



MEMORANDUM

Date: September 10, 2014

To: Planning Commission

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This memo addresses the following Comprehensive Plan Update topics: File No. CAM13-00465, #5

- Status of Comprehensive Plan Update
- Revised Land Use Element
- Revised Housing Element
- Revised Economic Development Element

I. RECOMMENDATION

Review the Planning Commission's recommended changes to the Land Use, Housing and Economic Development Elements and provide comments to staff.

II. STATUS OF COMPREHENSIVE PLAN UPDATE

The Kirkland 2035 Visioning Conversations were held between September 2014 and January 2015. Comments from the visioning program was the basis for a new Vision Statement and Guiding Principles. On March 24, 2014, the Houghton Community Council reviewed the new Vision Statement and Guiding Principles.

A. Community Profile, Housing and Employment Targets and Capacity Analysis

The city's current population is 81,730 (as of 2013), has 24,354 housing units (as of 2010) and has 31,745 jobs (as of 2011). A draft [Community Profile](#) has been prepared that provides a wide range of information on our population, housing, jobs, income, modes of transportation, land use and capacity. We anticipate having a final profile completed by the end of the year.

Kirkland has been assigned housing and employment growth targets through the King County Countywide Planning Policies. The Growth Management Act requires the City to plan to accommodate the targets. The targets are as follows:

Housing targets: 8,361 units
Employment target: 22,435 jobs

Staff has completed a land capacity analysis that shows that the city has more than enough capacity to accommodate the growth targets which means that we do not need to change the land use plan to meet the targets:

Housing capacity: 9,516 units
Employment target: 22,944 jobs

B. Review of Element Chapters

Since preparing the Vision Statement and Guiding Principles, the Planning Commission has been reviewing the other element chapters. Below is a summary of what the Planning Commission has completed and what they will review in the coming months:

- Completed drafts: Land Use, Housing, Economic Development and General Elements
- In process: Public Services, Utilities, Natural Environment and Transportation Elements
- Coming months: Community Character, Human Services, Parks, Recreation and Open Space, Introduction and Capital Facilities Elements

We hope to be done with review of the elements by January 2015.

As part of review of the 14 Element Chapters, the Planning Commission must consider the requirements of the [GMA Comprehensive Plan Update](#) for consistency with:

- **The State Department of Commerce's** [Comprehensive Checklist](#) for GMA statutory requirements adopted since 2003;
- Puget Sound **Regional Council's** [Vision 2040](#) and [Transportation 2040](#); and
- King County 2012 [Countywide Planning Policies](#).

The Planning Commission is also considering the comments from the 2035 Visioning Conversations, the [City Council Goals](#), [Smart Growth Principles](#) and [Sustainable Principles](#), and other planning principles as part of their consideration of changes to the element chapters. In addition, the latest annexation area will be considered in review of the existing and new policies.

C. Neighborhood Plan Updates

The City held meetings with residents and businesses by neighborhood in January and February 2015 and then again in May and June 2015 to solicit comments on the neighborhood plans. Staff is reviewing all of the neighborhood plans to incorporate the comments and to update text and maps. For example, the Bridle Trails Neighborhood Plan has not been updated since 1986 and contains text about improving NE 70th Street and utility extensions needed along 116th Ave NE that were subsequently completed. Some neighborhood plans have 10 maps while other plans only have three maps. A standard set of eight neighborhood maps will be prepared: Land Use, Sensitive Areas,

Landslide and Seismic Hazard Areas, Street Classification, Bicycle System, Pedestrian System, Public Easement Trails and Neighborhood, and Assets and Urban Design. These maps will be sub-files of city wide maps so they can more easily be updated. No new policies or major revisions to policies will be proposed.

Staff will present the revisions to the neighborhood associations and ask for comments. At a future meeting, staff will review the proposed revisions to the Bridle Trails Neighborhood to the Houghton Community Council. It is unlikely that changes are needed to the Central Houghton or Lakeview Neighborhood Plans since they are recent plans, with the exception of possible map updates and a few new maps, and reference to the Cross Kirkland Corridor.

D. Citizen Amendment Requests

On August 14th the Planning Commission recommended that the two Citizen Amendment Requests for the Houghton commercial center area be deferred to a future work program. The Houghton Community Council agreed with that recommendation at their August 25th meeting. On September 16, 2015, the City Council will consider the recommendations and make the final decision. Staff will **report back to the Houghton Community Council on the City Council’s decision.**

Meanwhile, the Planning Commission will study 20 Citizen Amendment Requests all which are outside of the Houghton Community Council’s jurisdiction.

E. Environmental Impact Statement (EIS) for the Comprehensive Plan Update

The City’s consultants are starting work on the EIS now that the Citizen Amendment Requests have been selected and the two Growth Alternatives, a required component of an EIS, have been developed. Staff will present the EIS Growth Alternatives at your next meeting. The Draft EIS will be issued next spring upon completion of the Draft Plan and review of the Citizen Amendment Requests.

III. REVISED LAND USE, HOUSING AND ECONOMIC DEVELOPMENT ELEMENTS

Below is a table with the purpose of each chapter and a summary of the key changes:

Summary of 2035 Kirkland Comprehensive Plan Update

Comprehensive Plan Element Chapter	Purpose of Chapter and Summary of Draft Revisions (key revisions are bolded)
Revisions Common to all Chapters	Updated text to reflect 2035 planning horizon, new information and minor editorial changes to provide clarity and reduce length of the Plan. Similar or redundant goals are combined. Reorganization of some sections is done for better flow of ideas.
Land Use	Chapter promotes a balanced and complete community by retaining the community’s character and quality of life, while accommodating growth and minimizing traffic congestion and service delivery costs. Goals and policies acknowledge GMA objectives and growth targets, link land use and transportation, protect and enhance residential

	<p>neighborhoods, guide growth of Kirkland’s diverse commercial and mixed use areas, set priorities for open space and resource protection, and address the need for essential public facilities and government facilities.</p> <p>New policies support land use patterns that promote public health (LU-2.4), encourage factoring availability of transit into decisions about future growth (LU-3.4), encourage land uses that are complementary with the Cross Kirkland Corridor (LU-3.8), update and clarify definitions and guidance for commercial and mixed use areas (LU-5.3 – 5.6), emphasize the importance of streets and the CKC as parts of Kirkland’s open space network (LU-6.3), and emphasize natural resource protection (LU-7.1 and 7.2).</p>
Housing	<p>Chapter supports the preservation of neighborhood quality while improving housing opportunities for all residents. Neighborhood quality is promoted through the application of standards where infill development occurs. It promotes adequate supply and variety of densities and housing types and addresses special needs housing as well as housing affordable at every income level.</p> <p>The chapter was reorganized to separate housing diversity and capacity policies from affordable and special needs policies. Revised policy to reflect change in Countywide Planning Policies (CPP) for addressing the city’s proportionate share of countywide housing needs of very low-, low-, and moderate income households (H 3.1). Revised policy addressing homelessness (H 3.7) and new policies supporting senior housing needs (H 3.9) and fair housing as required by the CPP (H 3.11).</p>
Economic Development	<p>Chapter promotes a sustainable and resilient economy, a diverse tax base, providing access to job opportunities and goods and services to the community. It addresses policies related to tourism, business retention and recruitment efforts toward businesses that provide living wage jobs, maintaining positive business climate.</p> <p>New policies encourage small, startup, local enterprises (ED 1.8), businesses that produce locally grown food (ED 3.4), business development along the Cross Kirkland Corridor (ED 4.4), businesses that produce products and services that support resource, conservation and environmental stewardship, encourage environmental responsible into business practices (ED 5.1, 5.2), encourage all sectors to incorporate social equity into practice, facilitate remediation of contaminated sites (ED 5.3), partnering with schools and businesses to provide job training (ED 6.2)</p>

A. Revisions to the Land Use Element (see Attachments 1 and 2)

The Planning Commission completed its review of the element on [June 12, 2014](#). Below is a summary of the state, regional and local requirements, key issues and proposed changes:

- The existing plan is generally consistent with **GMA, PSRC, and County-wide Planning Policies** requirements, with the following changes/updates necessary:
 - Consider urban planning practices that increase physical activity and social connectivity
 - Update growth projections and plan for those projections
 - Include best available science in designating and protecting critical areas
 - Planning for compact urban communities and central places with densities that support transit and walking and make efficient use of urban land
 - Decrease greenhouse gas emissions by promoting a mix of uses that promote walking, bicycling, transit, and other alternative to auto travel
- Overall, the Planning Commission did not have major policy changes to the existing Element. The Planning Commission considered the following **key issues** in developing the current draft of the Land Use Element:
 - **Because most of Kirkland's commercial areas** are mixed use, goals and policies are clarified to provide more specific guidance.
 - Existing policies for commercial and mixed use areas are redundant with the more specific guidance found in the applicable neighborhood plans. The Element is simplified by referring to neighborhood plans.
 - Acknowledge the CKC and the relationship to adjoining land use.
 - Ongoing discussion about the role of LIT areas.
 - Continued emphasis on the linkage between land use and transportation.
- In addition to the draft updates to the Land Use Element, the Planning Commission has asked staff to continue to develop a metric for the land use transportation linkage we are calling the **10 Minute Neighborhood Analysis**. The analysis is intended to provide a tool to help the community talk about what it means to be livable, walkable, sustainable, connected, and transit-oriented (key **elements of the community's 2035 vision**). Staff will provide a project overview to the Houghton Community Council at the meeting. Information is also available on the City's webpage at www.kirklandwa.gov/depart/planning/Topics/10_Minute_Neighborhood_Analysis.htm.

B. Revisions to the Housing Element (see Attachments 3 and 4)

The Planning Commission completed its review of the element on [August 14, 2014](#). Below is a summary of the state, regional and local requirements and key issues:

The existing plan is generally consistent with **GMA, PSRC, and County-wide Planning Policies** requirements. It also captures the livable, sustainable, and connected themes of the draft vision statement and guiding principles. **Countywide Planning Policies** (CPPs) on housing were updated in 2012 and, while they include some conceptual changes, they do not require significant changes to the City's goals or policies.

The current Element has a goal to “Promote the creation of affordable housing and provide for a range of housing types and opportunities to meet the needs of all segments of the population.” Some cities have found it useful to distinguish goals and policies for housing variety from those focused on affordability and people with special housing needs (such as seniors, people with disabilities, and those facing homelessness). Following this approach, the Housing Concept has been updated and the goals and policies of **housing supply and variety** have been separated from those of **affordability and special needs** into individual sections.

The Diversity policies cover:

- Adequate supply of appropriately zoned land.
- Promoting accessory dwelling units (ADUs).
- Flexibility and efficiency of development standards and services.
- Variety of single-family housing types and site planning options.
- Treatment of existing multi-family properties with non-conforming densities.

The Affordability and Special Needs policies address:

- **The city’s proportionate** share of the countywide housing needs.
- Affordable housing and requests for increased development rights.
- Geographic availability of affordable housing.
- Affordable housing preservation.
- Support for affordable housing projects and providers.
- Land use regulation of special needs housing.
- Support for housing and services addressing homelessness.
- Regional collaboration.
- Support for specialized housing for seniors.
- Geographic availability of special needs housing.
- Fair housing.

Existing policies allude to housing needs of special populations such as **seniors** and the **homeless through general policy language: “supporting providers of emergency, transitional, and permanent housing and services and support for special needs housing throughout the region.”** Specific policies have been added that address populations, such as seniors and those that are homeless. For those that are homeless, a policy addresses both cooperating with regional work to coordinate homeless efforts, and encouraging and supporting local efforts consistent with countywide systems.

In recent years, more attention has been given to creating **sustainable development**. Several of the CPPs (10, 12, and 13) are related to this topic. They promote coordination of housing and transportation, health and well-being of residents, and fair housing. Policies have been updated to address a comprehensive sustainable approach. A new fair housing policy has been added.

C. Revisions to the Economic Development Element (see Attachments 5 and 6)

The Planning Commission completed its review of the element on [August 28, 2014](#). Below is a summary of the state, regional and local requirements, key issues and proposed changes:

The Planning Department worked closely with the City's Economic Development Manager, Ellen Miller-Wolfe, to update the draft Element. Public outreach activities were held with the business community to discuss ideas for changes to the policies including the Business Roundtable, Greater Kirkland Chamber of Commerce, annual meeting of the commercial real estate brokers and Ideasforum website. Staff took the opportunity to streamline the Element and reduce redundant policies or text.

- The existing plan is generally consistent with **GMA, PSRC, and County-wide Planning Policies** requirements, with the following changes or updates necessary to include new policies related to:
 - Added to the economic development strategy: a sustainable and resilient economy.
 - Encourage small, startup, local enterprises and businesses that produce locally grown healthy food
 - Encourage businesses that produce products and services that support resource, conservation and environmental stewardship
 - Develop the Cross Kirkland Corridor as a catalyst to attract new businesses, housing, and provide a multimodal transportation facility
 - Encourage private, public and non-profit sectors to incorporate environmental and social equity into business practices
 - Work with government agencies and property owners to facilitate remediation of contaminated sites
 - Collaborate with schools and businesses to provide a highly educated and skilled workforce
 - A place keeper policy related to industrial areas is pending final direction from the Planning Commission
- Overall the Planning Commission did not have major policy changes to the existing Element. The Commission considered the following **key issues** in developing the current draft of the Economic Development Element:
 - Assessed the Economic Development Concept to determine if it reflects the draft Vision Statement and still relevant. Staff recommended adding the importance of striving for a sustainable and resilient economy.
 - Revisited the types of businesses the City should encourage and the role of the City in promoting economic development.
 - Still to be determined is direction from the Planning Commission regarding if there will be policy changes for the light industrial areas.

IV. NEXT STEPS

For the October 27, 2014 meeting, staff will present revisions to the Public Services, Utilities, General and Introduction Elements, and the EIS Growth Alternatives.

On November 12th the City will be hosting an open house to present updates on the City's plans, including the Comprehensive Plan. The event will be from 5-7pm in City Hall.

Attachments:

1. Land Use Element (draft form – revisions shown)
2. Land Use Element (final form – revisions accepted)
3. Housing Element (draft form – revisions shown)
4. Housing Element (final form – revisions accepted)
5. Economic Development (draft form – revisions shown)
6. Economic Development (final form – revisions accepted)

LAND USE ELEMENT

~~— RELATIONSHIP TO THE FRAMEWORK GOALS —~~

The ~~Land Use Element~~ highlights the following Framework Goals:

- ~~- **FG-1** Maintain and enhance Kirkland's unique character.~~
- ~~- **FG-2** Support a strong sense of community.~~
- ~~- **FG-3** Maintain vibrant and stable residential neighborhoods and mixed-use development, with housing for diverse incomes, ages, and lifestyles.~~
- ~~- **FG-4** Promote a strong and diverse economy.~~
- ~~- **FG-5** Protect and preserve environmentally sensitive areas and reduce greenhouse gas emissions to ensure a healthy environment.~~
- ~~FG-6~~ Identify, protect and preserve the City's historic resources, and enhance the identity of those areas and neighborhoods in which they exist.
- ~~FG-7~~ Encourage a sustainable community.
- ~~- **FG-8** Maintain and enhance Kirkland's strong physical, visual, and perceptual linkages to Lake Washington.~~
- ~~- **FG-9** Provide safety and accessibility for those who use alternative modes of transportation within and between neighborhoods, public spaces, and business districts and to regional facilities.~~
- ~~- **FG-10** Create a transportation system which allows the mobility of people and goods by providing a variety of transportation options.~~
- ~~FG-11~~ Maintain existing park facilities, while seeking opportunities to expand and enhance the current range and quality of facilities.
- ~~FG-12~~ Ensure public safety.
- ~~FG-13~~ Maintain existing adopted levels of service for important public facilities.
- ~~- **FG-14** Plan for a fair share of regional growth, consistent with State and regional goals to minimize low-density sprawl and direct growth to urban areas.~~
- ~~- **FG-15** Solve regional problems that affect Kirkland through regional coordination and partnerships.~~
- ~~FG-16~~ Promote active citizen involvement and outreach education in development decisions and planning for Kirkland's future.
- ~~- **FG-17** Establish development regulations that are fair and predictable.~~

A. INTRODUCTION

Kirkland’s existing pattern of land use has served the City well for many years. Over the next 20 years, the real challenge for the community will be how to preserve existing community character in the face of continued population and employment growth.

Kirkland is part of a regional and interrelated pattern of land uses. Most land in the City is devoted to housing, and the majority of Kirkland residents commute to other communities to work.

The following Table LU-1 shows the percent of land uses based on the City’s total land area in 2013. ~~2001~~: **change from table to pie chart**

Table LU-1
~~2001~~**2013** – Land Use by Percent of the City’s Total Land Area

Land Use	Percent
Residential-Single family	63.46
Right-of-Way	20
Multifamily	8
Institutional	9
Parks	8
Vacant	6
Institutional	9.5
Commercial	5.3
Office	4.2
Industrial	4.2
Vacant	6
Utilities	4.44
Mixed Use	.20

Source: City of Kirkland "Community Profile" and King County Assessor's

Kirkland is also a balanced community, providing shops, services and employment both for local residents and for those who live in other communities. In fact, in 2000 Kirkland’s ratio of jobs to households was very close to the same as exists in King County, illustrating that Kirkland had its fair share of jobs. Table LU-2 below shows the job to household ratios for 2000 and 2022 at growth targets.

**Table LU-2
Jobs to Household Ratio**

	2013 2000	20352022 @ Growth Targets
Kirkland	1.40	1.44
King County	1.42	1.50

Source: ~~Still gathering data~~ 2001 King County Annual Growth Report

Kirkland is also a city of neighborhoods – each with its own mix of population, housing, commercial opportunities, and visual features which help form its unique character. The City’s residential neighborhoods are generally strong and well established. They are also diverse in housing type, size, style, history, maturity and affordability. ~~The Citywide residential density increased between 1991 and 2001 from an average of 6.9 to 7.16 dwelling units per residential used acre~~ **now 6.02**. More mixed-use residential/commercial centers have developed, including Juanita Village and Downtown Kirkland.

The commercial areas are healthy, offer a broad range of goods and services, and provide a strong tax base to help fund public services and facilities. Kirkland has a diverse economic base with several retail centers, mixed-use retail/office districts, a regional health care center, auto dealerships, business parks, industrial complexes and home-based businesses.

More information on existing land uses can be found in the City’s *Community Profile* document available in the Planning Department at Kirkland City Hall.

Between ~~20132003~~ and ~~20352022~~, the City will grow by nearly ~~8,3619,697~~ new housing residents and units and 22,4358,800 jobs[†]. These projections are referred to as “growth targets”. Under the Growth Management Act, planning policies seek to direct growth to existing and emerging urban areas within the metropolitan region. The King County Growth Management Planning Council allocates growth targets to jurisdictions and Kirkland is responsible for planning for resulting in the increased needs for housing, commercial floorspace, and public services. ~~Under the Growth Management Act, planning policies seek to direct growth to existing and emerging urban areas within the metropolitan region. The King County Growth Management Planning Council has determined that Kirkland must plan to accommodate 5,480 new households and 8,800 new jobs over the next 20 years. These increases in households and jobs are referred to as “growth targets.” The term “households” refers to occupied units.~~

~~A regional trend toward smaller household sizes across all age groups will mean that the City’s housing supply will have to grow at an even faster rate than the population, and that the type and size of housing units may need to adjust.~~

~~While continued increases in services sector employment may provide more opportunities for Kirkland residents to work and shop in their community, it may also mean lower wages — impacting housing affordability.~~

[†]Land use data do not include 2011 annexation.

Future growth will raise other issues relating to land use: special needs housing, increased traffic congestion, ~~diminished pressure on~~ natural resources and challenges to locate regional facilities. A larger proportion of elderly residents will focus new attention on the special housing and transportation needs of this group. Land use relationships which support transit and provide shops and services closer to home will be important for those with decreased mobility. And, with growth not only in Kirkland, but throughout the Puget Sound region, the community will continue to suffer from the problems of traffic congestion, diminishing natural resources, and the need to find locations for new regional facilities. Regional solutions will be needed to solve these problems.

Issues which must be addressed by the Land Use Element include:

- How to plan for the ~~2035~~2022 household and employment growth targets established by the King County Growth Management Planning Council.
- How to manage the new growth to protect the residential character of the community, while allowing for new and innovative development that responds to changing household needs.
- How to ~~preserve~~ provide for a diversity of employment opportunities and maintain viable commercial areas.
- How to use the pattern of land use to minimize traffic congestion and protect local air quality.
- How to maintain a land use pattern that can be efficiently and effectively served by public services and utilities.
- **How to protect Kirkland’s environmentally sensitive areas, open space corridors, drainage basins, steep slopes, and shoreline as new housing units and commercial floorspace are developed.**
- How to respond to the regional responsibility to help site new regional facilities.

The Land Use Element works together with the other elements of the Comprehensive Plan to answer these questions. While the Land Use Element addresses accommodating growth and sets out general residential siting criteria, the Housing Element more specifically addresses issues of neighborhood character, affordability, and special needs housing.

The Transportation Element identifies the improvements needed to support the land use pattern established by the Land Use Element.

Growth management concerns identified in this element, such as preservation of community character, relationship to the natural environment, and adequate public and human services are amplified in the Community Character, Natural Environment, Parks and Recreation, Capital Facilities, Human Services, Utilities, and Public Services Elements.

