



CITY OF KIRKLAND

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MEMORANDUM

To: David Ramsay, City Manager

From: Eric Shields, Planning Director
Jeremy McMahan, Planning Supervisor

Date: September 4, 2008

Subject: Council Study Session - Downtown Kirkland Zoning and Design Review Process

RECOMMENDATION:

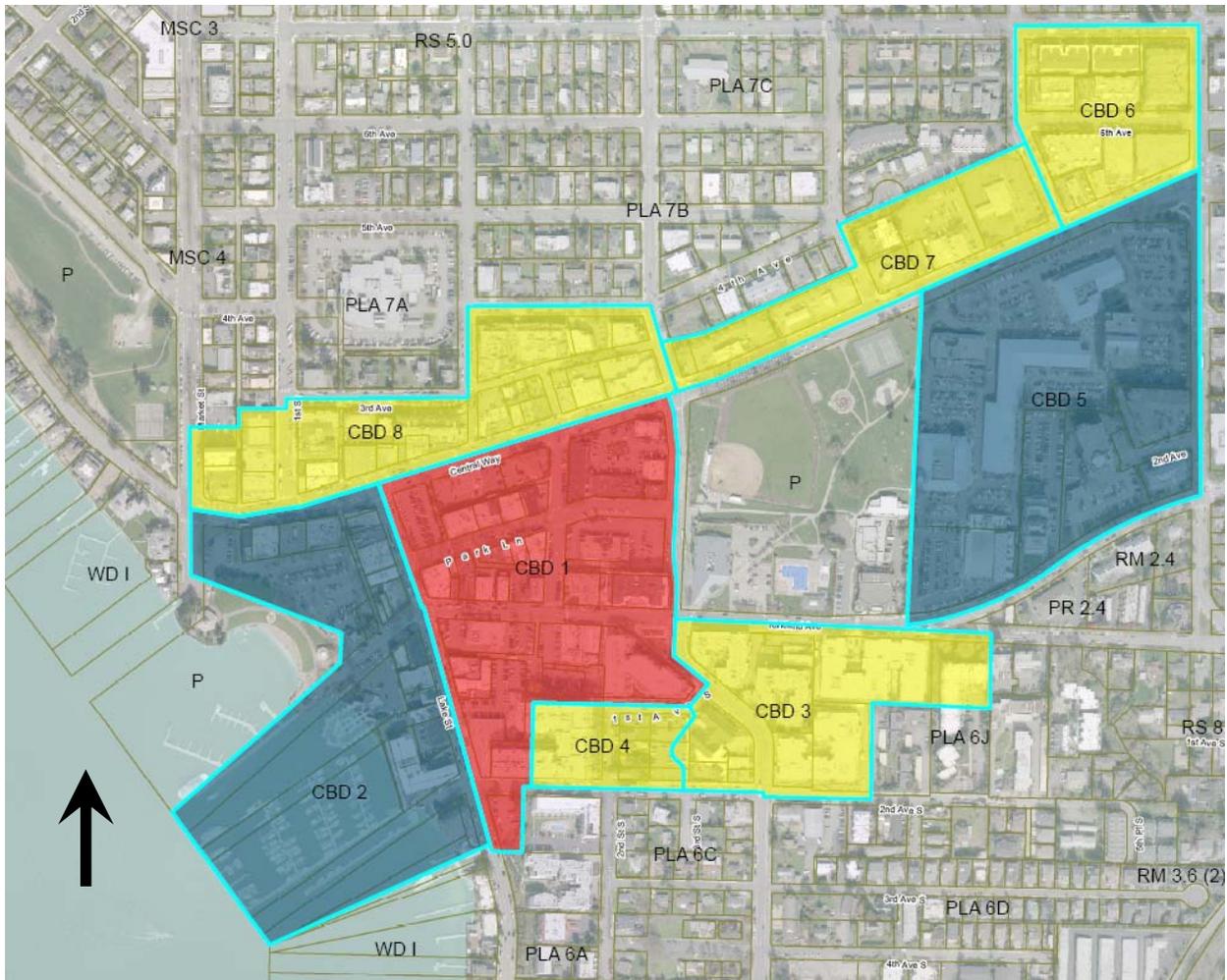
Review existing regulations and processes for downtown development and discuss potential amendments and options presented in this memo. At a minimum, staff recommends amendments to the Zoning Code for the CBD 1 zone to establish specific height allowances and any specific performance standards to achieve acceptable heights. This minimum approach would codify Comprehensive Plan policies in a regulatory format that would avoid future confusion over policy intent.

BACKGROUND:

The City Council has recently concluded appeal hearings on two Design Board Review projects in downtown Kirkland. These appeals highlighted ongoing community concern about building heights in the downtown, particularly along Lake Street. The issues of maximum building heights and minimum requirements for stepping back the upper stories of buildings became a focal point on appeal due to the fact that specific requirements are not spelled out in the Central Business District 1 (CBD 1) zoning. Rather, those requirements are left to a discretionary process (Design Board Review) with guidance from the Downtown Plan section of the Comprehensive Plan. In addition to the public comment and testimony related to these projects, the City Council received a "Petition to Stop High-Rise Buildings in Downtown Kirkland" on January 22, 2008 requesting "... to stop all downtown building permits until a 'Future Plan and Vision' is completed and agreed by the community." The petition was followed by a numerous e-mails reacting to the petition. The petition and related correspondence was forwarded to the City Council in February, 2008 but Council discussion was deferred until the conclusion of the two quasi judicial project appeals.

Downtown Zoning

As illustrated in the map below, the Central Business District is divided into eight separate zones (CBD 1 – CBD 8), each unique in terms of allowed uses, building heights, setbacks, etc.



Zoning map, colors keyed to matrix below

The following summary indicates basic development allowances as well as examples of approved projects in various CBD zones (for more project information, a folio of downtown private development projects is attached). For each zone, staff has attempted to rate the level of DRB discretion around building heights with RED representing a HIGH level of discretion, BLUE representing a MODERATE level of discretion, and YELLOW representing LITTLE OR NO discretion. Obviously, discretion arises when the allowed building heights are specified in a range as opposed to area where maximum heights are clearly spelled out.

Zone	Maximum Allowed Height	Height Discretion through Comp Plan?	Minimum Front Setbacks	Required Stepbacks	Design Review Projects
CBD 1	2-5 stories (5 th floor for upper story residential with additional discretionary criteria)	Yes	0'	Case by case	Heathman Hotel Kirkland Central Merrill Gardens Lake Street Office

CBD 2	1-3 stories (varies by block)	Yes	0'	None	213 Lake St S.*
CBD 3	3 stories	No	20' (0' for retail)	Non-retail uses have 20' setback	123 State Apartments Boulevard Condos St. John's Expansion
CBD 4	4 stories	No	0'-10' depending on location and use	None	Portsmouth*
CBD 5	3-5 stories	Yes	20'	Kirkland Way: above the 2 nd and 4 th stories. Not defined for Central Way or 6 th St.	Emerald Building* Watermark Apartments* Parkplace Office (pend.)
CBD 6	4 stories	No	20' (0' for retail)	Non-retail uses have 20' setback	602 5 th Street Condos* Park Avenue Condos* 6 th Avenue Condos* Soho Condos* Tera Apartments*
CBD 7	3 stories	No	20' (0' for retail)	Non-retail uses have 20' setback	None
CBD 8	41' above Central, terracing up to north based on formula	No	0' on Central, 20' on side streets	3:1 angle from Central Way facade	Marina Heights* Park 34 Condos* Brezza* Tiara de Lago* Waterview Condos* Westwater Apartments*

* indicates project approved under prior code through ADR process

Regulatory History

1989: The basic Downtown Plan was adopted by Council following four years of public hearings, community meetings, and City Council deliberations.

1991: The City adopted implementing zoning regulations for the CBD. In regard to the CBD 1, the 1991 zoning allowed 35' by right (with Administrative Design Review), with up to 52' in height through Process IIB (City Council review).

1997: As the Downtown Plan was realized through the first round of projects (e.g. –Marina Heights, Portsmouth, Brezza, etc.), significant community concern about those decisions led to an interim ordinance precluding any CBD development over 35' while the policies and regulations were reevaluated. Following a public process of reviewing height and design regulations, the City adopted revised rules for development in the CBD including lowering allowed height in certain areas. For CBD 1, heights were specified in a

range – yielding the recent discussion over whether the range applies to a elements of a building or to entire properties. Also worth noting is that the revised regulations for CBD 1 continued to require Process IIB (Hearing Examiner hearing with recommendations to City Council for final decision) for building over two stories.

1999: As a follow up to the Comprehensive Plan and zoning amendments following the interim ordinance, the City created a Design Review Board process to replace the former Administrative Design Review process for review of larger projects. With the creation of the Design Board Review process, the IIB review for taller buildings in CBD 1 was replaced with Design Board Review.

2001: Based on recommendations from the Downtown Strategic Plan, the City adopted changes to the height allowances for CBD 1 allowing an additional story as an incentive for residential development. Due to the difference in floor to floor height for residential vs. office stories, the actual height difference of the change was 4 feet in the part of CBD 1 previously limited to three stories and 1 foot in areas limited to four stories. The result is current regulations that allow maximum height in the range of 2-4 stories for non residential and 2-5 stories for projects with upper story residential in CBD 1. The Height and Design District map from the current Downtown Plan is attached.

In some respects, the current height regulations for CBD 1 are based on a lack of consensus during previous legislative processes over what acceptable building heights should be and deferral of those decisions to the DRB on a project by project basis.

Issues to Consider

1. What is the problem? It is important for the Council to discuss what are the significant issues to address and to define those issues as precisely as possible. This will help guide the Council in deciding the most appropriate course of action. In addition to issues about the scale and design of buildings, Council may wish to include code updates suggested by the Downtown Retail Strategy report (initial report attached, full recommendations due to Council in January) now under consideration by the DAT and potential parking amendments recommended by the Parking Advisory Board.
2. If there is a problem, where is it? The Council may decide that the issues encompass all of the eight CBD zones or they may decide that the issues are related a specific zone like CBD 1. It is recommended that the Council review existing regulations for each of the Downtown zones to determine if action is required for all or only some of the zones and for all or only some of the regulations.
3. What is the effect on other Planning projects? If the Council directs staff to take immediate action to address Downtown issues, it would likely be early 2009 before staff could start a substantive project. The timing to complete a project will depend on how broadly any potential amendments are scoped. In addition, staff resources will need to be diverted from other projects now on the Planning Work Program. Projects in progress or just beginning include preparation of a new Shoreline Master Program, affordable housing regulations and tree regulations. Planned projects include low impact development regulations, the annual code and plan updates and neighborhood plans.

In considering the scope, the Council may wish to discuss the role of the Planning Commission. For example, if the Council has a firm sense of the problems and desired solutions, they could choose to conduct the public process at the Council level. However, if the identification of issues and solutions

requires substantive public process and study, the typical Planning Commission process for code and plan amendments may be the better mechanism.

4. What expertise and supporting budget and needed to address issues? As the need for potential amendments is scoped, the Council may decide that expertise is needed to evaluate options (modeling of height options, analysis of development feasibility, etc.). Any project budget would be related to the scope and extent of issues identified.
5. What impact would amendments have on the Comprehensive Plan vision for the City and the City's capacity to meet growth targets? The Comprehensive Plan currently designates the Downtown as a mixed-use, pedestrian/ transit-oriented Activity Area that is intended to accommodate a significant share of the City's future growth. Down-zoning some or all of the Downtown would have implications for the Comprehensive plan's vision for the Downtown and the City's ability to meet existing and future growth targets. Up-zoning of other areas of the City may be required to make up lost capacity. The Council should also be aware that new growth targets will be assigned within the next two years. Our Comprehensive Plan will need to be updated by 2011 and must provide sufficient land with adequate zoning to accommodate an additional increment of growth.

Options to proceed

1. Enact a Moratorium or Interim Zoning Ordinance. If the Council finds that there is an issue that needs immediate attention, the Council may adopt a moratorium or interim zoning ordinance. A moratorium could prohibit the submittal of building permits for all new development activity or applications for the permits and approvals covered under the provisions of the moratorium. An interim zoning ordinance would establish new regulations to temporarily replace existing zoning regulations (for example, different height limits). Under state law, the maximum duration of a moratorium or interim zoning ordinance is six months; although a moratorium or interim zoning ordinance may be effective for up to one year if a work plan is developed for related studies providing for such a longer period. A moratorium or interim zoning ordinance could be renewed for one or more additional six month periods if public hearings are held and findings of fact made prior to each renewal as described below. While the moratorium or interim zoning ordinance is in effect, the City would need to immediately initiate actions (for example Comprehensive Plan and/or Zoning Code amendments) to address the identified problem. Adoption of a moratorium or interim zoning ordinance requires a public hearing, but the Council may actually adopt the moratorium or interim zoning ordinance prior to conducting the hearing. If the Council adopts a moratorium or interim zoning ordinance without a public hearing, it must hold a hearing within 60 days of adoption and adopt findings of fact justifying the action.
2. Direct Specific Zoning Code Amendments to Clarify the Policy Intent of the Existing Comprehensive Plan. With this option, the Council would identify CBD zones where they find that the regulations are not fulfilling the policy intent of the Comprehensive Plan. The difference in positions and opinions on recent downtown development proposals indicates that certain downtown zoning regulations are not as clear or specific as they should be. This option would amend only zoning regulations to better reflect the policy intent of the City expressed in the existing Comprehensive Plan. Regulations addressing topics not discussed in the Comprehensive Plan could also be considered for amendments. Potential topics using examples for recent CBD 1 projects include:

- Clarify the meaning of “superior retail” necessary to achieve an extra story of residential development.
 - Clarify the meaning of the two or three story height limit along certain streets and the required upper story step backs above the second or third stories.
3. Initiate a Review of the Moss Bay Neighborhood Plan or Downtown Plan Portion of the Neighborhood Plan. With this option, the Council would initiate a broad reexamination of Downtown Comprehensive Plan policies and zoning regulations. The Council could direct the Planning Commission to consider the identified issues during the review process, but would not direct specific changes. This effort would require significant resources and would take the longest time to complete.

Pending and Potential Projects

The Council should be aware of current development projects under review and potential projects.

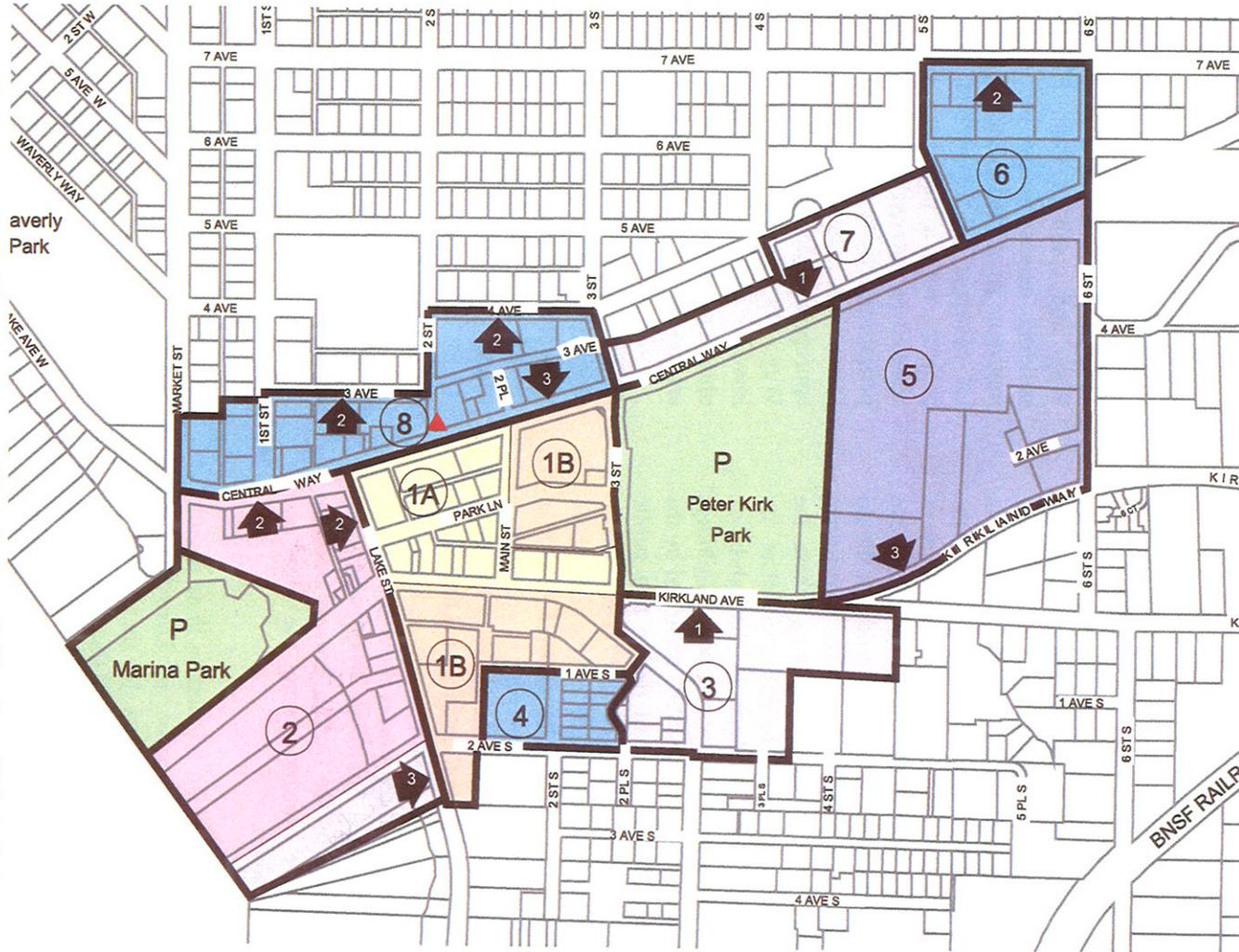
- Parkplace (CBD 5) has had an initial Design Response Conference for redevelopment of the center with a five story office project.
- Chaffee Development (CBD 1) has had a Conceptual Design Conference for a four story redevelopment of the parking lot site across from the Fish Café.
- 424 Central Way (CBD 7) has final DBR approval and has submitted a complete building permit application for a three story retail/residential project.
- Lake Street/McLeod Office (CBD 1) has final DBR approval and has submitted a complete building permit application for a four story office/retail project.
- Bank of America/Merrill Gardens (CBD 1) DBR application has been denied although a complete building permit application for the project has been submitted.
- Staff has had two presubmittal meetings in the past year for CBD projects. US Bank (CBD 1) had a presubmittal meeting in 2007 for a four story retail/residential project and the property at 13 Central Way (CBD 2) had a presubmittal meeting in 2008 to discuss alternatives for a two story retail/office project.
- Other sites in the CBD have had presubmittal meeting or Conceptual Design Conferences more than a year ago.

Cc: Design Review Board

Attachments:

1. Design Districts map for the Downtown Plan
2. CBD Development Folio
3. Interim Downtown Retail Strategy Report

Figure C-5: Downtown Height and Design Districts



Maximum Number of Stories
 (See Text for Specific Allowances)

- 1-2
- * 1A 2-3 Discretionary Approval for Heights over 2 Stories
- * 1B 2-4 Discretionary Approval for Heights over 2 Stories
- 3
- 3-5 Discretionary Approval for Heights over 2 Stories
- 4
- # of stories on street (height steps up from street)
- # Design District
- Height Measured Relative to Slope
- * One Additional Story Allowed for Upper Story Residential



Downtown Kirkland Development Project Summary



Emerald Building:

Location: 520 Kirkland Way
Zoning: CBD 5
Office: 52,260 s.f.
Parking: 139 stalls
Parcel Size: 59,708 s.f.
Zoning Height: 5 stories over parking
Completion Date: 1995
Permit Valuation: \$3.5 million



Plaza on State Condominiums:

Location: 122 State Street

Zoning: CBD 3 (PUD)

Residential: 81 units (8 affordable)

Retail Square Footage: 2,800 s.f.

Parking: 165 stalls

Parcel Size: 72,745 s.f.

Zoning Height: 3 Stories

Completion Date: 1995

Permit Valuation: \$10.6 million



Marina Heights Condominiums:

Location: 134 Central Way

Zoning: CBD 8

Residential: 21 units

Retail Square Footage: 11,500 s.f.

Parking: 48 stalls

Parcel Size: 25,265 s.f.

Zoning Height: 5 stories

Completion Date: 1996

Permit Valuation: \$6.3 million



602 5th Street Condominiums:

Location: 602 5th Street
Zoning: CBD 6
Residential: 14 units
Parking: 31 stalls
Parcel Size: 16,505 s.f.
Zoning Height: 4 stories
Completion Date: 1996
Permit Valuation: \$3 million



Portsmith Condominiums:

Location: 108 2nd Avenue South

Zoning: CBD 1 & CBD 4

Residential: 152 units

Parking: 276 stalls

Parcel Size: 71,438 s.f.

Zoning Height: 5/6 stories

Completion Date: 1999

Permit Valuation: \$18.4 million



Park 34 Condominiums:

Location: 321 3rd Street
Zoning: CBD 8
Residential: 12 units
Parking: 25 stalls
Parcel Size: 9,687 s.f.
Zoning Height: 4 stories
Completion Date: 1997
Permit Valuation: \$1.9 million



Brezza Condominiums:

- Location:** 225 4th Avenue
- Zoning:** CBD 8
- Residential:** 75 units
- Parking:** 148 stalls
- Parcel Size:** 45,923 s.f.
- Zoning Height:** 5 stories
- Completion Date:** 1999
- Permit Valuation:** \$12.3 million



Park Avenue Condominiums:

Location: 615 6th Street
Zoning: CBD 6
Residential: 38 units
Parking: 84 stalls
Parcel Size: 32,999 s.f.
Zoning Height: 4 stories
Completion Date: 1997
Permit Valuation: \$5.2 million



Watermark Apartments:

Location: 530 2nd Avenue
Zoning: CBD 5
Residential: 60 units
Parking: 106 stalls
Parcel Size: 35,428 s.f.
Zoning Height: 4 stories
Completion Date: 1997
Permit Valuation: \$5.3 million



Tiara de Lago Condominiums:

Location: 210 Market Street
Zoning: CBD 8
Residential: 13 units
Retail: 2,360 s.f.
Parking: 30 stalls
Parcel Size: 10,734 s.f.
Zoning Height: 5 stories
Completion Date: 1998
Permit Valuation: \$3.1 million



Sixth Avenue Condominiums:

Location: 602 5th Avenue
Zoning: CBD 6
Residential: 22 units
Parking: 49 stalls
Parcel Size: 22,000 s.f.
Zoning Height: 5 stories
Completion Date: 1998
Permit Valuation: \$4.6 million



Soho Condominiums:

Location: 521 7th Avenue
Zoning: CBD 6
Residential: 58 units
Parking: 89 stalls
Parcel Size: 38,504 s.f.
Zoning Height: 4 stories
Completion Date: 2001
Permit Valuation: \$8.3 million



Tera Apartments:

Location: 538 Central Way

Zoning: CBD 6

Residential: 161 units

Retail: 7,000 s.f.

