: 1.0

Trend: ↓

No new residences were permitted in 2010 in either the Downtown or Overlake urban center for the second consecutive year. Housing permitted in 2008 continues to be constructed in Downtown Redmond. The City expects to accommodate about 7,000 new homes in the Downtown and Overlake urban centers between 2005 and 2022.

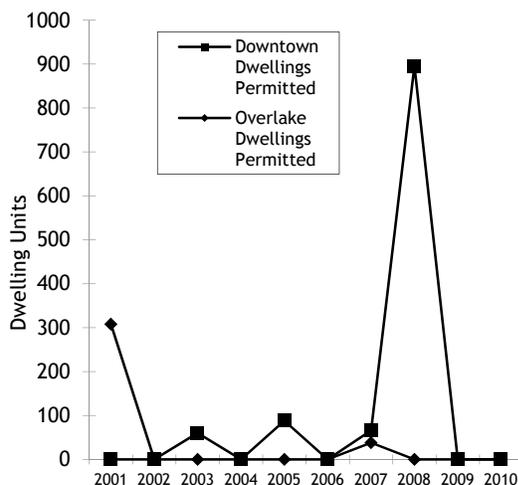
### Commercial

Baseline ('05): 1.0  
Observed ('10): 1.0  
Objective: 1.0

Trend: ↔

During 2009, Redmond issued permits for about 150,000 square feet of new commercial space, of which about 50,000 square feet is in the Downtown urban center (none was permitted in the Overlake urban center). Both residential and commercial permitting activity was slow in 2010 due to the recession.

*Residential Growth in Centers*



Source: Planning Department; Updated February 2011

### 4.3 Downtown Transit

City role: Indirect

Number of travel time and service frequency targets met for regional transit connections to/from Downtown.

#### Travel Time Targets Met

Baseline ('03): 2	Trend: ↔
Observed ('10): 2	
Objective ('22): 4	

#### Service Frequency Targets Met

Baseline ('03): 1	Trend: ↔
Observed ('10): 1	
Objective ('22): 4	

Transit from Downtown to:				
	Downtown Seattle	Bellevue Transit Center	University District (Seattle)	Downtown Kirkland
Travel Time (fastest)	45	25	25	15
Service Frequency (best)	10	30	10	30
Route #	545	232	542	248

Achieved targets are bolded and italicized.

The current reported travel time between Downtown Redmond and Downtown Seattle is greater than in the 2010 report due to a change in measurement methodology, not an actual change in transit travel time.

The transit connection between Downtown and the University District improved in 2010, with the addition of the Sound Transit 542, a direct route. Previously this connection met the travel time standard, but required a ½ mile walk or a transfer to reach the University District.

Otherwise, transit connections from Downtown Redmond to other key regional centers remained about the same during 2010.

Source: Metro Transit, Sound Transit; updated March 2011

### 4.4 Overlake Transit

City role: Indirect

Number of travel time and service frequency targets met for regional transit connections to/from the Overlake Transit Center.

#### Travel Time Targets Met

Baseline ('03): 1	Trend: ↔
Observed ('10): 3	
Objective ('22): 4	

#### Service Frequency Targets Met

Baseline ('03): 2	Trend: ↔
Observed ('10): 3	
Objective ('22): 4	

Transit from Overlake to:				
	Downtown Seattle	Bellevue Transit Center	University District (Seattle)	Downtown Kirkland
Travel Time (fastest)	35	15	20	20
Service Frequency (best)	10	10	15	15
Route #	545	566	542	245

Achieved targets are bolded and italicized.

The current reported travel time between Overlake and Downtown Seattle is greater than in the 2010 report due to a change in measurement methodology, not an actual change in transit travel time.

In 2010, Sound Transit consolidated the 564 and 565 routes into a single 566 route between Overlake, Downtown Bellevue, and Auburn. This provides more coordinated and frequent service for the Overlake and Bellevue Transit Center connection, which now meets the frequency target.

The transit connection between Overlake and the University District improved in 2010, with the addition of the Sound Transit 542, a direct route. Previously this connection met the travel time standard, but required a ½ mile walk or a transfer to reach the University District.

Frequency was increased on the Metro 245 to every 15 minutes in the peak period in 2010, improving the Overlake and Kirkland connection.

Source: Metro Transit; updated March 2011



Overlooking Microsoft's recently constructed West Campus.

**Businesses and Commercial Property.** There are 5,409 businesses licensed to operate in Redmond - a new high for the eighth consecutive year. At the same time, vacancy rates for flex/tech space increased on the Eastside in 2010, while vacancy for other types of space did not show upward or downward trends. Retail vacancy rates were not available at time of publication. Vacancy figures are from local CBRE publications. See table at right for details.

**Population and Employment.** Redmond's population grew to 54,144 in 2010, and total employment rose to 90,704 in 2009 (latest available). Redmond's share of regional employment also increased.

**Income and Poverty.** King County estimated median household income fell for the second consecutive year to \$68,600 (inflation adjusted) while Redmond's estimated median household income fell about 1% to \$91,820 (2007-09 estimate, inflation adjusted). Child poverty rose from 4.4% to 5.0% in the Lake Washington School District (2009).

## GO figure

Numbers at your fingertips

How Much/Many?	Of What?	Trend
904	New businesses licensed	↔
90,704	 Jobs in Redmond (2009)	↑
\$32.5 million	Sales and property tax receipts	↔
7.8%	Eastside retail vacancy rates (2009) <small>(worsening: more vacancy)</small>	↑
23.1%	Redmond office vacancy rates	↔
22.6%	Eastside flex/tech vacancy rates <small>(worsening: more vacancy)</small>	↑
11.1%	Eastside warehouse vacancy rates	↔
\$91,820 (2010 dollars)	Estimated Redmond median household income (2007-09)	↔
5.0%	LWSD students living in poverty (2009)	↔

Data for 2010 unless otherwise noted. Visit [www.redmond.gov/communityindicators](http://www.redmond.gov/communityindicators) for more information about the above figures.

## 5.1 Share of Regional Employment

City role: Significant

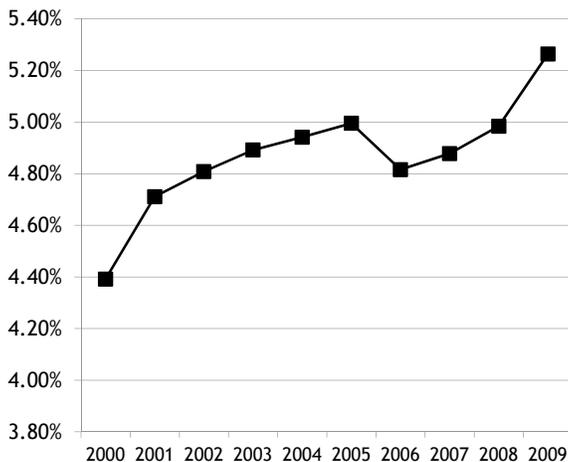
The percentage of jobs in the four-county region (King, Pierce, Snohomish, and Kitsap) located in Redmond.