Finally, the Land Use Element’s discussion of commercial areas is strongly tied to the Economic Development Element. Kirkland’s goal to “strengthen the unique role and economic success of Kirkland’s commercial areas” (Economic Development Goal ED-3) is echoed in the Land Use Element.

B. THE LAND USE CONCEPT

The fundamental goal of the Land Use Element is to maintain a balanced and complete community by **retaining the community’s character and quality of life, while accommodating growth and minimizing** traffic congestion and service delivery costs. To accomplish this, the Element:

- Seeks a ~~balanced and complete~~compact and walkable community with shops, services and employment close to home; numerous civic activities and entertainment options; high-quality educational facilities; numerous parks; and a variety of housing choices.
- Identifies the values ~~which that~~ must be weighed in managing growth. Goals and policies promote a land use pattern that is orderly, compact, well- designed, and responsive both to the natural and physical environment.
- Proposes a land use pattern that supports a multimodal transportation system and results in more efficient service delivery. Placing urban neighborhoods around commercial areas ~~—called “centers” or “villages” in other communities—~~allows residents to walk or bicycle to corner stores or neighborhood centers, and then connect by transit to other commercial areas. High-capacity transit could connect and serve larger commercial areas, both inside and outside of the community.
- Protects existing residential neighborhoods. Goals and policies support a stable nucleus of single-family housing and more housing options. Higher-density residential areas continue to be located near commercial centers and transportation hubs.
- Supports a range of employment opportunities in the City and sets out standards for vibrant commercial areas. Opportunities for new growth are provided in the Totem Lake Center and Downtown Kirkland. Other existing commercial areas in the City are maintained and strengthened. While not encouraging heavy industry, goals and policies work to preserve opportunities for higher-paying jobs to locate in the City.
- Encourages preservation of an open space network, including environmentally sensitive areas, recreational facilities, and the shoreline; and
- **Acknowledges the City’s regional role in working with other jurisdictions and the County to site regional facilities.**

C. LAND USE MAP AND DEFINITIONS

~~While the Land Use Element goals and policies set forth general standards for locating land uses, t~~he Comprehensive Plan Land Use Map (Figure LU-1) indicates, ~~geographically,~~ where certain types of uses may be appropriate.

The Comprehensive Plan Land Use Map identifies areas for a range of housing densities and a variety of nonresidential uses. The ~~Comprehensive Plan Land Use~~ Map contains land use designations reflecting the predominant use allowed in each area. These designations are reflected in a broad variety of zoning districts on the Kirkland Zoning Map. Within some of these land use designations are mixed-use developments.

~~Land use can be affected by regulations that protect sensitive areas and their buffers and limit development on seismic and landslide hazard areas. The Sensitive Areas Map in the Comprehensive Plan depicts the approximate locations of known sensitive areas which include streams, minor lakes, wetlands, drainage basins, and 100-year floodplains. The geological map in the Comprehensive Plan notes the approximate locations of seismic and landslide hazard areas.—~~

The land use categories mapped on the Comprehensive Plan Land Use Map are defined in the Glossary, Appendix _____:

~~*Low-Density Residential*—single-family residential uses from one to nine dwelling units per acre for detached residential structures and one to seven dwelling units per acre for attached residential~~

~~structures in certain low-density areas where the Plan allows clustered development through a PUD. Detached single-family dwelling units are physically separated by setbacks from other dwelling units. Attached single-family dwelling units, only allowed in specified areas, are physically connected by means of one or more common walls; each unit has its own exterior entrance; dwelling units are not stacked above or below one another; and density and height limitations associated with single-family zoning classifications are met.~~

~~*Medium-Density Residential*—detached residential uses at 10 to 14 dwelling units per acre and attached or stacked residential uses at eight to 14 dwelling units per acre.—~~

~~*High-Density Residential*—detached, attached, or stacked residential uses at 15 or more dwelling units per acre.—~~

~~*Office*—uses providing services other than production, distribution, or sale or repair of goods or commodities. Depending on the location, these uses may range from single-story, residential-scale buildings to multistory buildings and/or multibuilding complexes.—~~

~~*Office/Multifamily*—areas where both office and medium- or high-density residential uses are allowed. Uses may be allowed individually or within the same building.—~~

~~*Commercial*—may include retail, office, and/or multifamily uses, depending on the location. Retail uses are those which provide goods and/or services directly to the consumer, including service uses not usually allowed within an office use. Commercial areas can range in size and function from small residential markets serving the immediate neighborhood to regional draws such as in Totem Lake and Downtown.—~~

~~*Industrial*—uses predominantly connected with manufacturing, assembly, processing, wholesaling, warehousing, distribution of products, and high technology.—~~

~~*Light Manufacturing Park*—places of business activity that includes light manufacturing, high-technology enterprises, warehousing, wholesale activities, and limited retail and office uses. Light manufacturing park uses do not require large signs or customer parking facilities and do not involve activities which create significant off-site noise, light or glare, odors, smoke, water quality degradation, visual blight, or similar impacts.—~~

~~*Institutions*—existing uses such as educational facilities and hospitals for which special planning districts have been developed.—~~

~~*Public Facilities*—existing public uses such as schools and government facilities.—~~

~~*Parks/Open Space*—natural or landscaped areas used to meet active or passive recreational needs, protect environmentally sensitive areas, and/or preserve natural landforms and scenic views.—~~

~~*Transit-Oriented Development (TOD)*—area where a higher intensity mix of uses is allowed, together with transit facilities, in order to support the increased use of transit and reduce reliance on roads and single-occupant vehicles.—~~

~~*Greenbelt/Urban Separator*—areas planned for permanent low-density residential within the Urban Growth Area that protect adjacent resource land, environmentally sensitive areas, or rural areas, and create open space corridors within and between the urban areas which provide environmental, visual, recreational and wildlife benefits. The King County Countywide Planning Policies have designated the RSA 1 zone as an urban separator.—~~

Figure LU-1: Comprehensive Plan Land Use Map



Table LU-3 below provides a range of residential densities described in the Comprehensive Plan with comparable zoning classifications. In many of Kirkland’s commercial and mixed use areas, the Comprehensive Plan does not specify a maximum residential density.

**Table LU-3
Residential Densities and Comparable Zones**

General Residential Densities	Residential Densities as Specified in Comprehensive Plan in Dwelling Units per Net Acres (d/a)	Comparable Zoning Classification
GREENBELT/URBAN SEPARATOR	Up to 1 d/a	RSA – 1
LOW DENSITY	Up to 1 d/a	RS – 35,000, RSX – 35,000
	Up to 3 d/a	RS – 12,500, RSX – 12,500
	4 – 5 d/a	RS – 8,500, RSX – 8,500, RS – 7,200, RSX – 7,200, RSA – 4
	6 d/a	RS – 7,200, RSX – 7,200, RSA – 6
	7 d/a	RS – 6,300
MEDIUM DENSITY	8 – 9 d/a	RS – 5,000, RSX – 5,000, RSA – 8
	8 – 9 d/a	RM – 5,000, RMA – 5,000
HIGH DENSITY	10 – 14 d/a	RM – 3,600, RMA – 3,600
	15 – 18 d/a	RM – 2,400, RMA – 2,400, BNA
	19 – 24 d/a	RM – 1,800, RMA – 1,800, BNA
	48 d/a	BN, MSC 2

Higher unit per acre counts may occur within each classification if developed under the City’s PUD, innovative or affordable housing programs.

D. LAND USE GOALS AND POLICIES

Land Use goals and policies are organized into six categories: Growth Management; Land Use/Transportation Linkages; Residential; Commercial and Mixed Use; Open Space and Resource Protection; and Essential Public Facilities, Government Facilities and Community Facilities.

~~**Goal LU-1:** Manage community growth and redevelopment to ensure:~~

- ~~• An orderly pattern of land use; –~~

- ~~A balanced and complete community;~~
- ~~Maintenance and improvement of the City's existing character; and~~
- ~~Protection of environmentally sensitive areas.~~

Goal LU-2: ~~Promote a compact land use pattern in Kirkland to:~~

- ~~Support a multimodal transportation system;~~
- ~~Minimize energy and service costs;~~
- ~~Conserve land, water, and natural resources; and~~
- ~~Efficient use of land to accommodate Kirkland's share of the regionally adopted 20-year population and employment targets.~~

Goal LU-3: ~~Provide a land use pattern that promotes mobility and access to goods and services and physical activity.~~

Goal LU-4: ~~Protect and enhance the character, quality, and function of existing residential neighborhoods while accommodating the City's growth targets.~~

Goal LU-5: ~~Plan for a hierarchy of commercial development areas serving neighborhood, community, and/or regional needs.~~

Goal LU-6: ~~Provide opportunities for a variety of employment.~~

Goal LU-7: ~~Establish a coordinated and connected system of open space throughout the City that:~~

- ~~Preserves natural systems;~~
- ~~Protects wildlife habitat and corridors;~~
- ~~Provides land for recreation; and~~
- ~~Preserves natural landforms and scenic areas.~~

Goal LU-8: ~~The City should maintain criteria, regulations and procedures that allow for the siting of essential public facilities as well as government and community facilities.~~

Growth Management

Washington's Growth Management Act establishes goals to be considered in the development of local comprehensive plans. These goals include concentrating growth in urban areas to provide efficient services and reduce sprawl, supporting transportation choices, providing housing that is affordable to all, and encouraging economic development. Vision 2040 sets an overarching goal of focusing growth in urban areas to create walkable, compact, transit-oriented communities that maintain local character. These goals are consistent with the vision established by Kirkland citizens. By managing and shaping growth in ways that reflect community values, new growth will complement, rather than detract from, existing development. Community values, Even so, implementing these goals however, requires balance. Growth and development changes the community and brings more traffic. How we manage that growth so that it fits with established community character and creates walkable places that provide residents and workers with transportation choices is the challenge. Kirkland has a long history of growth management that has preserved a community that remains a highly desirable place to live, work, and play. With thoughtful land use planning and an engaged citizenry, Kirkland will retain that quality in 2035 and beyond.

~~maintaining existing residential character may not always be supportive of facilitating infill development, or supporting a multimodal transportation system. The viability of some commercial and industrial districts and the ability to achieve compact growth may be impacted by the presence of environmentally sensitive areas. Achieving a balanced and complete community with a full range of shops, services and employment to complement and support the residents while reducing dependence on the transportation system is important to the quality of life. The challenge is to weigh these sometimes conflicting community values and strike a balance. In the long run, and over the breadth of development in Kirkland, then, all values are achieved.~~

Goal LU-1: Manage community growth and redevelopment to ensure:

- *An orderly pattern of land use;*
- *A balanced and complete community;*
- ***Maintenance and improvement of the City's existing character; and***
- *Protection of environmentally sensitive areas.*

Policy LU-1.1: ~~Failer~~Maintain clear and predictable development regulations ~~to fit unique circumstances~~that are consistent with City goals and policies.

Traditionally, development regulations have attempted to avert conflict by segregating development types into districts with relatively uniform development characteristics such as permitted uses or height. In many areas of Kirkland, this approach is a reasonable and effective method for regulating development.

In other parts of Kirkland, it may be possible and desirable to have several different types of development located relatively close to each other. Such a blending of development types could help reduce dependence on the automobile and provide greater opportunities for innovative mixed-use development. In these areas, development regulations may need to be specially developed to address **the district's unique characteristics.**

~~Special development regulations may also be necessary to take account of other factors influencing and shaping new growth.~~

Policy LU-1.2: Create logical boundaries between land use districts that take into account such considerations as existing and planned land uses, access, property lines, topographic conditions, and natural features.

Boundaries between land use districts should make sense. Where features such as roads or parcel lines cannot be used to identify boundaries, natural features, such as streams or topographical changes, can form distinct edges. Allowed uses should be compatible with adjacent land use districts through physical improvements and/or design elements.

Policy LU-1.3: Encourage attractive site and building design that is compatible in scale and in character with existing or planned development.

Attractive site and building design can create a cohesive and functional development that reflects local character and fits well with surrounding uses. In parts of the City where the community vision has not yet been realized, however, new development should not necessarily look to surrounding uses for

design ideas. Instead, the Comprehensive or Neighborhood Plan should be used to provide guidance on desirable characteristics.

Policy LU-1.4: Create ~~an~~ effective transition~~s~~ between different land uses ~~and housing types~~.

Some of the most sensitive lands to plan are the transition areas between different types of uses. Uses along the boundary of a commercial area may generate impacts on nearby residential uses. Maintaining privacy may be an issue when mixing residential densities. Residential uses in ~~too~~ close ~~a~~ proximity to industrial development may set up nearly unresolvable conflicts with regard to noise and traffic.

Building and site design can act to minimize such conflicts. Buffers, such as fences, berms, or vegetation, ~~located along the boundary of two unlike uses~~ can minimize visual and noise impacts. Buildings might also serve a buffering purpose to the extent that they serve as visual screens ~~or insulation~~ ~~or insulate noise~~. Effective land use transitions can also include building modulation, upper story setbacks, and other building design elements.

~~Organization of uses on a site may also ease a transition. For example, on a site including both office and retail uses that adjoins a residential neighborhood, it may be more appropriate to locate the offices closest to the neighbors. In general, office uses have lesser impacts in close proximity to homes than do other commercial land uses.~~

Within many of the City's commercial areas, mixing of land uses is encouraged to bring shops, services and offices in close proximity to residential uses. These mixed use areas provide an immediate market for the commercial services, ~~and~~ convenient shopping and employment opportunities to the residences, ~~and while also~~ reduc~~e~~ing the need to drive.

Policy LU-1.5: Regulate land use and development in environmentally sensitive areas to ~~ensure~~ protect environmental quality and avoid unnecessary public and private costs.

Development in natural constraint areas may increase health and safety risks and create other unnecessary costs associated with hazards like landslides, flooding, uneven settlement, erosion, and disrupted subsurface drainage. Public and private costs are also incurred from development in areas with natural amenities or which perform utilitarian or biological functions. The purpose of this policy is to regulate, and in some cases restrict, development activity to ensure a high standard of environmental quality, and to prevent undue costs to property owners, neighbors, and the City.

Goal LU-2: Promote a compact, efficient, and sustainable land use pattern in Kirkland ~~to that~~:

- Support~~s~~ a multimodal transportation system that efficiently moves people and goods;
- Minimizes energy use, greenhouse gas emissions, and service costs;
- Conserves land, water, and natural resources; and
- Provides sufficient land area and development intensity. ~~Efficient use of land~~ to accommodate Kirkland's share of the regionally adopted ~~20-year~~ population and employment targets.

Policy LU-2.1: Support a range of development densities in Kirkland, recognizing environmental constraints and community character.

The Countywide Planning Policies establish two broad categories of lands: urban and rural. Urban lands are those which are inside the Urban Growth Area, ranging from the suburban densities of much of the Eastside to the very high urban densities found in downtown Seattle. The Countywide Planning Policies identify all of Kirkland as an urban area.

Policy LU-2.2: ~~Use land efficiently, f~~acilitate infill development ~~or~~ and encourage redevelopment of underutilized land, ~~and, where appropriate, preserve options for future development.~~

~~As with any natural resource, land can be used either efficiently or inefficiently. The intent of this policy is to ensure that Kirkland’s land is used in the most efficient manner possible.~~

Some land in or adjacent to developed areas has been skipped over as development shifted to outlying areas. In some cases, natural constraints or other factors may have rendered the land unsuitable for development. It is not the intent of this policy to encourage development in environmentally sensitive areas or preclude the use of undeveloped land for open space. However, infill development is encouraged when environmental protection is ensured.

Redevelopment of existing development (for example, converting a parking lot to a new building with structured parking) may also occur as land use plans change. As in all cases, however, the benefits to be achieved under this policy must be weighed against the values expressed in other policies of this Plan – such values as historic preservation and maintenance of existing affordable housing.

~~This policy also extends the notion of “recycling” to land use. As with other natural resources, land can be developed in a way that permits the land to be used again. For example, in cases where a property owner wishes to retain a large lot for personal use, but subdivide the rest of the property, the option for future subdivision of the large lot should be preserved, if possible.~~

Policy LU-2.3: Ensure an adequate supply of housing units and commercial floorspace to meet the required growth targets ~~through efficient use of land.~~

As growth occurs, the need for new housing units and commercial floorspace will increase. Kirkland is required to accommodate growth targets for household units and employment established by the King County Growth Management Planning Council as mandated by the Growth Management Act. The community must balance this need with the desire to retain existing community character and with the **City’s ability to provide infrastructure and public services to serve the new growth. The City should** monitor its existing residential and nonresidential capacity to determine how fast and where new growth is occurring and whether Kirkland can accommodate the required growth targets. Available capacity is a calculation of likely development potential in the foreseeable future based on certain assumptions and factors and assumed to cover a 20-year time horizon. Table LU-4 below shows that the City can accommodate the ~~2035~~2022 growth targets with its available capacity.

**Table LU-4
Comparison of Growth Targets and Available Capacity**

	2013 <u>2000</u> -Existing ¹	2035 <u>2022</u> Growth Targets ²	Available Capacity ³
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Housing Units	<u>36,866</u> 21,831	<u>45,227</u> 27,311 (at <u>8,361</u> 5,480 new households)	<u>46,382</u> 28,800 (at <u>9,516</u> new households)
Employment	<u>Data collection</u> 32,384	<u>41,184</u> (at <u>22,435</u> 8,800 new jobs)	<u>58,400</u> (at <u>22,435</u> new jobs)

Sources:

1. ~~2013~~2000 housing units: ~~Office of Financial Management (OFM)~~
~~2013~~2000 employment: ~~City estimate based on existing nonresidential floor area and information about the typical number of employees/amount of floor area for different types of nonresidential uses. By comparison, the PSRC estimated 2000 employment was 38,828. Examination of PSRC records found errors suggesting this was a significant overestimate.~~
2. Targets for household and employment growth between ~~2013~~2000 and ~~2031~~2022 were assigned by the King County Countywide Planning Policies and projected to 2035. ~~Targeted growth was added to the 2000 totals to establish the 2022 totals. Targets do not include the annexations of Bridleview (2009) or Finn Hill, North Juanita, and Kingsgate (2011).~~
3. City estimates.

Policy LU-2.4: Support development patterns that promote public health and provide opportunities for safe and convenient physical activity and social connectivity.

The physical design of communities affects our behavior. Communities without convenient parks, safe sidewalks, and local-serving retail require their residents to drive more and walk less. They also lack the gathering places that bring communities together for daily interaction. In contrast, Kirkland’s thoughtful urban design, extensive parks system, emphasis on pedestrians, and mixed use villages should continue to invite residents to be active and engage in their community.

Land Use/Transportation Linkages

Land use/transportation linkage policies address the relationship between the land use pattern and a multimodal-complete transportation system. Separation of jobs and housing means longer commute trips – **generally accommodated on the City’s roadways either by private automobile or transit**. When shops and services are long distances from residential areas, this also translates into additional vehicle or transit trips. Allowing residential and nonresidential uses to locate in closer proximity provides transportation options making walking or bicycling more-feasible/a viable option.

Site design standards also impact the ability of drivers, transit riders, pedestrians, and bicyclists to get around. Policies in this section discuss the importance of considering connections and alternative transportation modes-choices when planning new development. ~~The special needs of industrial development are also addressed.~~

Goal LU-3: Provide a land use pattern that promotes mobility, transportation choices, and convenient access to goods and services.

Policy LU-3.1: Create and maintain neighborhoods that allow residents and employees to walk or bicycle to places that meet their daily needs.~~Provide employment opportunities and shops and services within walking or bicycling distance of home.~~

Kirkland presently has a ~~fairly largely~~ complete network of commercial and employment centers, and **many of the City's residential neighborhoods can** easily access a shopping area. This policy ~~attempts intends~~ to further strengthen the relationship between urban neighborhoods and commercial development areas.

Policy LU-3.2: Encourage residential development within commercial areas.

Incorporating Residential development ~~which is incorporated~~ into commercial areas ~~can~~ provides benefits for businesses and residents alike. Housing within commercial areas provides the opportunity for people to live close to shops, services, and places of employment. Conversely, residents living within commercial areas create a localized market for nearby goods and services, provide increased security, **and help to create a "sense of community" for those districts.**

Residential development within commercial areas should be compatible with and complementary to business activity. ~~Residential use should not displace existing or potential commercial use.~~

Policy LU-3.3: Consider Encourage housing, offices, shops, and services at or near the park and ride lots.

Park and ride facilities provide a potential location for offices, shops, and services serving two sets of customers: nearby residents and transit riders. In addition, housing at these facilities supports transit ~~use. However, these. The~~ design of these facilities ~~would have to~~ should be carefully considered to ensure protection of the surrounding neighborhood. The City should work with Metropolitan King County to develop standards for housing, offices, shops and services at these facilities.

Policy LU-3.4: Locate higher density land uses in areas served by frequent transit service.

As decisions are made about locating future growth in Kirkland, the availability of viable transportation choices should be taken directly into account in relation to the location and intensity of that growth.

Policy LU-3.54: Provide easy vehicular access for ~~industrial-commercial~~ development from arterials or freeways ~~and avoid. Avoid industrial vehicular~~ access ~~through~~ from residential ~~streets~~ areas.