Parking: 226 stalls

Parcel Size: 68,203 s.f.

Zoning Height: 5 stories

Completion Date: 1999

Permit Valuation: \$15.25 million



Waterview Condominiums:

Location: 220 1st Street
Zoning: CBD 8
Residential: 48 units
Parking: 85 stalls
Parcel Size: 20,410 s.f.
Zoning Height: 5 stories
Completion Date: 2000
Permit Valuation: \$5.1 million



Westwater Apartments:

Location: 221 1st Street
Zoning: CBD 8
Residential: 64 units
Retail: 11,900 s.f.
Parking: 118 stalls
Parcel Size: 28,560 s.f.
Zoning Height: 5 stories
Completion Date: 2002
Permit Valuation: \$8.6 million



Kirkland Central Condominiums:

Location: 75 State Street

Zoning: CBD 1

Residential: 110 units

Retail: 9,168 s.f.

Parking: 169 stalls

Parcel Size: 41,526 s.f.

Zoning Height: 5 Stories (used "bonus" 5th story for residential)

Completion Date: 2006

Permit Valuation: \$11.6 million



Boulevard Condominiums

Location: 355 Kirkland Avenue

Zoning: CBD 3

Residential: 119 units

Retail: 8,839 s.f.

Parking: 179 stalls

Parcel Size: 72,000 s.f.

Zoning Height: 3 stories

Completion Date: 2006

Permit Valuation: \$20 million



Heathman Hotel

Location: 220 Kirkland Avenue

Zoning: CBD 1

Hotel: 91 rooms

Parking: 116 stalls

Parcel Size: 15,066 s.f.

Zoning Height: 4 stories (used "bonus" 4th story for hotel)

Completion Date: 2007

Permit Valuation: \$ 8.5 million



128 State Street Apartments:

Location: 128 State Street
Zoning: CBD 3
Residential: 125 units
Parking: 168 stalls
Parcel Size: 65,397 s.f.
Zoning Height: 3 stories
Completion Date: 2007
Permit Valuation: \$18.9 million



Bungee Studios Office:

Location: 424 Kirkland Way

Office: 25,185 s.f.

Parking: 61 stalls

Project Valuation: \$3.9 million



Merrill Gardens Assisted Living:

- Location:** 201 Kirkland Avenue
- Zoning:** CBD 1
- Residential:** 116 units (assisted living)
- Retail:** 6,613 s.f.
- Parking:** 141 stalls
- Parcel Size:** 41,316 s.f.
- Zoning Height:** 5 stories (used "bonus" 5th story for residential)
- Completion Date:** 2008
- Permit Valuation:** \$19.3 million



DOWNTOWN KIRKLAND RETAIL STRATEGY: INTERIM REPORT

(For Review
& Discussion)



Prepared for:
City of Kirkland

July 17, 2008



E. D. Hovee & Company, LLC

Economic and Development Services



Downtown Kirkland Retail Strategy: Interim Report

(For Review & Discussion)

Prepared for:

City of Kirkland
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Prepared by:

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July 17, 2008

AT-A-GLANCE SUMMARY

A downtown Kirkland retail strategy is intended to serve as a vital step toward realizing the *working vision* of “a vibrant and charming urban waterfront community with unique shopping, destination, dining, public art and galleries, beautiful parks and gathering places.” What follows are summary observations from this initial *interim report*.

Strategic Retail Context. This strategic planning initiative is shaped in the context of existing economic development and land use planning documents pertinent to downtown – including the Kirkland Downtown Strategic Plan, City Comprehensive Plan (and zoning), Design Guidelines for Pedestrian-Oriented Business Districts, citywide economic development planning, and the most recent 2007 Strategic Situation Assessment for the downtown strategic plan. An objective of this strategic planning process is to build on the analysis and community input embodied by work to date.

Market Review. As of 2008, Kirkland has an estimated 48,410 residents – representing 17% of a larger eastside trade area described as a *best case destination* market targeted to maximize shopping dollars potentially available for capture by downtown business. Compared to in-city residents, this larger east side destination market is growing more rapidly and is more suburban in character with a younger population, larger households and higher median household income.

While downtown contributes less than 7% of the City’s total annual retail sales tax volume, downtown’s economic prosperity is important because of the opportunity to shore up lagging tax revenues Citywide while better serving Kirkland resident and nearby community needs. When viewed from the perspective of the in-city population only, Kirkland businesses appear to be fairly well-performing – because they also draw substantially from surrounding communities. However, an evaluation of retail sales patterns indicates that this larger destination trade area is underserved by about \$1.4 billion per year (capturing only 72% of resident-generated retail sales demand).

With a *moderate capture* scenario, downtown Kirkland could support an estimated 116,000 square feet of added retail space over the 2008-2013 time period (or 23,200 square feet per year). With an *aggressive capture* scenario, the amount of retail space supported potentially doubles. Both scenarios are well above a track record averaging less than 6,000 square feet of new retail construction annually since 1994 – excluding an added increment of over 50,000 square feet currently proposed with two appealed projects.

Stakeholder Perspectives. Building from interviews and focus groups conducted with the 2007 *Kirkland Downtown Strategic Situation Assessment*, this project also draws on:

- Resident and business surveys conducted in conjunction with a recently completed *Kirkland Economic Sustainability Assessment* – including shared resident/business objectives for a more sustainable economy offering a complete spectrum of goods and services serving Kirkland residents combined with the opportunity to explicitly brand downtown Kirkland regionally for sustainable retailing practices.
- Selected business interviews plus preliminary discussions involving the Downtown Advisory Committee and City Council Economic Development Committee – all indicating support for a retail strategy that will be consistent with Kirkland’s vision for its downtown but also results-oriented, rebuilding momentum for a stronger retail base in the years ahead.

Downtown Retail Mapping. Six identifiable *geographic clusters* (or concentrations) of retail activity stand out – including the areas of Lake Street entertainment and specialty, Central Way design for living, Park Lane dining and specialty, Lakeshore Plaza storefront, Kirkland Avenue mixed use, and Parkplace community retail. When viewed by type of retail, the combination of dining, night life and lodging is most prominent today – accounting for more than 40% of downtown retail and related businesses.

Downtown locations that feature what could be termed as *outstanding retail* are most oriented to Central Way (near Lake Street). Areas characterized by *good retail* are noted for much of Lake Street, Kirkland Avenue and the inner portion of Kirkland Parkplace (adjoining the grocery store). Locations depicted as having *weak retail* tend to be arrayed more toward the periphery of the downtown core. Strategic opportunities for strengthening the downtown retail presence could involve extending the influence of the outstanding retail, improving weak retail and encouragement of peripheral office and residential uses to include more active retail or customer-oriented use on the street.

Sites offering the best opportunity for downtown retail expansion and diversification are those located close to existing retail business clusters and large enough for financial feasibility of redevelopment. Viable *retail site* prospects could include the City-owned Lakeshore Plaza and Lake Street lots (subject to parking replacement) – together with private properties including Kirkland Parkplace, the Bank of America and McLeod properties (which have been under appeal), U.S. Bank and Antique Mall properties (though with no current proposals), and longer term potential for up to three block faces on Central Way.

Opportunity & Gaps Analysis. A distinction is made between: a) *marketing and promotion* to customers as for expansion and recruitment of targeted businesses; and b) *future development* including building rehab as well as new construction of retail only and mixed use projects with strategically placed parking. From this assessment, *four strategic options* are outlined for consideration:

- *Option 1 Status Quo* – assuming no substantial changes from current trends and conditions for retail in downtown Kirkland.
- *Option 2 Reinvigorated Destination* – predicated on a ramped up public-private initiative to re-establish Kirkland at the forefront of destination shopping, dining and entertainment districts throughout the eastside and broader Seattle metro area.
- *Option 3 Go Local* – to re-establish downtown as a preferred location for a broader range of local goods and services, perhaps de-emphasizing or actively discouraging added destination retail.
- *Option 4 Locally Driven Destination* – combining elements of a reinvigorated destination with a concurrent strategy for enhanced local retail opportunity but with the caveat that the *go local* part of the strategy is emphasized in the early going.

Recommended as a *preferred strategy* is an approach similar to that of Option 4 – repositioning downtown Kirkland as a *locally-driven destination*. This combined strategic approach may best actualize the opportunity to achieve the vision outlined by the City’s 2007 *Situation Assessment* for downtown to “flourish, help build community and uniquely reflect Kirkland.”

Next Steps. This interim report is intended for DAC and EDC review – with focus on reviewing results and brainstorming strategic options – including selection of a preferred option together with identification of public and private means (or tools) potentially available for implementation. Remaining steps anticipated with this *Downtown Kirkland Retail Strategy* anticipated include preparation of retail and city incentive *tool kits*, preparation of a draft downtown strategy document with summary materials suitable for DAC and City Council roll-out, community discussion, and consensus direction for resulting action.

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I. INTRODUCTION TO RETAIL STRATEGY

Downtown Kirkland is a vibrant and charming urban waterfront community with unique shopping, destination dining, public art and galleries, beautiful parks and gathering places. It is an economically vital, pedestrian-friendly district that attracts the City's residents and visitors to enjoy its heritage and waterfront ambiance.

– *Vision Statement to Guide the Downtown Strategic Plan, October 2007*

Through its Department of Planning and Community Development, the City of Kirkland has prioritized the preparation of a comprehensive retail strategy for downtown Kirkland. This *interim report* represents the initial steps toward shaping a strategy that reaches toward a downtown working vision in a way that is achievable – one step at a time.

A downtown Kirkland retail strategy is intended to serve as an early phase component – perhaps the centerpiece – in moving toward realization of the larger downtown working vision. Subsequent to the market reconnaissance and options for action presented with this report, next steps will be to identify the tools for implementation of a *preferred strategy* as determined in consultation with the Economic Development Committee and Downtown Advisory Committee.

PURPOSE OF DOWNTOWN RETAIL STRATEGY

As a compact district situated in a community with strong demographics and an exceptional waterfront, downtown Kirkland has enjoyed a level of retail success that many other cities would feel extraordinarily lucky to emulate.

So, the question is: where do we go from here? How can Kirkland *go from good to great* – not just for today, but sustainably for generations yet to come?

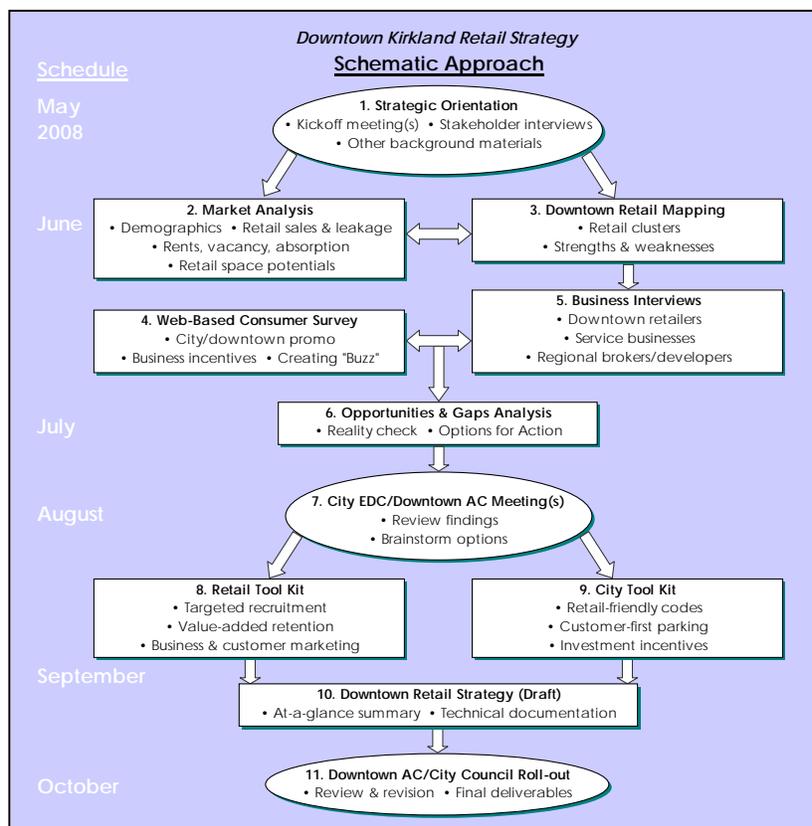
This strategic retail planning process continues a journey toward realization of the downtown working vision. This path can be most rewarding as it occurs in partnership with downtown's stakeholders – retail businesses, property owners, customers, the City and broader community.

STRATEGIC APPROACH

Key steps taken in conducting this strategic assessment and planning process have included:

- Review of pertinent background information including previous market analyses and economic development planning for the Kirkland community and downtown.
- Kick-off meetings at project start-up with the City Council Economic Development Committee and Downtown Advisory Committee.
- Interviews with representatives of downtown area business and development interests.
- Coordination with a concurrent Economic Sustainability Assessment for retail leakage and resident/consumer surveys.
- Business inventory and conditions mapping using information of the Downtown Kirkland Association and field survey.

- Use of all background information to prepare a gaps/opportunities assessment and prepare an interim retail strategy report (**this report**).
- Anticipated subsequent work steps including a retail/city tool kit and draft downtown retail strategy consistent with a *preferred strategy* to be determined in consultation with the Economic Development Committee (EDC) and Downtown Advisory Committee (DAC).
- Strategy refinement based on added EDC, DAC and City Council input.



Downtown retail strategy documentation is being prepared by the economic and development consulting firm E. D. Hovee & Company, LLC on behalf of the City of Kirkland.¹ A brief profile of the consultant preparer is provided as Appendix A to this interim report.

REPORT ORGANIZATION

The remainder of this interim report is organized to cover the following topics:

Strategic Retail Context
Market Review
Stakeholder Perspectives
Downtown Retail Mapping
Opportunities & Gaps Analysis
Next Steps

Appendix A outlines a brief profile of E. D. Hovee as preparer of this report. *Appendix B* provides results of resident and business surveys conducted with the companion sustainability assessment for Kirkland. *Appendix C* contains a detailed compendium of data tables used for this analysis. *Appendix D* identifies individuals interviewed as part of the business interview process.

II. STRATEGIC RETAIL CONTEXT

As in communities across the U.S., residents, businesses and the City of Kirkland have made substantial investments in the downtown. Private investment has occurred in construction and maintenance of building stock – together with tenant and business trade improvements. Public investment has occurred in very tangible ways – as in street and utility infrastructure or more recently in parking facilities and the cultural arts. Downtown also serves as a source of the community’s tax base and business and civic vitality.

The City of Kirkland has identified downtown as part of Moss Bay – one of thirteen neighborhoods in Kirkland. Land use planning is governed by the *City of Kirkland Comprehensive Plan*.

Economic development and land use planning documents pertinent to downtown include the Kirkland Downtown Strategic Plan, City Comprehensive Plan (and zoning), Design Guidelines for Pedestrian-Oriented Business Districts, citywide economic development planning, and the most recent 2007 Strategic Situation Assessment for the downtown strategic plan. Key findings related to downtown retail are briefly reviewed, in turn.

KIRKLAND DOWNTOWN STRATEGIC PLAN

An initial *Kirkland Downtown Strategic Plan* was recommended by the Kirkland Downtown Action Team and adopted by the Kirkland City Council, June 5, 2001. The goal of the strategic plan has been “to transform our central city area into a high-quality pedestrian village.” Guiding principles of the plan have been to:

1. Maintain a pedestrian orientation to the downtown and surrounding districts.
2. Balance the need for efficient vehicular circulation with the downtown’s vital pedestrian character through appropriate traffic calming measures.
3. Acknowledge Parkplace as an integral part of downtown by establishing clearly defined pedestrian connections with the core area and the waterfront.
4. Enhance the core area of downtown by assuring a mix of mutually supportive uses as well as a human scale for any new development.
5. Celebrate the waterfront setting by reorienting the downtown to the lake.

Retail uses were addressed as one element of this strategic planning process – beginning with the desire to create more local-serving retail businesses in the downtown core. While



In Kirkland, the retail experience begins with ...



... the pedestrian.

noting downtown strengths of restaurants and art galleries, the strategic plan also notes that many small retailers “are struggling” as customers often choose to shop elsewhere.

Key opportunity sites were noted for added retail – especially corner locations. Other opportunities cited include potential for added convenience retail at Parkplace, lakefront destination retail, and the four blocks bounded by Lake, 3rd, Central and Kirkland Avenue. Income from upper story development was noted as important to make provision of better retail space more economically feasible.

CITY OF KIRKLAND COMPREHENSIVE PLAN

Land use planning in Kirkland is governed by the *City of Kirkland Comprehensive Plan*, revised December 2004 (and via subsequent annual amendment requests) – together with the accompanying Zoning Code. As part of the Moss Bay neighborhood, the plan recognizes the core area’s identity as “derived from the Downtown’s physical setting along the lakefront, its distinctive topography, and the human scale of existing development.”

The land use element of the plan begins with the statement that “a critical mass of retail uses and services is essential to the economic vitality of the Downtown area.” Retail enhancement has been seen as best served by encouraging a substantial increase in housing and office development either within or adjacent to the core area. The types of uses viewed as serving the Vision for Downtown included restaurants, delicatessens, and specialty retail shops, including fine apparel, gift shops, art galleries, and import shops.

More detailed plan provisions were identified for each of five downtown subareas – the core area together with the northwest, northeast, east and south core frames. The plan is implemented through eight distinct CBD zones – each of which has its own use, height, parking and related provisions.

DESIGN GUIDELINES FOR PEDESTRIAN-ORIENTED BUSINESS DISTRICTS

In addition to the Zoning Code, a pivotal implementing mechanism for downtown involves provisions of *Design Guidelines for Pedestrian-Oriented Business Districts*, also adopted by the Kirkland City Council in 2004. Purpose of design guidelines for downtown Kirkland is to:

... balance the desired diversity of project architecture with the equally desired overall coherence of the downtown’s visual and historic character. This is to be achieved by injecting into each project’s creative design process a recognition and respect of design guidelines and methods which incorporate new development into downtown’s overall pattern.

The design guidelines address pedestrian-oriented elements, public improvements and site features, parking lot location and design, scale of development, building material color and detail, and natural features.²

PATHWAY TO KIRKLAND'S ECONOMIC FUTURE

Prepared in March 2005 for the Kirkland Economic Partnership, this plan provides a definition of economic development as “the application of public resources to stimulate private investment.” *Quality of place* is emphasized over other factors.

While prepared to address economic development on a citywide basis, the plan recommended focusing on two prime development areas: Totem Lake and Downtown. Regional markets emphasized included software, medical and professional services.

Retail is “increasingly seen as an amenity without which other economic sectors find it difficult to recruit workers.” The sales tax benefits of retail development are highlighted – as are the ways in which urban development patterns are influenced by the scale and location of retail centers.

KIRKLAND DOWNTOWN STRATEGIC PLAN – STRATEGIC SITUATION ASSESSMENT

Starting in early 2007, the City of Kirkland commissioned an update to the 2001 Downtown Strategic Plan. Update tasks included a series of 11 focus groups and stakeholder interviews, community meeting, on-line survey, and market analysis. Key findings of this update process completed in October 2007 that are pertinent to retail in downtown include the following:

- Downtown has 614 private businesses employing nearly 4,000 – with the average business having six employees.
- More than 1,380 workers are employed at 159 retail business – per the City of Kirkland Business License Database (as of 2007).
- Downtown retail strengths are again identified as including existing clusters of restaurants and galleries but also emerging clusters as for women’s clothing, home décor and accessories.
- An ongoing challenge cited is to strengthen the core area retail base – through “new business retention and attraction strategies, business partnerships and strategic marketing.”
- Ground floor retail requirements were identified as problematic – with the suggestion to create a “more fine-grained or block-specific view of allowable ground floor uses.”
- A situation assessment suggested that a downtown retail strategy should identify “core retail districts where retailers can cluster and feed off of each other” – including a need for anchor retailers.

PLANNING SUMMARIZED

Two summary observations are noted from this review. First, the continued success of the downtown is pivotal to Kirkland’s identity for *quality of place* and as a sustainable community.

Second, while downtown currently contributes less than 7% of taxable retail sales citywide, improved and sustained retail performance is important to Kirkland’s economic vitality. At its best, downtown should offer the potential to become a substantially greater contributor to the City’s tax base. These considerations serve as useful guideposts to retail strategy development.

III. MARKET REVIEW

This retail strategy interim report begins with a review of the local and regional market trends affecting retail activity in the City of Kirkland generally and, more specifically, in downtown Kirkland. Topics covered include trade area delineation, demographics, lifemode characteristics, retail sales and leakage, commercial real estate indicators, and retail capture potentials.

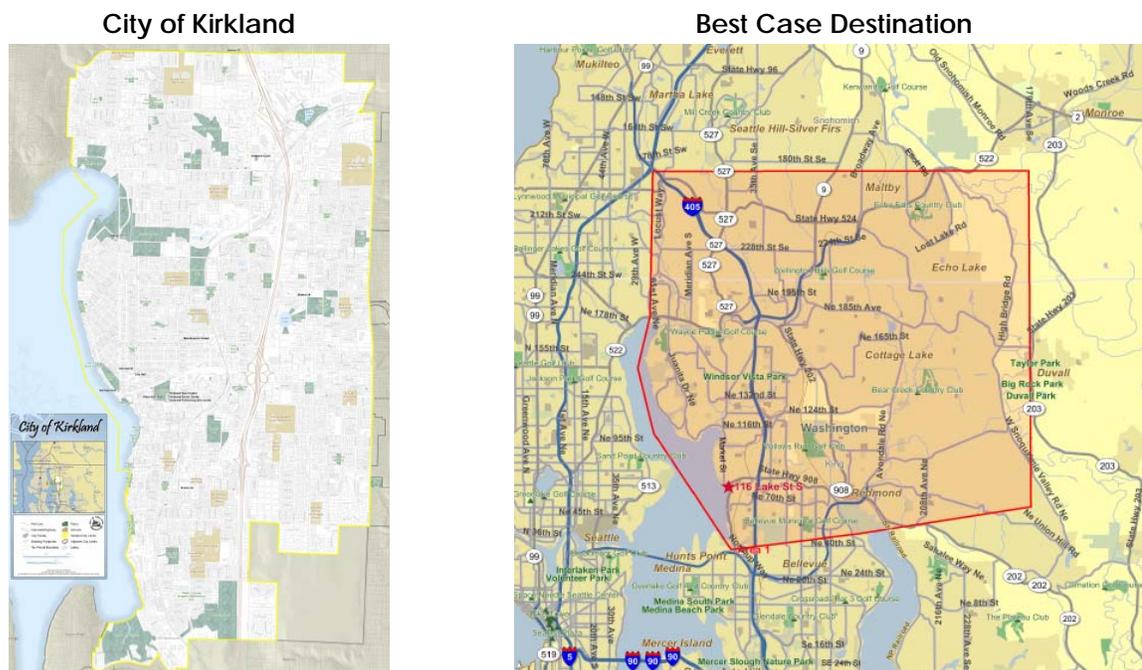
TRADE AREA DELINEATION

A *trade area* is intended to serve as a description of the geographic area(s) from which the customers to a retail business district are most frequently drawn. In a metro region with multiple retail centers all competing for consumer shopping dollars, it can be especially challenging to define a trade area for just one single retail center such as downtown Kirkland.³

Two trade areas are delineated for purposes of this downtown Kirkland retail strategy:

- *City of Kirkland* – as a proxy for the approximately 48,410 residents most drawn to downtown for day-to-day convenience purposes as well as comparison shopping.
- *Best Case Destination* – as a larger eastside area with a 280,000 population proximate to Kirkland, “maximizing” shopping dollars available for capture by downtown businesses.