Baseline ('03): 4.30%  
Observed ('09): 5.26%  
Objective ('22): 5.09%

Trend: ↑

Redmond plans to accommodate 118,000 total jobs by 2022. Given regional growth forecasts, those 118,000 jobs would represent 5.09% of the four-county (King, Pierce, Snohomish, and Kitsap) regional total in 2022. In 2009, Redmond accounted for 5.26% of the estimated regional employment total of about 2.2 million jobs. In 1990 Redmond jobs accounted for 2.26% of the regional total. The 2009 figure of 5.26% is the highest figure to-date.

Redmond Share of Region's Employment



Source: Planning Department, Washington State Office of Financial Management

Updated January 2011

## 5.2 Licensed Businesses

City role: Indirect

Net change in number of businesses licensed to operate in Redmond.

Baseline ('97): 4,145  
Observed ('10): 5,409  
Objective: --

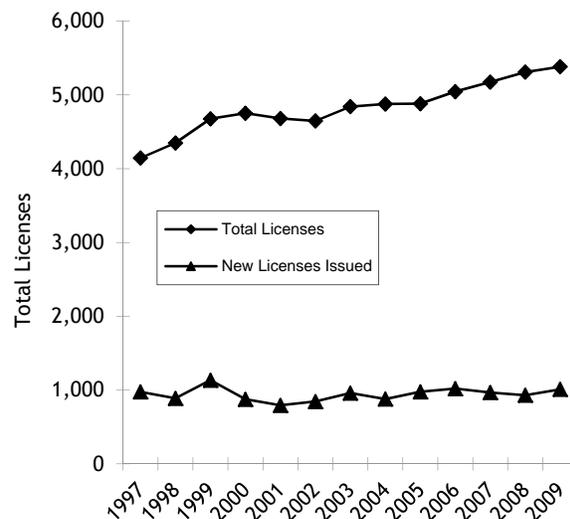
Trend: ↑

In 2010 Redmond licensed 904 new businesses, of which 598 remained active as of the end of the license renewal period in 2011. Overall, 5,409 businesses are licensed to operate in Redmond.

The term "new" business includes businesses that were previously operating but were unlicensed, and those that underwent a change of ownership. The City also licenses firms that operate in Redmond but are not physically located in Redmond, such as contractors.

New business retention fell in 2010 after rising in 2009. The total number of licensed businesses reached a new high for the ninth consecutive year.

Business Licenses



Source: Redmond Business License Data

Updated February 2011



Digital Arts Festival 2010.

**Recreation and Arts.** The largest increase in participation in City recreation program was among those age 50 and over, while overall participation increased to over 142,000.

**Events.** About 24,000 people took part in Redmond Lights and Derby Days combined - an increase of 8,000 over 2009.

## GO figure

*Numbers at your fingertips*

How Much/Many?	Of What?	Trend
10,750	Attendees of arts performances and exhibitions (revised calculation method)	n/a

*Data for 2010 unless otherwise noted. Visit [www.redmond.gov/communityindicators](http://www.redmond.gov/communityindicators) for more information about the above figures.*

## 6.1 Large Event Attendance

City role: Significant

Estimated or actual attendance at Derby Days and Redmond Lights

Baseline ('01): 7,500  
Observed ('10): 24,000  
Objective: --

Trend: ↑



Summer's Derby Days criterium (short-course bicycle race) is the oldest of its kind in the United States, beginning in 1939.

Redmond Lights is an evening holiday celebration of our city's diverse holiday traditions as well as a month-long celebration of light each December.

For fourteen years, the City has hosted *Eggstravaganza*, a traditional springtime egg hunt and pancake breakfast. In 2010 the event drew an estimated 1,400 people.

### Event Attendance

Year	Derby Days	Redmond Lights
2001	4,000	3,500
2002	5,000	3,500
2003	5,000	4,000
2004	6,000	6,000
2005	8,000	10,000
2006	10,000	8,000-10,000
2007	10,000	8,000
2008	10,000	5,000
2009	10,000	6,000
2010	12,000	12,000

Source: Parks Department

Updated January 2011

## 6.2 Enrollment in Recreational and Cultural Programs

City role: Significant

Total enrolled in City recreational and cultural programs by age group, and description of non-City recreational opportunities.

Baseline ('00): 56,777  
Observed ('10): 142,428  
Objective: --

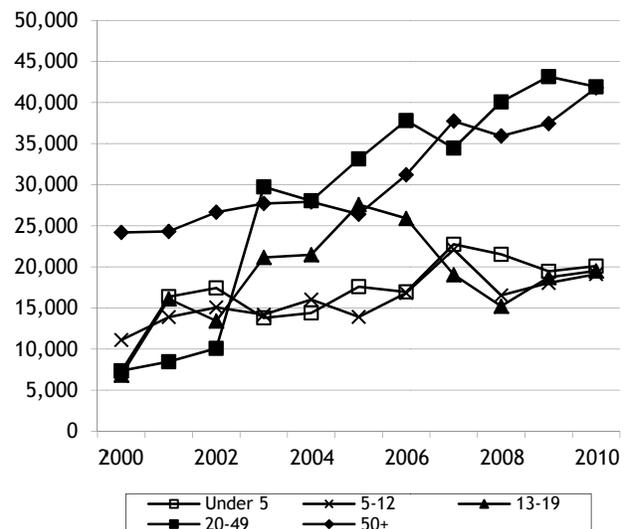
Trend: ↑



A record 142,428 people participated in Redmond recreation programs in 2010. City-sponsored recreation programs include sports, fitness, adaptive recreation, outdoor, preschool, teen, and senior center programs.

In 2010, the largest increase in participation was among those age 50 and over. Only enrollment for those age 20-49 decreased. In many cases, enrollment for children's programs is limited because most facilities are used to their maximum capacity. Adult programs continue to increase in part because of additional hours added at the Senior Center, which are funded by the 2007 Parks Levy.

Enrollment by Age Group



Source: Parks Department

Updated January 2011



Provide convenient, safe and environmentally friendly transportation connections within Redmond, and between Redmond and other communities, for people and goods

↔ No apparent overall positive or negative trend.

**Transit:** Ridership on Metro decreased 1.5%, while ridership on Sound Transit increased 13.1% compared to 2009. Twelve of fifteen local service hour targets have been met, as there has been an improvement in local transit frequency, with three of five local connection frequency targets being met.

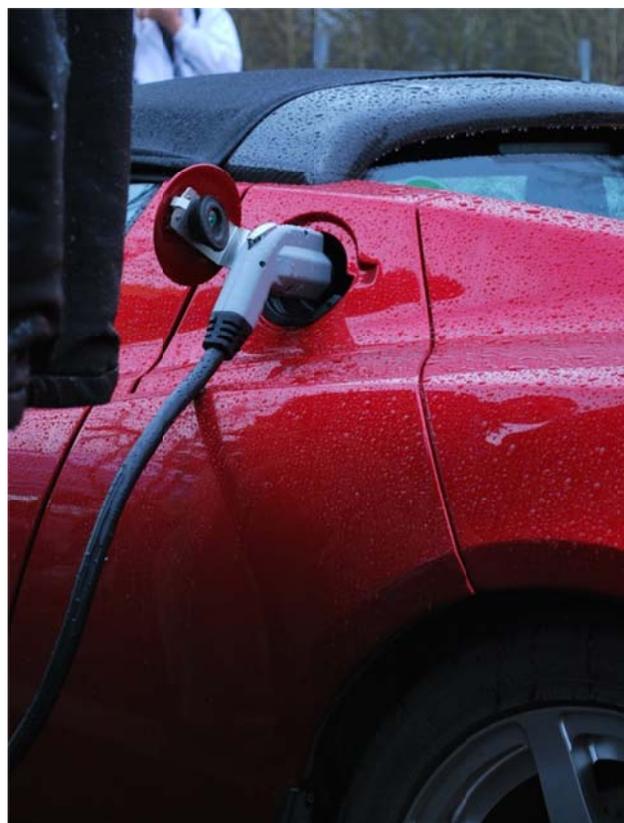
**Safety:** The number of collisions increased in 2010, but the number of collisions involving pedestrians or bicycles decreased for the second year in a row.