~~Because of heavier traffic patterns and delivery traffic associated with commercial uses, primary transportation routes should be oriented toward non-residential streets. Because of the heavy truck traffic generally associated with these uses, industrial development should not route traffic through residential neighborhoods. Instead, industrial areas should depend on transportation routes which link them directly to arterials, in close proximity to freeway interchange areas.~~

Policy LU-3.65: Incorporate features in new development projects ~~which that~~ support transportation choice ~~transit and nonmotorized travel as alternatives to the single-occupant vehicle.~~

Site design can play an important role in ~~encouraging use of alternative transportation modes~~promoting transportation choices. Locations of buildings and bus stops on a site, for example, can mean the difference between having transit users walk long distances through the rain or being dropped off at the door. Something as simple as the provision of covered bicycle racks may encourage a would-be cyclist.

Policy LU-3.7: Reduce minimum parking requirements in areas based on the availability of amenities such as frequent transit service and convenient shops and services.

Where people have viable alternatives to car ownership and lower parking needs are demonstrated, new development should not be required to build more parking supply than the actual demand. Unused parking is an inefficient use of land and imposes significant additional costs on residents and businesses.

Policy LU-3.8: Create a complementary relationship between adjoining land uses and the Cross Kirkland Corridor and Eastside Rail Corridor, both in terms of short term nonmotorized access and future opportunities for high capacity transit.

The corridors have evolved significantly from heavy rail use to nonmotorized access and recreation. The corridors will continue to evolve as opportunities for future transportation are realized. This evolution should be carefully considered and leveraged in relation to planned land use along the corridor.

Policy LU-3.96: Encourage vehicular and nonmotorized connections between adjacent properties.

Improved pedestrian connections between adjacent properties and to adjacent streets minimizes walking distances and provides safe walking surfaces, which in turn can result in less driving and more opportunities for physical activity. Vehicle connections between adjacent properties reduce congestion on streets, number of turning movements and gasoline consumption. ~~Lack of connections between adjacent properties may mean that a car must return to a busy street and then turn again into an adjoining lot to gain access.~~ Fences or impenetrable landscape buffers may prevent convenient pedestrian connections ~~to the business next door or force long detours out to the sidewalk and then back into the adjoining property.~~ The intent of this policy is to encourage connections and to avoid such unintentional barriers to easy access.

Residential Land Uses

Most of the land in Kirkland is developed with housing of some type — whether ~~detached~~ single-family or multifamily homes, ~~townhouses, or other attached or stacked units.~~ ~~Preservation and protection of these residential neighborhoods is an important goal.~~ Kirkland will continue to be primarily a residential community and ~~that~~ preservation and protection of residential neighborhoods is an important goal to ensure future livability.

The notion of preserving community character is one that is explored more fully in the Housing and Community Character Elements and the Neighborhood Plans, where careful review of the features that make a neighborhood unique are identified. In the Land Use Element, the general notion of protection of community character is promoted. However, this Element also acknowledges that the community will be growing and that a balance must be struck between providing more housing units and preserving the neighborhoods as they are today.

Several of the most important housing issues – affordability, special needs housing, and accessory units – are not addressed in this Element. They are discussed, instead, in the Housing Element.

Goal LU-4: Protect and enhance the character ~~and~~, quality, ~~and function~~ of ~~existing~~ residential neighborhoods while accommodating the City's growth targets.

Policy LU-4.1: Maintain and enhance the character of Kirkland's ~~single family~~ residential ~~character areas~~.

The community's vision and guiding principles established in this Plan foresee residential neighborhoods that remain vibrant, livable, diverse, and affordable., ~~as described in the Vision Statement of this Plan, is that Kirkland's residential areas are diverse with a variety of housing choices including single family detached, attached, stacked, cottage, carriage styles and accessory dwelling units.~~

Policy LU-4.2: Locate the ~~most highest~~ density residential areas close to shops and services and transportation hubs.

Denser residential areas ~~such as apartments and condominiums~~ should continue to be sited close to or within commercial areas and transportation hubs to increase transportation choices ~~the viability of the multimodal transportation system~~.

Policy LU-4.3: ~~Continue to a~~Allow for new residential growth ~~throughout the community~~, consistent with the basic pattern of land use in the City.

~~Although the Land Use Element states that opportunities for new housing units should be dispersed throughout the community, significantly greater densities are not targeted for low density neighborhoods. Instead,~~ infill development is expected in these low density residential areas based on availability of developable land, while higher densities are clustered near existing commercial areas.

Policy LU-4.4: Consider neighborhood character and integrity when determining the extent and type of land use changes.

Protection of community character is a theme woven throughout the Land Use Element. Community character is most clearly expressed through the Neighborhood Plans. It is the intent of this policy to direct specific consideration of the unique characteristics of neighborhoods, as described in the Neighborhood Plans, before committing to major area-wide residential land use changes.

Commercial and Mixed Use Land Uses

Commercial land uses are a critical part of the Kirkland community. They provide shopping and service opportunities for Kirkland residents, and also create employment within the City. The tax revenues generated by business help fund the capital facilities and public services that residents enjoy.

In return, the quality of life in the City's neighborhoods provides a main attraction for both businesses and their patrons. The proximity to Lake Washington, the fine system of parks, the availability of a

regional medical center ~~with good medical care~~, top notch educational facilities, the environmental ethic of the community, and quality infrastructure attract outsiders to Kirkland and make the City a good place to do business – for employers, employees, and customers.

Problems that the community faces – traffic congestion, particularly – create concerns for commercial land uses. Ease of transporting goods and adequate parking are especially important. An underlying premise of the Land Use Element, ~~expressed in the Vision Statement~~, is that, in the future, residents of the City will not drive as much as they do presently to ~~minimize avoid being in~~ traffic congestion ~~and reduce parking needs~~. To that end, the Element attempts to promote commercial land use patterns that support ~~alternative~~ transportation ~~choices, modes and locate housing in commercial areas where appropriate~~.

Along with the need to provide new housing units for future residents, the City will need to designate adequate land area for commercial uses, some of which may employ Kirkland residents. If the opportunity for local employment is increased, the high proportion of residents who work outside the community may be reduced. This in turn would ease traffic congestion by shortening commute trips and making other modes of travel to work more feasible.

In addition, many of Kirkland’s commercial area are designated for mixed use development. Mixed use development is a fundamental part of the regional and local growth strategy. As evidenced in areas like Downtown Kirkland and Juanita Village, the mixing of residential and commercial uses creates compact, walkable, transit-oriented communities. Residents and employees in these communities have choices about the mode of transportation they use to meet their daily needs, businesses benefit by having a close-in customer base, and public services are more efficiently provided to more people. The Land Use Element emphasizes the quality of the mixed use environment to ensure that mixed use development creates highly desirable places for people to live, work, and play.

Currently, a ~~hierarchy variety~~ of “commercial and mixed use development areas” exists in the City, based primarily on size and relationship to the regional market and transportation system (see Figure LU-2: Commercial and Mixed Use Areas).

Some of Kirkland’s commercial areas serve primarily the surrounding neighborhood; Residents depend on their neighborhood grocery store, dry cleaners, bank, etc., for everyday needs. ~~Others~~ commercial areas have a subregional or regional draw. Most of the larger commercial areas are centered around major intersections. ~~They depend on principal arterials, the freeway, or the railroad for goods transport and for bringing in workers or customers. Smaller commercial areas, Neighborhood Centers, for example, have a more localized draw. Residents depend on their neighborhood grocery store, dry cleaners, bank, etc., for everyday needs.~~

The Land Use Element provides general direction for development standards in commercial and mixed use areas ~~and describes the future of specific commercial areas in Kirkland~~. The following terms are used in the discussion of commercial and mixed use areas ~~and uses~~:

Urban Center (Mixed Use)

An Urban Center is a regionally significant concentration of employment and housing, with direct service by high-capacity transit and a wide range of land uses, such as retail, recreational, public

facilities, parks and open space. An Urban Center has a mix of uses and densities to efficiently support transit as part of the regional high-capacity transit system.

Downtown Kirkland (Mixed Use) Activity Area

~~Downtown Kirkland~~An Activity Area is an area of moderate commercial and residential concentration that functions as a focal point for the community and is served by a transit center.

Mixed Use Village Business District

A ~~Mixed Use Village Business District~~ is an area that serves the needs for goods and services of the local community as well as the subregional market, ~~as well as the local community~~. These districts vary in uses and intensities and may include office, retail, restaurants, housing, hotels and service businesses. Grocery stores are considered a high-priority anchor for these areas. Residential uses are encouraged where they support and do not displace the commercial viability of these areas.

Neighborhood Center

~~A Neighborhood Center is an area of commercial activity dispensing commodities primarily to the neighborhood. A supermarket may be a major tenant; other stores may include a drug store, variety, hardware, barber, beauty shop, laundry, dry cleaning, and other local retail enterprises. These centers provide facilities to serve the everyday needs of the neighborhood. Residential uses may be located on upper stories of commercial buildings in the center.~~

Neighborhood Residential Market

A Neighborhood Market consists of individual stores or mixed-use buildings/centers that are pedestrian-oriented and serve the local neighborhood. Residential scale and design are critical to integrate these uses into the surrounding residential area. Residential uses may be located above or behind commercial uses in the center, at densities specified in the Comprehensive Plan.

Mixed Use Business Center

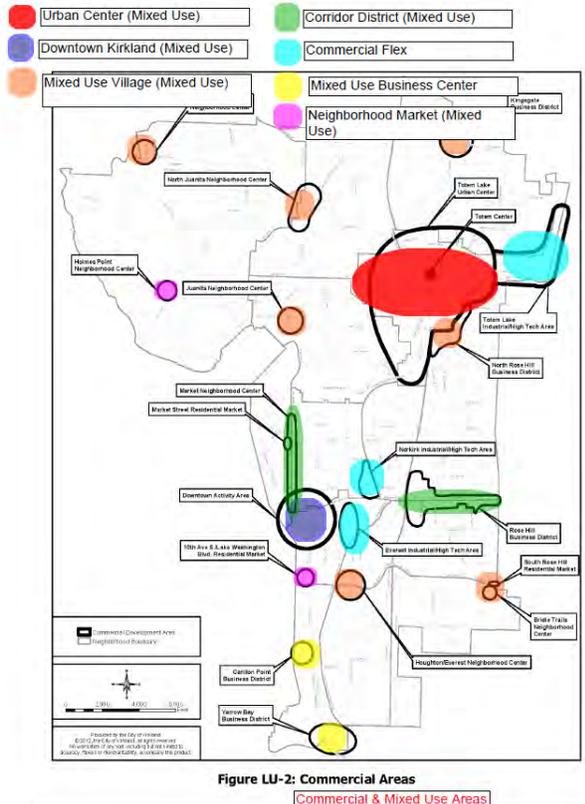
Mixed Use Business Centers are employment centers that incorporate a mix of uses including office, retail, restaurant, and hotels. Residential uses are encouraged to strengthen these areas as active 24-hour communities.

Corridor District (Mixed Use)

Corridor Districts are linear districts arranged along an arterial with commercial uses that benefit from automobile and transit volumes. Enhanced pedestrian orientation and integration residential uses are critical to integrating these corridors with adjoining land uses.

Commercial Flex Light Industrial/High Technology Area

A Commercial Flex areas~~Light Industrial/High Technology area~~ serves both the local and regional markets and may include office, light manufacturing, high technology, wholesale trade, ~~storage facilities~~ and limited retail. They do not include residential uses.



Goal LU-5: Plan for a hierarchy of commercial and mixed use development areas serving neighborhood, community, and/or regional needs.

Policy LU-5.1: Reflect the following principles in development standards and land use plans for commercial and mixed use areas:

Urban Design

- Create lively and attractive districts with a human scale.
- ~~Create attractive, pedestrian-oriented streets through building placement and design and by minimizing the obtrusive nature of parking lots.~~
- Support a mix of retail, office, and residential uses in multistory structures.
- Create effective transitions between commercial areas and surrounding residential neighborhoods.
- ~~Protect residential areas from excessive noise, exterior lighting, glare, visual nuisances, and other conditions which detract from the quality of the living environment.~~

Access

- Encourage multimodal transportation options, ~~especially during peak traffic periods.~~
- Promote an intensity and density of land uses sufficient to support effective transit and pedestrian activity.
- Promote a street pattern that provides through connections, pedestrian accessibility and vehicular access.
- Encourage pedestrian travel to and within ~~the~~ commercial and mixed use areas by providing:

- o Safe and attractive walkways;
- o Close groupings of stores and offices;
- o ~~Structured and underground parking to reduce walking distances and provide overhead weather protection; and~~
- o ~~Placement of off-street surface parking in structures, underground, or to the back or to the side of buildings to maximize pedestrian access from the sidewalk(s).~~
- o ~~Promote non-SOV travel by reducing total parking area where transit service is frequent.~~

Each commercial and mixed use area has its own unique attributes, although generalized development guidelines which work to preserve community character and support a ~~multimodal-complete~~ transportation system are described in the above policies. Particular emphasis is placed on improving pedestrian accessibility in commercial areas.

These policies recognize that urban design is important, and that well-designed commercial and mixed use areas, in partnership with Kirkland's residential neighborhoods, will project a positive community image.

Good urban ~~commercial~~ design complements and enhances adjacent residential areas.

Policy LU-5.2: Maintain and strengthen existing commercial and mixed use areas by focusing economic development within them~~and establishing development guidelines.~~

The intent of this policy is that future economic development be concentrated in existing commercial and mixed use areas. This concentration can help to maintain and strengthen these areas and also promote orderly and efficient growth that minimizes impacts and service expansion costs. Concentration also allows businesses to benefit from proximity to each other.

Intensification, rather than expansion of the boundaries of existing commercial areas into surrounding residential neighborhoods, is desirable. Infilling is preferred, particularly when it would create a denser pattern of development that is focused less on the ~~private~~ automobile and more on the opportunity for multiple transportation modes. Redevelopment may also provide new opportunities, especially in commercial areas where the community vision has changed over time.

Policy LU-5.3: Enhance and strengthen Kirkland's commercial and mixed use areas consistent with the neighborhood plan for each area.

Each of Kirkland's commercial and mixed use areas has unique characteristics based on its role in the community and/or region. Totem Lake is designated as an Urban Center and the Totem Lake neighborhood plan will guide its redevelopment. Downtown Kirkland is the community's historic commercial center and the Moss Bay neighborhood plan establishes the policy guidance for its future. Similarly, policies for each area will be found in the applicable neighborhood plan.

Policy LU-5.4: Provide opportunities for a variety of employment.

Kirkland's commercial areas provide a diversity of jobs: from primary jobs that that bring new revenue into the community, to high-tech jobs that attract creative industry leaders, to service jobs that provide necessary goods and services to the community. All of these employment types are important to a

balanced community and plans for each of Kirkland’s commercial areas should strengthen appropriate employment opportunities.

Policy LU-5-5: Maintain and enhance **Kirkland’s diverse** Mixed Use Villages to serve as business centers and as walkable focal points for the local community. Reflect the following principles in development standards and land use plans for these areas:

- Preserve and enhance neighborhood-serving retail, especially grocery stores.
- Promote a mix of complementary uses.
- Support redevelopment at an intensity that helps meet **Kirkland’s** required growth targets in walkable neighborhoods with good transit service.
- Create gathering places and opportunities for social interaction.
- Create and maintain unique places that complement and reflect the character of the surrounding neighborhood.

The general principles for Mixed Use Villages are intended to preserve and enhance vibrant, economically healthy, and walkable communities. The neighborhood plan for each village should ensure that the vision responds to the unique qualities of the area.

Policy LU-5.6: Encourage redevelopment and adaptive reuse of Kirkland’s Flex Commercial areas in a manner that supports the existing mix of allowed uses while enabling these areas to evolve into innovative areas for commerce and employment.

Kirkland’s Flex Commercial areas owe their diversity to a history of industrial development – much of it located along the former heavy rail corridor. As new industrial development shifts elsewhere in the region, **Kirkland’s Flex Commercial areas will serve two vital roles. First**, existing development is in demand for a variety of uses that can be accommodated in the existing building stock. Second, over time, more high-tech companies will locate new development in these areas and benefit from the availability of large parcels with access to the Cross Kirkland Corridor and Eastside Rail Corridor and vibrant neighborhoods.

~~Policy LU-5.3: **Maintain and enhance Kirkland’s Central Business District (CBD) as a regional** Activity Area, reflecting the following principles in development standards and land use plans:~~

- ~~▪ Create a compact area to support a transit center and promote pedestrian activity.~~
- ~~▪ Promote a mix of uses, including retail, office and housing.~~
- ~~▪ Encourage uses that will provide both daytime and evening activities.~~
- ~~▪ Support civic, cultural, and entertainment activities.~~
- ~~▪ Provide sufficient public open space and recreational opportunities.~~
- ~~▪ Enhance, and provide access to, the waterfront.~~

~~As its name implies, the Central Business District (CBD) has historically been the center of commercial activity in Kirkland. As Framework Goal 3 states, Downtown is also a residential, civic, cultural, and entertainment focal point and has the most dominant role in **contributing to the City’s identity. These prominent roles of the CBD should be maintained and enhanced.**~~

~~Policy LU-5.4: **Support Totem Lake’s development as an Urban Center with a diverse pattern of land uses.**~~

- ~~Recognize Totem Center, the area around Totem Lake Mall and Evergreen Healthcare Medical Center, as the “core” district where the highest densities and intensities of land use are focused.~~
- ~~Create a compact area to support the planned transit center and promote pedestrian activity.~~
- ~~Encourage uses which will provide both daytime and evening activities.~~
- ~~Provide sufficient public open space and recreational opportunities.~~
- ~~Enhance the natural condition and function of Totem Lake.~~
- ~~Promote superior urban design throughout the Urban Center through standards that address human and architectural scale and design. Through coordination of improvements in the public realm, affirm and create a “sense of identity” for the Totem Lake Urban Center. Ensure that the built environment enhances and contributes to a highly successful pedestrian environment, particularly in Totem Center, where connections between business, transit and the living environment are key to establishing a vibrant community. The Design Guidelines for Totem Lake Neighborhood and the Pedestrian-Oriented Design Guidelines provide specific direction for this area.~~
- ~~Provide an interconnected street system for pedestrian and vehicular access.~~

~~Totem Lake is a major center of employment and trade for the City. In 2003, the neighborhood had the most land devoted to commercial, industrial and office uses in the City, and the second-highest residential densities per residentially developed acre. The Totem Lake Neighborhood is also home to the City’s largest employer, Evergreen Healthcare Medical Center. The boundaries of the Totem Lake Urban Center generally correspond to the neighborhood boundaries, with a relatively small addition at the Center’s east border, where a multifamily area in the North Rose Hill neighborhood is included.~~

~~The policies above are designed to reinforce Totem Lake’s important commercial role, but also to set a new direction for development in the Totem Center core of the Totem Lake Urban Center. The Totem Center boundaries encompass the Totem Lake Mall, the Evergreen Healthcare Medical Center, and the mixed-use areas west and north of the hospital campus. Increases in residential and commercial densities in Totem Center will serve two purposes — providing new housing units for the growth expected in Kirkland over the next 20 years, and developing higher intensity and a more compact land use pattern that encourages pedestrian use and provides additional support for transit. By the year 2022, it is expected that 11 percent of the City’s housing growth and 42 percent of the City’s employment growth will have occurred within the Totem Lake Neighborhood.~~

~~Totem Center may serve as the focus for the diverse land uses in the overall Urban Center, and to provide the area with a recognizable heart providing a sense of identity to the Totem Lake neighborhood. The larger Totem Lake Urban Center is poised to achieve many of the goals of growth management, including an efficient transportation system with transit and the pedestrian and bicycle access called for in this plan, as well as a compact, mixed-use development pattern. Designated densities in the Totem Lake Urban Center are sufficient to accommodate an increased share of the region’s growth, and its needs for housing, jobs, health care and other services, along with cultural and recreational activities. Regional investment in additional transportation infrastructure will support Totem Lake Urban Center in achieving these goals.~~

~~Policy LU-5.5: Enhance and strengthen the commercial viability of the Rose Hill Business District by implementing the NE 85th Street Subarea Plan.~~

~~The Rose Hill Business District is a commercial corridor located along NE 85th Street connecting Redmond with I-405 and Kirkland. The business district’s role is one of serving both the local market in~~

Kirkland, particularly the North and South Rose Hill Neighborhoods, and a broader subregional area due to direct freeway access. The NE 85th Street Subarea Plan set a new direction for the corridor with the goal of transforming the current strip center development pattern into more mixed-use development by implementing the following principles in development standards and transportation improvements:

- ~~Land use policies encourage taller buildings located near the I-405 freeway interchange with lower buildings toward the east portion of the corridor and adjacent to residential areas to the north and south.~~
- ~~New design standards will create an attractive commercial area by encouraging buildings to be oriented to the sidewalk with parking to the side or rear, enhance pedestrian orientation, and create effective buffers and transitions between commercial uses and adjacent residential uses.~~
- ~~New street improvements such as new sidewalks, lighting and street trees will revitalize the district and increase pedestrian circulation and safety.~~
- ~~Transportation improvements planned by Sound Transit and King County along the corridor will improve local and regional transit mobility.~~

Policy LU-5.6: ~~Encourage increased residential capacity in the North Rose Hill Business District (NRHBD) to help meet housing needs.~~

- ~~Encourage mixed-use commercial/residential development.~~
- ~~Promote a broad range of uses as an extension of the Totem Lake Urban Center.~~
- ~~Provide a transition to the residential core in the North Rose Hill neighborhood.~~

The North Rose Hill Business District is a mix of retail, wholesale, and office businesses. Along NE 116th Street and close to I-405, a broad range of uses is encouraged as an extension of the Totem Lake Urban Center. By providing height and/or density incentives for residential uses, the area near the freeway should redevelop over time with mixed-use commercial/residential. Further from the freeway and east of the NE 116th Street/124th Avenue NE intersection, commercial uses with a neighborhood orientation **are appropriate in recognition of this area's proximity to residential development. Development to the south along Slater Ave. NE and 124th Avenue NE should redevelop with stand-alone residential or mixed-use office/residential uses as a transition to the residential core of the North Rose Hill Neighborhood.**

Policy LU-5.7: ~~Emphasize new office development with a complementary mix of supporting uses in the Business District at the Yarrow Bay interchange area.~~

The Yarrow Bay interchange area is largely developed with offices and this pattern of land use should continue. However, supporting retail uses, such as office supply stores, restaurants and delis, and print shops, should be encouraged to locate in this area to minimize travel trips by office workers.