Figure 1. Kirkland City & Best Case Destination Trade Areas Considered



Source: City of Kirkland GIS and ESRI Business Information Solutions.

Also considered *for comparative purposes* with this assessment are the approximately 3.6 million residents of the Seattle-Tacoma-Everett metro area – consisting of King, Pierce, Snohomish and Kitsap Counties.

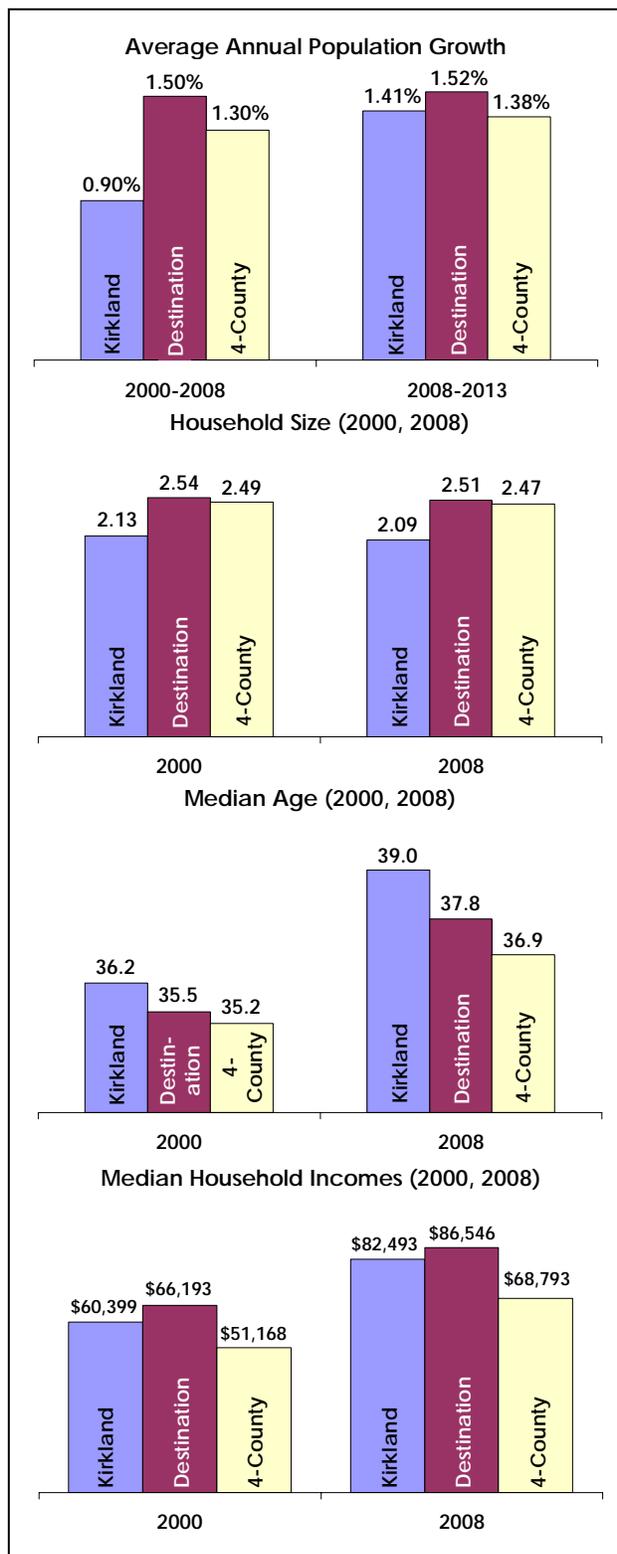
TRADE AREA DEMOGRAPHICS

As of 2008, the City of Kirkland has an estimated 48,410 residents with nearly 280,000 in what is termed as a best case destination trade area on the east side of Lake Washington, north of Bellevue’s major retail centers.⁴ By comparison, the larger 4-county metro area has an estimated 3.6 million residents.

Key trade area demographics of note (as depicted by the chart to the right) are that:

- Since 2000, *population* of the city has grown more slowly than in the larger comparison geographies. City projections indicate that this gap in growth rates could be considerably reduced in the years immediately ahead – creating added opportunity for downtown retailers to target a growing city population.
- *Average household size* is well below that of the destination trade area and 4-county region – and has declined somewhat in recent years. National trends suggest further decline – though housing affordability and immigration have led to increased household size in some communities.
- *Median age* of Kirkland residents is relatively high – and estimated by ESRI to have increased considerably since 2000. Anecdotal information suggests that younger workers relocating to Kirkland could now be countering this trend.
- As of 2008, *median household income* in Kirkland is estimated at nearly \$82,500 – roughly 20% above that of the metro area but somewhat below that of the more proximate destination market.

Figure 2. Comparative Demographics



Source: U.S. Census, ESRI BIS.

Other demographics noted by data research (as detailed in Appendix B) include increased racial and ethnic diversity of the population (with nearly 10% Asian and 5-6% Latino representation), above average levels of education (over one half of adults with bachelors degrees or better), high levels of white collar (especially management) employment, and relatively low rate of homeownership (with 58% of residential units owner-occupied). Both in 2000 and again in 2008, median home values in Kirkland are somewhat (about 5-6%) above those of the eastside destination trade area and 35-40% above median values for the larger 4-county metro area.

Taken together, this data suggests a local community and broader potential destination market that is relatively affluent, well-educated and comparatively mature. There also are important differences between the in-city versus broader destination trade area market. The destination market has been experiencing more rapid population growth, has more large family households, and higher levels of homeownership. These characteristics are consistent with retail market opportunity that has been driven in large part by promoting Kirkland as an eastside (if not broader) regional destination for specialty shopping, dining and entertainment.

For the future, there are several indicators that bear watching – as they could begin to suggest a refocusing back on local in-city retail clientele. These indicators include:

- Renewed attraction of Kirkland to *younger adults* – both tech and professional workers.
- Increasing *diversity* of population – especially Asians and Latinos.
- Educational level of local population – especially if Kirkland becomes a preferred residence and/or work location for *creative class* in-migrants.
- *Resurgent population growth* – dependent on housing development unless Kirkland also becomes more attractive to younger families.
- Preferences for *less driving* and more shopping close to home – potentially stimulated both by increasing fuel costs and green sustainability ethic.

Any or all of these factors would be supportive of increased spending potential from in-city residents.

LIFEMODE CHARACTERISTICS

Increasingly, national demographic firms, retailers, and developers are looking beyond traditional demographic groupings to also consider qualitative lifestyle and psychographic groupings. This approach draws on traditional demographic analysis combined with survey and consumer information regarding spending patterns and lifestyle preferences – and can be used to augment the demographic indicators noted above.

Use of Psychographic (Lifemode) Data. Retailers often use this information in deciding where to locate stores. Homebuilders use the information in deciding what types of residences will be in demand. Business site locators may use the information in helping to decide whether a particular community will be a *good fit* for a proposed business or industry. The national demographics firm ESRI Business Information Solutions categorizes residents of the U.S. into 66 different Tapestry or *lifemode* groupings.⁵

Lifemode Profiles. Below are the *top five* market segments (out of 66 nationally) for the City of Kirkland and for the larger destination market extending beyond the city limits to encompass major areas from which customers are drawn into Kirkland. This information is presented as general background to help contextualize marketing efforts that may be selected to pursue.

Figure 3. Kirkland City & Destination Market Lifemode Segments (2008)

Tapestry Lifemode Market Segment	% of Total	Summary Characteristics
City of Kirkland:		
Enterprising Professionals	20.5%	Young (average age 32), educated and working professionals – with frequent moves following job opportunity – “connected but still nomadic”
Urban Chic	16.3%	Also urban and professional but with higher average age (42) and incomes – management/technical workers with ½ receiving investment income
Laptops & Lattes	15.4%	Dominated by people living alone or with housemate, median age of 38, well educated and compensated – majority renters and many without cars
Old and Newcomers	15.2%	Neighborhoods in transition - renters starting career or retiring, prefer multiunit housing, moderate incomes
In Style	12.2%	Suburban residents with urban preferences, married but without children, townhome preferences – work in finance, technical and education occupations
Subtotal (top 5)	79.6%	
Destination Market:		
Sophisticated Squires	19.5%	Cultured country living, married families, longer commutes but fewer neighbors, upper income
Enterprising Professionals	16.9%	See above
Suburban Splendor	14.5%	Growing neighborhoods, 80% married with families, overall highest income group, primarily homeowners
In Style	10.8%	See above
Old and Newcomers	6.4%	See above
Subtotal (top 5)	68.1%	

Source: ESRI Business Information Solutions and E.D. Hovee & Company, LLC.

Kirkland Profile. Four of the five top Kirkland tapestry segments (all but *Old and Newcomers*) are urban-oriented with relatively high incomes and small households (often, but not always, without children). While these four groupings vary somewhat in age and rental versus ownership profile; all are culturally aware and can be expected to exhibit relatively busy lifestyles.

Destination Market Profile. Three of the five groupings in the larger destination market area overlap with those in the City of Kirkland. The distinguishing feature for the two represented solely by the larger trade area (but not in Kirkland) is larger family households. As busy professionals with relatively high incomes, they are among those who are often trading a longer commute for more housing and newer neighborhoods and schools.

While the personal and family values of these two groupings both may be environmentally oriented, these more exurban residents often make choices involving inevitable compromises with their values. As families who may frequent Kirkland (as for shopping or dining), they may respond well to environmental messages, but resist compromising their overall lifestyle.

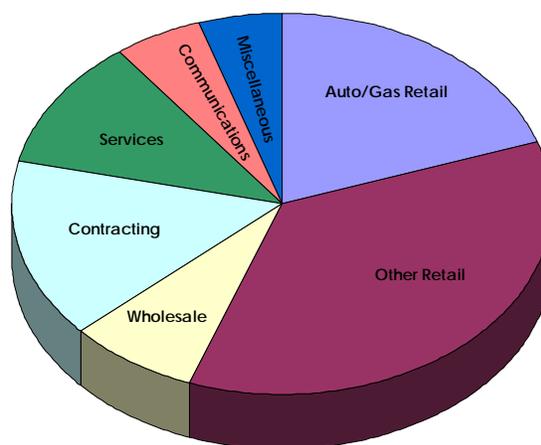
RETAIL SALES & LEAKAGE

As with the discussion of area demographics, the following retail sales discussion is separated to first provide a review of taxable retail sales to the City of Kirkland – by business sector and by geographic area. The analysis then proceeds to address retail business potentials based solely on the City of Kirkland residential base, followed by opportunities posed by added capture of a larger destination trade area.

Taxable Retail Sales. From the perspective of the City of Kirkland, retail sales tax is important as the #1 contributor to the City’s overall revenue base. Taken together, all tax sources comprise over 65% of Kirkland’s annual general fund revenues – with sales tax contributing about 29%, well ahead of property taxes at just over 16%.⁶

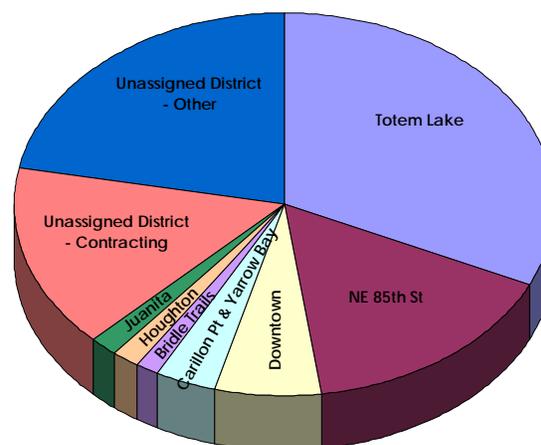
- When considered *by source of business sector*, about 56% of the City’s sales tax revenue from 2000-2007 has come from retail businesses (including 20% from auto/gas and 36% from other retail – with major contributors being general merchandise and dining activities). In the best year of the decade (2004), retail contributed over 60% of the total sales tax revenue. Contracting has become more significant in recent years – peaking at 20% of total sales taxes in 2006 followed by slower growth thereafter.⁷
- When viewed *by geographic area* of the City, Downtown has been contributing just under 7% of the City’s retail sales tax revenue – well below the 32% share that comes from Totem Lake and 16% from NE 85th Street. Specifically noted is that nearly 38% of sales tax revenue is not assigned by location, including sales tax on construction.

Figure 4. Sales Tax by Business Sector



Source: City of Kirkland.

Figure 5. Sales Tax by Business District



Source: City of Kirkland.

The remainder of this discussion turns to consideration of retail sales from a business and economic development perspective – for the City of Kirkland and then for a larger destination trade area.

City of Kirkland. As of 2008, an estimated 48,400 Kirkland residents have incomes that support demand for nearly \$975 million of retail purchases. Actual volume of sales supplied by retail stores in Kirkland is estimated at over \$1 billion – indicating a *net inflow* of sales estimated at \$40 million.⁸ This occurs because of the large number of non-Kirkland residents (from the destination trade area and beyond) who travel to shop or dine in Kirkland.

However, not all store categories of retail are fully served locally. Examples of retail categories that are underserved (for which there is clear *sales leakage*) include furniture and home furnishings, building materials and garden supplies, gasoline stations, apparel, and general merchandise.

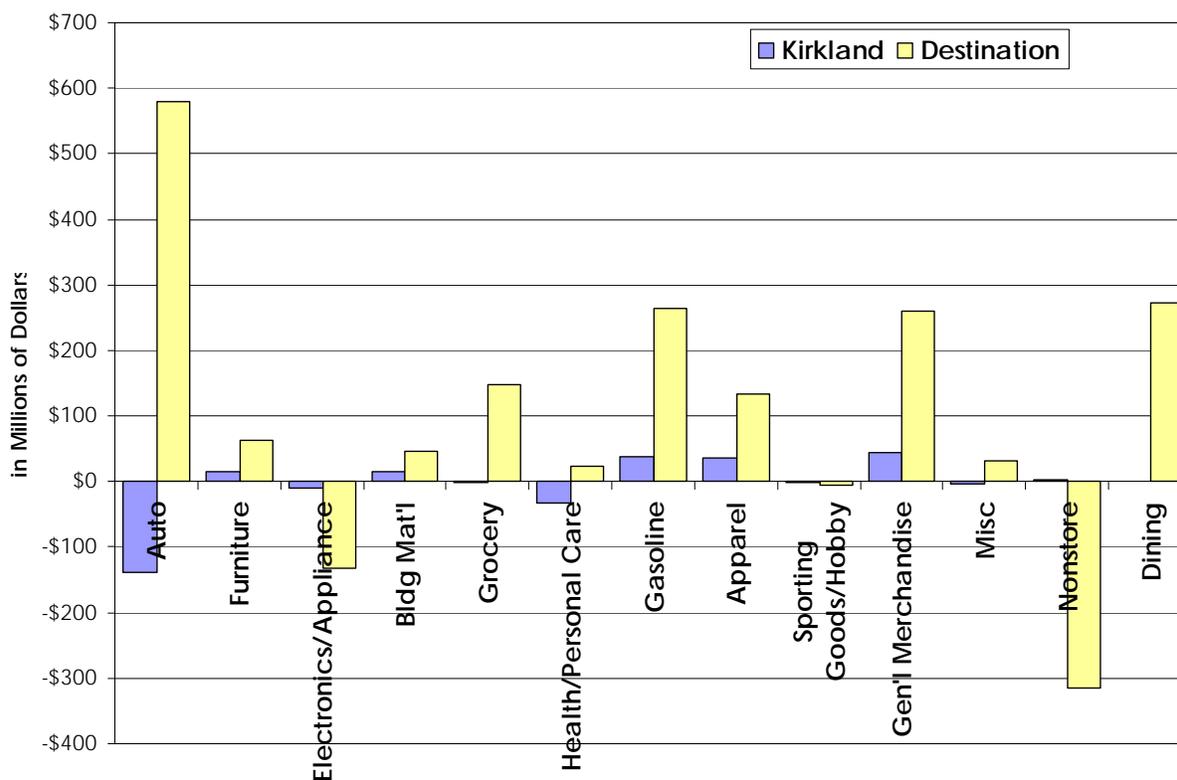
Destination Trade Area. When viewed from the perspective of the geographically larger destination trade area, the results are considerably different. As noted, this trade area was intentionally drawn based on a geography that would *maximize the gap* between retail demand and supply – as the “best case” for sales leakage that is present in a market proximate to Kirkland. This *best case* trade area excludes Bellevue (and Bellevue Square) because of the effect that these destinations currently have on absorbing much of the existing market for retail east of Lake Washington.⁹

For the destination trade area tested, total annual volume of sales supported by an estimated 280,000 residents is nearly \$5.0 billion. Retail sales captured by businesses physically located somewhere within this trade area is just under \$3.6 billion – indicating sales leakage of \$1.4 billion per year (or 28% of sales potential).

For this northern section of the eastside, considerable sales leakage is evident across virtually all retail categories *except* electronics and appliance stores, and sporting goods/hobby/book/music stores. Also noted are strong sales for non-store retailers including those with strong internet and/or mail-order presence – a category of possible interest but not as relevant for purposes of this downtown analysis.

In effect, this northeast quadrant of the Lake Washington market is substantially underserved almost across the board – as residents travel to Bellevue or other points outside their home area to shop.

Figure 6. Kirkland & Destination Trade Area Retail Sales Leakage (2008)



Source: ESRI Business Information Solutions.

Supportable Retail Space Potentials. Supportable retail space demand has also been estimated – indicating maximum retail space supportable if existing sales leakage was to be *fully recaptured* and anticipated population growth to 2013 *fully served*:

- Based on demand generated by existing and prospective *Kirkland residents*, maximum demand would equate to approximately 346,000 square feet of additional commercial retail space by 2013. Retail store types potentially supporting the greatest building area are general merchandise (just under 100,000 square feet), followed by apparel. Maximum retail capture is predicated primarily on leakage recapture (77% of demand potential) augmented by anticipated Kirkland population growth (23%).
- The larger *destination trade area* could support as much as 2.3 million square feet of additional retail space – if all current and prospective consumer demands were to be satisfied without traveling elsewhere in the region. The single greatest source of square footage demand is indicated for general merchandise (at over 600,000 square feet including both department store and discount store retailers), followed by dining and then grocery stores and apparel.

Capturing Retail Demand. This preliminary analysis indicates that, while there are options to better serve the retail needs of Kirkland residents, these opportunities are considerably greater if downtown can also capture a competitive share of the available destination market. However, successful capture of either local or destination market potentials are by no means assured.

Experience of recent years indicates that, absent a targeted public-private strategy, downtown Kirkland would not be expected to appreciably change its market share in the years ahead. Also noted is that downtown should not be expected to be competitive across all retail categories but rather anticipate picking its *best shots* – including retail store types for which downtown ...

Has a Strong Competitive Position Today (notably):

- Dining (primarily full-service – formal to casual, but with increasing emphasis on younger professional and creative class clientele)
- Specialty retail (building from the existing gallery base)

Has a Lesser Competitive Position Currently but Could Expect Improved Capture Based on Urban Experience Elsewhere (as for):

- Specialty grocery (ranging from a national retailer such as Whole Foods to independent or co-op).
- Pharmacy (serving the growing downtown residential and employment base).
- Apparel (opportunity for independent boutique plus possible national credit tenants).
- Home furnishings (of the quality of Sur La Table).
- General merchandise (perhaps a long-shot but increasingly possible for re-emergent smaller footprint downtown prototypes).¹⁰

Supplementing this pure retail is the opportunity for *complementary service* businesses – serving similar clientele. Examples might include cinema, health care, fitness and child care.

This analysis returns to more explicit consideration of prospective downtown retail capture – after review of applicable commercial real estate indicators.

COMMERCIAL REAL ESTATE INDICATORS

Of primary interest to this analysis is retail space. Office use is noted as well, for its current and potential role in supporting retail activity. Also included is a summary of recent downtown development.

Competitive Retail Space. The downtown Kirkland area has a retail inventory estimated by the real estate data firm CoStar at nearly 900,000 square feet of gross leasable space (involving 42 competitive properties):¹¹

- Downtown's retail inventory accounts for a bit over one-quarter (26%) of the 3.5 million square feet of retail space citywide and 0.6% of the retail space in the Seattle metro area (covering King, Snohomish and Pierce Counties).
- As of May 2008, retail vacancies in downtown were 2.5% of the reported inventory – well below comparable vacancy rates of 6.3% citywide and 4.1% for the metro region. Only six of 42 downtown properties are identified as having vacancies; the rest are 100% leased.
- Downtown Kirkland rents are also relatively strong – at a median annual rate \$36 per square foot compared with rental rates averaging less than \$27.50 for retail properties citywide and less than \$21.50 for the metro area.
- Kirkland Parkplace accounts for nearly one-half of downtown area retail space. When buildings associated with Parkplace are excluded from the inventory, the typical retail building averages only 12,730 square feet (with an indicated range of less than 1,300-43,000 square feet).

Figure 7. Comparative Retail Vacancy & Lease Rates



Source: CoStar.

While retail demand remains relatively strong in downtown Kirkland, there are clear signs that the market is perhaps less vigorous throughout the rest of the city. The City of Kirkland has gone from almost no vacancy (of 0.1%) at year-end 2000 to more than 6% citywide as of mid-2008.

Net retail space absorption (equaling leases minus space vacated) has been negative in five of the last eight years.

By comparison, retail vacancy for the Seattle-Tacoma-Everett metro area has also increased somewhat, but to a lesser degree. Unlike Kirkland, the metro area has experienced positive space absorption for seven of eight years (all but 2003).

Office Space. While the focus of this analysis is on retail space, it is also worth noting the relatively substantial inventory defined by CoStar at about 450,000 square feet of competitive office space in the downtown (in 27 properties). Reported rents range from a low of \$25 to over \$46 per square foot.

Most downtown office buildings are relatively small – averaging just 16,600 square feet of gross leasable area per property. There are no downtown area office properties identified by CoStar as being larger than 100,000 square feet.

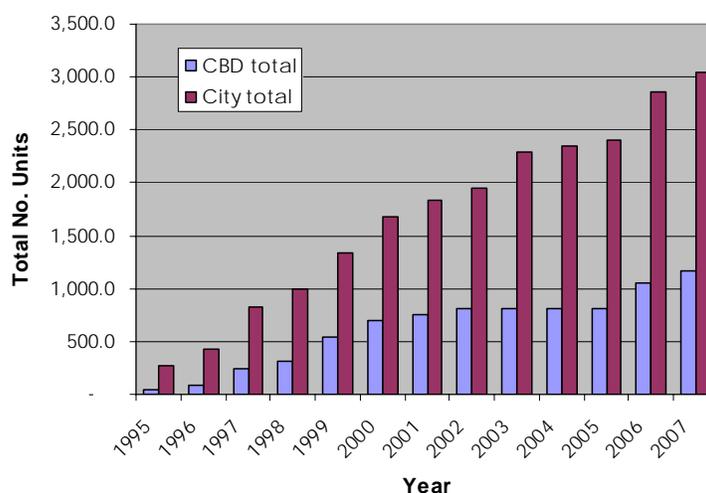
Downtown area vacancy averages just over 11% as of May 2008. However, most properties are indicated as being 100% leased – with 7 out of 27 properties accounting for the vacancies indicated.