**Pedestrian & Bicycle Environments:** The City has completed 58% of the 2022 Bicycle Priority Network, up from 55% in 2009. The NE 36<sup>th</sup> St. bridge was a significant addition in 2010. The pedestrian environment in Downtown continues to improve: 53% is “supportive” or better (2009).

**Traffic:** PM peak-hour vehicle miles traveled decreased slightly from 2008 to 2009. Traffic data by transportation management district and by screenline is updated biennially and will be updated in next year’s report.

**Mode Split:** Approximately 36% of commuters surveyed in the Commute Trip Reduction survey chose an alternative to driving alone to work in 2009. The next survey will be conducted in 2011.

**Transportation System Completion:** Tracking the rate that Transportation Facility Plan (TFP) projects and programs are completed, funded or partially funded is critical to ensuring that the City’s transportation system keeps pace with growth and provides mobility for current and future development. Implementation of the TFP continues at a pace that provides capacity for new development to move forward. The City has also completed 31 of 34 priority actions specified in the 2005 Transportation Master Plan.



An electric vehicle is charged at Redmond City Hall’s new electric vehicle charging station.

## GO figure

*Numbers at your fingertips*

How Much/Many?	Of What?	Trend
9,200	Students riding the bus to school (2009)	↔
767	Traffic collisions not involving pedestrians or bicyclists	↔
22	Collisions involving pedestrians or bicyclists <small>(improving: fewer collisions)</small>	↓
7.6%	Traffic growth for selected intersections since 1996 (2008) <small>(worsening: more traffic)</small>	↑
36%	AM commuters traveling by non-single occupancy vehicle (2009)	↑

*Data for 2010 unless otherwise noted. Visit [www.redmond.gov/communityindicators](http://www.redmond.gov/communityindicators) for more information about the above figures.*

### 7.1 Concurrency

City role: Significant

Ratio of transportation facility supply to transportation facility demand.

Baseline ('09): 1.31  
Observed ('10): 1.25  
Objective ('22): 1.00

Trend: TBD

Concurrency is the state requirement that transportation improvements and strategies necessary to serve development are built and in place at the time of development, or financially committed within six years. The City implements project and programs in order to increase the supply of people-moving capacity in the transportation system. This supply of people-moving capacity, measured in mobility units, is then consumed by new development.

As of the end of 2010, there are 7,236 mobility units available. There is a total supply of 36,131 mobility units and a total demand of 28,895 mobility units.

The objective is to keep funding for transportation facilities and programs (supply) and pace of growth (demand) in balance and ensure that there is mobility unit supply available for new development as it occurs. In order for this to be the case the ratio of supply and demand should remain above 1.00.

Source: Public Works and Planning Departments

Updated March 2011

### 7.3 Ridership on Metro & Sound Transit Routes in Redmond

City role: Indirect

Average weekday boardings for Metro and Sound Transit service in Redmond.

#### Metro

Baseline ('03): 2,296  
Observed ('10): 3,783  
Objective ('22): 4,133

Trend: ↓

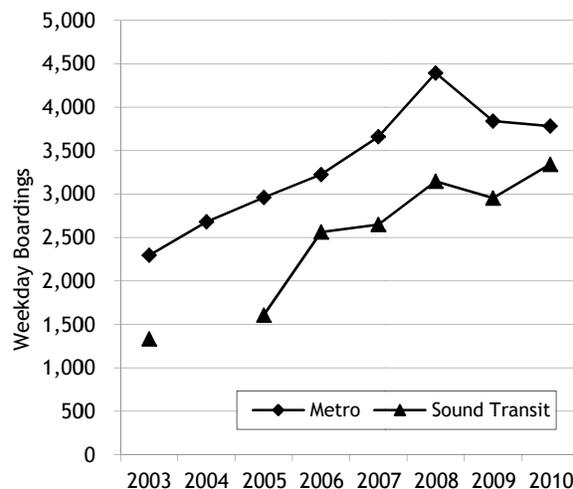
#### Sound Transit

Baseline ('03): 1,133  
Observed ('10): 2,955  
Objective ('22): 2,399

Trend: ↔

Compared to 2009, ridership on Metro routes in Redmond decreased by 1.5% in 2010. For the same period, ridership on Sound Transit routes in Redmond increased by 13.1%. The chart below shows trends in ridership since 2003.

Metro & Sound Transit Ridership in Redmond



Source: Metro Transit

Updated March 2011

## 7.4 Service Hour Targets for Local Transit

City role: Indirect

Number of local service hours and connection frequency targets met.

Baseline ('04): 5	Trend: ↔
Observed ('10): 13	
Objective ('22): 15	

All connections that have direct service are meeting or exceeding the 18 hour service hour target. There are two connections with no direct service.

There has not been a significant change in the hours of service in 2010.

Local Destination Service Hours					
to/from:	Redmond Town Center	Northeast Redmond	Overlake Transit Center	Overlake Park & Ride	Bear Creek Park & Ride
Downtown Transit Center	19	18	19	19	19
Route #	545, 253, 248	221	545	230	545, 253
Redmond Town Center	--	18	19	18	19
Route #	--	221*	545*, 221*	253*	545*, 248*, 253*
Northeast Redmond	--	--	18	0	0
Route #	--	--	221	--	--
Overlake Transit Center	--	--	--	18	19
Route #	--	--	--	245*	545
Overlake Park & Ride	--	--	--	--	18
Route #	--	--	--	--	253

\*With an approximate ¼ mile walk  
 Target service hours = 18; bolded indicates target met  
 Sources: Metro Transit, Sound Transit; Updated March 2011

## 7.5 Connection Frequency Targets For Local Transit

City role: Indirect

Number of local service hours and connection frequency targets met.

Baseline ('03): 0	Trend: ↔
Observed ('10): 3	
Objective ('22): 5	

Frequencies were improved on Metro route 245 in 2010, meeting the frequency standard for the Overlake Transit Center to Overlake Park and Ride connection. However, this route requires a walk from transit stops on 156<sup>th</sup> Avenue NE to the Overlake Park & Ride area on 152<sup>nd</sup> Avenue NE.

Otherwise, service frequency for the remaining transit connections was unchanged in 2010.

Local Destination Service Frequency				
to/from:	Overlake Transit Center	Overlake Park & Ride	Northeast Redmond	Redmond Town Center
Downtown Transit Center	10	30	30	10
Route #	545	230	221	545*
Overlake Transit Center	--	15	NS	NS
Route #	--	245*	--	--

\*With an approximate ¼ mile walk  
 Target frequency = 15 minutes; bold and italicized indicates target met. NS = no standard.