Policy LU-5.8: ~~Promote development within the Bridle Trails, Houghton/Everest, and Juanita Neighborhood Centers that becomes part of the neighborhood in the way it looks and in the functions it serves.~~

Neighborhood centers provide services to surrounding residential neighborhoods so that residents may shop close to home. They also may function as the focal point for a community. Because of these important ties to their neighborhood, neighborhood centers should develop in ways that provide goods and services needed by the local residents, enhance physical connections to the surrounding neighborhoods, foster good will and provide an opportunity for people to mingle and converse.

~~Policy LU-5.9: Allow small markets in residential areas where identified in the neighborhood plan, subject to the following development and design standards:~~

- ~~• Locate small-scale neighborhood retail and personal services where local economic demand and local citizen acceptance are demonstrated.~~
- ~~• Provide the minimum amount of off-street parking necessary to serve market customers.~~
- ~~• Ensure that building design is compatible with the neighborhood in size, scale, and character.~~

~~The intent of this policy is to permit small individual stores or service businesses in residential areas on a case-by-case basis. These businesses should cater to nearby residents, be oriented to pedestrian traffic, and require very little customer parking. They should be designed and located in a manner that is compatible with adjacent residences and that will not encourage the spread of commercial uses into residential areas. They should be located where local economic demand and neighborhood acceptance can be demonstrated.~~

~~**Goal LU-6:** Provide opportunities for a variety of employment.~~

~~Policy LU-6.1: Provide opportunities for light industrial and high technology uses:~~

~~While Kirkland is not interested in recruiting heavy industry, the City is supportive of existing industrial enterprises and wants to encourage new high-technology businesses to locate here.~~

~~Policies that encourage residential and retail encroachment in industrial areas drive up the cost of land and promote conflicts which may force displacement of industrial operations. The strategy in the Land Use Element is to maintain industrial uses, while acknowledging that, in some parts of the City, industrial lands may be considered for conversion to other land uses.~~

~~Recognizing that each industrial area in the City has its own distinct character, the range of uses may vary between districts and may include some nonindustrial uses. Factors which should be taken into account when determining appropriate land uses include existing uses, surrounding uses, the local transportation system, and the effect on maintenance of primary jobs in the local job market.~~

~~Policy LU-6.2: Encourage and support locations for businesses providing primary jobs in Kirkland.~~

~~Primary jobs bring dollars into the community and result in a higher per capita income for Kirkland residents. As incomes go up, more money can be spent on goods and services. Housing becomes more **affordable and the City's ability to finance public services is increased.**~~

Open Space, Recreation and Resource Protection

Open space ~~is land area free of buildings or other structures which~~ may serve amenity, utilitarian and/or recreational purposes. Open space also may protect and preserve special natural places such as stream corridors, wetlands, ~~drainage basins~~ and wildlife habitat. As growth continues, the value of open space will increase, providing relief from the urban environment and an opportunity to experience nature inside the City.

~~Public agencies, including the City, King County, and the State~~The City already owns important areas of open space ~~within and on the borders of the City, including Juanita Bay Park, property along Forbes Creek, Yarrow Bay Park, Watershed Park, and the waterfront parks — that could~~These areas serve as the foundation for an open space system. Wetland and stream setbacks and buffers provide corridors of open space. Native Growth Protection Easements, held by the City, also preserve, ~~in perpetuity,~~ environmentally sensitive open spaces and habitat.

Open space goals and policies are included in the Natural Environment, and Parks and Recreation Elements. The intent of the following goal is to prompt further action to identify and develop a coordinated and connected open space system. The accompanying policies address this process, and also speak to certain specific types of open space, ~~such as view corridors and the shoreline.~~

Goal LU-67: Establish a coordinated and connected system of open space throughout the City that:

- Preserves natural systems,
- Protects wildlife habitat and corridors,
- Provides land for recreation, and
- Preserves natural landforms and scenic areas.

~~Policy LU-7.1: Preserve and enhance the natural and aesthetic qualities of shoreline areas while allowing reasonable development to meet the needs of the City and its residents.~~

~~Kirkland is extremely fortunate to be located along the shores of Lake Washington. The Lake not only provides valuable recreational and scenic opportunities, it is also a significant source of the City's identity.~~

~~Policy LU-7.2: Promote public access to the shoreline where it is not in conflict with preserving environmentally sensitive areas or protecting significant wildlife habitat.~~

~~Maintaining and improving links to Lake Washington are important parts of the City's desired future. The Vision Statement says that access to and along the waterfront continues to be a priority. The Totem Lake and Forbes Lake shorelines also offer valuable resources to the community.~~

~~Policy LU-6.17-3:~~ Distribute parks and open spaces throughout the City, but particularly focus new facilities in areas of the City facing the greatest population growth, in areas where facilities are deficient, and/or in areas where connections of the open space network could be made.

The intent of this policy is to establish priorities for open space acquisition or protection.

~~Policy LU-6.27-4:~~ Work with adjacent jurisdictions; ~~and County,~~ State, federal, and tribal governments; ~~and non-profit groups~~ to identify and protect open space networks to be preserved within and around Kirkland.

Preserving open space corridors inside in the City need not conflict with private property rights or preclude the reasonable use of land. To this end, a variety of strategies should be considered that **provide opportunities for negotiating "win-win" approaches to preservation and development.**

Policy LU-6.3: Consider the City's streets and the Cross Kirkland Corridor as integral parts of the overall open space network.

A high percentage of the City's land area is in public-rights-of-way. In addition to the vehicular functions they serve, these areas are an important part of Kirkland's pedestrian and green-space network. Management of streets to preserve and enhance these functions improves the cohesiveness of the overall system. In addition, the Cross Kirkland Corridor and Eastside Rail Corridor provide an extraordinary opportunity to link many existing open spaces together in a coordinated manner.

Policy LU-6.4: Preserve Kirkland's urban separators (permanent low-density lands which protect environmentally sensitive areas and create open space corridors within and between urban areas); including Lake Washington, Bridle Trails State Park, and St. Edward's State Park.

Urban separators break up urban development and help distinguish between communities. Kirkland is fortunate to have several "ready-made" urban separators. The City should also explore opportunities to create new urban separators as part of the open space network.

Goal LU-7: Protect and enhance Kirkland's natural resources.

Policy 7.1: Continue to designate and protect critical areas based on best available science, with special consideration to preserving and enhancing anadromous fisheries.

Critical areas include wetlands, fish and wildlife habitat conservation areas, frequently flooded areas, and geologically hazardous areas.

Policy LU-7.2: Decrease greenhouse gas emissions through land use strategies that promote a mix of housing, employment, and services at intensities sufficient to promote walking, bicycling, and transit.

Kirkland has signed onto the U.S. Mayor's Climate protection agreement, which includes a commitment to reducing the City's global warming emissions and adopting land use policies and regulations that reduce sprawl, preserve open space and the urban forest, and create a compact, walkable community with transportation options.

Essential Public Facilities, Government Facilities and Community Facilities

Essential public facilities as well as government and community facilities serve a variety of populations. Some serve local low-income residents who may not have easy access to private transportation. Others, such as landfills, serve regional waste haulers in large trucks along with local residents. Recognition of the unique characteristics of the clients of these facilities is important to their siting.

Government facilities are uses consisting of services and facilities operated from any level of government. Community facilities are uses that serve the public and are generally of a public service, noncommercial nature and usually operated by nonprofit agencies or organizations. Some government and community facilities are also classified as "essential public facilities" as defined in Chapter 36.70A RCW and as discussed below in more detail.

RCW 36.70A.200 states that, “No local comprehensive plan or development regulation may preclude the siting of essential public facilities” and requires that each county and city have “a process for identifying and siting essential public facilities.” Essential public facilities are defined in RCW 36.70A.200 as “those facilities that are typically difficult to site, such as airports, State education facilities and State or regional transportation facilities as defined in RCW 47.06.140, State and local correctional facilities, solid waste handling facilities, and in-patient facilities including substance abuse facilities, mental health facilities, group homes, and secure community transition facilities as defined in RCW 71.09.020.” The State Office of Financial Management maintains a list of essential State public facilities and may at any time add facilities to the list.

The intent of the following goal is to acknowledge that different essential public facilities as well as government and community facilities have different siting needs, depending on their customers and their unique characteristics. Kirkland residents depend on all of these facilities. For that reason, their location within the City should not be precluded. However, Kirkland is also a well-established community with a strong desire to maintain existing community character. The possible negative impacts of siting these facilities in the City should be mitigated to the maximum extent possible, but mitigation should not be unreasonable to the point of precluding the facilities.

Goal LU-8: ~~The City should m~~aintain criteria, regulations and procedures that allow for the siting of essential public facilities as well as government and community facilities.

Policy LU-8.1: Work cooperatively with King County, the State and/or other cities to site essential public facilities.

The King County Countywide Planning Policies set out a process whereby all local jurisdictions and the County will jointly develop standards for the siting of essential public facilities. The City should work cooperatively with the State, King County and other cities in the siting of essential public facilities.

Policy LU-8.2: Consider the following in siting essential public facilities:

- Accessibility to the people served;
- Public involvement;
- Protection of neighborhoods;
- Preservation of natural resources;
- The cost-effectiveness of service delivery;
- Location near transit and mixed-use centers; and
- **The goals and policies of the City’s Comprehensive Plan.**

The intent of this policy is to set forth the criteria which Kirkland should use in assessing locations for new or expanded essential public facilities.

However, the criteria may not be used to deny approval of or impose restrictions on essential public facilities inconsistent with State statutory provisions and the King County Countywide Planning Policies.

Policy LU-8.3: Design essential public facilities as well as government and community facilities to reduce incompatibility with adjacent land uses.

It may be impossible for some essential public facilities as well as government and community facilities to be completely compatible with adjacent land uses. The unique nature of their operation and their special siting needs may result in some conflict with surrounding development. However, such incompatibilities should be minimized and these facilities should take responsibility for being good neighbors.

The City's development regulations contain review processes and criteria for siting essential public facilities as well as government and community facilities.

LAND USE ELEMENT

A. INTRODUCTION

Kirkland’s existing pattern of land use has served the City well for many years. Over the next 20 years, the real challenge for the community will be how to preserve existing community character in the face of continued population and employment growth.

Kirkland is part of a regional and interrelated pattern of land uses. Most land in the City is devoted to housing, and the majority of Kirkland residents commute to other communities to work.

The following Table LU-1 shows the percent of land uses based on the City’s total land area in 2013: **change from table to to pie chart**

**Table LU-1
2013 – Land Use by Percent of the City’s
Total Land Area**

Land Use	Percent
Single family	46
Right-of-Way	20
Multifamily	8
Parks	8
Vacant	6
Institutional	5
Commercial	3
Office	2
Industrial	2
Utilities	.44
Mixed Use	.20

Source: City of Kirkland "Community Profile" and King County Assessor’s

Kirkland is also a balanced community, providing shops, services and employment both for local residents and for those who live in other communities. In fact, in 2000 Kirkland’s ratio of jobs to

households was very close to the same as exists in King County, illustrating that Kirkland had its fair share of jobs. Table LU-2 below shows the job to household ratios for 2000 and 2022 at growth targets.

**Table LU-2
Jobs to Household Ratio**

	2013	2035 @ Growth Targets
Kirkland		
King County		

Source: *Still gathering data*

Kirkland is also a city of neighborhoods – each with its own mix of population, housing, commercial opportunities, and visual features which help form its unique character. The City’s residential neighborhoods are generally strong and well established. They are also diverse in housing type, size, style, history, maturity and affordability. More mixed-use residential/commercial centers have developed, including Juanita Village and Downtown Kirkland.

The commercial areas are healthy, offer a broad range of goods and services, and provide a strong tax base to help fund public services and facilities. Kirkland has a diverse economic base with several retail centers, mixed-use retail/office districts, a regional health care center, auto dealerships, business parks, industrial complexes and home-based businesses.

More information on existing land uses can be found in **the City’s Community Profile** document available in the Planning Department at Kirkland City Hall.

Between 2013 and 2035, the City will grow by nearly 8,361 new housing units and 22,435 jobs. These projections are referred to as **“growth targets”**. Under the Growth Management Act, planning policies seek to direct growth to existing and emerging urban areas within the metropolitan region. The King County Growth Management Planning Council allocates growth targets to jurisdictions and Kirkland is responsible for planning for the increased needs for housing, commercial floorspace, and public services.

Future growth will raise other issues relating to land use: special needs housing, increased traffic congestion, pressure on natural resources and challenges to locate regional facilities. A larger proportion of elderly residents will focus new attention on the special housing and transportation needs of this group. Land use relationships which support transit and provide shops and services closer to home will be important for those with decreased mobility. And, with growth not only in Kirkland, but throughout the Puget Sound region, the community will continue to suffer from the problems of traffic congestion, diminishing natural resources, and the need to find locations for new regional facilities. Regional solutions will be needed to solve these problems.

Issues which must be addressed by the Land Use Element include:

- How to plan for the 2035 household and employment growth targets established by the King County Growth Management Planning Council.

- How to manage the new growth to protect the residential character of the community, while allowing for new and innovative development that responds to changing household needs.
- How to provide for a diversity of employment opportunities and maintain viable commercial areas.
- How to use the pattern of land use to minimize traffic congestion and protect local air quality.
- How to maintain a land use pattern that can be efficiently and effectively served by public services and utilities.
- **How to protect Kirkland’s environmentally sensitive areas, open space corridors, drainage basins, steep slopes, and shoreline as new housing units and commercial floorspace are developed.**
- How to respond to the regional responsibility to help site new regional facilities.

The Land Use Element works together with the other elements of the Comprehensive Plan to answer these questions. While the Land Use Element addresses accommodating growth and sets out general residential siting criteria, the Housing Element more specifically addresses issues of neighborhood character, affordability, and special needs housing.

The Transportation Element identifies the improvements needed to support the land use pattern established by the Land Use Element.

Growth management concerns identified in this element, such as preservation of community character, relationship to the natural environment, and adequate public and human services are amplified in the Community Character, Natural Environment, Parks and Recreation, Capital Facilities, Human Services, Utilities, and Public Services Elements.

Finally, the Land Use Element’s discussion of commercial areas is strongly tied to the Economic Development Element. Kirkland’s goal to “strengthen the unique role and economic success of Kirkland’s commercial areas” (Economic Development Goal ED-3) is echoed in the Land Use Element.

B. THE LAND USE CONCEPT

The fundamental goal of the Land Use Element is to maintain a balanced and complete community by **retaining the community’s character and quality of life, while accommodating growth and minimizing traffic congestion and service delivery costs.** To accomplish this, the Element:

- Seeks a compact and walkable community with shops, services and employment close to home; numerous civic activities and entertainment options; high-quality educational facilities; numerous parks; and a variety of housing choices.
- Identifies the values that must be weighed in managing growth. Goals and policies promote a land use pattern that is orderly, compact, well- designed, and responsive both to the natural and physical environment.
- Proposes a land use pattern that supports a multimodal transportation system and results in more efficient service delivery. Placing urban neighborhoods around commercial areas allows residents to walk or bicycle to corner stores or neighborhood centers, and then connect by transit to other commercial areas. High-capacity transit could connect and serve larger commercial areas, both inside and outside of the community.
- Protects existing residential neighborhoods. Goals and policies support a stable nucleus of single-family housing and more housing options. Higher-density residential areas continue to be located near commercial centers and transportation hubs.

- Supports a range of employment opportunities in the City and sets out standards for vibrant commercial areas. Opportunities for new growth are provided in the Totem Lake Center and Downtown Kirkland. Other existing commercial areas in the City are maintained and strengthened. While not encouraging heavy industry, goals and policies work to preserve opportunities for higher-paying jobs to locate in the City.
- Encourages preservation of an open space network, including environmentally sensitive areas, recreational facilities, and the shoreline; and
- **Acknowledges the City's regional role in working with other jurisdictions and the County to site regional facilities.**

C. LAND USE MAP AND DEFINITIONS

The Comprehensive Plan Land Use Map (Figure LU-1) indicates where certain types of uses may be appropriate.

The Comprehensive Plan Land Use Map identifies areas for a range of housing densities and a variety of nonresidential uses. The Map contains land use designations reflecting the predominant use allowed in each area. These designations are reflected in a broad variety of zoning districts on the Kirkland Zoning Map. Within some of these land use designations are mixed-use developments.

The land use categories mapped on the Comprehensive Plan Land Use Map are defined in the Glossary, Appendix ____:

Figure LU-1: Comprehensive Plan Land Use Map



Table LU-3 below provides a range of residential densities described in the Comprehensive Plan with comparable zoning classifications. In many of Kirkland’s commercial and mixed use areas, the Comprehensive Plan does not specify a maximum residential density.

**Table LU-3
Residential Densities and Comparable Zones**

General Residential Densities	Residential Densities as Specified in Comprehensive Plan in Dwelling Units per Net Acres (d/a)	Comparable Zoning Classification
GREENBELT/URBAN SEPARATOR	Up to 1 d/a	RSA – 1
LOW DENSITY	Up to 1 d/a	RS – 35,000, RSX – 35,000
	Up to 3 d/a	RS – 12,500, RSX – 12,500
	4 – 5 d/a	RS – 8,500, RSX – 8,500, RS – 7,200, RSX – 7,200, RSA – 4
	6 d/a	RS – 7,200, RSX – 7,200, RSA – 6
	7 d/a	RS – 6,300
MEDIUM DENSITY	8 – 9 d/a	RM – 5,000, RMA – 5,000
	10 – 14 d/a	RM – 3,600, RMA – 3,600
HIGH DENSITY	15 – 18 d/a	RM – 2,400, RMA – 2,400, BNA
	19 – 24 d/a	RM – 1,800, RMA – 1,800, BNA
	48 d/a	BN, MSC 2

Higher unit per acre counts may occur within each classification if developed under the City’s PUD, innovative or affordable housing programs.

D. LAND USE GOALS AND POLICIES

Land Use goals and policies are organized into six categories: Growth Management; Land Use/Transportation Linkages; Residential; Commercial and Mixed Use; Open Space and Resource Protection; and Essential Public Facilities, Government Facilities and Community Facilities.

Growth Management

Washington's Growth Management Act establishes goals to be considered in the development of local comprehensive plans. These goals include concentrating growth in urban areas to provide efficient services and reduce sprawl, supporting transportation choices, providing housing that is affordable to all, and encouraging economic development. Vision 2040 sets an overarching goal of focusing growth in urban areas to create walkable, compact, transit-oriented communities that maintain local character. These goals are consistent with the vision established by Kirkland citizens.

Even so, implementing these goals requires balance. Growth and development changes the community and brings more traffic. How we manage that growth so that it fits with established community character and creates walkable places that provide residents and workers with transportation choices is the challenge. Kirkland has a long history of growth management that has preserved a community that remains a highly desirable place to live, work, and play. With thoughtful land use planning and an engaged citizenry, Kirkland will retain that quality in 2035 and beyond.

Goal LU-1: Manage community growth and redevelopment to ensure:

- *An orderly pattern of land use;*
- *A balanced and complete community;*
- ***Maintenance and improvement of the City's existing character; and***
- *Protection of environmentally sensitive areas.*

Policy LU-1.1: Maintain clear and predictable development regulations that are consistent with City goals and policies.

Traditionally, development regulations have attempted to avert conflict by segregating development types into districts with relatively uniform development characteristics such as permitted uses or height. In many areas of Kirkland, this approach is a reasonable and effective method for regulating development.

In other parts of Kirkland, it may be possible and desirable to have several different types of development located relatively close to each other. Such a blending of development types could help reduce dependence on the automobile and provide greater opportunities for innovative mixed-use development. In these areas, development regulations may need to be specially developed to address **the district's unique characteristics.**

Policy LU-1.2: Create logical boundaries between land use districts that take into account such considerations as existing and planned land uses, access, property lines, topographic conditions, and natural features.

Boundaries between land use districts should make sense. Where features such as roads or parcel lines cannot be used to identify boundaries, natural features, such as streams or topographical changes, can form distinct edges. Allowed uses should be compatible with adjacent land use districts through physical improvements and/or design elements.

Policy LU-1.3: Encourage attractive site and building design that is compatible in scale and in character with existing or planned development.

Attractive site and building design can create a cohesive and functional development that reflects local character and fits well with surrounding uses. In parts of the City where the community vision has not yet been realized, however, new development should not necessarily look to surrounding uses for design ideas. Instead, the Comprehensive or Neighborhood Plan should be used to provide guidance on desirable characteristics.