If developed, proposed projects could represent 1.5+/- million square feet of new downtown office space. The major potential project is represented by Kirkland Parkplace – in the range of 1.3 million square feet.

Recent Downtown Development. From 1994-2007, downtown Kirkland has experienced and/or is considering substantial new development including:

- 1,170 completed residential units (plus 91 hotel rooms).
- Approximately 45,000 square feet of added office space (increasing to nearly 175,700 square feet if projects being appealed proceed).¹²
- Close to 81,500 square feet of added retail space (increasing to 132,300 if projects under appeal ultimately proceed as proposed).
- Over \$192 million of development investment (and potentially up to \$246 million).

Figure 8. Number of Completed Multi-family Units



Source: City of Kirkland.

The dramatic increase in residential (and mixed use) development has received much of the attention in recent years. Kirkland's CBD has accounted for 39% of all multi-family residential development citywide since 1994.

As is often the case, the pace of downtown residential development has been somewhat uneven. The highest levels of construction activity were experienced in 1999-2000 and then again in 2006-2007. Over 13 years, downtown has averaged about 90 new units per year.

Housing can be an important contributor to added retail demand in downtown – especially if the types of retail provided meet day-to-day resident needs for convenience purchases ranging from grocery to pharmacy plus casual dining. However, downtown housing sometimes can also deliver less consistency in purchasing than what might be expected – as for residents on fixed incomes or those living in Kirkland only part-time.

What has been somewhat overlooked in recent years is the added stimulus that new office can provide for downtown retail as well. National research indicates that the typical downtown worker will spend as much as \$130 per week in downtown – including \$27 for lunch, \$51 for general merchandise, \$24 for grocery items, \$14 for variety/drug/convenience items, and \$14 for drinks/dinner.¹³ This research also concludes that while office workers are more likely to shop closer to home (66%) rather than work (34%), the availability of “superior retail” can shift this balance – to as much as 40% of non-grocery trips made closer to work.

DOWNTOWN RETAIL CAPTURE POTENTIALS

This market review ends with preliminary estimates of future downtown retail space supported under conditions of moderate and aggressive retail *local plus destination* demand capture:

- *Moderate capture* is predicated on downtown capturing a higher level of retail space development than has been experienced in downtown Kirkland in recent years, but with more focus on local than further destination market development.
- *Aggressive capture* reflects what might be achievable predicated on public-private sector initiatives to actively compete for added local serving retail plus the upper specialty end of the larger destination market.

As is illustrated by the following chart, *moderate capture* reflects an assessment of 0% market capture for uses in which downtown is not typically competitive. A 5% capture is assigned for retail types that reflect a day-to-day convenience activity and 10% capture for specialty shopping.

With the *aggressive share* scenario, these capture rates are essentially doubled. The most aggressive 20% figure is slightly above Kirkland's 17% share of 2008 total destination area market population.

Figure 9. Downtown Retail Capture Potentials (2008-2013)

Retail Categories	Capture Scenario (Sq Ft)		Comments
	Moderate (0/5/10%)	Aggressive (0/10/20%)	
Motor Vehicle & Parts Dealers	-	-	Not projected for downtown
Furniture & Home Furnishings Stores	12,000	24,000	Higher capture for home furnishings
Electronics & Appliance Stores	1,500	3,000	Minimal demand from population growth
Building & Garden Supply	8,000	16,000	Low capture w/specialty garden/hardware focus
Food & Beverage Stores	23,500	47,000	Higher capture for specialty grocery
Health & Personal Care Stores	4,000	8,000	Local + specialty service capture
Gasoline Stations	-	-	Not projected for downtown
Clothing & Accessories	26,000	52,000	Higher capture as specialty destination
Sporting Goods, Hobby, Book, & Music	1,000	2,000	Modest demand w/population growth
General Merchandise Stores	15,500	31,000	Potential for urban prototype store
Miscellaneous Store Retailers	8,500	17,000	Assumes higher demand as specialty destination
Nonstore Retailers	-	-	Not projected for downtown
Food Services & Drinking Places	16,000	32,000	Higher demand for destination full-service dining
Total Retail Trade and Food & Drink	116,000	232,000	Total added downtown building area (square feet)

Note: Building space need is not calculated for retail categories of motor vehicle and parts dealers, gasoline stations, and nonstore retailers – due to the non-downtown/non-pedestrian orientation of these retail uses and variations of building space to total site area requirements.

Source: E. D. Hovee & Company, LLC from ESRI Business Information Solutions and Urban Land Institute. Estimates are intended for illustrative purposes only.

With the moderate scenario, retail space construction in downtown would need to average about 23,200 square feet per year. The pace of new development accelerates to 46,400 square feet per year of added retail space potential with the aggressive scenario.

Both scenarios are well above the track record averaging less than 6,000 square feet of new retail construction annually since 1994. However, this figure excludes an added increment of over 50,000 square feet currently proposed with two appealed projects – essentially a two-year potential inventory of added retail space within the moderate capture scenario.

This *quantitative review* of market potentials sets the stage for more detailed consideration of stakeholder perspectives and then assessment of retail gaps and opportunities – which now follow.

IV. STAKEHOLDER PERSPECTIVES

As part of the 2007 *Kirkland Downtown Strategic Situation Assessment*, focus groups were conducted with 11 sets of stakeholder interviews – together with added personal interviews and community meeting activities. In conjunction with this 2008 retail-focused project, two supplemental stakeholder outreach activities were initiated:

- Resident and business surveys – prepared in conjunction with a separate concurrent *Kirkland Economic Sustainability Assessment* for the City of Kirkland by O’Brien & Company in cooperation with E. D. Hovee & Company, LLC.
- Personal interviews – with representative business and retail interests together with representatives of the Parking Advisory Committee and City Council Economic Development Committee.

RESIDENT & BUSINESS SURVEYS

As part of the Kirkland Economic Sustainability Assessment, a resident survey was designed to cover questions related to sustainability and downtown retail. A companion business survey was also distributed to businesses both in the downtown and elsewhere throughout the Kirkland community.

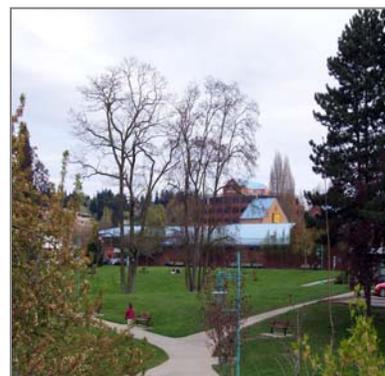
Detailed results of both surveys are provided with Appendix B to this report. What follows are summary results most pertinent to preparation of a downtown retail strategy.

Resident Survey. In May 2008, 272 respondents completed a resident survey available citywide – with about 15% of respondents from the Moss Bay (downtown area) neighborhood. Demographics generally correspond with those of the city with a high proportion of 1-2 person householders, a majority of homeowners, and a minority of respondents who have children at home. Key findings include the following:

- Many of the retail goods or services desired by Kirkland residents are either *not available* or modestly available directly in the downtown core. Examples include grocery and pharmacy.
- Factors for which Kirkland rates as “good” are consistent with strengths of downtown – with its *pedestrian orientation* and strong mix of *independent, locally-owned* stores.
- About 65% of Kirkland residents state that *quality, cost and convenience* are the top three priorities for selecting goods and services to purchase. Convenience represents the factor offering perhaps the greatest opportunity to broaden market appeal to local residents – especially for those living or working in close proximity to downtown.
- What residents most *want to see* more of in their city are hardware, clothing, restaurants, and grocery/market activity.
- The desire of residents for a *more sustainable economy* represents an opportunity that downtown either currently or prospectively could fulfill. A pivotal question is whether and to what extent some elements pose trade-offs for downtown’s recent and current role as a destination retail and entertainment district serving much of the eastside.

Business Survey. A smaller sample of businesses (77 in total) completed a business survey. Approximately 41% of the businesses (or 31 respondents) were located in downtown Kirkland. Citywide, the largest proportion of respondents consisted of retail businesses (33%), followed by business and personal services (30%). Key findings:

- Overall, responses center on the theme of “an economy that ensures both natural resources and a healthy environment for our future generations.”
- More than 60% of the Kirkland business respondents indicated that it is somewhat to very important for the public and their customers/clients to view their company as *green*.
- Over 75% purchase energy efficient products either sometimes or all the time, and recycle all the time.
- Less than 20% of Kirkland businesses stated that they always or often seek out business goods and services from within Kirkland. However, a larger proportion (45%) stated that they sometimes or often participated in joint promotions to support other local businesses.



Peter Kirk Park offers open space between the downtown core and Parkplace; pedestrian-oriented retail would benefit from a stronger connection.

Bottom line, building sustainability into a retail strategy for downtown Kirkland appears to be important for two reasons: a) growing public awareness of the global ethic for a more sustainable approach to consumer purchases – accelerated by recent rapid increases in fuel costs; and b) opportunity to brand downtown Kirkland for sustainability – ahead of the suburban competition but in an intentional, authentic and sustained manner.

RETAIL FOCUSED PERSONAL INTERVIEWS

Business interviews conducted as part of this retail strategy process were intended to supplement the community stakeholder interview process as part of the *Downtown Kirkland Strategic Situation Assessment*. The interview process utilized for retail strategy development was intended to have a primarily business focus – involving 19 individuals with a selected cross section of downtown retailers, service businesses, and local/regional real estate brokerage and development interests. Also included were meetings with the Parking Advisory Committee and City Council Economic Development Committee.

Business Interview Process. Persons to interview and discussion topics were determined in consultation with City staff. In particular, it was anticipated that this interview process serve to test the *on-the-ground* match between community and business expectations for downtown retail – for serving local residents and workers, the community and/or as a continuing, if not strengthened, regional destination. A list of persons interviewed and copy of the interview discussion guide is provided as Appendix D.

In conjunction with the interview process, conversations were also conducted with the Parking Advisory Committee, Downtown Advisory Committee, and City Council Economic

Development Committee. While comments are primarily reflected in a separate section on retail strategy objectives, added observations related to the business interview process are noted below.

The following topics served as a general guide to discussion. As interviews were conducted informally, different conversations emphasized topics of most interest to those involved.

Downtown Involvement. Those interviewed included restaurant and gallery owners, and real estate brokerage, development and property owner interests together with representatives of the Kirkland Downtown Association, Parking Advisory Committee, and Economic Development Committee of the City Council. Of the businesses representatives interviewed, most have been active in downtown for a considerable time – ranging up to nearly 40 years.

Kirkland Downtown Association represents a major catalyst for events including the Wednesday Market, Flower Pot program, Holidays, Jazz Nights (2nd Thursday), Nights of Shopping, and Car Show/Kirkland on Court (July). Attendance ranges from 2,000-3,000 for tree lighting to 3,000-4,000 for the Wednesday market to 15,000-20,000 for the summer car show.

Change in Downtown Retail Activity. An initial question focused on changes that each participant may have noted with downtown *retail business activity* in recent years – both generally and for their own particular business. Those interviewed were also asked to comment on what further changes might be expected in the next 3-5 years.

A summary of comments received follows:

- Declining number of galleries in downtown – from a peak of as many as 16 in the late 1990s to about five in the post-9/11 era. In the dot-com era, there were more customers and the dollars were freer.
- Less diversity of retail – with loss of bookstores (now just in Parkplace).
- Increased presence of technology firms in the downtown area – including Google (6th), IBM (Caroline Point). Also noted is growth in home décor business.
- Growing need for residential to support retail.
- Overall sense that downtown retailers are just “holding their own” – although area demographics should support more. Another person noted that downtown has been stable but is “underachieving,” not drawing newcomers.

Kirkland business activity reportedly turned down in the dot-com collapse post-2000. The rebound was then slowed for at least some businesses by disruption due to recent street and building



Underperforming retail makes for poor use of land and lack of pedestrian character ...



... but housing with ground floor active use has picked up in recent years.

construction in downtown.

This trend toward higher business turnover is being held back by efforts of at least one realtor/leasing firm to require a business plan from prospective tenants. Those who want to locate downtown also are required to show cash reserves adequate to last at least one year and to stay open evenings (with 4-8 pm indicated as critical hours).

Looking to the future, programs such as *Explore Kirkland* are beginning to make a difference – “stores are now just starting to come back in.” Despite the downturn and slow recovery of recent years, some interviewees see downtown’s retail future as one of “boutiques and galleries.”

Current & Changing Customer Base. Two related questions were asked about downtown’s customer – both present and future: How would you describe *downtown’s customer* (in terms of demographics and geography)? Do you see the customer mix changing in the future?

Key observations are as noted:

- One observer described businesses as catering to those in their mid 30s to 50s, 80-85% women. Another person describes a “more mature market.” Despite a diverse demographic, Kirkland tends to draw older residents – as from Medina and Clyde Hill.
- Another interviewee notes that Kirkland has “a younger set that likes downtown.” However, yet another suggests that businesses are not targeting Generation Y though there are now a “lot of twenty-somethings.” Firms like Google, Bungie and Microsoft are drawing a “skateboarder” demographic.
- Condos represent a mix of singles and newly married (often in smaller units) plus second homeowners and retirees. New residential in and near downtown does not necessarily appear to be helping downtown, except restaurants. Another interviewee noted that many residents (including those in senior housing) are “snowbirds” who don’t shop downtown. One suggestion is that “we need to get away from that demographic.” Yet another says that future mixed use should aim for a younger market.
- For some businesses, customers come from outside to downtown “as a destination.” For at least one long-time establishment, clientele is more local – including high school students, senior citizens and visitors to the lakefront on a sunny summer weekend. Also noted for some businesses is the reverse trend of more “drive-by traffic,” but involving less travel to Kirkland as a destination. In the words of one owner, downtown became more of a “luxury item,” as long-time businesses that catered to local residents and institutions such as City Hall, the hospital and the Post Office moved out of downtown.



Mixed use means change ...



... with opportunity to re-develop parcels at prime downtown retail locations.

- The diversity of customer mix can vary widely even within a very specific business type. For example, one gallery owner describes the customer base as “80% local and sliding” – also as less than 50, with high incomes, and with active referrals from wineries. Another owner caters to out-of-state and internet clientele. A third describes the market as regional – from Olympia to Gig Harbor to Canada with more visitors (about 1/3 from out of state).

The apparent contradiction in the downtown customer base is highlighted by an individual who said that the customer base is “becoming older, but with newcomers younger.” Cross-shopping? Not much except during events such as Art Walk or on weekends when visitors get a “visual connection” and then come back for serious shopping later.

Strengths & Weaknesses. Those interviewed were asked to assess – in comparison with other communities – what are viewed as the *strengths* (or benefits) of having a retail business in downtown Kirkland? What specific retailers or clusters of activity are strongest? Conversely, what are the *weaknesses* (or disadvantages)? What gaps are most apparent?

Strengths:

- There are identifiable downtown anchors. Examples cited include a number of smaller shops such as Gunnar Nordstrom, Bikini Beach, Liberty 1-2-3, and Simplicity Décor.
- Art galleries – not too many but more would be better to “shop and compare.”
- Restaurants – like Cactus on Park Lane, Hectors, and Anthony’s Home Port on Lake. “Very popular restaurants do very well.”
- Added diversity with more home décor related stores. The Model Train store is “distinctive.”
- “New owners get it.”
- Broker selectivity in recruiting quality tenants.
- Continued availability of reasonable rents – especially for some long-time tenants or at locations with long-time landlords.
- Increasing pedestrian “walk-thru” traffic – with pedestrians even making the connection from the downtown core to Parkplace on good weather weekends.
- Diversity of retail spaces – for example, with Parkplace being able to offer larger retail floor plates than are available in the downtown core.
- Great demographics – can draw from immediate residential base of 5,000 plus the “greater eastside.” Kids make \$60,000-\$100,000; downtown residential supports retail



Good retail occurs where there is a sense of enclosure and caring ...



... together with a bit of on-the-street buzz.

also. A Downtown Advisory Committee (DAC) member observes that “the census may be off as high-tech companies move in and younger, more affluent workers move here.”

- Lake and park amenities – suggested by one as “the only place on the water in the Pacific Northwest other than LaConner,” and by another as an amenity “which Bellevue doesn’t have.”

One long-time owner summed up downtown’s strength as the combination of “restaurants, bars, galleries and salons, now with residential.”

Weaknesses:

- Lack of a substantial contribution (of only about 6-7%) to total sales tax collections citywide. From a taxable retail sales perspective, downtown is described as “small, not productive.”
- A *Catch-22* from nearby neighborhoods that are not supporting local retail – “keep quaint, but won’t shop downtown.”
- No anchors – why does downtown have a laundromat and a consignment store? Retail spaces are not attractive. Loss of traditional retailers like J.C. Penney, drug and hardware stores.
- Absence of retailers important to a destination downtown – notably women’s clothing (lacking except for consignment). Even greater absence for local residents – from barbers to hardware.
- “Old guard retailers who close at 5 pm” – lack of an adequate network willing to stay open at night.
- Lack of larger tenant spaces – of 2,000+ square feet (in the core area). Older buildings don’t have adequate parking, often have only single phase power, and don’t offer even air conditioning.
- Another says that downtown buildings look “tired and worn,” but also observes that it is difficult to make the economics of new development work with 2-story buildings. A DAC member echoes this comment noting a “perceived lack of pride in downtown buildings.”
- High rents – of \$30+ per square foot on a triple net basis (tenant pays expenses).
- Resistance by some landlords to leasing for restaurants – due to concerns ranging from maintenance to turnover and collections to late night noise affecting nearby residents.



Tired retail and lack of street orientation is a negative extending beyond the immediate property ...



... even prominent anchors sometimes have poor street orientation – reflecting dated design.

- Inadequate and poorly designated parking – although as one says you can always find it even during a major event. The issue is “the perception.” A repeated comment is that “signage is terrible.”
- Condo owners who are “gone in the day, winter and part-time.” Condos add to the “vibrancy of downtown, but it would be better if they also worked here.”
- Lack of downtown office population – as companies incubate in Kirkland (e.g. McCaw Cellular), then relocate elsewhere to grow.
- Some concern with possible over-emphasis by Kirkland Downtown Association on events – less than needed on business support and advocacy.
- Increased controversy over the direction of downtown – seen by some as having the indirect effect of dampening retail patronage. One business owner expresses a perhaps deeper frustration that the “City does not appreciate business,” evidenced by an often adversarial relationship between City Hall and downtown.

For parking, the customer expectation is that there is no need to pay typically in a town center, but will not be concerned with paying for parking in downtown Seattle. From the standpoint of one interviewee, Kirkland is more like downtown Seattle because of multiple property ownerships. A countervailing view is that “parking should be free.” Why should Kirkland be the only city on the eastside with paid parking?

A final comment perhaps sums up the recent and current downtown conundrum: “Kirkland is a wonderful place that looks a little tired.”

Sources of Market Competition. This was framed as a two-fold question. First, what is the primary *competition* for downtown Kirkland retail? Second, how does Kirkland compare with the competition in terms of store mix, image/appeal, access to customers, cost of doing business, and other factors?

Comments received were both specific and varied:

- Totem Lake – but “not sure when it will get going.”
- Bellevue Square – but doesn’t attract the type of tenant looking at downtown Kirkland. However, another interviewee suggests that Bellevue Square is taking everything from specialty to power retailing.
- Redmond Town Center.
- In part, the answer depends on whether Kirkland is catering to regional shopping versus tourism (including day trips). In the latter example, the competition is more with LaConner than other eastside cities.



Newer space makes a difference, especially for national tenants ...



... but quality rehab – in and out of the store – goes a long way as well.

- Seattle – the concierges and hotels are no longer supportive of Kirkland but recommend Woodinville and Bellevue instead.
- Need for nice buildings – otherwise it is a “tough sell to get nationals ... who want nice TIs (tenant improvements).”
- Parking is a bit of a competitive issue – but will be less so when new downtown mixed use buildings (that also provide customer parking) are completed.

Cited as a concern are five mile radius limitations in leases (as at Bellevue Square, Redmond Town Center and even University Village) – that may preclude some regional and national credit tenants from locating in Kirkland.

For others, tenant spacing limitations should be less of a concern than may appear on the surface. One firm active in real estate leasing observes that regional and national credit tenants are now more open to locating in freestanding and mixed use locations outside of a traditional mall setting.

For another observer, the concern shouldn't be so much about the competition, the “issue is really getting people to shop.” Kirkland could attract national retailers if more stores would consistently stay open at night.

Best Opportunities. Over the next 3-5 years, what do those interviewed see as the *best opportunities* for strengthening and enhancing their business activity – and the retail environment in downtown? A follow-up question: *is anything being overlooked?*

Suggestions received include the following:

- Get destination retail back – need quality retailers to stick around. Create interesting businesses and increase the density around downtown.
- Emphasize personal service – Kirkland should be a place where “we know your name.”
- An opportunity being realized by other eastside and Puget Sound cities is to create *third places* – where people feel comfortable gathering – in both public and commercial spaces ranging from libraries to bookstores to coffee shops.
- The next 30-90 days will determine downtown's future direction – with three projects being considered. Parkplace can become a major driver of retail complementary to downtown.
- National but small footprint retailers like Panera Bread – a nice complement for lunches and early dinners



Parkplace offers community and neighborhood retail ...



... while business at Lakeshore Plaza offer an independent business feel – but with little direct connection to the lake.

- For some, banks can be a good fit activating street space. Others see banks as taking away space better suited for prime retail and entertainment use.
- Put a lid over the marina parking lot – and get retail on the lake.
- Get new buildings offering larger tenant floor plates. Replace older buildings on Park Lane with new construction – offering higher ceilings, glazing and lighting.
- Continue the pattern of development that has ground floor retail – with four stories of mixed use residential or office above.
- Get a mix of convenience and comparison retail at Parkplace – driven by office potential for a built-in source of walk-in trade.
- Improve the pedestrian connection from the lake through Peter Kirk Park to Parkplace – as at Redmond Town Center.
- Provide public parking to serve retail.
- Provide a strong, well-lit sidewalk down Central.
- Lift Peter Kirk Park – placing parking beneath.
- A member of the Downtown Advisory Committee suggested an overall objective should be to make downtown a fun place to run a business, network and share customers.
- Kirkland Downtown Association is aiming to become more retail promotion oriented – aiming to build a community between restaurants and retail. A property owner suggests that more events might encourage groups of merchants to band together – as with Gallery Walk. Another suggests cross-promotions with restaurants supporting each other. Expand weekend shopping with programs like “The Weekend Starts on Thursday.”