Source: Metro Transit

Updated February 2010



## 7.9 Three-Year Priority Action Plan Status Report

*City role: Direct*

*Status of actions scheduled to begin in 2005-07  
(from Transportation Master Plan, chapter 9).*

Complete:	31	91% of total
In Progress:	2	6% of total
Future:	1	3% of total

The Three-Year Priority Action Plan Status Report shows Redmond's progress toward completing transportation studies and construction projects that the City identified in its 2005 Transportation Master Plan to be started within three years of plan approval. Each section includes different kinds of projects: ordinances, studies/plans, design projects, and construction projects. Projects in the "Design Only" section are considered complete when design is complete whereas projects under the "Construction" section are considered complete when construction is complete.

	Action	Status as of March 2011
<b>1. ORDINANCE AND COUNCIL ACTIONS</b>		
1.a	TMP Adoption/Update Transportation Element	Complete
1.b	Concurrency Management	Complete
1.c	Business Tax Extension	Complete
1.d	Impact Fee Ordinance Update	Complete
<b>2. STUDIES AND PLANS</b>		
2.a	Downtown HCT Corridor/Station	Complete
2.b	Impact Fee Update	Last updated in 2010
2.c	Overlake Plan	Complete
2.d	Adequate Maintenance	<u>Future</u>
2.e	Street Design Standards	Complete
2.f	Targeted Safety Program	Complete
2.g	Union Hill/Novelty Hill Network (SE Redmond Transportation Study)	Complete
2.h	Local Transit Service Study	Complete
2.i	2006 Mobility Report Card	Complete
2.j	Freight and Goods Study	Complete
2.k	North South Study - Willows North (Red-Wood Rd Corridor Study)	Complete
<b>3. DESIGN ONLY</b>		
3.a	164 <sup>th</sup> Extension Across RR Right-of-Way	Complete
3.b	Design Downtown Couplet Conversion (Downtown East-West Corridor Study)	Complete
3.c	West Lake Sammamish Parkway	Complete
3.d	Red-Wood Road	Complete

	Action	Status as of March 2011
3.e	BNSF Corridor	<i>In Progress</i>
3.f	172 <sup>nd</sup> Extension	Complete
<b>4. CONSTRUCTION PROJECTS</b>		
4.a	SR 520 Bikeway Connection to Sammamish River Regional Trail	Complete
4.b	156th Ave NE Sidewalk Improvements from NE 59th St to NE 61st St	Complete
4.c	Union Hill Rd Phase II from Avondale Rd to 178 <sup>th</sup> Pl NE	Complete
4.d	NE 116th St Phase I	Complete
4.e	Redmond Way/NE 76 <sup>th</sup> St. Intersection Modifications	Complete
4.f	East Lake Sammamish Pkwy Intersection Improvements	Complete
4.g	NE 83rd St Improvements from 160th Ave NE to 161st Ave NE	Complete
4.h	Old Redmond Rd Improvements from 132 <sup>nd</sup> Ave. NE to 140 <sup>th</sup> Ave. NE	Complete
4.i	Redmond Intelligent Transportation System Phase I (Overlake)	Complete
4.j	Redmond Intelligent Transportation System Phase II (Redmond Way)	Complete
4.k	NE 85 <sup>th</sup> St. Re-channelization from 156 <sup>th</sup> Ave. NE to 164 <sup>th</sup> Ave. NE	Complete
4.l	164 <sup>th</sup> Ave NE Re-channelization from NE 80 <sup>th</sup> St to NE 87 <sup>th</sup> St	<i>In Progress</i>
4.m	Bear Creek Parkway Extension	Complete

Source: Public Works Department  
Updated March 2011



Remain a community of good neighbors, working together and with others in the region to implement a common vision for Redmond's future

↑ Overall positive trend.



An interview takes place at a Redmond Central Connector planning event.

## GO figure

Numbers at your fingertips

**Human Services.** (Information for this section was not updated this year; it is updated every two years.) Redmond increased funding to provide service to immigrants and refugees for the 2009-10 budget cycle. Supported programs include ESL classes, domestic violence advocacy, and employment retention. Also, 84% of families in Hopelink transitional housing moved to permanent housing from July 2008 to June 2009. Applications for human services funding were further streamlined in 2009 when South King County cities adopted a common application form already used by Redmond and others.

**Volunteers.** City of Redmond volunteers logged at least 34,713 volunteer hours in 2010. Neighbors in Woodbridge, Marymoor Hill, and Willows Crest worked together to qualify for three Neighborhood Matching Fund grants.

**Electronic Media.** City website views continue to increase (see table at right), and use of Redmond's online permit system reached a new high in 2010 while the City expanded the system's offerings.

How Much/Many?	Of What?	Trend
3	Matching grants awarded through Neighborhood Matching Grant program	↔
\$10.87	Per capita dollars to human services (2009)	↔
117	Potential annexation area annexed to Redmond	↑
6.7 million	Visits to <a href="http://www.redmond.gov">www.redmond.gov</a>	↑

Data for 2010 unless otherwise noted. Visit [www.redmond.gov/communityindicators](http://www.redmond.gov/communityindicators) for more information about the above figures.

## 8.1 Volunteer Efforts

City role: Significant

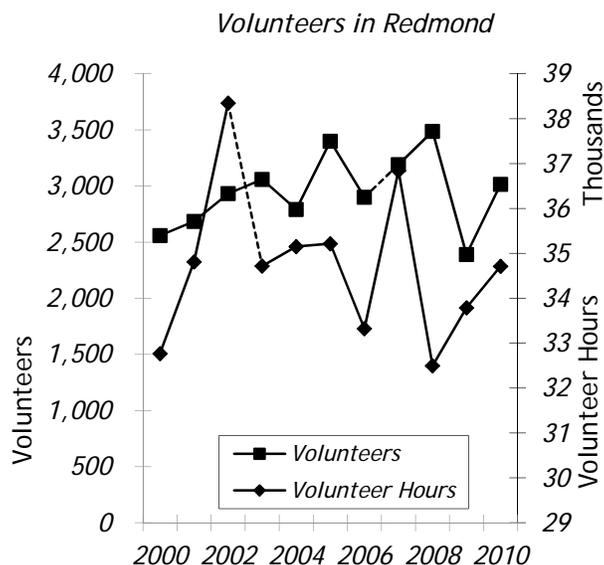
Number of volunteer hours logged as part of major City-organized volunteer efforts (e.g., Arbor Day project, Senior Center programming).

Baseline ('00): 32,768  
Observed ('10): 34,713  
Objective: --

Trend: ↑

Parks and Recreation Department, Police Department, and Natural Resources division volunteers together logged over 34,000 hours of service in 2010. Compared to 2009, the number of volunteers increased by about 700 while the number of volunteer hours contributed increased by about 900.

Parks and Recreation Department volunteers contribute in a variety of capacities, including indoors and outdoors, and with the young and young at heart. Natural Resources volunteers participate in a variety of habitat restoration projects. The Police Department's two chaplains are volunteers; volunteers also staff the Town Center substation, and enforce parking areas for disabled persons.



Note: Natural Resources volunteer hours reported first in 2003, and volunteer count reported first in 2007.