Policy LU-1.4: Create effective transitions between different land uses.

Some of the most sensitive lands to plan are the transition areas between different types of uses. Uses along the boundary of a commercial area may generate impacts on nearby residential uses. Maintaining privacy may be an issue when mixing residential densities. Residential uses in close proximity to industrial development may set up nearly unresolvable conflicts with regard to noise and traffic.

Building and site design can act to minimize such conflicts. Buffers, such as fences, berms, or vegetation can minimize visual and noise impacts. Buildings might also serve a buffering purpose to the extent that they serve as visual screens or insulate noise. Effective land use transitions can also include building modulation, upper story setbacks, and other building design elements.

Within many of the City's commercial areas, mixing of land uses is encouraged to bring shops, services and offices in close proximity to residential uses. These mixed use areas provide an immediate market for the commercial services, convenient shopping and employment opportunities to the residences, and reduce the need to drive.

Policy LU-1.5: Regulate land use and development in environmentally sensitive areas to protect environmental quality and avoid unnecessary public and private costs.

Development in natural constraint areas may increase health and safety risks and create other unnecessary costs associated with hazards like landslides, flooding, uneven settlement, erosion, and disrupted subsurface drainage. Public and private costs are also incurred from development in areas with natural amenities or which perform utilitarian or biological functions. The purpose of this policy is to regulate, and in some cases restrict, development activity to ensure a high standard of environmental quality, and to prevent undue costs to property owners, neighbors, and the City.

- **Goal LU-2:** Promote a compact, efficient, and sustainable land use pattern in Kirkland that: Supports a multimodal transportation system that efficiently moves people and goods;
- Minimizes energy use, greenhouse gas emissions, and service costs;
- Conserves land, water, and natural resources; and
- Provides sufficient land area and development intensity **to accommodate Kirkland's share of** the regionally adopted population and employment targets.

Policy LU-2.1: Support a range of development densities in Kirkland, recognizing environmental constraints and community character.

The Countywide Planning Policies establish two broad categories of lands: urban and rural. Urban lands are those which are inside the Urban Growth Area, ranging from the suburban densities of much of the Eastside to the very high urban densities found in downtown Seattle. The Countywide Planning Policies identify all of Kirkland as an urban area.

Policy LU-2.2: Facilitate infill development and encourage redevelopment of underutilized land.

Some land in or adjacent to developed areas has been skipped over as development shifted to outlying areas. In some cases, natural constraints or other factors may have rendered the land unsuitable for development. It is not the intent of this policy to encourage development in environmentally sensitive areas or preclude the use of undeveloped land for open space. However, infill development is encouraged when environmental protection is ensured.

Redevelopment of existing development (for example, converting a parking lot to a new building with structured parking) may also occur as land use plans change. As in all cases, however, the benefits to be achieved under this policy must be weighed against the values expressed in other policies of this Plan – such values as historic preservation and maintenance of existing affordable housing.

Policy LU-2.3: Ensure an adequate supply of housing units and commercial floorspace to meet the required growth targets.

As growth occurs, the need for new housing units and commercial floorspace will increase. Kirkland is required to accommodate growth targets for household units and employment established by the King County Growth Management Planning Council as mandated by the Growth Management Act. The community must balance this need with the desire to retain existing community character and with the **City’s ability to provide infrastructure and public services to serve the new growth. The City should** monitor its existing residential and nonresidential capacity to determine how fast and where new growth is occurring and whether Kirkland can accommodate the required growth targets. Available capacity is a calculation of likely development potential in the foreseeable future based on certain assumptions and factors and assumed to cover a 20-year time horizon. Table LU-4 below shows that the City can accommodate the 2035 growth targets with its available capacity.

**Table LU-4
Comparison of Growth Targets and Available Capacity**

	2013 Existing¹	2035 Growth Targets²	Available Capacity³
Housing Units	36,866	45,227 (at 8,361 new households)	46,382 (at 9,516 new households)
Employment	Data collection	_____ (at 22,435 new jobs)	_____ (at 22,435 new jobs)

Sources:

1. 2013 housing units:
2013 employment:
2. Targets for household and employment growth between 2013 and 2031 were assigned by the King County Countywide Planning Policies and projected to 2035.
3. City estimates.

Policy LU-2.4: Support development patterns that promote public health and provide opportunities for safe and convenient physical activity and social connectivity.

The physical design of communities affects our behavior. Communities without convenient parks, safe sidewalks, and local-serving retail require their residents to drive more and walk less. They also lack the gathering places that bring communities together **for daily interaction. In contrast, Kirkland's thoughtful urban design, extensive parks system, emphasis on pedestrians, and mixed use villages should continue to invite residents to be active and engage in their community.**

Land Use/Transportation Linkages

Land use/transportation linkage policies address the relationship between the land use pattern and a complete transportation system. Separation of jobs and housing means longer commute trips – **generally accommodated on the City's roadways either by private automobile or transit. When shops and services are long distances from residential areas, this also translates into additional vehicle or transit trips.** Allowing residential and nonresidential uses to locate in closer proximity provides transportation options making walking or bicycling a viable option.

Site design standards also impact the ability of drivers, transit riders, pedestrians, and bicyclists to get around. Policies in this section discuss the importance of considering connections and transportation choices when planning new development.

Goal LU-3: Provide a land use pattern that promotes mobility, transportation choices, and convenient access to goods and services.

Policy LU-3.1: Create and maintain neighborhoods that allow residents and employees to walk or bicycle to places that meet their daily needs.

Kirkland presently has a largely complete network of commercial and employment centers, and many of **the City's residential neighborhoods can** easily access a shopping area. This policy intends to further strengthen the relationship between urban neighborhoods and commercial development areas.

Policy LU-3.2: Encourage residential development within commercial areas.

Incorporating residential development into commercial areas provides benefits for businesses and residents alike. Housing within commercial areas provides the opportunity for people to live close to shops, services, and places of employment. Conversely, residents living within commercial areas create a localized market for nearby goods and services, provide increased security, and help to create a **"sense of community" for those districts.**

Residential development within commercial areas should be compatible with and complementary to business activity.

Policy LU-3.3: Encourage housing, offices, shops, and services at or near the park and ride lots.

Park and ride facilities provide a potential location for offices, shops, and services serving two sets of customers: nearby residents and transit riders. In addition, housing at these facilities supports transit

use. The design of these facilities should be carefully considered to ensure protection of the surrounding neighborhood. The City should work with Metropolitan King County to develop standards for housing, offices, shops and services at these facilities.

Policy LU-3.4: Locate higher density land uses in areas served by frequent transit service.

As decisions are made about locating future growth in Kirkland, the availability of viable transportation choices should be taken directly into account in relation to the location and intensity of that growth.

Policy LU-3.5: Provide vehicular access for commercial development from arterials or freeways and avoid vehicular access from residential streets.

Because of heavier traffic patterns and delivery traffic associated with commercial uses, primary transportation routes should be oriented toward non-residential streets.

Policy LU-3.6: Incorporate features in new development projects that support transportation choices.

Site design can play an important role in promoting transportation choices. Locations of buildings and bus stops on a site, for example, can mean the difference between having transit users walk long distances through the rain or being dropped off at the door. Something as simple as the provision of covered bicycle racks may encourage a would-be cyclist.

Policy LU-3.7: Reduce minimum parking requirements in areas based on the availability of amenities such as frequent transit service and convenient shops and services.

Where people have viable alternatives to car ownership and lower parking needs are demonstrated, new development should not be required to build more parking supply than the actual demand. Unused parking is an inefficient use of land and imposes significant additional costs on residents and businesses.

Policy LU-3.8: Create a complementary relationship between adjoining land uses and the Cross Kirkland Corridor and Eastside Rail Corridor, both in terms of short term nonmotorized access and future opportunities for high capacity transit.

The corridors have evolved significantly from heavy rail use to nonmotorized access and recreation. The corridors will continue to evolve as opportunities for future transportation are realized. This evolution should be carefully considered and leveraged in relation to planned land use along the corridor.

Policy LU-3.9: Encourage vehicular and nonmotorized connections between adjacent properties.

Improved pedestrian connections between adjacent properties and to adjacent streets minimizes walking distances and provides safe walking surfaces, which in turn can result in less driving and more opportunities for physical activity. Vehicle connections between adjacent properties reduce congestion on streets, number of turning movements and gasoline consumption. Fences or impenetrable landscape buffers may prevent convenient pedestrian connections. The intent of this policy is to encourage connections and to avoid such barriers to easy access.

Residential

Most of the land in Kirkland is developed with housing of some type - whether single-family or multifamily homes. Kirkland will continue to be primarily a residential community and preservation and protection of residential neighborhoods is an important goal to ensure future livability.

The notion of preserving community character is one that is explored more fully in the Housing and Community Character Elements and the Neighborhood Plans, where careful review of the features that make a neighborhood unique are identified. In the Land Use Element, the general notion of protection of community character is promoted. However, this Element also acknowledges that the community will be growing and that a balance must be struck between providing more housing units and preserving the neighborhoods as they are today.

Several of the most important housing issues – affordability, special needs housing, and accessory units – are not addressed in this Element. They are discussed, instead, in the Housing Element.

Goal LU-4: Protect and enhance the character and quality of residential neighborhoods while accommodating the City's growth targets.

Policy LU-4.1: Maintain and enhance the character of **Kirkland's** residential areas.

The community's vision and guiding principles established in this Plan foresee residential neighborhoods that remain vibrant, livable, diverse, and affordable..

Policy LU-4.2: Locate the highest density residential areas close to shops and services and transportation hubs.

Denser residential areas should continue to be sited close to or within commercial areas and transportation hubs to increase transportation choices.

Policy LU-4.3: Allow for new residential growth consistent with the basic pattern of land use in the City.

Infill development is expected in low density residential areas based on availability of developable land, while higher densities are clustered near existing commercial areas.

Policy LU-4.4: Consider neighborhood character and integrity when determining the extent and type of land use changes.

Protection of community character is a theme woven throughout the Land Use Element. Community character is most clearly expressed through the Neighborhood Plans. It is the intent of this policy to direct specific consideration of the unique characteristics of neighborhoods, as described in the Neighborhood Plans, before committing to major area-wide residential land use changes.

Commercial and Mixed Use

Commercial land uses are a critical part of the Kirkland community. They provide shopping and service opportunities for Kirkland residents, and also create employment within the City. The tax revenues generated by business help fund the capital facilities and public services that residents enjoy.

In return, the quality of life in the City's neighborhoods provides a main attraction for both businesses and their patrons. The proximity to Lake Washington, the fine system of parks, the availability of a regional medical center, top notch educational facilities, the environmental ethic of the community, and quality infrastructure attract outsiders to Kirkland and make the City a good place to do business – for employers, employees, and customers.

Problems that the community faces – traffic congestion, particularly – create concerns for commercial land uses. Ease of transporting goods and adequate parking are especially important. An underlying premise of the Land Use Element is that, in the future, residents of the City will not drive as much as they do presently to avoid being in traffic congestion. To that end, the Element attempts to promote commercial land use patterns that support transportation choices.

Along with the need to provide new housing units for future residents, the City will need to designate adequate land area for commercial uses, some of which may employ Kirkland residents. If the opportunity for local employment is increased, the high proportion of residents who work outside the community may be reduced. This in turn would ease traffic congestion by shortening commute trips and making other modes of travel to work more feasible.

In addition, many of Kirkland's commercial area are designated for mixed use development. Mixed use development is a fundamental part of the regional and local growth strategy. As evidenced in areas like Downtown Kirkland and Juanita Village, the mixing of residential and commercial uses creates compact, walkable, transit-oriented communities. Residents and employees in these communities have choices about the mode of transportation they use to meet their daily needs, businesses benefit by having a close-in customer base, and public services are more efficiently provided to more people. The Land Use Element emphasizes the quality of the mixed use environment to ensure that mixed use development creates highly desirable places for people to live, work, and play.

Currently, a variety of **"commercial and mixed use development areas"** exists in the City, based primarily on size and relationship to the regional market and transportation system (see Figure LU-2: Commercial and Mixed Use Areas).

Some of Kirkland's commercial areas serve primarily the surrounding neighborhood; residents depend on their neighborhood grocery store, dry cleaners, bank, etc., for everyday needs. Other commercial areas have a subregional or regional draw. Most of the larger commercial areas are centered around major intersections.

The Land Use Element provides general direction for development standards in commercial and mixed use areas. The following terms are used in the discussion of commercial and mixed use areas:

Urban Center (Mixed Use)

An Urban Center is a regionally significant concentration of employment and housing, with direct service by high-capacity transit and a wide range of land uses, such as retail, recreational, public

facilities, parks and open space. An Urban Center has a mix of uses and densities to efficiently support transit as part of the regional high-capacity transit system.

Downtown Kirkland (Mixed Use)

Downtown Kirkland is an area of moderate commercial and residential concentration that functions as a focal point for the community and is served by a transit center.

Mixed Use Village

A Mixed Use Village is an area that serves the needs for goods and services of the local community as well as the subregional market. These districts vary in uses and intensities and may include office, retail, restaurants, housing, hotels and service businesses. Grocery stores are considered a high-priority anchor for these areas. Residential uses are encouraged where they support and do not displace the commercial viability of these areas.

Neighborhood Market

A Neighborhood Market consists of individual stores or mixed-use buildings/centers that are pedestrian-oriented and serve the local neighborhood. Residential scale and design are critical to integrate these uses into the surrounding residential area. Residential uses may be located above or behind commercial uses in the center, at densities specified in the Comprehensive Plan.

Mixed Use Business Center

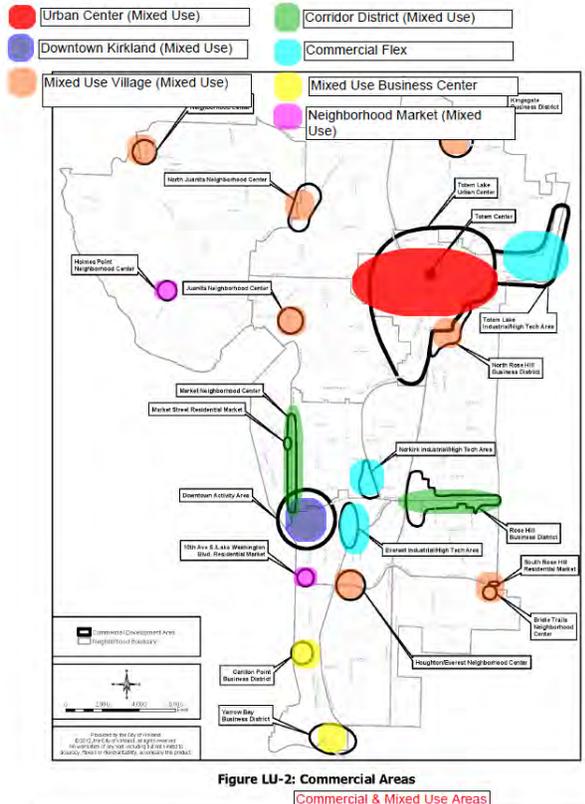
Mixed Use Business Centers are employment centers that incorporate a mix of uses including office, retail, restaurant, and hotels. Residential uses are encouraged to strengthen these areas as active 24-hour communities.

Corridor District (Mixed Use)

Corridor Districts are linear districts arranged along an arterial with commercial uses that benefit from automobile and transit volumes. Enhanced pedestrian orientation and integration residential uses are critical to integrating these corridors with adjoining land uses.

Commercial Flex

Commercial Flex areas serve both the local and regional markets and may include office, light manufacturing, high technology, wholesale trade, and limited retail. They do not include residential uses.



Goal LU-5: Plan for a hierarchy of commercial and mixed use areas serving neighborhood, community, and/or regional needs.

Policy LU-5.1: Reflect the following principles in development standards and land use plans for commercial and mixed use areas:

Urban Design

- Create lively and attractive districts with a human scale.
- Create attractive, pedestrian-oriented streets through building placement and design and by minimizing the obtrusive nature of parking lots. Support a mix of retail, office, and residential uses in multistory structures.
- Create effective transitions between commercial areas and surrounding residential neighborhoods.

Access

- Encourage multimodal transportation options.
- Promote an intensity and density of land uses sufficient to support effective transit and pedestrian activity.
- Promote a street pattern that provides through connections, pedestrian accessibility and vehicular access.
- Encourage pedestrian travel to and within commercial and mixed use areas by providing:
 - Safe and attractive walkways;
 - Close groupings of stores and offices;

-
- Placement of parking in structures, underground, or to the back or side of buildings.

Each commercial and mixed use area has its own unique attributes, although generalized development guidelines which work to preserve community character and support a complete transportation system are described in the above policies. Particular emphasis is placed on improving pedestrian accessibility in commercial areas.

These policies recognize that urban design is important, and that well-designed commercial and mixed use **areas, in partnership with Kirkland's residential neighborhoods, will project a positive community image.**

Good urban design complements and enhances adjacent residential areas.

Policy LU-5.2: Maintain and strengthen existing commercial and mixed use areas by focusing economic development within them.

The intent of this policy is that future economic development be concentrated in existing commercial and mixed use areas. This concentration can help to maintain and strengthen these areas and also promote orderly and efficient growth that minimizes impacts and service expansion costs. Concentration also allows businesses to benefit from proximity to each other.

Intensification, rather than expansion of the boundaries of existing commercial areas into surrounding residential neighborhoods, is desirable. Infilling is preferred, particularly when it would create a denser pattern of development that is focused less on the automobile and more on the opportunity for multiple transportation modes. Redevelopment may also provide new opportunities, especially in commercial areas where the community vision has changed over time.

Policy LU-5.3: Enhance and strengthen Kirkland's commercial and mixed use areas consistent with the neighborhood plan for each area.

Each of Kirkland's commercial and mixed use areas has unique characteristics based on its role in the community and/or region. Totem Lake is designated as an Urban Center and the Totem Lake neighborhood plan will guide its redevelopment. Downtown Kirkland is the community's historic commercial center and the Moss Bay neighborhood plan establishes the policy guidance for its future. Similarly, policies for each area will be found in the applicable neighborhood plan.

Policy LU-5.4: Provide opportunities for a variety of employment.

Kirkland's commercial areas provide a diversity of jobs; from primary jobs that that bring new revenue into the community, to high-tech jobs that attract creative industry leaders, to service jobs that provide necessary goods and services to the community. All of these employment types are important to a balanced community and plans for each of Kirkland's commercial areas should strengthen appropriate employment opportunities.

Policy LU-5-5: Maintain and enhance **Kirkland's diverse** Mixed Use Villages to serve as business centers and as walkable focal points for the local community. Reflect the following principles in development standards and land use plans for these areas:

- Preserve and enhance neighborhood-serving retail, especially grocery stores.
- Promote a mix of complementary uses.
- Support redevelopment at an intensity that helps meet **Kirkland's** required growth targets in walkable neighborhoods with good transit service.
- Create gathering places and opportunities for social interaction.
- Create and maintain unique places that complement and reflect the character of the surrounding neighborhood.

The general principles for Mixed Use Villages are intended to preserve and enhance vibrant, economically healthy, and walkable communities. The neighborhood plan for each village should ensure that the vision responds to the unique qualities of the area.

Policy LU-5.6: Encourage redevelopment and adaptive reuse of Kirkland's Flex Commercial areas in a manner that supports the existing mix of allowed uses while enabling these areas to evolve into innovative areas for commerce and employment.

Kirkland's Flex Commercial areas owe their diversity to a history of industrial development – much of it located along the former heavy rail corridor. As new industrial development shifts elsewhere in the region, **Kirkland's Flex Commercial areas will serve two vital roles. First**, existing development is in demand for a variety of uses that can be accommodated in the existing building stock. Second, over time, more high-tech companies will locate new development in these areas and benefit from the availability of large parcels with access to the Cross Kirkland Corridor and Eastside Rail Corridor and vibrant neighborhoods.

Open Space and Resource Protection

Open space may serve amenity, utilitarian and/or recreational purposes. Open space also may protect and preserve special natural places such as stream corridors, wetlands, and wildlife habitat. As growth continues, the value of open space will increase, providing relief from the urban environment and an opportunity to experience nature inside the City.

Public agencies, including the City, King County, and the State already own important areas of open space within and on the borders of the City. These areas serve as the foundation for an open space system. Wetland and stream setbacks and buffers provide corridors of open space. Native Growth Protection Easements held by the City also preserve environmentally sensitive open spaces and habitat.

Open space goals and policies are included in the Natural Environment, and Parks and Recreation Elements. The intent of the following goal is to prompt further action to identify and develop a coordinated and connected open space system. The accompanying policies address this process, and also speak to certain specific types of open space.

Goal LU-6: Establish a coordinated and connected system of open space throughout the City that:

- Preserves natural systems,

- Protects wildlife habitat and corridors,
- Provides land for recreation, and
- Preserves natural landforms and scenic areas.

Policy LU-6.1: Distribute parks and open spaces throughout the City, but particularly focus new facilities in areas of the City facing the greatest population growth, in areas where facilities are deficient, and/or in areas where connections of the open space network could be made.

The intent of this policy is to establish priorities for open space acquisition or protection.

Policy LU-6.2: Work with adjacent jurisdictions; County, State, federal, and tribal governments; and non-profit groups to identify and protect open space networks to be preserved within and around Kirkland.