One person offered this *combined vision*: “Use residential developments to fill the available airspace with people who want to shop. Also get businesses including doctors and dentists.”

Several Portland area districts were mentioned as possible examples for Kirkland. One is NW 23rd Avenue which contains a mix of locally owned and national retail. The other is the nearby Pearl District – with anchor retail including Whole Foods and Powell’s Books. A third is the Portland high-end suburb of Lake Oswego with it’s Lakeview Village urban retail (of 95,000 square feet) with mixed use development including retailers ranging from national tenants such as Chico’s to regionals like CC MacKenzie (both apparel).

Regulatory Process. A focus of the City’s interest in this downtown retail strategy is to better assess the ways that the City’s *regulatory process* affects downtown generally or individual businesses in particular. Respondents were asked to be as specific as possible (comments were confidential). The



As more new construction can be expected closer to the retail core ...



... it becomes important to address construction mitigation and provide new homes for affected retailers and parking.

follow-up question was: what (if any) changes in regulatory process or incentives are suggested?

Key comments and suggestions:

- When new projects go in, make sure there is a plan in place for mitigating construction disruption before proceeding.
- A challenge is the perception that the applicant “can not rely on what they’ve been told” – with examples cited being questions over ground floor banking uses, number of floors, and definition of superior retail.
- The regulatory process is cited as not conducive to allowing individual retail store footprints – especially because smaller buildings can not efficiently include underground parking. So the only option appears to be full-block development.
- In discussion with the Parking Advisory Committee, it was noted that the City will be re-examining its parking standards which to date have reflected suburban rather than urban standards. In the future, it may be important to look to opportunities for shared parking, as for legacy buildings, smaller buildings, and larger opportunity sites. Also noted is that residential parking largely takes care of itself – one space per bedroom is typical with some, but not considerable, spillover to public parking resources.
- Focus on how Kirkland will meet its growth management (GMA) requirements for added residential – taking its fair share of regional population and housing growth in the future. One way of doing this is to create more density in and near downtown – thereby avoiding the need for increased density elsewhere in the community’s single family neighborhoods.

These and other potential regulatory questions will be addressed further in the next step of the strategic planning process, subsequent to this interim report.

Retail Recruitment. Are there specific retailers that should be recruited – to open a store or expand – in downtown (e.g. local, regional or national tenants)? Any to be avoided?

Suggestions made:

- Aim to get a mix of local, regional and national retail.
- Greater diversity of comparison and destination shopping – as with apparel and accessories, home décor, perhaps an urban department store prototype, bookstore, cinema.
- Chef-driven restaurants – “it’s all about food.”
- More everyday businesses – like pharmacy, hardware.
- Recognition of businesses that mix local storefront presence with outsourcing and internet sales.
- Attract more credit tenants – with added examples cited including Banana Republic (needs just 3,000-4,000



National retail can be important for customers ...



... while quality regional and local firms can match overlooked preferences.

square feet) and Tommy Bahama (going to Bellevue Square).

- Target businesses able to pay high rents – offer long-term leases (as was reportedly the case with Sur la Table).

Sur la Table provides an example of the types of regional or national retail that appears to fit well within downtown – in terms of scale of development, image and integration into the existing downtown building fabric. However, some suggest that this may be an exception due to the retailer’s start in the Seattle area – at Pike Place Market.

As one business owner puts it: “The more charm we get, the more popular we’ll be.”

Strategic Priorities. In summary, what is the #1 priority recommendation that you would identify as most important to anchor a downtown retail strategy? How might it be implemented? And, how would successful accomplishment make a difference for your firm or downtown retailing?

Those interviewed had a difficult time limiting themselves to just one recommendation. Consistently mentioned were priorities related to:

- More actively encourage property and business owners to fix up their properties – it takes someone from the City to start this.
- Get quaint streets.
- Enforce zoning limitations on non-retail ground floor uses – for example, no banks, insurance or real estate, encourage fewer salons.
- Make mixed use development easier to happen – then attract the right kinds of retail tenants to ground floor spaces.
- Get more office, less residential – by more actively working the high-tech angle.
- Redevelop underutilized sites in the downtown core – repeatedly mentioned are the marina and Lake and Central public parking lots, U.S. Bank property, and Antique Mall.
- Redevelop Parkplace – providing a major new source for office employees (as customers) and for substantially expanded “experiential lifestyle” retailing (with possible cinema, apparel, home furnishings, dining, and possible



Mixed use development – with lodging as well as residential – offers one opportunity for enhanced downtown retail and entertainment ...



... as does opportunity for quality storefront rehab ...



... not to mention Kirkland public art.

two-level anchors) together with continued convenience retail as for grocery.

- Secure more public retail customer parking – with a funding mechanism that might include downtown owner participation if dedicated to parking.
- Achieve a strong connection from Parkplace redevelopment through the park to downtown.
- Continue efforts of Explore Kirkland (on the right path) to expand local businesses, promote shopping locally, and focus on higher value retail.
- Provide City Council clarification of the vision and road map to getting there – exemplified by decisions anticipated regarding the Bank of America, McCleod and Parkplace development proposals. One interviewee suggests simply, “improve communication, by listening better.”



For Kirkland, success of downtown retail means building from recognized strengths ...

WHAT MAKES DOWNTOWN SUCCESSFUL?

Over the same time period as business interviews were conducted, initial project meetings were facilitated with members of the City Council Economic Development Committee and Downtown Advisory Committee. The primary question asked was: what would make this retail strategy project successful? A summary of responses follows:

Economic Development Committee (EDC):

- Use this retail study as a reality check to assess whether and how downtown can become an entertainment core and how to activate ground floor use.
- Make the downtown more of a destination – not just for visitors but local (including civic functions).
- Not just a destination but serve the residents of the downtown and full Moss Bay neighborhood.
- Identify critical mass and what’s required for good retail.
- Determine what are viable anchors.
- Assess what role parking plays.

Downtown Advisory Committee (DAC):

- Discover what people want and are willing to pay – looking at the downtown not just as a business district but to make the individual businesses more successful.
- One tangible action rather than another plan where nothing gets done.



... paying attention to quality street environment ...



... with a clear sense of public-private purpose.

- Use the plan as a basis to develop an improvement district, for sidewalk/parking improvements and beautification.
- Measurable and aggressive project goals – such as increasing sales tax by a substantial target percentage.
- Know what the business clusters are and what would work downtown – focused on what Kirkland is good at.
- Results that have authority and cachet – based on research and information.
- Specifics that can be implemented – with buy-in from owners and retailers.
- New tools and approaches – the right tools to make it happen.
- Identify the ills and provide direction on the cures – types of retail that would be successful.
- Frank discussion around hard facts of entertainment versus retail orientation – leading to a pedestrian friendly downtown.
- Come up with a rallying point – making downtown more year-round.
- Finding the middle ground – moderating or silencing the extremes.
- Follow through and make it happen.
- Listen to experts hired to advise Kirkland – and communicate that downtown is open for business.
- Look to comparable communities who are happy with their retail – and answer the question of superior retail.
- Learn how to do a better job as a property owner.
- Identify businesses that people want and figure out what it takes to bring them here.

It is the combination of quantitative demographic and retail data together with qualitative stakeholder perception that set the stage for mapping both today's clusters and conditions to visualize tomorrow's retail opportunities. It is to this topic of downtown retail mapping that this interim retail strategy assessment report now turns.



Signs set the image ...



... whether for national ...



... or regional/local destinations ...



... or even local convenience retailing.

V. DOWNTOWN RETAIL MAPPING

What retail works well in Downtown Kirkland? What could work better? These questions are *front and center* throughout this strategic retail assessment.

In this section of the report, these questions are considered from the perspective of what is *on the ground* today – essentially a physical and land use inventory. Topics covered are retail business clustering, rental rates, retail conditions assessment, and opportunity sites.

RETAIL BUSINESS CLUSTERING

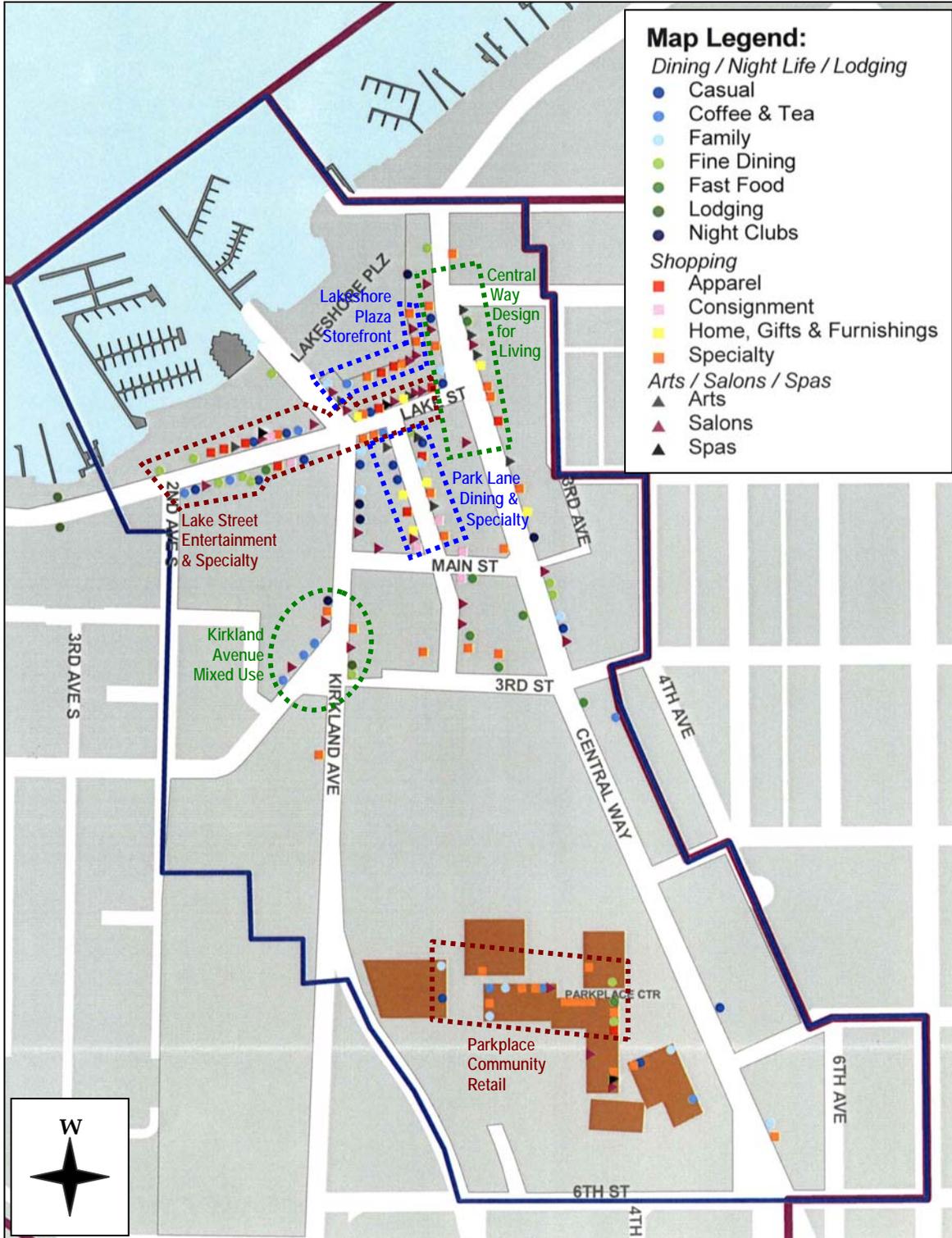
Retail clustering refers to the concentration of retail – both by location and type of business activity. The City of Kirkland (www.explorekirkland.com) publishes a downtown retail guide as part of its *Guide to Public Parking*. Drawing from this existing base of information, retail uses are located by type with distinctive clusters also identified – as illustrated by the map on the following page.

Geographic Clusters of Retail Activity. When viewed from this dual perspective of concentration by location and type of retail activity, the following clusters stand out as most significant today:

- *Lake Street Entertainment & Specialty* – with well known anchors including Anthony’s Home Port and Hector’s restaurants and the Gunnar Nordstrom Gallery.
- *Central Way Design for Living* – comprising a mix of restaurant, home and gallery uses such as Orient Café and Santorini Greek Grille, Sur La Table and the Paintbox Company, and Rovzar Gallery.
- *Park Lane Dining & Specialty* – as with Cactus, Jalisco and Ristorante Paradiso together with arts activity as with Howard Mandville.
- *Lakeshore Plaza Storefront* – comprising smaller retail and salon uses such as The Grape Choice, Marina Park Salon, the Bridal Garden, and Sureel Clothing Boutique.
- *Kirkland Avenue Mixed Use* – with an emerging retail cluster anchored by the new Heathman Lodge and nearby residential development.
- *Parkplace Community Retail* – the only district with a distinctly local feel, with businesses tucked away from the local arterials and ranging from the QFC grocery to Lucia restaurant to a Starbucks.

Areas not included within a specifically designated cluster include the area on Kirkland Avenue between Main and Lake (with George’s Place as a well known icon but with only one side of the street as retail pending redevelopment), Park Lane from Main to 3rd (with the Antique Mall and Farmer’s Market but poor retail street orientation), and Central Way east of the mid-point of Lake and Main (with retail more dispersed and auto-oriented).

Figure 10. Downtown Kirkland Retail & Related Business Clustering



Sources: *Downtown Kirkland's Guide to Public Parking*, E. D. Hovee & Company, LLC.

SSSS

Overall Downtown Business Mix. Based on the retail inventory provided by the parking guide, downtown has an estimated 173 retail and related street uses including:

- *Dining/night life and lodging* comprises the most numerous business category – accounting for 41% of downtown retail and related businesses. The mix is fairly well distributed between casual, coffee shop, fine and family dining uses – with fewer fast food establishments (though the existing inventory is fairly prominent).
- *Shopping* represents 35% of businesses – with emerging strengths noted for apparel and home stores (together with a variety of specialty and consignment activity).
- *Salons/Spas/Arts* account for 24% of businesses – with salons representing the single most frequent specific business type noted for downtown.

Figure 11. Downtown Retail & Related Business Mix

	Business Count	% of Total
<i>Dining/Night Life/Lodging:</i>		
Casual	16	9%
Coffee & Treats	12	7%
Fine Dining	13	8%
Family	11	6%
Fast Food	9	5%
Night Clubs	6	3%
Lodging	4	2%
Subtotal	71	41%
<i>Shopping:</i>		
Apparel	12	7%
Consignment	6	3%
Home, Gifts & Furnishings	7	4%
Specialty	35	20%
Subtotal	60	35%
<i>Salons/Spas/Arts:</i>		
Salons	28	16%
Spas	3	2%
Arts	11	6%
Subtotal	42	24%
Total Business Count	173	100%

Source: City of Kirkland, Downtown Kirkland's Guide to Public Parking.

Not specifically called out by this listing are retailers focused on day-to-day needs of residents and downtown employees – as with grocery and pharmacy. Some of these uses appear to be embedded within the specialty business count.

As this list indicates, strong niches for downtown uses (compared to many downtowns) appear to lie with dining/night life and salon/spa/arts activities. While the spaces occupied are often relatively small, salons may be represented out of proportion to what might be expected even in a downtown with considerable destination traffic.

RENTAL RATES

As noted, limited information from the real estate data firm CoStar indicates a median downtown retail rental rate in the range of \$36 per square foot per year on a triple net basis (tenant pays expenses). Based on more in-depth information provided from interview contacts and a review of broker leasing data, it appears that:

- Rental leasing rates can vary widely in downtown – from less than \$15 per square foot annually to a high of more than \$60 (for relatively small spaces).¹⁴
- Local contacts indicated that most rates are in a range of roughly \$35-\$50 – demonstrating upward movement from rates reported to CoStar.
- Some long-time landlords and tenants have been able to offer (and benefit from) below market rates.
- Rental rates generally are highest on Lake Street, with Kirkland Avenue suggested as increasing in retail desirability as more mixed use projects come on-line.

Rental rates are important to this assessment in two respects. *First*, building rents can be viewed as a barometer of locations where demand for retail space is generally strongest. *Second*, rental rates can influence the type and scale of retail that can afford to locate and establish a sustainable presence in downtown Kirkland. At the higher rent levels typical of downtown, new businesses need to achieve strong sales performance fairly quickly and continue to generate customer appeal at a relatively high level sustainable over time.

RETAIL CONDITION ASSESSMENT

Mapping business clusters provides one way of understanding retail strengths as well as yielding hints about future opportunities. A second perspective is possible by consideration of existing conditions of on-street retail. Conditions important to this assessment include density of retail activity and street presence (including maintenance).

Retail Condition Mapping. These two variables of density and presence are combined into a four-step preliminary overall rating scheme – outlined as follows:

- *Outstanding Retail* – comprising locations where there is continuous retail frontage (with few gaps), good street presence as evidenced by attractive window displays and signage, and well maintained.
- *Good Retail* – involving locations where retail frontage is not continuous may be more intermixed with service, civic or related uses (including integration with mixed use projects).
- *Weak Retail* – where there is active ground floor use but significant gaps between retail uses, properties are not as well maintained or otherwise poor street presence.
- *Not Retail* – consisting of properties where there is essentially no on-site ground floor retail use (as with commercial office, residential and/or civic/institutional uses).

Distinguishing Characteristics. As depicted by the retail condition map, the downtown locations that feature what may be termed as *outstanding retail* are most oriented to Central Way

(in the vicinity of Lake Street) and on the block of Park Lane between Lake and Main Streets. Buildings are clean and signage and window displays capture attention – without clutter.

Areas characterized by *good retail* are noted for much of Lake Street, Kirkland Avenue and the inner portion of Kirkland Parkplace (adjoining the grocery store). Some of these properties have continuous retail frontage but do not have a strong retail street presence – whether due to items such as deferred maintenance or less attention to quality signage and window displays. Other properties (including some newer mixed use projects) have ground floors with intermixed retail, service business and/or residential accesses – attractively presented but with less intensity of true retail activity.

Locations depicted as having *weak retail* tend to be arrayed more toward the periphery of the downtown core. Conditions specific to each property vary widely – including poor orientation to or visibility from the street, substantial deferred maintenance, and/or suburban/auto-oriented design style.

Finally, those properties identified as *not retail* tend to be located at the outermost edges of downtown Kirkland. These include primarily newer residential developments north of Central Way or south of Kirkland Avenue and the office portion of the current Parkplace development along 6th Street and Kirkland Avenue.

Strengthening Downtown Retail Presence. Strategic opportunities for potential retail emphasis suggested by this analysis might be to:

- Extend the areas of outstanding retail (especially along Lake Street and with prospects for major retail re-development with Parkplace).
- Improve the weak retail to good status through site-specific measures such as clean-up, storefront improvements and longer term redevelopment of underperforming/suburban-oriented properties
- Possible encouragement of peripheral office and residential uses to include more active retail or customer-oriented use on the street.



... in good locations and well maintained ...

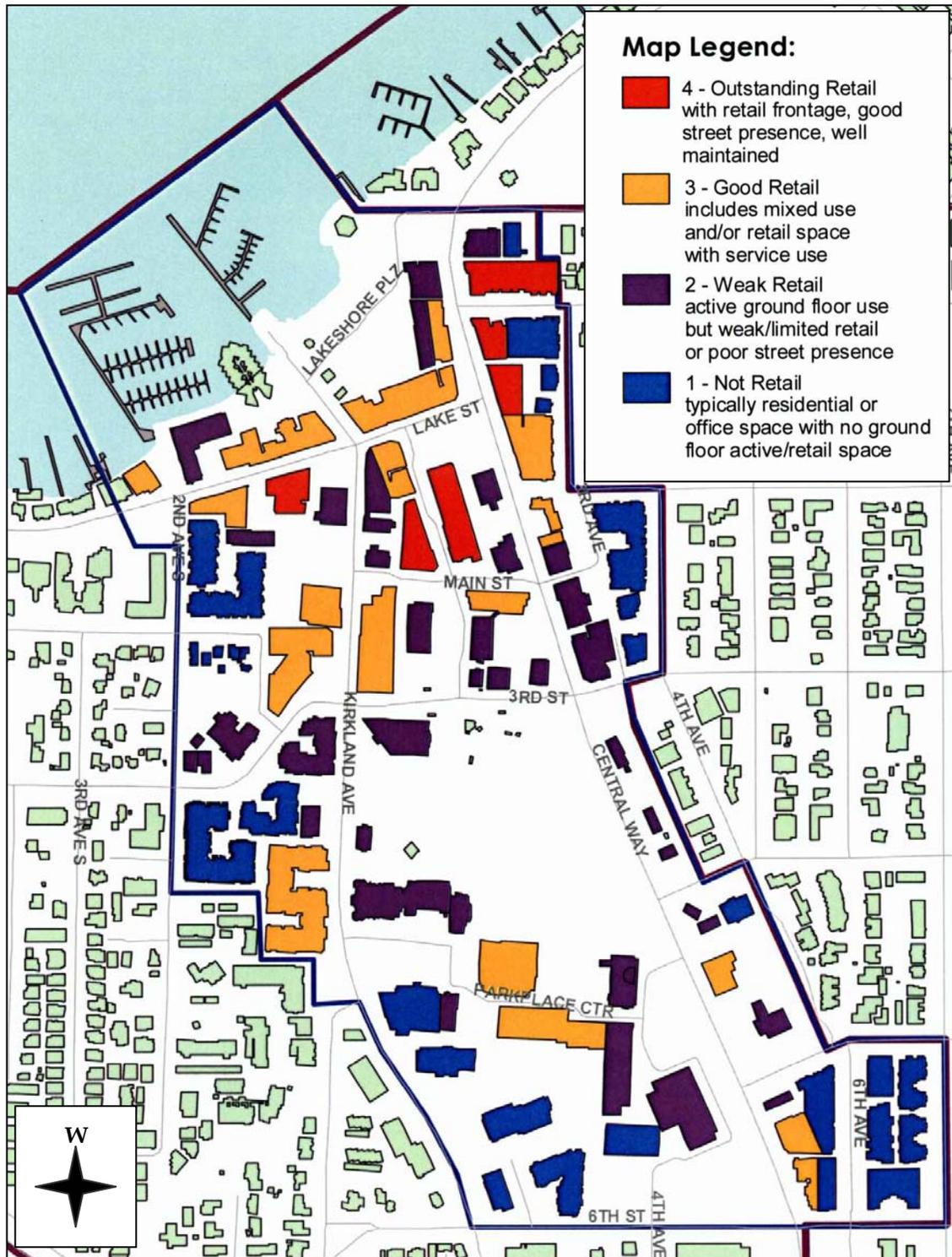


Options for good retail and entertainment ...



... is what it's all about.

Figure 12. Downtown Retail Condition Mapping



Source: E. D. Hovee & Company, LLC.

OPPORTUNITY RETAIL SITES

What sites offer the opportunity for retail expansion and diversification in the years ahead? The best sites will be well-located with respect to existing clusters of activity and large enough for to better assure financial feasibility of redevelopment (ideally ½ block in size or better).