Source: City of Redmond Parks, Public Works, and Police Departments  
Updated January 2011

## 8.2 Online Permits

City role: Direct

Percentage of permits issued online as a percentage of permits available to be issued online.

Baseline ('04): 17%  
Observed ('10): 68%  
Objective: --

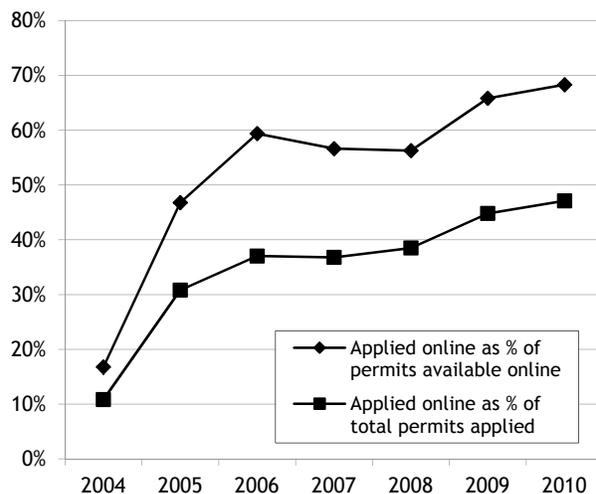
Trend: ↑

The total number of permit applications was up in 2010, both in categories available online and in categories not available online. The percentage taken-in online rose about two percentage points, to 68%. Over half of the online permits were electrical permits for tenant improvements, suggesting that there was a substantial amount of remodeling activity in Redmond during 2010.

In 2010, the City expanded its online permit program to include re-roofing permits. Seventeen of 81 re-roofing permits were taken-in online.

The online permit system saves Development Services Center customers a trip to City Hall, reducing time and monetary costs.

*Online Permit Services*



Source: Information Services, Planning Department  
Updated March 2011

## IMPLEMENTATION ACTIONS

This section lists Comprehensive Plan implementation actions for ten years beginning January 1, 2006. Each action derives from an element of the Comprehensive Plan or City Council recommendation from its 2004 strategic plan. The list focuses on actions stemming from policies updated in the last major update of the Comprehensive Plan (2004). Actions are organized by goal area. Readers will be able to see what actions the City has planned or undertaken in order to make progress toward achieving

Redmond's goals. As of March 2011, 34 short-term actions are complete while five more are underway. Twenty-six medium-term actions are complete, ten are underway, six are ongoing, and two are not planned or targeted for the 2008-10 period. Eight long-term actions are complete, 22 are underway, and one is ongoing. The City will update this list at the end of 2011, coinciding with a periodic review and update of the Comprehensive Plan.

<i>Implementation Action</i>	<i>Status</i>	<i>Short-term 2006-07</i>	<i>Medium-term 2008-10</i>	<i>Long-term (5-10 yrs.) 2011-15</i>	<i>Source</i>	<i>Indicator</i>
<b>Conserve</b>						
Complete Watershed Action Plans for City watersheds	Underway: Maps depicting existing characteristics are being updated. Stakeholder process and draft plan for two watershed planning areas are underway.	X	X	X	NE-66	Stream Water Quality
Develop and establish a shoreline implementation program	Complete	X	X		NE-68	Stream Water Quality
Identify and prioritize stream and habitat projects that protect habitat value and improve the environment	Underway: stream reconnaissance of Class 2 Streams almost complete. Projects will be added to database in 2011 for future prioritization.	X	X	X	NE-68	Stream Water Quality

<i>Implementation Action</i>	<i>Status</i>	<i>Short-term 2006-07</i>	<i>Medium-term 2008-10</i>	<i>Long-term (5-10 yrs.) 2011-15</i>	<i>Source</i>	<i>Indicator</i>
Develop regional stormwater facility plans where feasible	Underway: 2011 construction of two projects in Downtown; design underway for first Overlake facility; regional facility plan for SE Redmond underway	X	X	X	UT-39	Stream Water Quality
Update stream and wetland maps to reflect the most current and most accurate available data	Stream map complete; wetland data not yet digitized	X	X		NE-12, Introduction	Stream Water Quality
Review and update stormwater facility design standards to minimize adverse environmental impact while ensuring high quality aesthetic design	Underway - updating Stormwater Technical Notebook in 2011	X	X	X	UT-13	Stream Water Quality
Develop regulations that allow modification of street design standards when development incorporates the benefits of natural stormwater detention systems	Completed 2006: implemented in Stormwater Technical Notebook and neighborhood planning	X			UT-44	Stream Water Quality; Land Capacity vs. Growth Planning Targets
Develop a strategy for maintaining Leary Way as a "green gateway"	Completed 2006	X			DT-61	
Evaluate City practices regarding the conservation of natural resources, and update as needed	The City is undertaking a sustainability initiative		X	X	NE-2, 3, 5 UT-7	Water Consumption; Waste & Recycling; Clear Air & Water (survey)
Establish a wetland mitigation banking program			X	X	NE-60	Environmentally Sensitive Urban Development
Develop a "green infrastructure" map for collecting and organizing data on Redmond's open spaces so that the City can manage them, reviewing and updating management plans and policies as needed	Underway	X	X	X	NE-Introduction	Land for Open Space vs. Urban Development; Urban Center Open Space

<i>Implementation Action</i>	<i>Status</i>	<i>Short-term 2006-07</i>	<i>Medium-term 2008-10</i>	<i>Long-term (5-10 yrs.) 2011-15</i>	<i>Source</i>	<i>Indicator</i>
Develop a strategy for converting appropriate City vehicles to alternative fuels	Conversion occurring as appropriate	X			NE-2, UT-69, Council	Clear Air & Water (survey)
Update TDR regulations, including removal of restriction on the percentage of development rights that can move to any one neighborhood	Completed 2007	X			LU-19	TDR Program Activity
Review regulations and building codes and update as needed, promoting build green and low impact development	Portions complete, others underway	X	X	X	NE-9,10, UT-7	Environmentally Sensitive Urban Development
Evaluate the City's current outreach efforts with the community on environmental issues, and update as needed.	Part of overall sustainability initiative	X	X	X	NE-7 Council	Clear Air & Water (survey)
Develop a policy of City environmentally supportive practices	Completed 2005	X			NE-2,3, Council	Clear Air & Water (survey)
Complete development of the implementation elements for the wellhead protection program	All elements of the program have been initiated.	X	X		NE-33, LU-52	Clear Air & Water (survey)
Review City regulations related to gravel and mining operations to determine if updates are needed				X	LU-54	Clear Air & Water (survey)
Periodically update all critical area maps to include, as feasible, the City's Potential Annexation Areas and to reflect more accurate data as it becomes available	Completed as City gains information on large pieces of land		X	X	NE-12, Introduction, A-12	Clear Air & Water (survey)
<b>Character</b>						
Identify and build 10 new neighborhood pedestrian connections, developing sidewalks, trails and other pathways	Identification complete	X	X		CC-23, Council	Park and Trail Inventory
As part of a comprehensive wayfinding program, identify non-road pedestrian routes, trail connections, and shoreline areas	Downtown and Overlake systems complete; trail planning in PARCC Plan	X	X		PR-42,43, CC-23	Park and Trail Inventory
Set standards for Downtown streetscapes to promote aesthetic appeal and reinforce the identity of each district	Completed 2006		X		DT-31	Street Trees; Pedestrian Friendliness (survey)