Preserving open space corridors inside in the City need not conflict with private property rights or preclude the reasonable use of land. To this end, a variety of strategies should be considered that **provide opportunities for negotiating “win-win” approaches to preservation and development.**

Policy LU-6.3: **Consider the City’s streets** and the Cross Kirkland Corridor as integral parts of the overall open space network.

A high percentage of the City’s land area is in public-rights-of-way. In addition to the vehicular functions they serve, these areas are an important part of Kirkland’s **pedestrian and green**-space network. Management of streets to preserve and enhance these functions improves the cohesiveness of the overall system. In addition, the Cross Kirkland Corridor and Eastside Rail Corridor provide an extraordinary opportunity to link many existing open spaces together in a coordinated manner.

Policy LU-6.4: Preserve **Kirkland’s** urban separator.

Urban separators break up urban development and help distinguish between communities. Kirkland is **fortunate to have several “ready-made” urban separators. The City should also explore opportunities to** create new urban separators as part of the open space network.

Goal LU-7: Protect and enhance **Kirkland’s natural resources.**

Policy 7.1: Continue to designate and protect critical areas based on best available science, with special consideration to preserving and enhancing anadromous fisheries.

Critical areas include wetlands, fish and wildlife habitat conservation areas, frequently flooded areas, and geologically hazardous areas.

Policy LU-7.2: Decrease greenhouse gas emissions through land use strategies that promote a mix of housing, employment, and services at intensities sufficient to promote walking, bicycling, and transit.

Kirkland has signed onto the U.S. Mayor’s Climate protection agreement, which includes a commitment to **reducing the City’s global** warming emissions and adopting land use policies and regulations that reduce sprawl, preserve open space and the urban forest, and create a compact, walkable community

with transportation options.

Essential Public Facilities, Government Facilities and Community Facilities

Essential public facilities as well as government and community facilities serve a variety of populations. Some serve local low-income residents who may not have easy access to private transportation. Others, such as landfills, serve regional waste haulers in large trucks along with local residents. Recognition of the unique characteristics of the clients of these facilities is important to their siting.

Government facilities are uses consisting of services and facilities operated from any level of government. Community facilities are uses that serve the public and are generally of a public service, noncommercial nature and usually operated by nonprofit agencies or organizations. Some government and community facilities are also classified as “essential public facilities” as defined in Chapter 36.70A RCW and as discussed below in more detail.

RCW 36.70A.200 states that, “No local comprehensive plan or development regulation may preclude the siting of essential public facilities” and requires that each county and city have “a process for identifying and siting essential public facilities.” Essential public facilities are defined in RCW 36.70A.200 as “those facilities that are typically difficult to site, such as airports, State education facilities and State or regional transportation facilities as defined in RCW 47.06.140, State and local correctional facilities, solid waste handling facilities, and in-patient facilities including substance abuse facilities, mental health facilities, group homes, and secure community transition facilities as defined in RCW 71.09.020.” The State Office of Financial Management maintains a list of essential State public facilities and may at any time add facilities to the list.

The intent of the following goal is to acknowledge that different essential public facilities as well as government and community facilities have different siting needs, depending on their customers and their unique characteristics. Kirkland residents depend on all of these facilities. For that reason, their location within the City should not be precluded. However, Kirkland is also a well-established community with a strong desire to maintain existing community character. The possible negative impacts of siting these facilities in the City should be mitigated to the maximum extent possible, but mitigation should not be unreasonable to the point of precluding the facilities.

Goal LU-8: Maintain criteria, regulations and procedures that allow for the siting of essential public facilities as well as government and community facilities.

Policy LU-8.1: Work cooperatively with King County, the State and/or other cities to site essential public facilities.

The King County Countywide Planning Policies set out a process whereby all local jurisdictions and the County will jointly develop standards for the siting of essential public facilities. The City should work cooperatively with the State, King County and other cities in the siting of essential public facilities.

Policy LU-8.2: Consider the following in siting essential public facilities:

- Accessibility to the people served;
- Public involvement;
- Protection of neighborhoods;

- Preservation of natural resources;
- The cost-effectiveness of service delivery;
- Location near transit and mixed-use centers; and
- **The goals and policies of the City's Comprehensive Plan.**

The intent of this policy is to set forth the criteria which Kirkland should use in assessing locations for new or expanded essential public facilities.

However, the criteria may not be used to deny approval of or impose restrictions on essential public facilities inconsistent with State statutory provisions and the King County Countywide Planning Policies.

Policy LU-8.3: Design essential public facilities as well as government and community facilities to reduce incompatibility with adjacent land uses.

It may be impossible for some essential public facilities as well as government and community facilities to be completely compatible with adjacent land uses. The unique nature of their operation and their special siting needs may result in some conflict with surrounding development. However, such incompatibilities should be minimized and these facilities should take responsibility for being good neighbors.

The City's development regulations contain review processes and criteria for siting essential public facilities as well as government and community facilities.

VII. HOUSING

A. INTRODUCTION

EXISTING CONDITIONS

Kirkland is a largely residential community, as housing remains the city's predominant land use. About ~~64~~54 percent of the city's land area is devoted exclusively to residential uses ~~in; and with~~ the ~~early 1990s,~~ ~~about half~~2011 annexations of ~~the housing in Kirkland was~~ Finn Hill, North Juanita, and Kingsgate neighborhoods, single-family homes. ~~That has dropped to just 45~~ now comprise 56 percent of the city's housing ~~over. Since 2005,~~ the ~~past 10 years.~~[‡] ~~We have also~~city has seen an increase in mixed-use developments that combine housing with other uses, such as office and retail. The city has a wide variety of other housing styles including zero lot line, townhomes, ~~multifamily~~multi-family flats, and accessory dwelling units (or ADUs; also known as mother-in-law apartments). Neighborhoods are well established and are one of the city's most desirable assets. Numerous neighborhood associations and homeowners' associations contribute to the livability of the community.

Just as there are a variety of housing types in Kirkland, there ~~are~~is a range of housing densities – from large residential estates of close to one acre in size near Bridle Trails State Park to over 100 units per acre in some Downtown condominiums and apartments, where the number of units is limited only by the building envelope allowed on the site. The city's most dense neighborhoods are Totem Lake and Moss Bay, which includes Downtown, where a high proportion of the housing is ~~multifamily~~multi-family units.

Through A Regional Coalition for Housing (ARCH), the city has and can continue to address a variety of housing needs. ARCH is an inter-local program formed by the cities of the Eastside, from Kenmore, Bothell, and Woodinville south to Newcastle. ARCH staff advises the city on addressing existing and projected housing needs, and administers Kirkland's affordable housing programs. The ARCH trust fund helps create affordable housing for a low- and very low-income households and people who have special needs or are homeless. Also through ARCH, the city participates in region-wide planning efforts, including developing regional strategies to address homelessness.

FUTURE NEEDS

For a thorough study of Kirkland's existing and projected housing needs, including comparisons across the Eastside and King County, please refer to Appendix _____, the *East King County Housing Analysis*. The following contains a few highlights and conclusions based on that report.

Critical housing needs facing Kirkland from ~~2004~~2015 to ~~2022~~2035 include the preservation of neighborhood quality, the addition of housing that meets need of a growing employment base (including

[‡] ~~Housing data does not include the 2011 annexation of Finn Hill, North Juanita, and Kingsgate.~~

the creation and retention of housing that is affordable,² and the provision of housing for residents with special needs.

Kirkland's future will also include the need to accommodate additional growth. The challenge will be to find ways to develop additional housing that is compatible with existing neighborhoods and the environment. While much of the new housing will be located in existing areas of higher densities, other housing will occur in predominantly low-density residential neighborhoods as infill. The Housing Element contains goals and policies designed to promote and protect neighborhood quality as growth occurs.

The city's role in ensuring neighborhood quality will be to provide a compatible mix of land uses in and around residential areas, and to ensure that the physical elements inherent in a well-designed neighborhood are maintained and established. The Land Use and Housing Elements work together to achieve these goals.

In addition to preserving the character of neighborhoods while providing for growth, Kirkland faces the weighty challenge of supplying housing affordable to all economic segments of the population. The issue of affordable housing reaches most people in a community, since the quality of life in a city is tied, to a large extent, to the ability of its residents and local employees to find the kind of housing they desire at a price they can afford.²

~~Affordable housing is generally discussed in two contexts: that of "affordability" in general, or how well the general population can afford a home, and that of "affordable housing," which is defined as housing affordable to all economic segments of the community. Housing is affordable if a household spends no more than 30 percent of monthly income for total housing cost (including costs such as taxes, insurance, and utilities).~~

~~In 2000, about one third of~~In 2011, about 30 percent of the city's residents earned less than 80 percent of area (i.e., King County) median income (\$56,500 for a family of four) and faced considerable difficulty in affording housing. According to the 2003 Kirkland 2013 East King County Housing Needs Analysis, prepared by A Regional Coalition for Housing (ARCH), Kirkland's current housing market is most lacking in providing rental housing units priced appropriately for low- and very low-income households (those earning zero to 50 percent of median income) and ownership housing priced appropriately for median/middle-income households (earning 80 -to 120 percent of median income). Therefore, the Housing Element promotes/~~includes~~ policies designed to:

- Increase the supply of rental units affordable to low- and very low-income households; and
- Increase first-time homeowner opportunities for moderate-income households.

² Housing is affordable if a household spends no more than 30 percent of monthly income for total housing cost (including costs such as taxes, insurance, and utilities).

~~In comparison to county wide averages, Kirkland in 2003 is home to relatively few persons with special needs. While this may be true for a number of reasons, one reason is likely to be the lack of appropriate housing. A range of strategies to address this problem is contained in the Housing Element.~~

~~In the spring of~~ In 2000, the City Council appointed a Housing Task Force to examine and make strategy recommendations in five issue areas: market provision of affordable housing, innovative housing styles to increase housing supply and affordability, transit-oriented development, preservation of existing affordable housing, and subsidization of affordable housing. The Task Force’s recommendations on these issues ~~are incorporated in the goals and policies contained in the Housing Element. The goals and policies are interrelated to, and must be balanced with, those included in the other Comprehensive Plan Elements. The location, density, and design of housing is intended to serve community objectives such as affordable housing, housing affordability, environmental quality, support for transit, and the effective use of existing public facilities and utilities. Overarching all of these objectives is a need to increase awareness of housing issues in our community.~~ were incorporated into the Housing Element soon thereafter, and led to accomplishments in every area.

B. THE HOUSING CONCEPT

The central goal of the Housing Element is to preserve neighborhood quality while improving housing opportunities for all residents. To accomplish this, the Element:

- Promotes neighborhood quality through the continuation of the existing residential land use pattern, and through the application of standards where infill development occurs to ensure compatibility.
- ~~Provides for diversity in~~ Promotes an adequate supply and variety of residential densities and housing types ~~and options to serve all economic segments and those with~~
- Addresses the needs for special needs housing ~~needs~~; and housing affordable at every income level.
- The city should track its progress toward meeting these goals and consider additional tools or strategies if appropriate progress is not being made. ~~Supports the creative use of land where greater residential capacity can be achieved, while protecting environmentally sensitive areas.~~

C. HOUSING GOALS

Goal H-1: Maintain and enhance the unique residential character of each city neighborhood.

Goal H-2: Ensure that Kirkland has a sufficient quantity and variety of housing to meet projected growth and needs of the community.

~~Goal H-3: Promote the creation of affordable housing and provide for a range of and special needs housing types and opportunities to meet throughout the needs of city for all economic segments of the population.~~

~~Goal H-3: Provide for greater housing capacity and home ownership opportunities.~~

NEIGHBORHOOD QUALITY

As the Vision Statement and Framework Goals describe, Kirkland’s citizens consider the preservation and enhancement of neighborhoods to be strong community values.

Kirkland encompasses many distinct neighborhoods that can be differentiated on the basis of density, age of structures, size of detached homes or ~~multifamily~~multi-family structures, and a variety of visible features. The city’s neighborhoods, with their own unique residential characters, offer a choice of living environments. This diversity adds to the community’s ability to meet a wide variety of residential needs.

The following goals and policies are designed to ensure that new development meets the high standards for livability of Kirkland neighborhoods, and that the preferred community character is preserved.

Goal H-1: Maintain and enhance the unique residential character of each city neighborhood.

Policy H-1.1: ~~Retain the character of existing neighborhoods by incorporating~~Incorporate neighborhood character and design principles into standards for new development.

Because change will take place in all neighborhoods between ~~2004~~2015 and ~~2022~~2035, design standards for new development ~~to be incorporated into existing neighborhoods~~ will be important to the preservation of neighborhood quality. Standards should address how new development, particularly when sited on smaller lots or at greater densities than surrounding development, can occur in a manner compatible with existing neighborhood character.

These standards can encourage structures to integrate sensitively with the surrounding area by addressing issues such as scale and bulk, setbacks which reinforce those of surrounding residences, as well as landscape buffers where appropriate.

HOUSING DIVERSITY

This Element contains policies designed to ~~address the housing needs of all Kirkland residents, who vary greatly in terms of income and personal needs~~support opportunities to respond to the market and provide an adequate supply and variety of housing.

Housing Variety

A variety of housing types is essential if Kirkland is to meet the needs of the diverse households that want to live in the community. For example, nearly two-thirds of households in Kirkland in 2014 have just one or two people. Kirkland has a relatively large percentage of younger adults (ages 20 to 44) and a relatively small percentage of families with school-age children. In 2014, senior citizens comprise almost one-quarter of the population, and could double in number within 20 years. And 20 percent of Kirkland's residents were born outside the United States, a population which is also growing rapidly. These are examples of demographics whose housing needs may require a different mix of housing types over timethan the city presently has.

Housing Supply

At an average density of 6.0 dwelling units per residential acre citywide, Kirkland's residential densities are relatively high for a higher compared to other suburban communitiescommunity. Nevertheless, the city contains many neighborhoods developed at lower densities (three to five dwelling units per acre). In 2013, Kirkland had 37,221 housing units, capacity for an additional 9,993 units, and a 2035 Growth Target of 8,570 units.

As noted in the Housing Diversity section of this Element, greater opportunities for home ownership may be created through smaller lots and more varied housing types. In addition, cost savings are generally associated with smaller lots and revised development standards. The savings obtained through reducing the amount of street, sidewalk, water, sewer, and other utilities needed for each home may be reflected in the initial purchase price as well as ongoing maintenance and services costs to both the home owner and the public.

Goal H-2: Ensure that Kirkland has a sufficient quantity and variety of housing to meet projected growth and needs of the community.

Policy H-2.1: Maintain an adequate supply of land zoned appropriately for a variety of housing types and densities.

As Kirkland has become more fully developed in recent years, residential development trends have included a shift away from large subdivisions to "infilling" of vacant and underdeveloped lots within existing neighborhoods.

About two-thirds of the city's remaining residential capacity exists in mixed-use areas, with the expectation of moderate-to-high housing densities mixed with commercial uses. In the Totem Lake and Lakeview areas, future development would be largely separated from single-family areas, while in Rose Hill, some of the new housing will transition between businesses on NE 85th Street and surrounding single-family homes.

The city already allows slight reductions from the required single-family lot sizes as one method to accommodate more housing on existing residential land while helping to avoid suburban sprawl. Further lot size reductions would increase capacity in areas already served by transit and other public utilities and services. This should only be considered where compatibility with surrounding neighborhoods can be ensured through site and building design.

Policy H-2.2: Promote the development of accessory dwelling units on single-family lots.

Accessory units are promoted as a means to achieve a different form of housing that is also relatively affordable in existing neighborhoods by more efficiently using the existing housing stock. Regulatory guidelines should minimize procedural requirements, but should address neighborhood compatibility.

Income from these units can help residents in a variety of situations, as well as help to preserve the city's existing housing through supplementing upkeep costs, thereby extending the livability of a dwelling. Since adoption of regulations in 1995 to allow accessory dwelling units, as of 2014 over 190 units have been created within existing houses, over detached garages and in separate structures.

Policy H-2.3: Create flexible site and development standards, and maintain efficient development and review systems, that balance the goals of reduced housing development costs with other community goals.

Site and development standards affect many direct development costs, such as infrastructure, land, and building costs. Street widths, setbacks, curb and sidewalk requirements, and parking standards are some of the residential standards that may affect costs. Standards that allow alternative approaches to site and building design may provide cost savings as well as respond to emerging needs of the market. Some combination of a prescriptive standard that is permitted outright and an optional performance standard may be desirable to balance the desire to minimize costs and maintain quality.

Since time is a critical factor in financing development projects, a reduction in the time needed to receive city approval can result in savings to housing providers. Adding certainty to the development review process will also facilitate residential development.

Policy H-2.4: Allow a broad range of housing and site planning approaches in single-family areas to increase housing supply and choice, to reduce cost, and to ensure design quality and neighborhood compatibility.

Clustering and innovative housing types may include cottages, compact single-family, zero lot line, clustered and common wall housing. These development styles can allow for more environmentally sensitive site planning by concentrating development on the most buildable portion of a site while preserving natural drainage, vegetation, and other natural features. Similarly, allowing zero lot line or other design innovations in these areas can further help to lower land and development costs.

Innovative housing types also may be appropriate on sites in single-family neighborhoods that do not have environmental constraints. The demographics of our population are changing, with the average number of people living in each housing unit decreasing and the average age increasing. Cottage, compact single-family and common-wall housing can provide more housing on the same land area, in

smaller structures that better match the needs of our population. In addition, housing affordability can be improved through reduced construction costs resulting from smaller or common-wall development.

In all cases, design standards are important to ensure that new development is integrated sensitively with its neighbors. Greater attention to building and site design, such as building bulk, roofline variation, garage and parking location, and landscaped buffers can enhance aesthetic appeal and neighborhood compatibility.

Policy H-2.5: Allow for the maintenance and redevelopment of existing developments that do not conform to current density standards in planned multi-family areas.

A number of multi-family structures in the city were built at densities above those now planned for their sites. These structures provide a valuable source of close-in and often relatively affordable housing to Kirkland residents. In order to retain the housing capacity provided by these units, property owners should be allowed to maintain, remodel, or rebuild these structures, while retaining their existing densities.

AFFORDABLE AND SPECIAL NEEDS HOUSING

Housing Affordability

~~The~~These policies strive to improve housing affordability at all income levels, and emphasize a combination of appropriately zoned land, regulatory incentives, financial subsidies, and innovative planning techniques, in order to ensure that ~~the needs of moderate-, low-, and very low-income and low-income persons are adequately served.~~households have adequate housing opportunities. Housing for these ~~groups~~households is least likely to be provided by the private housing market.

~~Kirkland's population~~Household and affordable housing counts within each of the defined income groups (based on King ~~County~~County's median income for a family of four) in ~~was~~2011 were as follows:

~~Low Income Households: Households making up to 50%~~Table 1. Comparing Kirkland's Incomes and Housing Affordability

<u>Income or Affordability Level for a Family of 4 (\$ in 2011)</u>	<u>Percent of Kirkland's Households by Income</u>	<u>Percent of Kirkland's Housing Units by Affordability</u>
<u>Very Low-Income (<30% of median income; or \$21,200)</u>	<u>8%</u>	<u>2%</u>
<u>Low-Income (30%–50% of median; \$21,200 to \$35,300)</u>	<u>8%</u>	<u>4%</u>
<u>Moderate-Income (50%–80% of median; \$35,300 to \$56,500)</u>	<u>14%</u>	<u>16%</u>
<u>Middle-Income</u>	<u>9%</u>	<u>19%</u>

<u>(80%–100% median; \$56,600 to \$84,700)</u>		
<u>Above Middle-Income (greater than \$84,700)</u>	<u>61%</u>	<u>59%</u>

- ~~About 30 percent of median income (\$26,500 annually).~~
 - ~~Percent of Kirkland’s population in 2000: 15 percent.~~
- ~~Moderate Income Households: Households with incomes between 50 percent and 80 percent of median income (\$26,501 to \$42,500 annually).~~
 - ~~Percent of Kirkland’s population in 2000: 16 percent.~~
- ~~Median Income Households: Households with incomes between 80 percent and 120 percent of median income (\$42,501 to \$63,800 annually).~~
 - ~~Percent of Kirkland’s population in 2000: 21 percent.~~
- ~~Above Median Income Households: Households with incomes above 120 percent of median income (above \$63,800 annually).~~
 - ~~Percent of Kirkland’s population in 2000: 48 percent.~~

~~As these figures show, nearly one third of the city’s residents/households fall within the very low-, low-, and moderate-income categories. This is about the same proportion as in 1990/2000, although there has been a shift in the percentages in upper-income categories. In 2000, about seven percent more households earned more than have been growing since 1990. Including the median income and about five percent fewer annexation of some 8,000 households were in Finn Hill, North Juanita, and Kingsgate, the median income category.~~

~~In 2000, 71 percent/percentage of Kirkland’s lowest/middle-income households, those earning \$20,000 per year or less, paid more than 35 percent of their income toward housing costs. It is known that as dropped four three points (from 212 percent) and the percentage of above-middle-income households increased five four points (from 457 percent).~~

~~The vast majority of housing affordable to low- and moderate-income families in Kirkland, as in most communities, is rental housing, typically multi-family. As shown in Table 2, below, most of the city’s rental housing is affordable to moderate-income families, including about 16 percent that is also affordable to low-income families; and yet 76 percent of moderate- or lower-income renters are housing cost burdened; that is, pay more than 30 percent of their incomes toward housing costs. As households overpay to this extent, they may be forced to forgo other necessities, or be unable to save to buy a home/homes because their housing expenses consume such a large portion/portions of their income/incomes.~~

~~Typically, the lower the household income, the greater percentage of income is paid to housing costs.~~ Table 2. Comparing Kirkland’s Rental Housing Affordability and Cost-Burdened Households

<u>Income or Affordability Level for a Family of 4</u>	<u>Percent of Kirkland’s Renters by Income</u>	<u>Percent of Kirkland’s Rental Housing Units by Affordability</u>	<u>Kirkland’s Renters, by Income, Who Are Cost-Burdened</u>
--	--	--	---

<u>Very Low-Income</u>	<u>14%</u>	<u>7%</u>	<u>72%</u>
<u>Low-Income</u>	<u>12%</u>	<u>9%</u>	<u>80%</u>
<u>Moderate-Income</u>	<u>14%</u>	<u>43%</u>	<u>68%</u>
<u>Middle-Income or Above</u>	<u>60%</u>	<u>41%</u>	<u>22%</u>

Roughly 60 percent of Kirkland’s very low-income households are severely cost burdened; i.e., pay more than 50 percent of their incomes for housing. The higher percentage of income paid toward housing, the more vulnerable a household is to actually losing their housing if someone in the household loses a job, suffers a medical emergency, or incurs some other major expense. As a result, these households may become homeless, displaced, or reside in overcrowded or substandard housing.