The following sites are identified as viable prospects – based on information provided by the City, from interviews and the consultant’s initial assessment:

Publicly Owned Properties:

- *Lakeshore Plaza* – currently the Marina Park Lot (with previous City planning indicating potential for a 280-space parking garage and 40,000 square feet of retail and restaurant).
- *Lake Street Lot* – situated at the 100% retail corner of Lake Street and Central Way (offering potential for joint development with the adjoining U.S. Bank property).

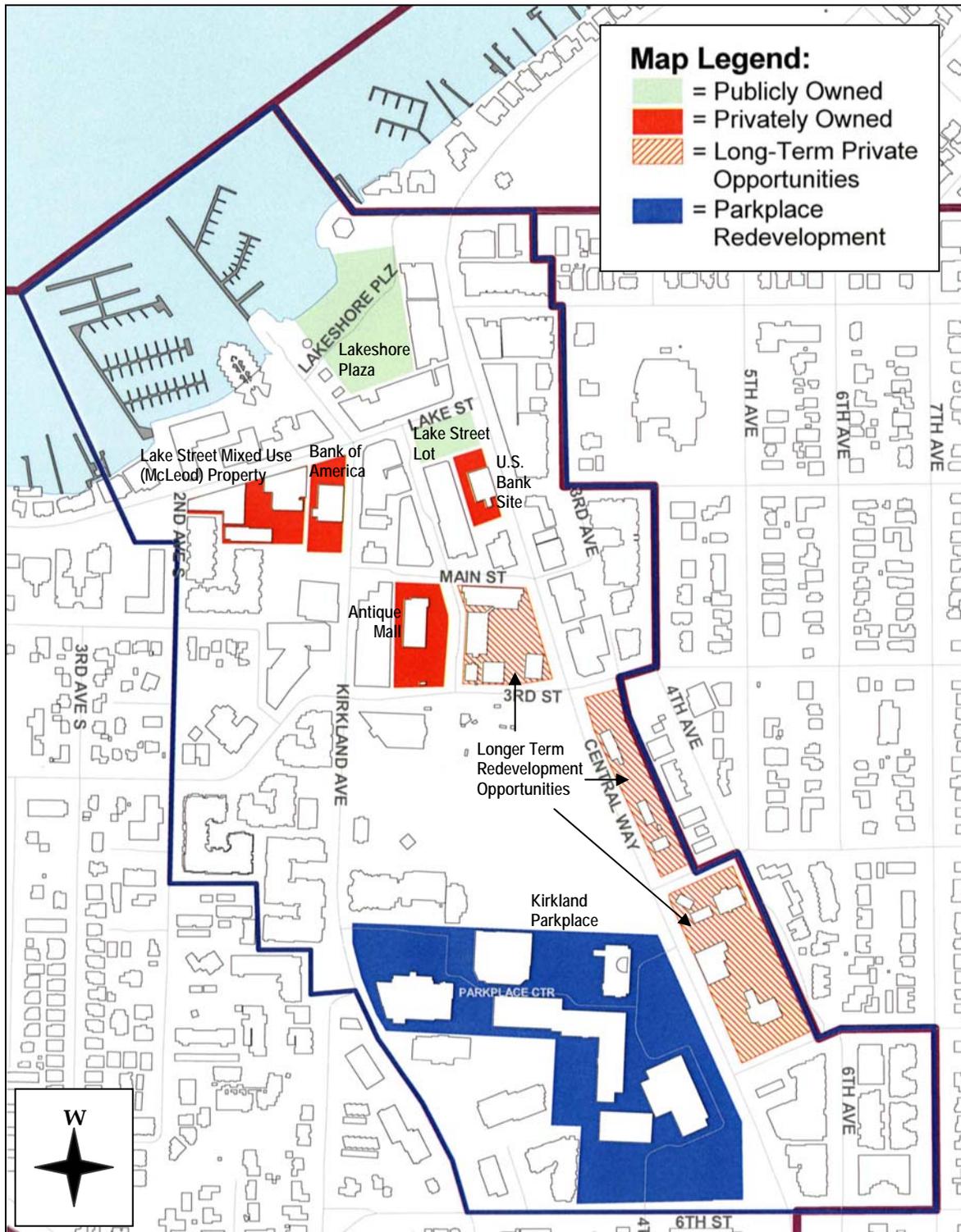
Privately Owned Properties:

- *Kirkland Parkplace* – involving preliminary plans for construction of 1.2 million square feet of office space with an estimated 300,000 square feet of retail and theater space together with a similar 300,000 square foot allocation for sports club and conference space (replacing about 250,000 square feet of existing office and retail).¹⁵
- *Bank of America* – a project proposed for an estimated 73 residential units, 11,800 square feet of retail and over 130 parking spaces (has been under appeal).
- *Lake Street Mixed Use (McLeod) Property* – proposed for close to 131,000 square feet of office and 39,000 square feet of retail with 520 parking spaces (under appeal).
- *U.S. Bank Site* – with no specific development proposal pending (but prior consideration of redevelopment with ground floor retail plus bank branch and residential above).
- *Antique Mall Property* – with no current development plan (but noted as a key underutilized core site with potential for pedestrian-orient retail on Park Lane).
- *Longer Term Redevelopment Opportunities* – a lower near-term priority pending core area and Parkplace redevelopment (but affecting three blocks fronting on Central Way).

While it is conceivable that some sites will redevelop as single or perhaps two-story buildings for retail use only, it is more likely that ground floor retail will be developed in conjunction with upper level housing, office and/or lodging. This is because land values (in many cases also including needed recovery of existing improvements valuation) are too high to support single-story development.

Project feasibility depends on creating critical mass required for a positive return on investment to property owners and developers. Financial feasibility also can be expected to depend on providing sufficient on-site or adjoining parking to serve retail customer needs as well as other on-site uses – but not so much as to move the project beyond a cost-effective range.

Figure 13. Kirkland Retail Opportunity Sites (Preliminary)



Source: E. D. Hovee & Company, LLC. Mapping is for illustrative purposes and subject to revision.

VI. OPPORTUNITIES & GAPS ANALYSIS

Based on the quantitative, qualitative and mapping assessments of this report, this section provides summary characterization of retail opportunities and gaps, followed by identification and evaluation of potential strategic options, and then preliminary recommendations aimed toward selection and implementation of a preferred option.

RETAIL OPPORTUNITIES & GAPS

Based on the review of market demographics, business and resident interview and survey input and downtown mapping, it is possible to describe downtown retail opportunities and gaps in summary form. These opportunities and gaps can be distinguished between those related to:

- *Marketing and promotion* – aimed at customers as well as expansion and recruitment of targeted businesses for improved retail mix
- *Development* – including both building rehabilitation/storefront improvements and new construction of retail only or mixed use development projects with strategically placed parking resources.

Figure 14. Downtown Kirkland Retail Opportunities & Gaps

Opportunities	Gaps
<i>--- Marketing & Promotion (Customer & Business) ---</i>	
<ul style="list-style-type: none"> • Local-serving convenience retail – from specialty foods to pharmacy 	<ul style="list-style-type: none"> • Demonstrating sufficient market mass with large enough sites & parking to attract credit tenants
<ul style="list-style-type: none"> • Comparison & destination retail – apparel, home furnishings, specialty hardware & garden 	<ul style="list-style-type: none"> • Challenge to attract known regional & national tenants already serving the eastside market
<ul style="list-style-type: none"> • More diverse dining & entertainment – serving residents, employees & special occasion guests 	<ul style="list-style-type: none"> • Limited offerings & lack of coordinated marketing to resurgent younger demographic
<i>--- Development (Rehab & New) ---</i>	
<ul style="list-style-type: none"> • Retail in-fill – Marina, Lake Street, Kirkland Avenue & Park Lane (small to mid-box anchor) 	<ul style="list-style-type: none"> • Tired appearance & limited functionality of much of older space plus few large vacant sites
<ul style="list-style-type: none"> • Lifestyle retail & major grocery with office at Parkplace 	<ul style="list-style-type: none"> • Need for a high-image pedestrian / retail connection from Parkplace to downtown core
<ul style="list-style-type: none"> • Strong demand for mixed use with ground floor retail & residential / office above 	<ul style="list-style-type: none"> • High site cost & economics requiring multi-level mixed use to facilitate new retail
<ul style="list-style-type: none"> • Use of public parking sites as catalyst properties for targeted retail / mixed use development 	<ul style="list-style-type: none"> • Creating on- / off-street parking economics to incent structured (underground) parking

Source: E. D. Hovee & Company, LLC. Listing is preliminary and subject to revision.

This listing can be considered as a *menu of choices* – from which can be selected the mix of opportunities (and counterpoint gaps) most important to address. The question of which opportunities may be most worth pursuing is also more readily determined once there is general agreement on a *preferred strategic future* for retail in downtown Kirkland.

STRATEGIC RETAIL OPTIONS

Based on this assessment, four strategic options are outlined for consideration with the Downtown Advisory Committee (DAC) and City Council Economic Development Committee (EDC). Each is briefly outlined – together with a corresponding brief assessment of advantages, disadvantages and likely implementation requirements.

Option 1 – Status Quo. This baseline option assumes no substantial changes from current trends and conditions affecting retail business in downtown Kirkland. Existing City policy regarding downtown would be governed by the 2001 Kirkland Downtown Strategic Plan, as might be updated through partial or full-scale completion of the 2007 *Downtown Strategic Plan Update* – including possible strengthening or clarification of preferred retail ground floor uses. Added new retail space would occur primarily as the result of City review and action on mixed use development projects – generally on a project-by-project basis.

Advantages of this approach include opportunity to make incremental changes and improvements to downtown retail character on a project-specific basis. This approach also likely requires the lowest public investment and involves the least short and long-term change to the existing downtown built environment.

Disadvantages are that downtown will likely continue to provide only a minor share of the City’s sales tax base and that more aggressive retail districts elsewhere on the eastside and throughout the Seattle metro area increasingly come to eclipse Kirkland. Longer term risk is attrition of existing retail and entertainment use – especially businesses dependent on destination traffic.

Implementation assumes no major changes in organizational functions – as between the City, KDA and private businesses, property owners and development interests. Completion of the 2007 Downtown Strategic Plan is assumed; otherwise even status quo retail performance could be jeopardized.

Option 2 – Reinvigorated Destination. This second option is predicated on a substantially ramped up public-private initiative to re-establish Kirkland at the forefront of destination shopping, dining and entertainment districts throughout the Seattle metro area as well as more specifically on the eastside.

Advantages include a proven ability to again play to demonstrated strengths of Kirkland as a downtown on the waterfront together with continuing reputation of critical anchors – notably restaurants and galleries. This strategy appears most consistent with the existing working vision from the 2007 *Situation Assessment* to maintain downtown as an urban waterfront setting of “unique shopping, destination dining, public art and galleries...” If successful, a destination strategy also offers potentially the greatest return to the City in terms of incremental downtown sales tax revenues.

Disadvantages reflect likely need for a broader mix of “lifestyle” retail including apparel, home décor and freshened retail image (including possible mid-box uses). This option also potentially runs counter to community expressed interests and may be vulnerable to higher gas prices and a softer economy discouraging destination shopping that depends on longer commutes.

Implementation is likely dependent on substantially increased public and private investment in destination Kirkland marketing, public parking and added retail space – including waterfront and mid-box development downtown and a substantial lifestyle retailing component with Parkplace redevelopment.

Option 3 – Go Local. This option could take downtown Kirkland in a substantially different direction from business trends experienced in recent years. Public and private interests would agree to make a concerted effort to establish downtown as a preferred location for a broader range of local goods and services – perhaps de-emphasizing or actively discouraging added destination retail.

Advantages include opportunity to respond to community sentiment (as expressed through the Sustainability Assessment) and to capitalize on prospective consumer preferences to increasingly shop locally with independent stores – reinforced by dramatically increased fuel prices in a more vulnerable regional economy. A buy local initiative could also be readily integrated with other sustainability initiatives both downtown and citywide.

Disadvantages are predicated on the need to dramatically re-focus City and business initiatives and the uncertain prospects for added local serving retail to actually materialize as desired. Convenience uses ranging from grocery to pharmacy increasingly have involved larger building ground floor footprints and more on-site parking than what downtown is able to readily deliver, and/or an influx of independents with skills to succeed in a relatively high-rent environment.

Implementation likely depends on aggressive recruitment of desired local-serving businesses including availability of incentives – as for reduced rents for at least the initial years of operation. Substantial public parking may be required to incent local serving uses such as full line or specialty grocery store. Market opportunity for added day-to-day convenience retail could be further undergirded by substantial additional residential, office and related mixed use developments within and in immediate proximity to downtown Kirkland.

Option 4 – Locally Driven Destination. This final option could be considered as a bit of a hybrid – combining elements of a reinvigorated destination with a concurrent strategy to go local at the same time. The caveat is that the *go local* part of the strategy would receive primary emphasis in the early going. What sells locally could then be piggy-backed to serve a complementary customer profile drawn from beyond the local community. But the needs and the character would be defined by what the community wants rather than what is seen merely as offering greatest near-term potential to attract more destination traffic.

Advantages of this final option are that it offers the organic, sustainable impetus of locally driven entrepreneurship with the higher sales volume (and tax potential) of retail that captures both local and non-local interest. Peak periods of use (currently early evenings) could be broadened out to include more daytime activity. This is likely the strategy that Kirkland businesses used to reach regional recognition in the first place. Starting local is also a strategy used successfully in places that have become regionally recognized destinations – such as NW 23rd Avenue in Portland, Oregon or Colorado Boulevard in Pasadena, California.

Disadvantages include the initial and ongoing challenges of achieving the right balance of local and non-local clientele coupled with the high amount of public-private collaboration likely required for successful realization. This strategy also can be expected to be accompanied by the need for substantial public investment and flexibility to accommodate a broader range of downtown development projects than has been the case in recent years.

Implementation can be expected to involve elements of both Options 2 and 3 – including public investment to develop larger footprint retail at key downtown opportunity sites, mixed use development with ground floor active use space and upper level residential/office, investment in supportive public parking, and sophisticated branding/marketing to re-position downtown as the place to be for Kirkland residents and workers as well as destination visitors.

TOWARD A PREFERRED STRATEGY

Recommended as a *preferred strategy* is an approach similar to that of Option 4 – repositioning downtown Kirkland as a *locally-driven destination*. This strategic approach is recommended for consideration, refinement and ultimate adoption by the Downtown Advisory Committee (DAC) and the City Council Economic Development Committee (EDC).

This combined strategic approach best offers the opportunity to achieve the vision outlined by the City’s 2007 *Situation Assessment*. As is described in conjunction with Guiding Principles expressed by the Situation Assessment report: “With this vision, downtown will flourish, help build community and uniquely reflect Kirkland.”

The types of tools that could prove important to implement a preferred strategy can be outlined to include:

- Public-private initiatives to encourage a bolder approach to *joint promotion* for downtown retail – aimed at new/young as well as long-time residents and workers plus high value destination clientele.
- Initiative to encourage *freshening of tired retail* storefronts and merchandising – including consideration of financial incentives for local landlords and smaller business operators.
- Policy consensus on *scale and extent of mixed use* development – with added residential and office employment serving to better support local retail and enabling both current and future planned projects to proceed with greater predictability of outcome.

Figure 15. Guiding Principles for a Great Downtown Kirkland

The City and the community will collaborate to encourage:	
✓	A safe, family-friendly environment
✓	Year-round activity with a mix of daytime and night-time uses
✓	A complimentary and successful mix of retail shops and service
✓	A balance of residential, office, retail, and entertainment uses
✓	Adequate transportation access and parking
✓	Sustainable and visually appealing architecture, public spaces and amenities
✓	Improvements that embrace the waterfront and connect the Lake to downtown and Parkplace

Source: “Vision Statement to Guide the Downtown Strategic Plan,” from the *Kirkland Downtown Strategic Plan: Strategic Situation Assessment*, October 2007.

- More aggressive use of *public parking resources* – to provide customer parking and facilitate joint use of sites for mixed use development (including the marina and Lake Street lots).
- Focus on *sustainability* – as a defining theme for retail recruitment, storefront and building design improvements/construction, and community branding.
- *Zoning code refinements* – to differentiate portions of the downtown core prioritized for retail-only at the ground floor and areas for which other forms of active ground floor use are also encouraged.

Based on input and direction received from the DAC and EDC, it will be possible to refine the preferred strategy and then move toward selection of tools most appropriate for successful implementation.

VII. NEXT STEPS

As noted at the outset, this interim report is intended primarily to provide background information that can serve to identify viable options and inform discussion leading to creation of a retail strategy for downtown Kirkland. Key goals outlined with the strategic planning process include:

- Retail market conditions “reality check”.
- Potential tools to influence the market in positive and desired directions.
- Potential partnership improvements – with the City, Chamber, KDA, property owners and residents.
- Funding and resource strategies to support recommendations.

Interim Report Review. This interim report is intended for review with the Downtown Advisory Committee (DAC) and the City Council Economic Development Committee. Next steps will be to:

- *Review results of this interim report* – addressing questions and obtaining direction for research refinements.
- *Brainstorm strategic options* – including selection of a preferred option with identification of public and private means (or tools) potentially available for implementation of a selected retail.

Subsequent Work Steps. Remaining steps anticipated with this *Downtown Kirkland Retail Strategy* anticipated include preparation of:

- *Retail tool kit* – involving assessment and possible suggested strategic refinement of the current City, Chamber of Commerce and Kirkland Downtown Association initiatives related to business recruitment, retention and marketing – including options for associated property improvement and new development together with supportive customer and image marketing opportunities also addressed.
- *City tool kit* – focusing on the tools available directly to City government as means to encourage or facilitate downtown retailing – including a more detailed assessment of zoning and related codes, on- and off-street parking management, and current and prospective incentives for retail business and property owners.
- *Draft downtown retail strategy* – including a summary (for wider distribution) together with documentation of technical analyses that have been conducted.
- *Downtown Advisory Committee (DAC) and City Council Rollout* – as appropriate to engage key stakeholders and decision makers in reviewing the draft plan and providing direction for a consensus downtown retail strategy.
- *Final deliverables* – addressing comments and direction received.

APPENDIX A. PREPARER PROFILE

This retail strategy has been prepared for the City of Kirkland by the economic and development consulting firm E. D. Hovee & Company, LLC. From the planning to the completion of strategic business, real estate and public investments, E. D. Hovee & Company, LLC (EDH) provides consulting services for public agencies, private firms, and individual investors.

Business Profile. Based in Vancouver, Washington office, the firm is focused primarily on the Pacific Northwest states of Washington and Oregon – albeit with substantial experience throughout the U.S. as well. Our economic and development services include:

- *Economic research* – from economic forecasting to impact analysis.
- *Market and feasibility assessments* – for private business and development projects as well as for public/private ventures.
- *Development planning and strategic services* – to better position businesses and communities for success in today’s increasingly differentiated marketplace.
- *Development packaging and marketing* – for public/private projects ranging from public parking facilities to mixed use revitalization in urban centers and neighborhoods.

For nearly 25 years, the firm has been committed to the ongoing process of economic restructuring for entire communities, for emerging and revitalized downtowns, and for successful business and residential developments both in and outside the Pacific Northwest. A particular strength is a multi-use approach to urban real estate development – covering residential, office, live/work, lodging, cultural/entertainment venues, and parking as well as retail.

Related Project Experience. E. D. Hovee & Company, LLC has conducted retail market, business mix, and development consulting for:

- Public and non-profit organizations throughout the state of Washington including the State of Washington Department of Community, Trade and Economic Development, Washington State University - Spokane, and cities of Tacoma, SeaTac, Renton, Snoqualmie, Bellingham, Mount Vernon, Yelm, Longview and Vancouver.
- Private real estate development and retail clients such as Opus NW, Gramor Development, Killian Pacific, Birtcher Properties, Fred Meyer, and Home Depot.
- Other public and non-profit clients including the Portland Development Commission, Portland Business Alliance and cities of Hillsboro, Beaverton, Gresham, Tigard, Wilsonville, Eugene, Medford and Newport in Oregon; Santa Cruz, Stockton and Thousand Oaks in California; St. Joseph and Hannibal in Missouri – and also across the U.S. for the Natural Main Street Center and National Trust for Historic Preservation.

Preparers. Personnel who have been involved in the preparation of background research and strategic assessments with this retail strategy are Eric Hovee – Principal, Tess Jordan – Senior Economic Planner, and Andrea Logue – Research Coordinator.

APPENDIX B. RESIDENT & BUSINESS SURVEYS

Resident and business surveys have been conducted in conjunction with a separate concurrent *Kirkland Economic Sustainability Assessment* – prepared for the City of Kirkland by O’Brien & Company in cooperation with E. D. Hovee & Company, LLC. This combined survey effort has proved useful as a means to effectively gauge community interests and needs for downtown retail within a broader community framework for economic, environmental and social sustainability.

SURVEY PURPOSE & APPROACH

Two surveys were conducted in the Spring of 2008 for the sustainability assessment:

- The *resident survey* was designed to cover questions related both to sustainability and downtown retail.
- *Business survey* information also was tabulated for downtown business respondents.

Downtown-specific results of both surveys are summarized and highlighted as part of this downtown retail strategic planning process.

RESIDENT SURVEYS

As of the closing date of May 30, 2008, 272 respondents had completed the resident survey. Summarized below is an overview of the survey results for questions most pertinent to consideration of downtown retail potentials.

Survey Demographics. Responses were received from all neighborhoods identified in the survey, with higher percentages in the Highlands, Moss Bay, and NorthKirk neighborhoods (22%, 15%, and 13%, respectively).

The highest percentage of respondent groups reflected:

- 1- or 2-person households (58%)
- Between 36-65 years of age (75%)
- Employed (including self-employed) with annual household incomes ranging from \$50,000 - \$200,000 (74%)
- A strong but minority proportion (39%) who sometimes or always work in Kirkland
- A significant percentage of respondents (92%) who own their own home
- A minority of respondents (41%) who have children living at home

In comparison with Citywide demographics (as from ESRI and Census sources), survey respondents appear to be more strongly comprised of homeowners and households with children – and more likely to work in Kirkland.

What follows is a summary of *question-by-question* responses. With responses to each survey question, particular attention is paid to implications of survey results for downtown retail.

What goods and services do Kirkland residents purchase within the City of Kirkland? The table below reflects the responses with the *highest percentage* for each category of goods and service. Those goods and services that appear in the ‘Rarely’ and ‘Never’ purchased in the City of Kirkland provide an indication of business opportunities that are currently underserved.¹⁶

GOODS			
Always	Sometimes	Rarely	Never
Groceries (59%) Pharmaceuticals (60%)	Natural Foods/Specialty Foods (39%) Hobby items (39%) Gifts & Specialty (47%) Dining (62%) Wine/Liquor (41%) Entertainment (54%) Pet Products (25%)* Gas/Automotive (45%)	Apparel (adult) (39%) Home Furnishings (33%) Hardware/garden supplies (29%)	Apparel (childrens) (30%) Electronics/Computers (43%)
SERVICES			
Always	Sometimes	Rarely	Never
Pharmacy (54%) Medical Health Care (31%) Vision Health Care (31%) Fitness (24%) Banking/Finance (47%) Dry cleaning/Laundromat (56%) Veterinarian (30%) Realty (15%)* Mailing/Postal (62%) Copy/Print (38%)	Personal Care (Salon, spa, etc.) (28%) Community & Social Services (24%)* Automotive (28%)		Dental Health Care (36%) Vision Health Care (31%) Alternative Health Care (21%)* Childcare (12%)* Hotel (31%)* Attorney & Legal (40%) Insurance (50%) Worship (19%)*

Downtown Implications: Many of the retail goods and services desired by Kirkland residents are either not available or only modestly available in the downtown area. This is true for some of the categories for which residents always shop in Kirkland (but maybe not downtown) as well as for categories for which residents never shop anywhere in Kirkland.