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Update functional plans (utilities, etc.) to carry out the Comprehensive Plan updates, including planning for 30 years of growth, especially for Redmond's centers	Underway	X	X	X	CF-5, DT-7, LU-45	
Periodically meet with school district officials to ensure that Redmond retains an environment conducive to exceptional K-12 education, as well as to identify barriers to, and opportunities for, enhancing K-12 education	Meetings occur periodically				EV-11	Graduation Rates
Based on community input gathered through the neighborhood planning process, implement new features in existing or new City parks for the purpose of community-building and enhancing park amenities.	Ongoing through neighborhood and park planning processes				PR-14, NP-3	Park Amenities
Review and update development regulations related to community character as needed, including: 1) building and site design to promote safe environments and superior urban design, 2) landscape standards, 3) standards to encourage maintenance of the City's green character, and 4) sign code	Primarily completed in 2011 as part of zoning code rewrite; further update of design standards planned for 2011-12		X	X	CC-18, 21, 22	Crime Statistics; Environmentally Sensitive Urban Development
Review development regulations and design standards for Downtown Districts and update as necessary	Completed 2006	X			DT-several policies	Pedestrian Friendliness (survey)
<b>Choices (housing, transportation, services)</b>						
Develop a process to promote awareness of potential impacts among residents considering a home near manufacturing areas	Completed 2007	X			LU-12,13	Land Capacity vs. Growth Planning Targets
Update zoning regulations (such as Residential, Neighborhood Commercial, Business Park, Overlake zones, and Manufacturing) as needed for consistency with Comprehensive Plan update, particularly the land use designation policies	Completed in 2011 as part of zoning code rewrite	X	X	X	LU Several policies	Land Capacity vs. Growth Planning Targets

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Review and update regulations as needed to encourage redevelopment where suitable	Completed 2007 through Overlake Neighborhood Plan update	X			LU-5	Land Capacity vs. Growth Planning Targets
Update other land use-related regulations as needed for consistency with the Comprehensive Plan updates	Completed in 2011 as part of zoning code rewrite	X	X	X	LU-general	Land Capacity vs. Growth Planning Targets
Update utility related regulations and codes as needed to be consistent with Comprehensive Plan updates	Completed in 2011 as part of zoning code rewrite	X	X	X	UT	Land Capacity vs. Growth Planning Targets
Consider updates to permitted use regulations to provide more flexibility for: 1) the location of human services, such as childcare and food banks, 2) needed facilities that serve the general public, 3) accessory support uses in office and commercial developments, and 4) complementary non-residential uses in residential zones	Mostly completed in 2011 as part of zoning code rewrite; update of neighborhood commercial regulations underway	X	X	X	LU-6, 14, 15, 28	Land Capacity vs. Growth Planning Targets; Access to Convenience Goods & Services
Develop a program to help educate builders and employers about housing incentives	Underway	X	X		HO-43	Residents per Employee; Innovative and Senior Housing; Inclusionary Housing; Residential Population Growth
Develop a program to encourage development of housing in the Downtown and Overlake Centers	Updated Downtown and Overlake neighborhood plans and regulations in 2006 and 2007, respectively to encourage housing		X		HO-17, DT-2, LU-43	Residents per Employee; Urban Center Growth; Residential Population Growth
Create a program to promote voluntary developer compliance with affordable housing goals	Affordable housing incorporated into many neighborhood plans; action to be reevaluated after all neighborhood plans are updated			X	HO-32	Innovative and Senior Housing; Inclusionary Housing Program; Residential Population Growth

<i>Implementation Action</i>	<i>Status</i>	<i>Short-term 2006-07</i>	<i>Medium-term 2008-10</i>	<i>Long-term (5-10 yrs.) 2011-15</i>	<i>Source</i>	<i>Indicator</i>
Update City code and other regulations to <ul style="list-style-type: none"> <li>• Allow and encourage innovative and special needs housing through:               <ul style="list-style-type: none"> <li>• An innovative housing ordinance</li> <li>• Neighborhood plan updates</li> <li>• Incentives for construction of accessory dwelling units and other forms of innovative housing</li> </ul> </li> <li>• Create incentives for affordable housing, like:               <ul style="list-style-type: none"> <li>• Transfer of development rights</li> <li>• Funding assistance via tax credit legislation</li> <li>• Priority in development review process</li> <li>• Density bonuses and waivers</li> </ul> </li> </ul>	Completed 2005; updated and extended 2008 Completed/Underway Completed 2005 Completed 2007 Underway Underway Complete/Underway	X X X X X X	X X X		HO-29 to 37; HO-40 to 50; LU-19, 27, 29	Innovative and Senior Housing; Inclusionary Housing Program
Identify and provide incentives to retain locally-owned businesses	Policies established through Overlake Neighborhood Plan; evaluate and identify opportunities to implement	X			DT-3	Small & Medium-sized Business
Update the RCDG to allow consideration of four-story mixed-use residential villages	Completed 2006	X			DT-49	Access to Convenience Goods & Services; Urban Center Growth
Update design regulations and special site standards as needed to be consistent with Comprehensive Plan policies. Emphasis areas include residential development, neighborhood commercial, compatibility of redevelopment with its surroundings, and updates as needed to maintain appropriate transitions between employment and lower intensity uses.	Ongoing through neighborhood plans; transition overlay regulations updated; addressed in part during zoning code rewrite; update of neighborhood commercial regulations underway	X	X	X	LU-9, 30,38, 41, 49	Access to Convenience Goods & Services; Demolition of Small- to Moderately-sized Homes; Housing Choice (survey)

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Develop an HCT station in the vicinity of the SR 520/SR 202 interchange	Underway in partnership with Sound Transit	X	X	X	DT-11, Council	Access to Transit
Finalize identification of preferred HCT station areas and corridors	Completed 2007	X			DT-11, TR-30, LU-43	Access to Transit
Together with Sound Transit, identify the preferred East Link light rail alignment through Overlake and Downtown; ensure that right-of-way is secured.	Underway		X	X	TR-29, TR-30, TR-30.1, DT-12, LU-43	Access to Transit; Urban Center Growth; CIP; Completion in Urban Centers
Develop station area plans for HCT sites, with a priority for the Downtown and Overlake	Underway through plan updates and Sound Transit EIS process		X	X	DT-12, TR-30, LU-43	Access to Transit; Urban Center Growth; CIP Completion in Urban Centers
Identify surplus land appropriate for housing	Initial review completed 2007		X		HO-50	Land Capacity vs. Growth Planning Targets
Consider other items on the Housing Initiative list and take action to implement them	Underway	X	X		HO	Housing Choice (survey)
Identify regulatory barriers to housing development and amend as needed	Underway	X	X		HO-7, 26-28	Housing Choice (survey)
Periodically evaluate the effectiveness of the City's housing policies and regulations in meeting housing needs, and amend as needed	Some portions completed 2007; ongoing		X	X	HO-7	Housing Choice (survey)
<b>Centers</b>						
Complete redevelopment of the Downtown Park and Ride site into a transit-oriented development in partnership with transit agencies	Complete	X	X		DT-57	Urban Center Growth
Create and implement a Downtown parking development and management program in partnership with the business community	Complete in 2010: on-street parking management in effect		X		DT-32	Urban Center Growth
Create an economic and marketing strategy for the Downtown	Complete: Economic Development Strategic Plan completed in 2010		X		DT-6	Urban Center Growth