~~The vast majority of housing affordable to low- and moderate-income families in Kirkland, as in most communities, is rental housing. This housing is typically multifamily. In 2000, just over 60 percent of the city’s rental housing was affordable to moderate income families, including about 16 percent that was also affordable to low income families.~~

~~While housing affordability does not appear to be as great a problem among Kirkland’s higher income residents, meeting the needs of the higher economic segments of the population with housing they can afford serves those at the lower levels as well.~~

~~For example, potential first time home buyers earning incomes over 80 percent of median income but less than 100 percent of median find it difficult to purchase a home in Kirkland without some form of assistance. These groups may be forced to remain in rental housing and to delay home purchases. Increasing rents, in turn, make it even more difficult for them to save down payments, thus further delaying plans for home purchases.~~

~~These individuals or families may then displace the lower income groups in the rental market, by paying higher rents than would otherwise be charged, if appropriate lower cost housing were available for them in the ownership market. Consequently, the supply of rental housing is restricted and rents are inflated to a point out of reach for the lowest income families.~~

~~The housing needs analysis identified moderate income first time home buyers as one of the groups least served by Kirkland’s housing market. Greater housing choices and opportunities can be provided for this group.~~

Special Needs Housing

~~Policies aimed at meeting the demand for specialSpecial needs housing of residents are also included. These approaches generally include providing funding, research, and coordination assistance to social service agencies providing housing to these populations, as well as adding flexibility to the city’s land use policies and regulations to provide a greater range of housing options that may meet the demands for special needs housing.~~

provides shelter for people with emergencies or self-help limitations. Short-term special needs housing is needed to provide shelters for victims of domestic violence, ~~or transitional housing for or~~ homeless families, for example. Long-term housing with appropriate supportive services, such as single-family homes shared by adults with developmental disabilities, apartments adapted to serve the frail elderly, or efficiency units for the mentally ill, are also needed to prevent ~~the cycle of~~ homelessness.

The city should consider will employ funding, technical assistance, and additional flexibility to land use regulations as needed to provide a greater range of special needs housing. In particular, state law provides that homes occupied by people with disabilities and group care for children that meets the definition of “familial status” are regulated the same as similar homes occupied by a family or other unrelated individuals. Other policies show Kirkland’s commitment to collaborate with other jurisdictions to plan and support a balance of special needs housing and programs throughout the region, particularly to relieve and prevent homelessness.

Goal H-23: ~~Promote the creation of affordable and special needs housing and provide for a range of housing types and opportunities to meet throughout~~ the needs of city for all economic segments of the population.

Policy H-23.1: ~~Strive to meet the targets established and defined in city’s proportionate share of the county-wide policies for housing needs of very low-, low-, and moderate-income housing as a percentage of projected net household growth households.~~

The ~~targets~~goals established by the Countywide Planning Policies maintain that ~~housing plans for cities, including~~ Kirkland ~~must be designed to provide for:~~

- ~~Seventeen percent of growth in new households affordable to moderate-, address the countywide housing need, in proportion to the city’s own size, at the following income households; and levels:~~
- ~~Twenty-four percent of growth in new households affordable to low-income households.~~

~~These targets~~ Table 3. Comparing Countywide Housing Needs and Kirkland’s Housing Affordability

<u>Income or Affordability Level for a Family of 4</u>	<u>Percent of King County’s Households by Income</u>	<u>Percent of Kirkland’s Housing Units by Affordability</u>
<u>Very Low-Income</u>	<u>12%</u>	<u>2%</u>
<u>Low-Income</u>	<u>12%</u>	<u>4%</u>
<u>Moderate-Income</u>	<u>16%</u>	<u>16%</u>
<u>Middle-Income</u>	<u>18%</u>	<u>19%</u>
<u>Above Middle-Income</u>	<u>42%</u>	<u>59%</u>

As the table demonstrates, these goals have proven ~~to be a challenge~~ challenging to meet for low- and very low-income households. While market conditions and existing plans have been fairly successful in providing rental housing for moderate-income households, low-income households have not been well

served by either the rental or home ownership markets. ~~Policies contained in this Element are designed to provide more and a broader range of housing opportunities for these groups. [[The city should track its progress toward meeting these goals and consider additional tools or strategies if appropriate progress is not being made.]]~~

~~**Policy H-2.2: Allow the development of accessory dwelling units on single-family lots.** [[Regulatory guidelines should minimize procedural requirements, but should address neighborhood compatibility.]]~~

Moved.

~~Accessory units are promoted as a means to achieve affordable housing and increased density in existing neighborhoods by more efficiently using the existing housing stock. Accessory units can help to meet the need for low- and moderate-income housing by opening up surplus space on single-family lots.~~

~~[[Income from these units can help residents in a variety of situations, as well as help to preserve the city's existing housing through supplementing upkeep costs, thereby extending the livability of a dwelling.]]~~

Moved.

~~In 1995, Kirkland adopted regulations to allow accessory dwelling units on all single-family properties. Since that time, over 80 accessory units have been approved. These have included units built within existing houses, units built over detached garages, and separate structures.~~

~~**Policy H-2.3: Promote the provision of affordable housing by private sector residential developments.**~~

~~Special incentives for the development of low- and moderate-income housing should be used as a means to promote the provision of these units by private or nonprofit developers. Kirkland's existing programs which that provide density bonuses for affordable housing could be expanded, and other types of incentives also should be explored. As a member of ARCH, as mentioned in the Introduction, the city has assistance to carry out many of the policies of the Housing Element. Approaches such as expedited permit processing, permit and impact fee waivers, flexible site and development standards, tax exemptions, the allocation of Community Development Block Grant and general funds to write-down project costs, inclusionary zoning, and other techniques should be evaluated.~~

~~**Policy H-2.4: Provide** Because every city has its own circumstances, limitations, and opportunities, Kirkland can and should support affordable housing units across the Eastside as well as within the community. As a member of ARCH—as mentioned in the Introduction, the city has assistance to carry out many of the policies of the Housing Element.~~

~~**Policy H-3.2: Require affordable housing** when increases to development capacity are considered.~~

~~Many rezones and Rezones, height increases result in increased and bulk modifications, and similar actions often yield greater development capacity. This can ~~result in additional~~ add significant value ~~to~~ for property owners and an opportunity to create affordable housing at little or no with minimal (if any additional) cost to the owner. ~~The~~ When the city considers amendments/modifications to the Comprehensive Plan, Zoning Code, or other regulations, the city should compare the economic value of~~

the increased capacity ~~should be compared~~ to the economic cost of providing affordable units ~~when evaluating if and decide whether to require~~ affordable housing ~~should be required in return~~.

Policy H-2.53.3: Ensure that affordable housing opportunities are not concentrated, but rather are dispersed available throughout the city and especially in areas with good access to transit, employment, and shopping.

The bulk of housing affordable to low- and moderate-income households is ~~multifamily~~ multi-family. Nevertheless, opportunities for affordable housing, and special-needs housing, may occur in single-family neighborhoods through infill, accessory units, or group homes. These housing options should be ~~dispersed available~~ throughout the community and integrated into neighborhoods. This distribution will ensure a wider range of housing options for Kirkland residents.

~~***Policy H-2.6: Streamline the city’s development review and approval processes, while ensuring that the integrity of the planning process is not compromised.***~~

Moved.

~~***Policy H-3.4***[[Since time is a critical factor in financing development projects, a reduction in the time needed to receive city approval can result in savings to housing providers. Adding certainty to the development review process will also]]-~~help to promote residential development.~~~~

~~***Policy H-2.7: Create flexible site and development standards which balance the goals of reduced housing development costs with other community goals.***~~

~~[[Site and development standards affect many direct development costs, such as infrastructure, land, and building costs. Street widths, setbacks, curb and sidewalk requirements, and parking standards are some of the residential standards that may affect costs. Standards that allow alternative approaches to site and building design may provide cost savings. Some combination of a prescriptive standard that is permitted outright and an optional performance standard may be desirable to balance the desire to minimize costs and maintain quality.]]~~

Moved.

Policy H-2.8: Preserve, maintain, and improve existing affordable housing through assistance to residents and housing providers.

Due to the high relative land values throughout prevailing in the city, and the resulting difficulty that developers face in producing new housing that meets the needs of low- and moderate-income residents, assistance to enable rehabilitation of existing housing may be one of the most effective strategies to maintain and produce affordable housing in Kirkland. Another benefit of rehabilitation is that it is less likely to change the appearance of neighborhoods.

The city’s Housing Repair program supports the preservation of both the owner-occupied and rental housing stock through grants and loans for housing repair and rehabilitation. Community Development Block Grant (CDBG) funds and city funds are also allocated to housing providers to acquire and rehabilitate emergency and transitional housing facilities, as well as permanent low- and moderate-income housing development and homeownership programs.

~~Due to the high land values prevailing in the city, and the resulting difficulty~~ ~~[[developers face in producing new housing that meets the needs of low- and moderate-income residents, assistance to enable rehabilitation of existing housing may be one of the most effective strategies to maintain and produce affordable housing in Kirkland. Another benefit of rehabilitation is that it is less likely to change the appearance of neighborhoods.]]~~

Moved.

Policy H-2.9: Continue to support the 3.5: Support housing acquisition and creation of housing by private or nonprofit organizations, housing authorities, or other social and health service agencies for very low-, low-, and moderate-income tenants/residents.

Local resources can be a critical part of developing or preserving affordable housing. ~~Efforts to identify potential opportunities and resources, such as inventorying and possibly donating surplus~~ Surplus public property, ~~acquiring land, contributing~~ Community Development Block Grant (CDBG) and city general funds invested through the ARCH trust fund, and payments or city funds, and paying or waiving impact and permit waivers of fees and ~~utility and~~ infrastructure costs, ~~can all have potential to~~ improve the feasibility of affordable housing projects.

This is especially true of housing for individuals and families who cannot afford housing created through the private market. Local resources are often required as a match for other public ~~(County, State, federal)~~ and private funding sources, and ~~therefore work to~~ leverage a significant amount of funding into Kirkland and the region that would otherwise not be available.

The city can also support affordable housing acquisition and development in indirect ways ~~by working with local lenders to coordinate financing for projects, encouraging private and other public donation of resources, inventorying multifamily residential properties and encouraging preservation of those that are affordable, and working with the State Legislature to provide additional tax relief.;~~

- Working with local lenders to coordinate financing for projects.
- Encouraging private and other public donation of resources.
- Inventorying multi-family residential properties and encouraging preservation of those that are affordable.
- Working with the legislature to fund the state’s housing trust fund, to provide additional tax relief, and to authorize additional tools for local governments.

Policy H-2.103.6: Ensure that zoning does regulations do not unduly restrict group homes or other housing options for persons with special needs.

Special-needs housing can be provided in ~~a variety of structures, such as~~ single-family homes, group homes, multifamily/multi-family dwellings, congregate care facilities, ~~or~~ and other ~~institutional~~ settings. ~~Flexibility in land use regulations to allow~~ Regulating group homes and home-based care as other housing represents a significant opportunity available to the city to meet the demand for special needs housing. Barriers to creating these housing options, including extensive special review processes, should be avoided.

Policy H-2.11: Encourage and support the development of emergency, transitional, and permanent housing with appropriate on-site housing options and services to move homeless persons with special needs and families to long-term financial independence. Support regional efforts to prevent homelessness.

A variety of emergency and transitional housing include types—shelters, single-room occupancy hotels (SROs), group homes, congregate care facilities, and many of the other housing options discussed in the Housing Element—are needed to combat homelessness. The city should continue to make funding available to social service agencies serving these special-needs populations, to facilitate their development and operation.

The city should also work cooperatively with nonprofit agencies or the private sector to site special-needs housing while helping neighbors to understand the role of special-needs housing in the community and the requirements of the Federal Fair Housing Law, federal and state fair housing laws. The (King County) Committee to End Homelessness and other regional efforts are creating a more integrated system for addressing homelessness. This work guides local efforts in supporting work with specific programs and agencies.

Policy H-2.123.8: Cooperate at a regional level to increase the base of both public and private support necessary to address local housing needs.

Communities within King County should work together to address shared housing needs, since housing needs and solutions cross jurisdictional boundaries. They should work cooperatively cooperate on a regional housing finance strategy that complements local funding efforts and allows sharing resources to support affordable and special needs housing throughout east King County.

Similarly, efforts to reduce housing costs through streamlining and flexibility in regulation should be coordinated with neighboring jurisdictions. Kirkland lies within a regional housing market, and cost reductions in Kirkland alone will not affect affordability significantly elsewhere in the region. Proactive leadership by Kirkland can encourage participation and action by other cities, thus promoting greater affordability throughout the Eastside. Reducing the percentage of income devoted to housing costs will improve the quality of life for low- and moderate-income families, and enable residents to contribute to other regional goals, such as schools and transit.

Policy H-2.13 Policy H-3.9: Support housing options, programs, and services that allow seniors to stay in their homes or neighborhood. Encourage Universal Design improvements that increase housing accessibility.

Universal Design refers to a broad spectrum of ideas meant to produce products, buildings, or other built environments that are useable to the greatest extent possible by everyone, regardless of their age, ability, or status in life. Wheelchair ramps, essential for people in wheelchairs but also used by all, are a common example. There are also cabinets with pull-out shelves, kitchen counters at several heights to accommodate different tasks and postures, and many other features.

Policy H-3.10: Support efforts to achieve a geographic balance in siting special-needs housing throughout the city and region, including support of housing in jurisdictions that serve residents from elsewhere on the Eastside.

Generally, special-needs housing should be ~~dispersed~~available throughout the region. Some clustering of special-needs housing may be appropriate when proximity to public transportation, medical facilities, or other basic services is necessary.

Funds ~~set aside~~invested by Kirkland to provide this type of housing should be considered for projects both in Kirkland and elsewhere on the Eastside. Similarly, projects serving special-needs populations ~~from~~and funded by Bellevue, Redmond, and other Eastside communities should be sited in Kirkland when appropriate.

Policy H-3.110: ~~Promote~~Protect fair and equal access to housing for all persons and prohibit any activity that results in discrimination in housing.

Fair housing is the ability for all people to choose where they live without discrimination based on race, color, national origin, sex, family status, or disability. These are the “protected classes” under state and federal law. Kirkland also protects people from rental housing discrimination on the basis of using a Section 8 voucher to help pay their rent. Cities may not make zoning or land use decisions or implement policies that exclude or otherwise discriminate against protected persons. Periodically, King County conducts an Analysis of Impediments to Fair Housing (a county-wide report to the federal government), which can be a resource to Kirkland’s fair housing practices.

~~[[Some clustering of special-needs housing may be appropriate when proximity to public transportation, medical facilities, or other basic services is necessary.]]~~

Moved.

HOUSING CAPACITY

Moved.

~~At an average density of 6.5 [[dwelling units per residential acre citywide, Kirkland’s residential densities are relatively high for a suburban community. Nevertheless, the city contains many neighborhoods developed at lower densities (three to five dwelling units per acre).]]~~ ~~in 2003, Kirkland had 22,100 housing units, capacity for a total of 28,000 units, and a 2022 Growth Target of 26,800 units.~~

~~[[As noted in the Housing Diversity section of this Element, greater opportunities for home ownership may be created through smaller lots and more varied housing types. In addition, cost savings are generally associated with smaller lots and revised development standards. The savings obtained through reducing the amount of street, sidewalk, water, sewer, and other utilities needed for each home may be reflected in the initial purchase price as well as ongoing maintenance and services costs to both the home owner and the public.]]~~

Moved.

Goal H-3: Provide for greater housing capacity and home ownership opportunities.

Policy H-3.1: Provide additional capacity for single-family development through allowing reductions in lot sizes where surplus land exists on underdeveloped parcels.

~~[[As Kirkland has become more fully developed in recent years, residential development trends have included a shift away from large subdivisions to “infilling” of vacant and underdeveloped lots within existing neighborhoods.]]~~

Moved.

~~The city already allows slight reductions in the required lot size [[as one method to accommodate more housing on existing residential land while helping to avoid suburban sprawl. Further lot size reductions would increase capacity in areas already served by transit and other public utilities and services. This should only be considered where compatibility with surrounding neighborhoods can be ensured through site and building design.]]~~

Moved.

Policy H-3.2: Allow a broad range of housing and site planning concepts [[in single-family areas to increase housing supply and choice, to reduce cost, and to ensure design quality and neighborhood compatibility.

~~Clustering and innovative housing types may include cottages, compact single family, zero lot line, clustered and common wall housing. These development styles can allow for more environmentally sensitive site planning by concentrating development on the most buildable portion of a site preserving natural drainage, vegetation, and other natural features. Similarly, allowing zero lot line or other design innovations in these areas can further help to lower land and development costs.]]~~

Moved.

~~In addition to environmentally sensitive areas, innovative housing types may be appropriate on sites throughout the city’s single family neighborhoods. [[The demographics of our population are changing, with the average number of people living in each housing unit decreasing and the average age increasing. Cottage, compact single family and common wall housing can provide more housing on the same land area, in smaller structures that better match the needs of our population. In addition, housing affordability can be improved through reduced construction costs resulting from smaller or common wall development.~~

~~In all cases, design standards are important to ensure that new development is integrated sensitively with its neighbors. Greater attention to building and site design, such as building bulk, roofline variation, garage and parking location, and landscaped buffers can enhance aesthetic appeal and neighborhood compatibility.]]~~

Moved.

Policy H-3.3: Allow for the maintenance and redevelopment of existing developments that do not conform to current density standards in planned multifamily areas.

~~A number of multifamily structures exist within the city that are built at densities above those planned for their sites. These structures provide a valuable source of close in and often affordable housing to Kirkland residents. In order to retain the housing capacity and affordability provided by these units, property~~

~~owners should be allowed to maintain, remodel, or rebuild these structures, while retaining their existing densities. Restrictions on unit size should be considered as a means to maintain affordability.~~

VII. HOUSING

A. INTRODUCTION

EXISTING CONDITIONS

Kirkland is a largely residential community, as housing remains the city's predominant land use. About 54 percent of the city's land area is devoted exclusively to residential uses; and with the 2011 annexations of Finn Hill, North Juanita, and Kingsgate neighborhoods, single-family homes now comprise 56 percent of the city's housing. Since 2005, the city has seen an increase in mixed-use developments that combine housing with other uses, such as office and retail. The city has a wide variety of other housing styles including zero lot line, townhomes, multi-family flats, and accessory dwelling units (or ADUs; also known as mother-in-law apartments). Neighborhoods are well established and are one of the city's most desirable assets. Numerous neighborhood associations and homeowners' associations contribute to the livability of the community.

Just as there are a variety of housing types in Kirkland, there is a range of housing densities – from large residential estates of close to one acre in size near Bridle Trails State Park to over 100 units per acre in some Downtown condominiums and apartments, where the number of units is limited only by the building envelope allowed on the site. The city's most dense neighborhoods are Totem Lake and Moss Bay, which includes Downtown, where a high proportion of the housing is multi-family units.

Through A Regional Coalition for Housing (ARCH), the city has and can continue to address a variety of housing needs. ARCH is an inter-local program formed by the cities of the Eastside, from Kenmore, Bothell, and Woodinville south to Newcastle. ARCH staff advises the city on addressing existing and projected housing needs, and administers Kirkland's affordable housing programs. The ARCH trust fund helps create affordable housing for a low- and very low-income households and people who have special needs or are homeless. Also through ARCH, the city participates in region-wide planning efforts, including developing regional strategies to address homelessness.

FUTURE NEEDS

For a thorough study of Kirkland's existing and projected housing needs, including comparisons across the Eastside and King County, please refer to ____, the *East King County Housing Analysis*. The following contains a few highlights and conclusions based on that report.

Critical housing needs facing Kirkland from 2015 to 2035 include the preservation of neighborhood quality, the addition of housing that meets need of a growing employment base (including the creation and retention of housing that is affordable), and the provision of housing for residents with special needs.

Kirkland's future will also include the need to accommodate additional growth. The challenge will be to find ways to develop additional housing that is compatible with existing neighborhoods and the environment. While much of the new housing will be located in existing areas of higher densities, other

housing will occur in predominantly low-density residential neighborhoods as infill. The Housing Element contains goals and policies designed to promote and protect neighborhood quality as growth occurs.