Key questions for this downtown retail strategy are essentially two fold: (a) is there adequate market to support *additional downtown businesses* that would fill these identified gaps; and (b) to what extent and in what manner should the City prioritize local serving business in Kirkland’s downtown? These are questions to which this interim report returns in subsequent discussion of opportunities/gaps and strategic options for downtown Kirkland.

How satisfied are the residents of the City of Kirkland with the shopping and services locally available? Listed below are the *highest response* percentages for satisfaction levels for a variety of features and qualities that customers look for in their shopping/service experience (both for goods and services). Those that are listed in the ‘Poor’ and ‘Average’ ranking categories represent opportunities to enhance the local consumer experience in the City of Kirkland.

Excellent	Good	Average	Poor
---	Quality of Products (39%) Pedestrian Accessibility (38%) Mass Transit Accessibility (31%) Family Friendly (37%)	Affordability (58%) Customer Service (41%) Convenience (31%) Clustering of Stores (39%) Parking Availability (36%) Bike Parking Available (39%) Visual Appearance (35%) Hours of Operation (46%) Environmental Commitment (44%) Community Commitment (36%)	Variety (38%)

Downtown Implications: While survey responses reflect perceptions citywide, the observations noted can be expected to apply to downtown – perhaps in greater degree than would be the case citywide. Factors for which Kirkland rates as ‘good’ are consistent with strengths expected of downtown retail – with its pedestrian orientation and strong mix of independent, locally-owned stores.

Small businesses cannot be expected to score as well on variety – unless larger format retailers and/or other new competition is drawn into downtown. The *swing* factors appear to be those rated ‘average’ by Kirkland residents. Downtown can improve its competitive presence for local as well as non-local destination clientele by addressing factors for which the community does not currently stand out.

What are Kirkland residents’ priorities when selecting goods and services? An average of 65% of Kirkland residents stated that **Quality**, **Cost**, and **Convenience** are the top three priorities when selecting goods and services. These three factors received far higher response rates than any of the other potential priority categories, such as brand recognition, environmental concerns, uniqueness, locally produced, or family owned.

Downtown Implications: Kirkland is already known for quality, but with opportunity to move upscale from ‘good’ to ‘excellent’. Convenience represents the factor with perhaps the greatest opportunity to broaden market appeal to local residents – especially for those living or working in close proximity to downtown.

What are Kirkland residents' shopping habits? The majority of Kirkland residents shop by car (88%). A significant portion also shops by walking (47%), and a smaller portion by delivery or online (34%).¹⁷ Only 12% shop by bus, and 9% by bike. As noted, 37% shop near their home in Kirkland, and 16% shop near their workplace or on their way home.

Downtown Implications: For residents, the greatest downtown retail opportunity may be to cater to those who shop by walking, bus and bike – likely living (or working) in or near downtown.

What do Kirkland residents want to see more of in their city? Identified are:

- Hardware (28%)
- Clothing – Affordable, for adults & kids (10%)
- Restaurants (local, family, open air, inexpensive, unique, organic, ethnic) (11%)
- Grocery/Market (natural, local, affordable) (11%)

Downtown Implications: Downtown is already represented by restaurant and to a lesser extent by grocery and clothing activity – though not with all of the qualities desired by Kirkland residents. Like many downtowns, Kirkland no longer has a local downtown hardware store. A strategic question is whether these local serving attributes can be layered in with features that also appeal to destination visitors – or whether these customer segments are in competition with each other.

In your words...What does a sustainable Kirkland Economy mean to Kirkland residents? While the focus of this question on sustainability goes beyond the immediate scope of this retail study, responses are nonetheless useful to set a context for themes to consider regarding such items as downtown store mix, merchandising, promotions, and branding.

Figure 16. Elements of a Sustainable Economy – for Kirkland Residents

- ✓ A walkable community with a unique identity and one-stop shopping
- ✓ Better public transit to downtown and neighborhoods
- ✓ Diverse and comprehensive mix of locally owned stores that are affordable for residents and tourists and meet basic daily needs
- ✓ Enjoyable, affordable downtown to shop, dine, have office and green space
- ✓ Keep high-rise development in downtown to a minimum
- ✓ Stop going to Bellevue or Redmond for most of our daily, monthly, and annual shopping needs
- ✓ Convenient long-term parking (preferably covered) that provides easy pedestrian access to shopping, but is not intrusive to the downtown feel
- ✓ Corner markets and small scale amenities in neighborhoods: revitalize voids
- ✓ Incentives to local, green entrepreneurs

Downtown Implications: These sustainability elements all represent attributes that Downtown either currently or prospectively could fulfill. A pivotal question is whether and to what extent some elements pose trade-offs for downtown’s recent and current role as a destination retail and entertainment district serving much of the eastside. A related question is whether downtown can or should succeed independent of added residential activity in the immediate downtown area.

BUSINESS SURVEYS

O’Brien & Company also completed a sustainability survey with Kirkland businesses – both in and outside the downtown area. Results of note for this downtown retail assessment are summarized with this report.

Business Respondent Profile. A smaller sample of businesses (77 in total) completed a business survey. Approximately 41% of the businesses (or 31 respondents) were located in downtown Kirkland.¹⁸

Citywide, the largest proportion of respondents consisted of retail businesses (33%), followed by business and personal services (30%). Other respondents included real estate, engineering/architecture, health science and information technology firms.

Over half of the respondents offered their business services to the regional Puget Sound area, and over 40% offered services to the entire Pacific Northwest. Retail businesses tended to be more focused on local market areas – albeit with some exceptions.

The majority of the respondents (79%) were businesses with 20 or fewer employees. Over 40% of the businesses had internet based customers, 57% had walk-customers, and 76% had other businesses as customers. *Note:* business survey respondents could select multiple customer types.

In Their Words...What Does a Sustainable Kirkland Economy Mean to Local Businesses? Overall, responses center on the theme of “an economy that ensures both natural resources and a healthy environment for our future generations.”

Figure 17. Sustainability for Kirkland Businesses – Key Themes

<p><i>Focus on the environment:</i></p> <ul style="list-style-type: none"> ✓ Zero waste! Recycling and reuse of local products. ✓ Businesses that strive to recycle, reduce energy, and be responsible with all waste generated. ✓ Green buildings, and restoration of existing buildings <p><i>Diverse, locally supported businesses:</i></p> <ul style="list-style-type: none"> ✓ Rent control to prevent turnover of small, diverse businesses ✓ Citizens and local businesses that promote and support local businesses ✓ Competitively priced services with a broad appeal, rather than niche appeal ✓ Obtaining all daily needs in Kirkland – at affordable prices ✓ Presence of well known, anchor retailers <p><i>Easy access for citizens & businesses to be locally supportive:</i></p> <ul style="list-style-type: none"> ✓ A pedestrian downtown with outlying parking and free, easily accessible transit – a “Car-Free Kirkland!” ✓ Clustered, higher density shopping districts that are supportive to each other and encourage shoppers to walk from business to business ✓ Customer access to parking <p><i>City & business accountability & engagement:</i></p> <ul style="list-style-type: none"> ✓ Holding building and land owners accountable for decisions that affect the health of businesses ✓ City-supported business expansion and development ✓ City-led green standards and incentives that ‘push the envelope’ ✓ City engagement of local businesses to promote green activities
--

Source: O’Brien & Company for City of Kirkland, *Sustainability Assessment*, June 2008.

While some of the themes heard may be in conflict with each other and some are more easily implemented than others, they provide a context for thinking sustainably – and for creating new competitive advantage today and in the years immediately ahead.

What are Kirkland Businesses Doing to Become More Sustainable? Over 60% of the Kirkland business respondents indicated that it is somewhat to very important for the public and their customers/clients to view their company as ‘green.’ Internally, businesses are making changes to become more sustainable.

A minority (33%) of have employed a sustainability mission statement or vision in their company. Larger proportions (over 75%) purchase energy efficient products either sometimes or all the time, and recycle all the time.

Are Kirkland Businesses Locally Supportive of Each Other? Less than 20% of Kirkland businesses stated that they always, or often, seek out business goods and services from within

Kirkland. However, a larger proportion of 45% stated that they sometimes or often participated in joint promotions to support other local businesses.

What are Opportunity Areas for Kirkland Businesses to Expand their Sustainable Practices and Support Each Other? Suggestions received including implementing Environmental Management Systems and providing green incentives for employees.

Items of importance to retailers include initiatives to minimize packaging, offer reusable bags/packaging, provide a take back program for products/packaging, and offer green products and services. For restaurants, an opportunity area is to increase composting practices – as 66% of those who handle food stated they throw away food waste with only 20% composting at present.¹⁹

What is Holding Kirkland Business Back From Going Green? The most oft-noted concern relates to are cost barriers – identified by 26% business survey respondents as the reason they've not yet implemented desired green practices. Also noted is information on benefits of going green – with 22% indicating that they needed more information and education on green practices.

How Can the City Help? About 20% of Kirkland businesses suggested that the following City provided services/information might help them establish their green goals – specifically in the areas of incentives, workshops and trainings, and online information.

Downtown Retail Strategy Implications. In summary, building sustainability into a retail strategy for downtown Kirkland is important for two reasons:

- Growing public awareness of the global ethic for a more sustainable approach to consumer purchases – accelerated by recent rapid increases in fuel costs.
- Opportunity to brand downtown Kirkland for sustainability – ahead of the suburban competition in an intentional, authentic and sustained manner.

For these reasons, a sustainable approach to Kirkland retail is featured in options for consideration presented at the end of this report.

APPENDIX C. STATISTICAL DATA COMPENDIUM

Figure 18. Summary Trade Area Demographics (2000-2013)

	Kirkland	Destination	4-County
<i>Population</i>			
2000	45,054	248,557	3,275,847
2008	48,410	279,904	3,633,000
2013	51,924	301,815	3,890,673
<i>Households (HH)</i>			
2000	20,736	97,334	1,282,984
2008	23,163	111,161	1,470,850
2013	24,844	119,861	1,541,818
<i>Average HH Size</i>			
2000	2.13	2.54	2.49
2008	2.09	2.51	2.47
2013	2.09	2.51	2.47
<i>Median Age</i>			
2000	36.2	35.5	35.2
2008	39.0	37.8	36.9
<i>Median Household Income</i>			
2000	\$60,399	\$66,193	\$51,168
2008	\$82,493	\$86,546	\$68,793

Source: Washington Office of Financial Management, ESRI Business Information Solutions and the City of Kirkland.

Figure 19. Age Distribution of Population (2000, 2008)

Population by Age	Kirkland		Destination		4-County	
	2000	2008	2000	2008	2000	2008
Total	45,054	48,413	248,557	279,904	3,275,847	3,633,000
0 - 4	5.5%	5.3%	6.4%	6.1%	6.5%	6.5%
5 - 9	5.1%	4.8%	7.0%	6.3%	7.0%	6.2%
10 - 14	5.0%	5.0%	7.4%	6.8%	7.1%	6.4%
15 - 19	5.2%	5.3%	6.8%	6.7%	6.8%	6.8%
20 - 24	7.1%	6.4%	5.7%	5.9%	6.6%	7.1%
25 - 34	19.9%	16.3%	15.9%	13.8%	15.7%	14.3%
35 - 44	18.2%	17.1%	18.8%	16.3%	17.6%	15.2%
45 - 54	15.3%	16.7%	16.3%	17.2%	14.5%	15.7%
55 - 64	8.6%	12.4%	8.1%	12.1%	8.1%	11.2%
65 - 74	5.0%	5.5%	4.0%	4.8%	5.1%	5.4%
75 - 84	3.7%	3.5%	2.8%	2.8%	3.7%	3.6%
85+	1.5%	1.6%	1.0%	1.2%	1.3%	1.7%
18+	81.5%	81.9%	74.9%	76.6%	75.3%	76.9%

Source: ESRI Business Information Solutions.

Figure 20. Race/Ethnicity Comparison (2000, 2008)

Population by Race/Ethnicity	Kirkland		Destination		4-County	
	2000	2008	2000	2008	2000	2008
Total	45,054	48,410	248,556	279,903	3,275,847	3,633,000
White Alone	85.3%	82.5%	85.7%	83.1%	78.7%	75.9%
Black Alone	1.6%	1.8%	1.3%	1.4%	4.9%	5.2%
American Indian Alone	0.5%	0.5%	0.5%	0.5%	1.2%	1.1%
Asian or Pacific Islander Alone	8.0%	9.7%	7.7%	9.1%	8.8%	10.1%
Some Other Race Alone	1.7%	2.1%	1.8%	2.3%	2.3%	2.8%
Two or More Races	2.9%	3.5%	3.0%	3.6%	4.2%	4.9%
Hispanic Origin	4.1%	5.5%	4.5%	5.9%	5.3%	6.8%

Source: ESRI Business Information Solutions.

Figure 21. Educational Attainment of Adult Population Age 25+ (2000)

	Kirkland	Destination	4-County
Total	33,952	190,920	2,438,966
Less than 9th Grade	0.9%	1.2%	2.7%
9th - 12th Grade, No Diploma	2.7%	3.2%	6.1%
High School Graduate	14.9%	16.2%	23.1%
Some College, No Degree	22.0%	22.0%	24.1%
Associate Degree	7.7%	9.1%	8.9%
Bachelor's Degree	35.3%	33.2%	23.3%
Master's/Prof/Doctorate Degree	16.4%	15.2%	11.8%

Source: U.S. Census, ESRI Business Information Solutions.

Figure 22. Housing Characteristics (2000, 2008)

	Kirkland	Destination	4-County
<i>2000 Housing Units</i>	21,831	101,270	1,348,146
Owner Occupied Housing Units	54.1%	66.1%	59.5%
Renter Occupied Housing Units	40.9%	30.0%	35.7%
Vacant Housing Units	5.0%	3.9%	4.8%
<i>2008 Housing Units</i>	23,481	116,858	1,526,074
Owner Occupied Housing Units	57.8%	68.8%	61.8%
Renter Occupied Housing Units	35.6%	26.3%	32.4%
Vacant Housing Units	6.6%	4.9%	5.8%
<i>Median Home Value</i>			
2000	\$263,486	\$249,150	\$190,470
2008	\$483,787	\$462,898	\$358,787
<i>2000 Median Rent</i>	\$891	\$868	\$660

Source: ESRI Business Information Solutions.

Figure 23. Comparative Household Income Distribution (2008)

2008 Households by Income	Kirkland	Destination	4-County
Household Income Base	23,163	111,160	1,470,844
< \$15,000	4.2%	3.5%	6.8%
\$15,000 - \$24,999	3.4%	3.6%	6.7%
\$25,000 - \$34,999	4.9%	4.7%	7.6%
\$35,000 - \$49,999	9.1%	8.7%	12.5%
\$50,000 - \$74,999	20.3%	18.0%	20.9%
\$75,000 - \$99,999	21.0%	20.9%	18.3%
\$100,000 - \$149,999	18.7%	21.4%	16.1%
\$150,000 - \$199,999	8.7%	9.2%	5.5%
\$200,000 +	9.6%	10.1%	5.6%
Average Household Income	\$115,198	\$116,544	\$88,416

Source: ESRI Business Information Solutions.

Figure 24. Employed Population Age 16+ by Occupation (2008)

	Kirkland	Destination	4-County
Total	29,327	162,350	1,891,070
White Collar	77.2%	73.9%	64.6%
Management/Business/Financial	24.1%	21.0%	16.0%
Professional	26.9%	28.2%	23.8%
Sales	12.8%	12.2%	11.1%
Administrative Support	13.4%	12.5%	13.7%
Services	11.1%	12.2%	16.0%
Blue Collar	11.7%	13.9%	19.4%
Farming/Forestry/Fishing	0.0%	0.2%	0.3%
Construction/Extraction	3.9%	4.7%	6.0%
Installation/Maintenance/Repair	2.7%	2.4%	3.1%
Production	2.9%	3.4%	4.6%
Transportation/Material Moving	2.1%	3.2%	5.4%

Source: ESRI Business Information Solutions.

Figure 25. Work Commute Patterns (2000)

	Kirkland	Destination	4-County
<i>Workers 16+ by Means of Transportation to Work</i>			
Total	27,060	136,436	1,642,700
Drove Alone - Car, Truck, or Van	76.0%	77.2%	71.3%
Carpooled - Car, Truck, or Van	9.8%	10.8%	12.8%
Public Transportation	5.5%	4.4%	7.1%
Walked	2.2%	1.6%	3.2%
Other Means	1.3%	1.0%	1.4%
Worked at Home	5.3%	5.0%	4.2%
<i>Workers 16+ by Travel Time to Work</i>			
Total	27,060	136,435	1,642,700
Did not Work at Home	94.7%	95.0%	95.8%
Less than 5 minutes	3.5%	2.1%	2.3%
5 to 9 minutes	9.3%	7.7%	7.7%
10 to 19 minutes	32.4%	26.4%	25.6%
20 to 24 minutes	16.3%	14.7%	14.7%
25 to 34 minutes	19.7%	22.7%	20.9%
35 to 44 minutes	4.9%	8.1%	7.4%
45 to 59 minutes	5.4%	8.4%	8.6%
60 to 89 minutes	2.3%	3.6%	5.8%
90 or more minutes	0.8%	1.3%	2.8%
Average Travel Time to Work (in min)	21.9	25.6	27.8

Source: U.S. Census, ESRI Business Information Solutions.

Figure 26. Tapestry Lifemodes (2008)

Kirkland		Destination		4-County	
Tapestry Segment	Percent	Tapestry Segment	Percent	Tapestry Segment	Percent
Enterprising Professionals	20.5%	Sophisticated Squires	19.5%	Sophisticated Squires	8.4%
Urban Chic	16.3%	Enterprising Professionals	16.9%	Main Street, USA	6.0%
Laptops and Lattes	15.4%	Suburban Splendor	14.5%	Old and Newcomers	5.5%
Old and Newcomers	15.2%	In Style	10.8%	Up and Coming Families	5.1%
In Style	12.2%	Old and Newcomers	6.4%	Metro Renters	4.8%
Subtotal	79.6%	Subtotal	68.1%	Subtotal	29.8%

Source: ESRI Business Information Solutions.

Figure 27. Kirkland Sales Tax History by Business Sector (2000-2007)

1995-2007 Annual Sales Tax Revenue by Business Sector

Business Sector	2000	2001	2002	2003	2004	2005	2006	2007
Auto/Gas Retail	\$ 2,417,404	\$ 2,325,651	\$ 2,283,057	\$ 2,532,728	\$ 2,632,937	\$ 2,797,473	\$ 2,973,380	\$ 3,276,488
General Merch/Misc Retail*	\$ 1,706,633	\$ 1,657,343	\$ 2,076,488	\$ 2,377,572	\$ 2,539,027	\$ 2,366,854	\$ 2,524,268	\$ 2,562,537
Retail Eating/Drinking*	\$ 996,116	\$ 979,774	\$ 1,015,032	\$ 1,031,527	\$ 1,108,676	\$ 1,181,884	\$ 1,228,127	\$ 1,294,444
Other Retail*	\$ 1,629,860	\$ 1,494,485	\$ 1,184,893	\$ 1,259,370	\$ 1,354,672	\$ 1,787,484	\$ 1,800,744	\$ 1,738,458
<i>Subtotal Other Retail</i>	<i>\$ 4,332,609</i>	<i>\$ 4,131,602</i>	<i>\$ 4,276,413</i>	<i>\$ 4,668,469</i>	<i>\$ 5,002,375</i>	<i>\$ 5,336,222</i>	<i>\$ 5,553,139</i>	<i>\$ 5,595,439</i>
Wholesale	\$ 1,438,407	\$ 929,125	\$ 759,878	\$ 1,112,417	\$ 746,446	\$ 984,837	\$ 1,320,124	\$ 1,111,079
Contracting	\$ 1,781,496	\$ 1,739,136	\$ 1,463,962	\$ 1,497,052	\$ 1,770,262	\$ 2,315,568	\$ 3,279,243	\$ 3,007,168
Services	\$ 1,427,576	\$ 1,418,678	\$ 1,342,157	\$ 1,277,213	\$ 1,404,937	\$ 1,518,349	\$ 1,722,501	\$ 1,779,742
Communications	\$ 700,362	\$ 644,333	\$ 551,003	\$ 936,836	\$ 579,081	\$ 689,090	\$ 793,243	\$ 657,923
Miscellaneous	\$ 647,641	\$ 648,901	\$ 544,290	\$ 647,736	\$ 567,937	\$ 668,259	\$ 786,514	\$ 1,098,629
TOTAL	\$ 12,745,495	\$ 11,837,426	\$ 11,220,760	\$ 12,672,451	\$ 12,703,975	\$ 14,309,798	\$ 16,428,144	\$ 16,526,468

Business Sector Percentage of Total Sales Revenue

Business Sector	2000	2001	2002	2003	2004	2005	2006	2007
Auto/Gas Retail	19.0%	19.6%	20.3%	20.0%	20.7%	19.5%	18.1%	19.8%
General Merch/Misc Retail*	13.4%	14.0%	18.5%	18.8%	20.0%	16.5%	15.4%	15.5%
Retail Eating/Drinking*	7.8%	8.3%	9.0%	8.1%	8.7%	8.3%	7.5%	7.8%
Other Retail*	12.8%	12.6%	10.6%	9.9%	10.7%	12.5%	11.0%	10.5%
<i>Subtotal Other Retail</i>	<i>34.0%</i>	<i>34.9%</i>	<i>38.1%</i>	<i>36.8%</i>	<i>39.4%</i>	<i>37.3%</i>	<i>33.9%</i>	<i>33.8%</i>
Wholesale	11.3%	7.8%	6.8%	8.8%	5.9%	6.9%	8.0%	6.7%
Contracting	14.0%	14.7%	13.0%	11.8%	13.9%	16.2%	20.0%	18.2%
Services	11.2%	12.0%	12.0%	10.1%	11.1%	10.6%	10.5%	10.8%
Communications	5.5%	5.4%	4.9%	7.4%	4.6%	4.8%	4.8%	4.0%
Miscellaneous	5.0%	5.6%	4.9%	5.1%	4.4%	4.7%	4.7%	6.7%
TOTAL	100.0%							

Source: City of Kirkland.