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Review regulations and update as needed to reflect emphasis on development in centers	Complete	X			LU-43	Urban Center Growth; CIP Completion in Urban Centers
Move forward with components of the Overlake Initiative, including: <ul style="list-style-type: none"> <li>Resolving the “Center” status of Overlake</li> <li>Completing the Economic Neighborhood Initiative goals</li> <li>Developing and adopting an implementation strategy for the Overlake mixed use area</li> <li>Updating the transportation vision and plan for the area</li> </ul>	Complete	X X X X			LU-43, EV-4, TR-1, 2 Council	Urban Center Growth; CIP Completion in Urban Centers
Update the capital improvement strategy for the Downtown	Complete 2007 - now ongoing	X			DT-7	CIP Completion in Urban Centers
Begin to carry out high priority actions as part of the Overlake Implementation Strategy	Some actions complete; others underway		X	X	LU-43	CIP Completion in Urban Centers
Define specific goals and efforts for encouraging pedestrian activity and informal gathering places in the Downtown	Complete 2007	X			DT-17	Pedestrian Friendliness (survey)
Develop a “Great Street” handbook for Cleveland Street to create pedestrian-friendly main street feel	Complete 2009 as part of Downtown East-West Corridor Study		X		DT-42	Pedestrian Friendliness (survey)
<b>Commerce</b>						
Update land-use regulations as needed to reflect changes in the nature and needs of the manufacturing sector	Completed with MP/BP Study Phase 1	X	X		LU-51	Employment Growth
Together with partners, develop and implement an economic vitality strategy. As part of this strategy: <ul style="list-style-type: none"> <li>Identify actions needed to develop a sustainable local economy</li> </ul>	Completed in 2010 as part of Economic Development Strategic Plan		X		EV-17	Employment Growth; Tax Receipts; Business Licenses; Commercial Vacancy Rates

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<ul style="list-style-type: none"> <li>Identify types of businesses, either primary or support, that Redmond lacks and should attract               <ul style="list-style-type: none"> <li>As a follow-on to strategy development, identify and consider regulatory updates to allow needed businesses to locate in Redmond</li> </ul> </li> <li>Identify “incubating” businesses in Redmond and develop a strategy to retain them as they mature.</li> <li>Identify areas of need for partnerships with the business, non-profit, and other communities to achieve shared goals</li> <li>Identify successful strategies for retaining and recruiting knowledge-based businesses</li> <li>Develop a long-range strategy for investment in the arts</li> </ul>	Ongoing		X			
	Ongoing		X			
	Planned for long-term		X		EV-6	
	Ongoing		X		EV-17	
	Planned for long-term		X		PR-13	
Partner with the Chamber of Commerce to develop a S.W.A.T. team to assist with business expansion, retention, and recruitment.	Completed 2005	X			EV-17,20	Employment Growth; Tax Receipts Citywide; Business Licenses; Commercial Vacancy Rates
Found the Eastside Economic Development Committee	Complete: created Redmond Economic Development Alliance in 2010		X		EV-21, Council	Employment Growth; Tax Receipts Citywide; Business Licenses; Commercial Vacancy Rates
Meet with business and education community partners to identify barriers to, and opportunities for, expanding the provision of continuing and vocational education in Redmond, allowing residents to be exposed to a range of employment opportunities.	Ongoing				EV-11	Employment Growth; Income and Poverty

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Update development regulations to allow agricultural related facilities such as small winery operations in low-density zones	Planned for long-term	X	X	X	CC-4, LU-61	Business Licenses
Develop and implement a strategy to locate additional institutions of higher education in Redmond	Economic Development Strategic Plan completed in 2010	X	X		EV-11	Business Licenses; Income and Poverty
Identify and monitor future technological and economic trends so that the City can proactively accommodate new technologies for the benefit of Redmond citizens	Planned for long-term		X		EV-18, UT-3,4,14,3 3,49,69, 72, 74	Business Licenses; CIP Completion in Urban Centers
Prepare information on public sector financing for area businesses	Planned for long-term		X		EV-18	Friendly Business Climate (survey)
Update regulations that guide decisions on proposed amendments to the Comprehensive Plan and Development Guide to reflect updated policies in the following elements: Land Use (LU-9, 24), Housing (HO-19, 35), Economic Vitality (EV-19), Participation (PI-16).	Completed in 2011 as part of zoning code rewrite	X	X	X	LU-9,24, HO-19,35, EV-19, PI-16	Friendly Business Climate (survey)
Undertake a review of the RCDG to evaluate overall functionality, with the involvement of the business community and other resource people	Completed 2011		X	X	PI-20	Friendly Business Climate (survey)
Permit greater flexibility in bungalow use in Perrigo's Plat, and update design and streetscape standards for this area	Completed 2006	X			DT-65	Urban Center Employment
<b>Community gathering places, Cultural opportunities</b>						
Identify opportunities for community gardens and gardening classes so as to retain and encourage knowledge of and interest in sustainable agriculture and horticulture	Underway in neighborhood planning and parks; ongoing in Natural Resources	X			CC-4	Enrollment in Cultural & Recreational Programs; Recreation Programs (survey)
Identify and complete four new enhancements to community gathering places	Underway		X	X	CC-5,6	

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Create an interdepartmental public places workgroup to facilitate communication among City departments regarding creation and enhancement of community gathering places.	Complete in neighborhood planning	X			PR-10, DT-15, CC-6,7	
Identify existing and potential community gathering places and develop strategies for enhancing their sense of “place”	Underway through neighborhood and urban centers planning process	X	X	X	CC-5,6, Council	
Establish a program to pursue private dedication of arts for public areas	Complete - private organizations/ companies displaying art in public places like City Hall		X		PR-8	Visual & Performing Arts Audiences
Publicize the Historic Landmark Registry and nomination process	Complete	X	X		CC-37	
Publish photos and stories about Redmond’s historic landmarks to the web	Ongoing	X	X		CC-51	
<b>Connections (transportation)</b>						
Design and construct a connection between Marymoor and Town Center for bicyclists and pedestrians	Identified in PARCC Plan			X	DT-45	Bicycle Environment
Publish or make available a guide for developers identifying ways to make developments pedestrian, bicycle, and transit friendly	Complete. Site standards and design guidelines updated; Bicycle Facilities Design Manual completed August 2009		X		LU-7	Transportation Level of Service Objectives
Develop a comprehensive wayfinding program for Downtown, including identifying gateways	Completed 2006	X			DT-17,20	Transportation Level of Service Objectives
Review site regulations regarding design features for pedestrian, bicycle, and transit friendliness, and update them as needed	Completed in 2011 as part of zoning code rewrite	X	X	X	LU-7	Transportation Level of Service Objectives
Construct Bear Creek Parkway extension	Complete		X		DT-34	Three-Year Priority Action Plan Status

