Public Safety

- The Police Department focused on hiring officers in a challenging environment and implementing a new animal services program.
- The Fire Department implemented enhanced services through new staffing in the north end of the City.

Balanced Transportation

- Sidewalk and curb ramp repairs improved mobility around the City.
- The City worked to balance tree planting and sidewalk maintenance.

Economic Development

- The Tourism Development Committee continued to attract visitors to the City.
- The City made significant investment in the Kirkland Arts Center, resulting in seismic stability for this historic building.

Parks & Recreation

- Parks programs continued to draw great registration numbers.
- New asset management program improved efficiency for maintenance and prioritization.

Environment

- Recycling efforts continued to improve as the City made new strides in multi-family programs.
- The City expanded options for power resources in an effort to continue to reduce greenhouse emissions.

Financial Stability

- The City continued reserve funding to offset Annexation Sales Tax Credit ending in 2021.
- Financial planning continued to implement strong financial management strategies.

Human Services

- The City partnered with local churches and non-profits to secure a site for a permanent shelter for women and families experiencing homelessness.
- Partnerships between the City and local organizations continued to address needed issues in our community.

Neighborhoods

- The City continued to work to build community and engage residents.
- The Neighborhood Safety Program continued to give voice to residents for certain capital project priorities.

Housing

- The City made its largest ever contributions to the A Regional Coalition for Housing (ARCH) Trust Fund.
- City staff and the newly-formed Housing Strategy Advisory Group began work on a City-wide Housing Strategy Plan.

Dependable Infrastructure

- City investment in Maintenance Management System improved responses to public.
- Work from Streets Levy continued to add life to City streets.
The following is a list of the key strategy documents based on the City’s ten goals to protect and enhance Kirkland’s quality of life. These documents create a roadmap from community expectations to performance results that ties into future planning, so that the vision we have for tomorrow is being addressed by our actions today.

**2017 Guiding Documents**
- Comprehensive Plan
- Cross Kirkland Corridor Master Plan
- Neighborhood Safety Program
- Kirkland 2035
- Transportation Master Plan
- Fire Strategic Plan
- Police Strategic Plan
- Urban Forestry Strategic Management Plan
- Housing Strategy Plan
- Capital Improvement Project Plan
- Park Place and Totem Lake Development
- Parks, Recreation and Open Space (PROS) Plan