Figure 28. Kirkland Sales Tax History by Business District (2000-2007)

Business District	2000	2001	2002	2003	2004	2005	2006	2007
Totem Lake	4,055,643	3,900,014	3,592,917	4,242,034	4,318,859	4,552,763	4,753,780	5,091,625
NE 85th St	2,074,729	1,973,998	1,905,350	2,027,565	2,126,868	2,250,246	2,361,132	2,441,384
Downtown	830,121	795,275	738,832	838,476	855,239	976,319	1,071,865	1,090,444
Carillon Pt & Yarrow Bay	710,554	449,396	319,184	430,272	507,000	537,496	494,436	491,422
Bridle Trails	123,279	135,546	132,268	178,875	236,417	131,487	147,529	163,227
Houghton	131,234	128,189	129,074	134,008	137,013	404,637	385,237	464,600
Juanita	125,572	126,044	155,132	324,831	366,237	247,544	264,154	282,786
Unassigned or No District:								
Contracting	1,781,496	1,739,100	1,473,561	1,497,052	1,770,262	2,320,753	3,279,273	3,004,347
Other	2,912,867	2,589,864	2,774,442	2,999,337	2,386,079	2,888,553	3,670,738	3,496,633
Total	12,745,495	11,837,425	11,220,759	12,672,450	12,703,974	14,309,798	16,428,144	16,526,468

% Change from Prior Year

Kirkland City Total	--	-7.1%	-5.2%	12.9%	0.2%	12.6%	14.8%	0.6%
Downtown	--	-4.2%	-7.1%	13.5%	2.0%	14.2%	9.8%	1.7%
Downtown % of Total	6.5%	6.7%	6.6%	6.6%	6.7%	6.8%	6.5%	6.6%

Source: City of Kirkland.

Figure 29. City of Kirkland Retail Sales & Leakage (2008)

NAICS	Retail Categories	Demand (Retail Potential)	Supply (Retail Sales)	Retail Leakage (Demand-Supply)
441	Motor Vehicle & Parts Dealers	\$210,745,874	\$350,200,574	-\$139,454,700
442	Furniture & Home Furnishings Stores	\$34,812,102	\$20,362,729	\$14,449,373
443	Electronics & Appliance Stores	\$32,349,609	\$42,828,285	-\$10,478,676
444	Bldg Materials, Garden Equip. & Supply Stores	\$28,346,764	\$12,428,096	\$15,918,668
445	Food & Beverage Stores	\$155,344,226	\$157,132,213	-\$1,787,987
446	Health & Personal Care Stores	\$29,681,502	\$62,207,850	-\$32,526,348
447	Gasoline Stations	\$98,992,869	\$61,657,459	\$37,335,410
448	Clothing and Clothing Accessories Stores	\$48,486,823	\$13,530,223	\$34,956,600
451	Sporting Goods, Hobby, Book, & Music Stores	\$10,220,850	\$11,841,833	-\$1,620,983
452	General Merchandise Stores	\$140,489,606	\$97,182,899	\$43,306,707
453	Miscellaneous Store Retailers	\$18,045,744	\$21,403,546	-\$3,357,802
454	Nonstore Retailers	\$32,608,447	\$30,010,334	\$2,598,113
722	Food Services & Drinking Places	\$134,460,397	\$133,930,301	\$530,096
44-45, 72	Total Retail Trade and Food & Drink	\$974,584,813	\$1,014,716,342	-\$40,131,529

Source: ESRI Business Information Solutions.

Figure 30. Supportable City of Kirkland Retail Space Demand (to 2013)

Retail Categories	Retail Sales/SF	Building Space Demand (sf)		
		Leakage Recapture	Future Growth	Leakage + Growth
Motor Vehicle & Parts Dealers	NA	-	-	-
Furniture & Home Furnishings Stores	\$400	40,000	7,000	47,000
Electronics & Appliance Stores	\$875	-	3,000	3,000
Bldg Materials, Garden Equip. & Supply Stores	\$620	43,000	3,000	46,000
Food & Beverage Stores	\$560	6,000	21,000	27,000
Health & Personal Care Stores	\$875	-	3,000	3,000
Gasoline Stations	NA	-	-	-
Clothing and Clothing Accessories Stores	\$695	62,000	5,000	67,000
Sporting Goods, Hobby, Book, & Music Stores	\$490	-	2,000	2,000
General Merchandise Stores	\$500	78,000	21,000	99,000
Miscellaneous Store Retailers	\$380	2,000	4,000	6,000
Nonstore Retailers	NA	-	-	-
Food Services & Drinking Places	\$860	34,000	12,000	46,000
Total Retail Trade and Food & Drink		265,000	81,000	346,000

Note: Building space need is not calculated for retail categories of motor vehicle and parts dealers, gasoline stations, and nonstore retailers.

Source: E. D. Hovee & Company, LLC from ESRI Business Information Solutions and Urban Land Institute.²⁰

Figure 31. Best Case Destination Trade Area Sales & Leakage (2008)

NAICS	Retail Categories	Demand (Retail Potential)	Supply (Retail Sales)	Retail Leakage (Demand-Supply)
441	Motor Vehicle & Parts Dealers	\$1,082,679,304	\$503,354,342	\$579,324,962
442	Furniture & Home Furnishings Stores	\$182,297,734	\$120,494,108	\$61,803,626
443	Electronics & Appliance Stores	\$155,776,127	\$287,856,690	-\$132,080,563
444	Bldg Materials, Garden Equip. & Supply Stores	\$157,964,470	\$110,705,736	\$47,258,734
445	Food & Beverage Stores	\$804,527,634	\$656,902,163	\$147,625,471
446	Health & Personal Care Stores	\$150,424,911	\$127,847,247	\$22,577,664
447	Gasoline Stations	\$507,396,048	\$243,181,318	\$264,214,730
448	Clothing and Clothing Accessories Stores	\$238,901,332	\$104,954,159	\$133,947,173
451	Sporting Goods, Hobby, Book, & Music Stores	\$51,589,889	\$58,109,168	-\$6,519,279
452	General Merchandise Stores	\$688,793,600	\$427,891,216	\$260,902,384
453	Miscellaneous Store Retailers	\$97,366,317	\$65,542,251	\$31,824,066
454	Nonstore Retailers	\$168,967,647	\$482,910,570	-\$313,942,923
722	Food Services & Drinking Places	\$678,048,179	\$405,620,953	\$272,427,226
44-45, 72	Total Retail Trade and Food & Drink	\$4,964,733,192	\$3,595,369,921	\$1,369,363,271

Source: ESRI Business Information Solutions.

Figure 32. Best Case Destination Trade Area Retail Space Demand (to 2013)

Retail Categories	Retail Sales/SF	Building Space Demand (sf)		
		Leakage Recapture	Future Growth	Leakage + Growth
Motor Vehicle & Parts Dealers	NA	-	-	-
Furniture & Home Furnishings Stores	\$400	193,000	36,000	229,000
Electronics & Appliance Stores	\$875	-	14,000	14,000
Bldg Materials, Garden Equip. & Supply Stores	\$620	128,000	20,000	148,000
Food & Beverage Stores	\$560	338,000	112,000	450,000
Health & Personal Care Stores	\$875	26,000	13,000	39,000
Gasoline Stations	NA	-	-	-
Clothing and Clothing Accessories Stores	\$695	227,000	27,000	254,000
Sporting Goods, Hobby, Book, & Music Stores	\$490	-	8,000	8,000
General Merchandise Stores	\$500	520,000	108,000	628,000
Miscellaneous Store Retailers	\$380	74,000	20,000	94,000
Nonstore Retailers	NA	-	-	-
Food Services & Drinking Places	\$860	418,000	62,000	480,000
Total Retail Trade and Food & Drink		1,924,000	420,000	2,344,000

Note: Building space need is not calculated for retail categories of motor vehicle and parts dealers, gasoline stations, and nonstore retailers.

Source: E. D. Hovee & Company, LLC from ESRI Business Information Solutions and Urban Land Institute.

Figure 33. Retail Purchases in Kirkland (2008 Resident Survey)

Retail Type	Type of Good	Survey Response: Extent to which Respondents Shop in Kirkland			Growth Potential According to	
		Always	Sometimes	Rarely or Never	Survey Results	Data Results
Groceries	Convenience	65%	30%	4%	No	No
Natural foods/ specialty foods	Both	34%	45%	21%	Some	No
Pharmaceuticals	Convenience	68%	19%	13%	No	No
Apparel in general						Strong
Apparel (adult)	Both	3%	25%	72%	Strong	
Apparel (children)	Both	2%	17%	81%	Strong	
Home furnishings	Destination	1%	29%	70%	Strong	Strong
Electronics/ computers	Destination	3%	14%	83%	Strong	No
Hardware/ garden supplies	Convenience	6%	31%	63%	Strong	Strong
Hobby items (books, sports, music)	Both	4%	43%	52%	Strong	No
Gifts & specialty items	Both	4%	52%	43%	Some	No
Dining in general						Some
Dining – breakfast	Both	18%	57%	25%	Some	
Dining – lunch	Both	11%	70%	19%	Some	
Dining – dinner	Both	10%	79%	11%	No	
Dining - coffee/Tea	Convenience	23%	59%	18%	Some	
Wine/liquor	Convenience	26%	50%	23%	Some	NA
Entertainment	Both	3%	60%	37%	Some	NA
Pet products	Convenience	38%	39%	23%	Some	NA
Gas & automotive	Both	40%	50%	10%	Some	Strong

Source: O'Brien & Company, E.D. Hovee & Company, LLC.

Figure 34. Attributes of Kirkland Retail (2008 Resident Survey)

Attributes of Shopping Experience	Survey Response			
	Excellent	Good	Average	Poor
Quality of Products	19%	42%	35%	4%
Variety	4%	20%	36%	40%
Affordability	1%	13%	64%	22%
Customer Service	13%	39%	45%	3%
Convenience	19%	30%	34%	18%
Clustering of Stores	2%	20%	43%	35%
Parking Availability	4%	18%	39%	38%
Bike Parking Availability	10%	18%	50%	23%
Pedestrian Accessibility	13%	42%	31%	13%
Mass Transit Accessibility (bus stops nearby)	13%	37%	33%	17%
Visual Appearance	14%	35%	38%	13%
Hours of Operation	4%	31%	51%	14%
Environmental Commitment	7%	31%	51%	11%
Community Commitment	15%	35%	40%	11%
Family Friendly	14%	41%	40%	5%

Source: O'Brien & Company, E.D. Hovee & Company, LLC.

Figure 35. Services Are Obtained In Kirkland (2008 Resident Survey)

Survey: Extent to which Respondents
obtain Services within Kirkland

Service Type	Always	Sometimes	Rarely or Never	Growth Potential
Medical Health Care	34%	32%	34%	
Dental Health Care	40%	11%	49%	
Vision Health Care	35%	13%	52%	
Alternative Health Care (acupuncture, massage therapy, etc.)	29%	25%	46%	Strong
Personal Care (salon, spa, etc.)	19%	35%	45%	Strong
Fitness	32%	22%	45%	Strong
Banking/ Finance	51%	32%	17%	
Dry Cleaning/ Laundromat	69%	15%	16%	
Veterinarian	51%	14%	35%	
Childcare	16%	16%	66%	Strong
Community & Social Services (counseling, after school programs, playgrounds, classes, etc.)	24%	40%	35%	Strong
Realty	28%	27%	44%	
Hotel	5%	18%	77%	
Attorney & Legal	9%	11%	79%	
Automotive	29%	31%	40%	
Insurance	18%	11%	70%	Strong
Mailing/Postal	68%	26%	6%	
Copy/Print	46%	30%	23%	

Source: O'Brien & Company, E.D. Hovee & Company, LLC.

Figure 36. Kirkland CBD Building Permits (1994-Present)

PROJECT NAME	Address	Housing Units	Hotel Rooms	Office Sq Ft	Retail Sq Ft	Parking Spaces	Valuation	Lot Size (Sq Ft)
EASTSIDE TRAINS	217 CENTRAL WAY				8,041	23	\$500,000	13,692
EMERALD BUILDING OFFICE	520 KIRKLAND WAY			44,972		139	\$3,472,389	59,706
PLAZA ON STATE CONDOS/A	102 STATE ST S	39				165	\$5,241,557	72,026
PLAZA ON STATE CONDOS/B		42					\$5,334,692	
602 5TH ST CONDOS	602 5TH STREET	14				31	\$3,000,000	16,500
PORTSMITH CONDOS/A	108 2ND AVE S	54				276	\$7,040,864	71,625
PARK AVENUE CONDOS	615 6TH STREET	38				84	\$5,184,138	32,981
WATERMARK APARTMENTS	530 2ND AVE	60				106	\$5,325,343	35,438
TIARA DE LAGO CONDOS	210 MARKET ST	13			2,360	30	\$3,112,248	10,686
520 6TH AVE CONDOS	520 6TH AVENUE	22				49	\$4,571,475	22,002
MARINA HEIGHTS CONDOS	134 CENTRAL WAY	21			10,000	48	\$6,278,847	24,987
PARK 34 CONDOS	319 3RD ST	12				25	\$1,874,161	9,687
BREZZA CONDOS/A	225 4TH AVE	36				148	\$6,048,976	45,994
BREZZA CONDOS/B		39					\$6,266,951	
PORTSMITH CONDOS/B	109 2ND ST S	95					\$11,384,893	
TERA APARTMENTS/A	598 CENTRAL WAY	58			7,000	226	\$7,708,700	67,393
TERA APARTMENTS/B	538 CENTRAL WAY	52					\$3,744,797	
TERA APARTMENTS/C	503 6TH AVE	51					\$3,797,217	
220 1ST ST CONDOS	220 1ST ST	48				85	\$5,100,000	6,942
HOSSMAN BLD	278 CENTRAL WAY				16,648	49	\$1,191,457	20,033
SOHO CONDOS/A	511 7TH AVE	28				89	\$5,874,594	11,000
SOHO CONDOS/B	521 7TH AVE	30					\$2,500,658	11,000
MCLEOD BLDG	213 LAKE ST S	1			920	6	\$1,125,000	19,372
WESTWATER APARTMENTS	221 1ST ST	64			11,900	118	\$8,592,502	5,610
KIRKLAND CENTRAL CONDOS	211 KIRKLAND AVE	110			9,168	176	\$11,557,000	6,054
BOULEVARD CONDOS	375 KIRKLAND AVE	119			8,839	179	\$20,000,000	71,999
HEATHMAN HOTEL	220 KIRKLAND AVE		91			91	\$8,450,000	18,410
MERRILL GARDENS ASSIST LIV	201 KIRKLAND AVE	116			6,613	141	\$19,260,213	38,924
STATE STREET CONDOS	128 STATE ST	124				168	\$18,928,000	68,567
BANK OF AMERICA	101 KIRKLAND AVE*	73			11,805	134	\$16,278,000	28,329
LAKE ST MIXED USE	118 LAKE ST S*			130,704	39,050	520	\$37,000,000	71,961
Totals								
	w/o appeal	1,286	91	44,972	81,489	2,452	\$192,466,672	760,628
	w/ appeal	1,359	91	175,676	132,344	3,106	\$245,744,672	860,918

Source: City of Kirkland.

Figure 37. Kirkland Multi-family Residential Development (1994-2007)

YEAR	CITY TOTAL	CBD UNITS
1995	268	39
1996	164	42
1997	400	166
1998	169	68
1999	338	228
2000	333	151
2001	159	58
2002	115	65
2003	350	-
2004	54	-
2005	61	-
2006	442	229
2007	185	124
Total	3,038	1,170

Source: City of Kirkland.

APPENDIX D. BUSINESS INTERVIEWS

This appendix provides a list of discussion topics covered by business interviews together with a list of persons and groups interviewed.

DISCUSSION TOPICS

The following questions served as a general guide to discussion. As interviews were conducted informally, different conversations emphasized topics of most interest to those involved.

1. Please describe your firm or organization's *involvement with downtown* Kirkland and retail activity in particular.
2. Over the last 1-2 years has downtown *retail business activity* increased, declined or remained about the same? Generally? For your business?
3. How would you describe *downtown's customer* (in terms of demographics and geography)?
Do you see the customer mix changing in the future?
4. What *other changes* have you seen with downtown retail in the last 3-5 years?
What changes do you anticipate in the next 3-5 years?
5. In comparison with other communities, what do you see as the *strengths* (or benefits) of having a retail business in downtown Kirkland? What specific retailers or clusters of activity are strongest?
6. Conversely, what are the *weaknesses* (or disadvantages)? What gaps are most apparent?
7. What is the primary *competition* for downtown Kirkland retail? How would you compare Kirkland with the competition in terms of store mix, image/appeal, access to customers, cost of doing business, other factors?
8. Over the next 3-5 years, what do you see as the *best opportunities* for strengthening and enhancing your business and the retail environment in downtown? Is anything being overlooked?
9. In what ways does the City's *regulatory process* affect downtown generally or your business in particular? Be as specific as possible (comments are confidential). What (if any) changes in regulatory process or incentives are suggested?
10. Are there specific retailers that should be *recruited* – to open a store or expand – in downtown (e.g. local, regional or national tenants)? Any to be avoided?
11. In summary, what is the *#1 priority recommendation* that you would identify as most important to anchor a downtown retail strategy? How might it be implemented? And, how would successful accomplishment make a difference for your firm or downtown retailing?
12. Other *comments or suggestions*?

PERSONS INTERVIEWED

The following individuals were interviewed as part of this strategic retail planning process. Interviews were conducted in person when possible – both in group and one-on-one settings. The participation of all who provided their time and expertise is greatly appreciated.

Person	Firm or Organization
Jessica Greenway, Jim Lauinger, Bob Sternoff	City Council Economic Development Committee
Pat Howard (Howard Mandville), Gunnar Nordstrom (GN Gallery), Patricia Rovzar (Rovzar Gallery), Penny Sweet (Grape Choice)	Gallery Owners
Pete Manguoras	George's Restaurant
Bonnie Lindberg	Hallmark Real Estate
Rick Drotz	Kennedy Wilson Real Estate
Dick Beazel, Julie Metteer	Kirkland Downtown Association
Ken Dueker, Dave Godfrey, Jack Wherry, Tami White	Parking Advisory Committee
Ruth Williams	Property Owner
Andy Loos	SRM Development
Douglas Howe	Touchstone Corporation

END NOTES

¹ Information for this downtown retail strategy has been compiled from sources generally deemed to be reliable. However, the accuracy of information from third party sources can not be guaranteed and is subject to change without notice.

The findings contained in this report are those of project consultant E. D. Hovee & Company, LLC. They should not be construed as representing the opinion of any other party prior to their express approval, whether in whole or part.

² Provisions of particular importance for downtown retail with the City's design guidelines include sidewalk widths, storefront activity zones, pedestrian coverings, avoidance of blank walls, street trees, restriction of curb cuts, parking garage locations on terraced sites, building modulation (especially above the second story), high visibility architectural treatments at "T" intersections, pedestrian-oriented signage, and view protection.

³ In a metro area community such as Kirkland, trade area definition can be challenging for two reasons: a) customers have multiple relatively close-by options in and outside the local jurisdiction in which they reside; and b) different types of retail and entertainment businesses will draw from widely varying geographic areas based on business reputation and willingness of customers to drive further as for a destination experience.

⁴ Population estimates for 2008 for the City and four-county metro area are from the State of Washington Office of Financial Management (OFM). Destination trade area population is estimated by ESRI Business Information Solutions.

⁵ The labels given by the data researchers are intended to be descriptive and immediately evoke an image – useful to private businesses seeking to pinpoint marketing to local demographics. The labels or terminologies used in this report are those of ESRI Business Information Solutions.

⁶ Revenue data is from www.ci.kirkland.wa.us/depart/Finance_and_Administration/Budget/Revenue_Guide.htm.

⁷ Year to year citywide sales tax revenue growth slowed from 14.8% (in 2005-06) to just 0.6% (2006-07). In this most recent year, sales tax revenues actually declined for taxable categories including retail (excluding auto/gas, general merchandise and dining), wholesale trade, contracting, and communications.

⁸ ESRI-estimated retail sales volume covers sales that are non-taxable (as for grocery and pharmacy) as well as sales that are taxable.

⁹ Comparable ESRI trade analysis of the eastside I-405 corridor extending from just north of Renton to just about the Lynnwood junction with I-5 indicates the market has retail sales that *exceed* resident generated demand nearly 30%. This surplus of supply over demand covers every retail category (except gasoline stations) and is due, in large part, to the dominant role of Bellevue in the eastside retail market – drawing customers from elsewhere in the region.

¹⁰ The typical footprint of a Nordstrom store is 190,000-250,000 square feet. However, a Nordstrom Rack takes about 30,000-40,000 square feet, Facconable Boutique 8,000-17,000 square feet and Last Chance Clearance about 25,000 square feet. Saks Fifth Avenue typically operates a 100,000-200,000 square foot store, but with Off-5th Outlets at 20,000-35,000 square feet. Fashion-oriented department stores such as Barney's will consider as little as 10,000 square feet and Neiman Marcus will start at about 30,000 square feet. Information is from Trade Dimensions, *2006 Retail Tenant Directory*.

¹¹ The CoStar inventory estimate of 900,000 square feet downtown area retail space exceeds the estimate of less than 485,000 square feet of downtown/Parkplace retail provided by with Downtown Strategic Plan update process with the Market Analysis Summary, August 23, 2007. This strategic plan data is from the King County Assessors Office as of 2005. CoStar uses a definition of retail that typically includes non-retail ground floor commercial space uses, some of which likely is classified by the Assessor as office space. This is evident by also comparing CoStar's downtown office estimate of 450,000 square feet to the Assessor's estimate of just under 745,000 square feet. CoStar data is utilized as more indicative of industry standards.

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- ¹² Appealed projects (as of mid-2008) are the Bank of America building at 101 Kirkland Avenue and the Lake Street mixed use development (proposed for 118 Lake Street).
- ¹³ Data is from the International Council of Shopping Centers (ICSC)) publication *Office Worker Retail Spending Patterns: A Downtown and Suburban Area Study*, 2004.
- ¹⁴ CoStar reported rents range from as low as \$32 per square foot for a multi-tenant building to \$38 per square foot annually. Only four of 42 identified retail properties have reported lease rates to CoStar. This relatively low response rate is typical for commercial areas with smaller buildings listed or managed through local firms rather than major brokerages.
- ¹⁵ Kirkland Parkplace information is as described in the *Seattle Daily Journal of Commerce*, “Developer considers a mostly office option for Kirkland Parkplace,” June 11, 2008.
- ¹⁶ Note that this table excludes the ‘Not Applicable’ category, which in some cases was the highest percentage of responses. In such cases, the next highest response category was indicated – as indicated by an asterisk (*).
- ¹⁷ Survey respondents were able to select more than one category of transportation.
- ¹⁸ The number of business survey respondents was not large enough to be statistically valid on its own, so downtown responses are reported together with those of other businesses throughout the City.
- ¹⁹ Green practices that business respondents are interested in implementing include green auto sales and service, more fuel efficient transportation, computer recycling, use of reusable bags and biodegradable packaging, going paperless, installing alternate heating and cooling fuel sources, reducing energy and water consumption, increasing education about sustainable practices, supporting cleantech, green building, and waste exchange.
- ²⁰ The 2008 edition of the Urban Land Institute publication *Dollars and Cents of Shopping Centers* was used to estimate sales per square foot by retail type. Sales performance data was calculated based on stores performing above the median per square foot experience nationally for comparable store types.