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Transform Redmond Way and Cleveland Street into two-way streets, incorporating streetscape improvements	Study complete; conversion planned for 2011-15 time-frame		X	X	DT-34	Three-Year Priority Action Plan Status
Enhance City entrances as part of the wayfinding effort	Identification completed 2006; enhancement opportunities are as available		X		DT-48,60, CC-13	
Adopt planned-based transportation concurrency regulations	Complete	X	X		TR-3, TR-4	Transportation Concurrency
Identify streets for which “Great Streets” treatment would be appropriate	Complete	X			CC-25	
Regarding the BNSF railway ROW <ul style="list-style-type: none"> <li>Develop a public involvement process for the ROW</li> <li>Develop use options for the ROW</li> <li>Decide on a use for the ROW</li> <li>Acquire the ROW within the City of Redmond</li> <li>Develop a specific plan and design standards to guide improvements within the ROW and for development on adjacent properties</li> </ul>	City acquisition of Redmond portion of completed in 2010; master planning process underway	X X X	X X		DT-8 to 10	
Complete projects identified in the TMP Three-year Priority Action Plan (see Mobility Report Card for details)	Nearly all complete or in progress.		X		TMP	
Monitor the construction and operation of transportation projects and programs. If necessary, identify additional revenue sources, including: <ul style="list-style-type: none"> <li>Taxes</li> <li>Grants</li> <li>Impact fees</li> </ul>	Ongoing; impact fees re-evaluated annually				TR-17, Council	Three-Year Priority Action Plan Status
Adopt the Transportation Master Plan, including modal plans	Complete	X			TR-13	

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If necessary, update street standards beyond what was done by the TMP. As part of task, evaluate whether updates are needed to encourage active urban streets, particularly in the Downtown.	Underway as part of 2011 Transportation Master Plan Update	X	X	X	TR-21, CC-26	Pedestrian Friendliness (survey); Pedestrian Environment; Bicycle Environment
<b>Community</b>						
Publish maps of critical areas to the City's website	Complete	X			NE-7, Introduction	
Develop and carry out a strategy for publishing additional Planning Commission documents to the web	Complete	X	X		PI-7, UT-73	Website visits
Explore opportunities to create an interactive on-line forum for City and citizen communication	Complete - established Facebook pages for ten neighborhoods in 2010-11; will reevaluate as conditions warrant	X			PI-6, 8	
Prepare a demographics report every five years, including parameters such as age and income, for the purpose of understanding changes in the community as they relate to Comprehensive Plan implementation and updates	Part of Indicators Program; will also report on 2010 Census results		X		PI-15	
Refine the neighborhood planning process model	Refined as neighborhood plans are completed and in 2010-11 as part of initiation of Redmond's Neighborhood Network and Citizen Academy	X			NP-1	
Establish a procedure for periodic evaluation and refinement of public involvement methods	Procedure in use	X	X		PI-9	

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Establish an annual program providing opportunities for those throughout the City to learn about local government and community issues	Established citywide program in 2011; also have held Citizen Academies so as to precede neighborhood plan updates	X			PI-6	
Formalize a strategic neighborhoods team as a point of contact for neighborhood concerns and as a resource for reviewing neighborhood plans	Completed 2006	X			NP-9	
Complete neighborhood plan updates every six years	Ongoing				NP-1	
Monitor the federal budget process for decision points related to funding for human services for which executive responses may be appropriate	Ongoing				HS-6	Human Services Contribution
Launch the Social Enterprise Project (note: in 2006 the Redmond Social Enterprise Project Community Board chose to take this action in a new direction, requesting proposals that focus on fund leveraging and program sustainability from children and youth service organizations)	Complete: contracts closed	X	X		HS-6	
Grow and replicate the Social Enterprise project (e.g., Overlake Transit Center retail business)	Not applicable due to changes to the project (see above)				HS-6	
Implement Cultural Navigator Pilot Program; funds awarded to Chinese Information and Service Center	Complete		X		HS-3	Service Provision to Immigrant and Refugee Communities
Complete all annexations north of NE 124 <sup>th</sup> St. within the City's Potential Annexation Area				X	A-8	Total Land Annexed
Annex all remaining potential annexation areas south of NE 124 <sup>th</sup> St., including those immediately east of 132 <sup>nd</sup> Ave. NE.	Portion of NE Rose Hill annexation occurred in 2010	X	X		A-12, Council	Total Land Annexed
Pursue annexation of Marymoor Park land (i.e., not operations)	Timing Dependent on County		X		PR-38	Total Land Annexed

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Review current annexation incentives and update as necessary	Ongoing	X	X		A-12	Total Land Annexed
Develop or review pre-annexation zoning for the area north of NE 124 <sup>th</sup> St. and for other parts of the potential annexation area lacking it	One parcel rezoned in 2007; prioritized as development proposals arise		X		A-8, 12	Total Land Annexed
Review existing pre-annexation zoning for property on the northwest corner of NE 116 <sup>th</sup> St. and Avondale Rd.	Prioritized as development proposals arise				A-12	Total Land Annexed
Prepare a new Financial Functional Plan in accordance with Comprehensive Plan guidelines	Underway - Capital Investment Strategy initiated in 2011		X	X	CF-8	
Monitor the opportunity for city involvement in supporting wireless Internet access	Ongoing				UT-78	Website Visits; Online Permits
Review process for residential permits and change it as needed to minimize delay, maintain opportunities for public comment, maximize clarity and predictability, and promote flexibility in design standards and affordability	Noticing procedures updated in 2007, pilot permit program underway	X			HO-26 to 28	Housing Choice (survey)
Identify and maintain gateways and scenic viewpoints	Identification completed 2007	X			CC-13,14, 20	
Consider updates to the RCDG concerning: 1) minimum open space requirements, 2) incentives for outdoor plazas and squares, 3) concessions as an accessory use to parks, and 4) development of non-motorized connections within the City		X	X	X	PR-2, 26,27, 42	Park Amenities; Transportation Level of Service Objectives
Promote neighborhood entries for Derby Days parade, with the City awarding a prize for best neighborhood entry		X			FW-41, Council	
Participate in the sub-regional planning process for developing recommendations to create and improve access to and efficiency of services for immigrant and refugee communities living on the Eastside.	Ongoing				HS-3	Service Provision to Immigrant and Refugee Communities

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Obtain an inventory of King County equestrian trails east of Redmond in order to maintain trail connections	Completed as part of PARCC Plan update	X	X		A-20	Regional Coordination and Efficiency in Service Provision
Work with King County to develop an equestrian district east of Redmond	PSE trail extension discussions underway			X	A-20	Regional Coordination and Efficiency in Service Provision
Reach-out to and meet with neighboring cities to identify common intersections	Ongoing	X			A-1, Council	Regional Coordination and Efficiency in Service Provision
Develop an interlocal agreement with at least one city to consolidate at least one additional specific city service	Several agreements in place	X			FW-45, Council	Regional Coordination and Efficiency in Service Provision
Publish a quarterly regional issues executive summary focusing on long-term strategic issues	Completed 2005 - now a regular update	X			FW-45, Council	Regional Coordination and Efficiency in Service Provision
Participate in countywide planning efforts to complete the Ten Year Plan to End Homelessness	Underway	X	X	X	HS-3, HO-22	Regional Coordination and Efficiency in Service Provision
Identify needed road improvements in Redmond's potential annexation area	Ongoing with annexations				A-3	Regional Coordination and Efficiency in Service Provision