The city's role in ensuring neighborhood quality will be to provide a compatible mix of land uses in and around residential areas, and to ensure that the physical elements inherent in a well-designed neighborhood are maintained and established. The Land Use and Housing Elements work together to achieve these goals.

In addition to preserving the character of neighborhoods while providing for growth, Kirkland faces the weighty challenge of supplying housing affordable to all economic segments of the population. The issue of affordable housing reaches most people in a community, since the quality of life in a city is tied, to a large extent, to the ability of its residents and local employees to find the kind of housing they desire at a price they can afford.¹

In 2011, about 30 percent of the city's residents earned less than 80 percent of area (i.e., King County) median income (\$56,500 for a family of four) and faced considerable difficulty in affording housing. According to the *2013 East King County Housing Needs Analysis*, prepared by A Regional Coalition for Housing (ARCH), Kirkland's current housing market is most lacking in providing rental housing units priced appropriately for low- and very low-income households (those earning zero to 50 percent of median income) and ownership housing priced appropriately for middle-income households (earning 80 to 120 percent of median income). Therefore, the Housing Element includes policies designed to:

- Increase the supply of rental units affordable to low- and very low-income households; and
- Increase first-time homeowner opportunities for moderate-income households.

In 2000, the City Council appointed a Housing Task Force to examine and make strategy recommendations in five issue areas: market provision of affordable housing, innovative housing styles to increase housing supply and affordability, transit-oriented development, preservation of existing affordable housing, and subsidization of affordable housing. The Task Force's recommendations on these issues were incorporated into the Housing Element and led to accomplishments in every area.

B. THE HOUSING CONCEPT

The central goal of the Housing Element is to preserve neighborhood quality while improving housing opportunities for all residents. To accomplish this, the Element:

- Promotes neighborhood quality through the continuation of the existing residential land use pattern and through the application of standards where infill development occurs to ensure compatibility.
- Promotes an adequate supply and variety of residential densities and housing types.
- Addresses the needs for special needs housing and housing affordable at every income level.

¹ Housing is affordable if a household spends no more than 30 percent of monthly income for total housing cost (including costs such as taxes, insurance, and utilities).

The city should track its progress toward meeting these goals and consider additional tools or strategies if appropriate progress is not being made.

C. HOUSING GOALS

- Goal H-1: Maintain and enhance the unique residential character of each city neighborhood.
- Goal H-2: Ensure that Kirkland has a sufficient quantity and variety of housing to meet projected growth and needs of the community.
- Goal H-3: Promote affordable and special needs housing throughout the city for all economic segments of the population.

NEIGHBORHOOD QUALITY

As the Vision Statement and Framework Goals describe, Kirkland’s citizens consider the preservation and enhancement of neighborhoods to be strong community values.

Kirkland encompasses many distinct neighborhoods that can be differentiated on the basis of density, age of structures, size of detached homes or multi-family structures, and a variety of visible features. The city’s neighborhoods, with their own unique residential characters, offer a choice of living environments. This diversity adds to the community’s ability to meet a wide variety of residential needs.

The following goals and policies are designed to ensure that new development meets the high standards for livability of Kirkland neighborhoods, and that the preferred community character is preserved.

Goal H-1: Maintain and enhance the unique residential character of each city neighborhood.

Policy H-1.1: Incorporate neighborhood character and design principles into standards for new development.

Because change will take place in all neighborhoods between 2015 and 2035, design standards for new development will be important to the preservation of neighborhood quality. Standards should address how new development, particularly when sited on smaller lots or at greater densities than surrounding development, can occur in a manner compatible with existing neighborhood character.

These standards can encourage structures to integrate sensitively with the surrounding area by addressing issues such as scale and bulk, setbacks which reinforce those of surrounding residences, as well as landscape buffers where appropriate.

HOUSING DIVERSITY

This Element contains policies designed to support opportunities to respond to the market and provide an adequate supply and variety of housing.

Housing Variety

A variety of housing types is essential if Kirkland is to meet the needs of the diverse households that want to live in the community. For example, nearly two-thirds of households in Kirkland in 2014 have just one or two people. Kirkland has a relatively large percentage of younger adults (ages 20 to 44) and a relatively small percentage of families with school-age children. In 2014, senior citizens comprise almost one-quarter of the population, and could double in number within 20 years. And 20 percent of Kirkland's residents were born outside the United States, a population which is also growing rapidly. These are examples of demographics whose housing needs may require a different mix of housing types over time.

Housing Supply

At an average density of 6.0 dwelling units per residential acre citywide, Kirkland's residential densities are higher compared to other suburban communities. Nevertheless, the city contains many neighborhoods developed at lower densities (three to five dwelling units per acre). In 2013, Kirkland had 37,221 housing units, capacity for an additional 9,993 units, and a 2035 Growth Target of 8,570 units.

As noted in the Housing Diversity section of this Element, greater opportunities for home ownership may be created through smaller lots and more varied housing types. In addition, cost savings are generally associated with smaller lots and revised development standards. The savings obtained through reducing the amount of street, sidewalk, water, sewer, and other utilities needed for each home may be reflected in the initial purchase price as well as ongoing maintenance and services costs to both the home owner and the public.

Goal H-2: Ensure that Kirkland has a sufficient quantity and variety of housing to meet projected growth and needs of the community.

Policy H-2.1: Maintain an adequate supply of land zoned appropriately for a variety of housing types and densities.

As Kirkland has become more fully developed in recent years, residential development trends have included a shift away from large subdivisions to "infilling" of vacant and underdeveloped lots within existing neighborhoods.

About two-thirds of the city's remaining residential capacity exists in mixed-use areas, with the expectation of moderate-to-high housing densities mixed with commercial uses. In the Totem Lake and Lakeview areas, future development would be largely separated from single-family areas, while in Rose Hill, some of the new housing will transition between businesses on NE 85th Street and surrounding single-family homes.

The city already allows slight reductions from the required single-family lot sizes as one method to accommodate more housing on existing residential land while helping to avoid suburban sprawl. Further lot size reductions would increase capacity in areas already served by transit and other public utilities and

services. This should only be considered where compatibility with surrounding neighborhoods can be ensured through site and building design.

Policy H-2.2: Promote the development of accessory dwelling units on single-family lots.

Accessory units are promoted as a means to achieve a different form of housing that is also relatively affordable in existing neighborhoods by more efficiently using the existing housing stock. Regulatory guidelines should minimize procedural requirements, but should address neighborhood compatibility.

Income from these units can help residents in a variety of situations, as well as help to preserve the city's existing housing through supplementing upkeep costs, thereby extending the livability of a dwelling. Since adoption of regulations in 1995 to allow accessory dwelling units, as of 2014 over 190 units have been created within existing houses, over detached garages and in separate structures.

Policy H-2.3: Create flexible site and development standards, and maintain efficient development and review systems, that balance the goals of reduced housing development costs with other community goals.

Site and development standards affect many direct development costs, such as infrastructure, land, and building costs. Street widths, setbacks, curb and sidewalk requirements, and parking standards are some of the residential standards that may affect costs. Standards that allow alternative approaches to site and building design may provide cost savings as well as respond to emerging needs of the market. Some combination of a prescriptive standard that is permitted outright and an optional performance standard may be desirable to balance the desire to minimize costs and maintain quality.

Since time is a critical factor in financing development projects, a reduction in the time needed to receive city approval can result in savings to housing providers. Adding certainty to the development review process will also facilitate residential development.

Policy H-2.4: Allow a broad range of housing and site planning approaches in single-family areas to increase housing supply and choice, to reduce cost, and to ensure design quality and neighborhood compatibility.

Clustering and innovative housing types may include cottages, compact single-family, zero lot line, clustered and common wall housing. These development styles can allow for more environmentally sensitive site planning by concentrating development on the most buildable portion of a site while preserving natural drainage, vegetation, and other natural features. Similarly, allowing zero lot line or other design innovations in these areas can further help to lower land and development costs.

Innovative housing types also may be appropriate on sites in single-family neighborhoods that do not have environmental constraints. The demographics of our population are changing, with the average number of people living in each housing unit decreasing and the average age increasing. Cottage, compact single-family and common-wall housing can provide more housing on the same land area, in smaller structures that better match the needs of our population. In addition, housing affordability can be improved through reduced construction costs resulting from smaller or common-wall development.

In all cases, design standards are important to ensure that new development is integrated sensitively with its neighbors. Greater attention to building and site design, such as building bulk, roofline variation, garage and parking location, and landscaped buffers can enhance aesthetic appeal and neighborhood compatibility.

Policy H-2.5: Allow for the maintenance and redevelopment of existing developments that do not conform to current density standards in planned multi-family areas.

A number of multi-family structures in the city were built at densities above those now planned for their sites. These structures provide a valuable source of close-in and often relatively affordable housing to Kirkland residents. In order to retain the housing capacity provided by these units, property owners should be allowed to maintain, remodel, or rebuild these structures, while retaining their existing densities.

AFFORDABLE AND SPECIAL NEEDS HOUSING

Housing Affordability

These policies strive to improve housing affordability at all income levels, and emphasize a combination of appropriately zoned land, regulatory incentives, financial subsidies, and innovative planning techniques, in order to ensure that moderate-, low-, and very low-income households have adequate housing opportunities. Housing for these households is least likely to be provided by the private housing market.

Household and affordable housing counts within each of the defined income groups (based on King County’s median income for a family of four) in 2011 were as follows:

Table 1. Comparing Kirkland’s Incomes and Housing Affordability

Income or Affordability Level for a Family of 4 (\$ in 2011)	Percent of Kirkland’s Households by Income	Percent of Kirkland’s Housing Units by Affordability
Very Low-Income (<30% of median income; or \$21,200)	8%	2%
Low-Income (30%–50% of median; \$21,200 to \$35,300)	8%	4%
Moderate-Income (50%–80% of median; \$35,300 to \$56,500)	14%	16%
Middle-Income (80%–100% median; \$56,600 to \$84,700)	9%	19%
Above Middle-Income (greater than \$84,700)	61%	59%

About 30 percent of the city’s households fall within the very low-, low-, and moderate-income categories. This is about the same proportion as in 2000, although the percentages in upper-income

categories have been growing since 1990. Including the annexation of some 8,000 households in Finn Hill, North Juanita, and Kingsgate, the percentage of middle-income households dropped three points (from 12 percent) and the percentage of above-middle-income households increased four points (from 57 percent).

The vast majority of housing affordable to low- and moderate-income families in Kirkland, as in most communities, is rental housing, typically multi-family. As shown in Table 2, below, most of the city’s rental housing is affordable to moderate-income families, including about 16 percent that is also affordable to low-income families; and yet 76 percent of moderate- or lower-income renters are housing cost burdened; that is, pay more than 30 percent of their incomes toward housing costs. As households overpay to this extent, they may be forced to forgo other necessities, or be unable to save to buy homes because their housing expenses consume such large portions of their incomes.

Table 2. Comparing Kirkland’s Rental Housing Affordability and Cost-Burdened Households

Income or Affordability Level for a Family of 4	Percent of Kirkland’s Renters by Income	Percent of Kirkland’s Rental Housing Units by Affordability	Kirkland’s Renters, by Income, Who Are Cost-Burdened
Very Low-Income	14%	7%	72%
Low-Income	12%	9%	80%
Moderate-Income	14%	43%	68%
Middle-Income or Above	60%	41%	22%

Roughly 60 percent of Kirkland’s very low-income households are severely cost burdened; i.e., pay more than 50 percent of their incomes for housing. The higher percentage of income paid toward housing, the more vulnerable a household is to actually losing their housing if someone in the household loses a job, suffers a medical emergency, or incurs some other major expense. As a result, these households may become homeless, displaced, or reside in overcrowded or substandard housing.

Special Needs Housing

Special needs housing provides shelter for people with emergencies or self-help limitations. Short-term special needs housing is needed to provide shelters for victims of domestic violence or homeless families, for example. Long-term housing with appropriate supportive services, such as single-family homes shared by adults with developmental disabilities, apartments adapted to serve the frail elderly, or efficiency units for the mentally ill, are also needed to prevent homelessness.

The city should consider funding, technical assistance, and additional flexibility to land use regulations as needed to provide a greater range of special needs housing. In particular, state law provides that homes occupied by people with disabilities and group care for children that meets the definition of “familial status” are regulated the same as homes occupied by a family or other unrelated individuals. Other policies show Kirkland’s commitment to collaborate with other jurisdictions to plan and support a balance

of special needs housing and programs throughout the region, particularly to relieve and prevent homelessness.

Goal H-3: Promote affordable and special needs housing throughout the city for all economic segments of the population.

Policy H-3.1: Strive to meet the city’s proportionate share of the county-wide housing needs of very low-, low-, and moderate-income households.

The goals established by the Countywide Planning Policies maintain that cities, including Kirkland, address the countywide housing need, in proportion to the city’s own size, at the following income levels:

Table 3. Comparing Countywide Housing Needs and Kirkland’s Housing Affordability

Income or Affordability Level for a Family of 4	Percent of King County’s Households by Income	Percent of Kirkland’s Housing Units by Affordability
Very Low-Income	12%	2%
Low-Income	12%	4%
Moderate-Income	16%	16%
Middle-Income	18%	19%
Above Middle-Income	42%	59%

As the table demonstrates, these goals have proven challenging to meet for low- and very low-income households. While market conditions and existing plans have been fairly successful in providing rental housing for moderate-income households, low-income households have not been well served by either the rental or home ownership markets.

Special incentives for the development of low- and moderate-income housing should be used as a means to promote the provision of these units by private or nonprofit developers. Kirkland’s existing programs that provide density bonuses for affordable housing could be expanded, and other types of incentives also should be explored. As a member of ARCH, as mentioned in the Introduction, the city has assistance to carry out many of the policies of the Housing Element.

Because every city has its own circumstances, limitations, and opportunities, Kirkland can and should support affordable housing across the Eastside as well as within the community.

Policy H-3.2: Require affordable housing when increases to development capacity are considered.

Rezoning, height and bulk modifications, and similar actions often yield greater development capacity. This can add significant value for property owners and an opportunity to create affordable housing with minimal (if any additional) cost to the owner. When the city considers amendments to the Comprehensive Plan, Zoning Code, or other regulations, the city should compare the economic value of

the increased capacity to the economic cost of providing affordable units and decide whether to require affordable housing in return.

Policy H-3.3: Ensure that affordable housing opportunities are not concentrated, but are available throughout the city and especially in areas with good access to transit, employment, and shopping.

The bulk of housing affordable to low- and moderate-income households is multi-family. Nevertheless, opportunities for affordable housing, and special-needs housing, may occur in single-family neighborhoods through infill, accessory units, or group homes. These housing options should be available throughout the community and integrated into neighborhoods. This distribution will ensure a wider range of housing options for Kirkland residents.

Policy H-3.4: Preserve, maintain, and improve existing affordable housing through assistance to residents and housing providers.

Due to the high relative land values throughout the city, and the resulting difficulty that developers face in producing new housing that meets the needs of low- and moderate-income residents, assistance to enable rehabilitation of existing housing may be one of the most effective strategies to maintain and produce affordable housing in Kirkland. Another benefit of rehabilitation is that it is less likely to change the appearance of neighborhoods.

The city's Housing Repair program supports the preservation of both the owner-occupied and rental housing stock through grants and loans for housing repair and rehabilitation. Community Development Block Grant (CDBG) funds and city funds are also allocated to housing providers to acquire and rehabilitate emergency and transitional housing facilities, as well as permanent low- and moderate-income housing development and homeownership programs.

Policy H-3.5: Support housing acquisition and creation by private or nonprofit organizations, housing authorities, or other social and health service agencies for very low-, low-, and moderate-income residents.

Local resources can be a critical part of developing or preserving affordable housing. Surplus public property, Community Development Block Grant (CDBG) and city general funds invested through the ARCH trust fund, and payments or waivers of fees and infrastructure costs all have potential to improve the feasibility of affordable housing projects.

This is especially true of housing for individuals and families who cannot afford housing created through the private market. Local resources are often required as a match for other public and private funding sources and leverage a significant amount of funding into Kirkland and the region that would otherwise not be available.

The city can also support affordable housing acquisition and development in indirect ways:

- Working with local lenders to coordinate financing for projects.
- Encouraging private and other public donation of resources.

- Inventorying multi-family residential properties and encouraging preservation of those that are affordable.
- Working with the legislature to fund the state’s housing trust fund, to provide additional tax relief, and to authorize additional tools for local governments.

Policy H-3.6: Ensure that regulations do not unduly restrict group homes or other housing options for persons with special needs.

Special-needs housing can be provided in single-family homes, group homes, multi-family dwellings, congregate care facilities, and other settings. Regulating group homes and home-based care as other housing represents a significant opportunity available to the city to meet the demand for special needs housing. Barriers to creating these housing options, including extensive special review processes, should be avoided.

Policy H-3.7: Support a range of housing options and services to move homeless persons and families to long-term financial independence. Support regional efforts to prevent homelessness.

A variety of housing types—shelters, single-room occupancy hotels (SROs), group homes, congregate care facilities—are needed to combat homelessness. The city should continue to make funding available to social service agencies serving these special-needs populations, to facilitate their development and operation.

The city should also work cooperatively with nonprofit agencies or the private sector to site special-needs housing while helping neighbors to understand the role of special-needs housing in the community and the requirements of the federal and state fair housing laws. The (King County) Committee to End Homelessness and other regional efforts are creating a more integrated system for addressing homelessness. This work guides local efforts in supporting work with specific programs and agencies.

Policy H-3.8: Cooperate at a regional level to increase the base of both public and private support necessary to address local housing needs.

Communities within King County should work together to address shared housing needs, since housing needs and solutions cross jurisdictional boundaries. They should cooperate on a regional housing finance strategy that complements local funding efforts and allows sharing resources to support affordable and special needs housing throughout east King County.

Policy H-3.9: Support housing options, programs, and services that allow seniors to stay in their homes or neighborhood. Encourage Universal Design improvements that increase housing accessibility.

Universal Design refers to a broad spectrum of ideas meant to produce products, buildings, or other built environments that are useable to the greatest extent possible by everyone, regardless of their age, ability, or status in life. Wheelchair ramps, essential for people in wheelchairs but also used by all, are a

common example. There are also cabinets with pull-out shelves, kitchen counters at several heights to accommodate different tasks and postures, and many other features.

Policy H-3.10: Support efforts to achieve a geographic balance in siting special-needs housing throughout the city and region, including support of housing in jurisdictions that serve residents from elsewhere on the Eastside.

Generally, special-needs housing should be available throughout the region. Some clustering of special-needs housing may be appropriate when proximity to public transportation, medical facilities, or other basic services is necessary.

Funds invested by Kirkland to provide this type of housing should be considered for projects both in Kirkland and elsewhere on the Eastside. Similarly, projects serving special-needs populations and funded by Bellevue, Redmond, and other Eastside communities should be sited in Kirkland when appropriate.

Policy H-3.11: Protect fair and equal access to housing for all persons and prohibit any activity that results in discrimination in housing.

Fair housing is the ability for all people to choose where they live without discrimination based on race, color, national origin, sex, family status, or disability. These are the “protected classes” under state and federal law. Kirkland also protects people from rental housing discrimination on the basis of using a Section 8 voucher to help pay their rent. Cities may not make zoning or land use decisions or implement policies that exclude or otherwise discriminate against protected persons. Periodically, King County conducts an Analysis of Impediments to Fair Housing (a county-wide report to the federal government), which can be a resource to Kirkland’s fair housing practices.

VIII. ECONOMIC DEVELOPMENT

Draft 8-28-2014

A. INTRODUCTION

A healthy economy plays an important role in ensuring ~~that~~ Kirkland remains a vibrant, sustainable, and connected community for living and working. The purpose of the Economic Development Element is to establish the goals and policies for economic growth and vitality that will enhance the City's character and quality of life.

This element describes Kirkland's economic role locally and within the context of ~~the East King County~~ Countywide and the Central Puget Sound regional economy. This element ~~also~~ discusses the importance of business retention and recruitment, the types of businesses and jobs to be encouraged, ~~and a summary of the strengths, weaknesses and strategies~~ to address future economic needs of the community and priorities- while accommodating while accommodating employment growth targets for the year 2035.

B. ECONOMIC CONCEPT

(These section was moved up from below)

Economic development ~~may~~ be defined as public and private initiatives that promote job creation and business retention and recruitment, increase goods and services to residents and businesses, and provide job training programs, all of which contribute to a strong, sustainable, and resilient economy, tax base.

The following goals and policies provide the framework for ~~a three-pronged strategy for the future of~~ the Kirkland economy for businesses, people, and for creating vibrant places. The ~~mission is~~ challenge will be to provide ~~an a~~ economic business climate that maintains a healthy economy for jobs and businesses without sacrificing the qualities that make Kirkland a desirable place to live.

The overarching economic strategy for Kirkland strives to provide:

- A sustainable and resilient economy
- A diverse tax base
- Access to job opportunities
- Goods and services ~~for~~ the community

To accomplish this, the Economic Development Element:

Encourages economic growth while maintaining attractive residential neighborhoods and a healthy sustainable natural and built environment.

VIII. ECONOMIC DEVELOPMENT

Promotes a growing and diverse economy that has a variety of business sectors, living wage jobs, exports goods and services and encourages small, start up, locally owned companies.

Promotes a positive business climate so businesses will grow and enhance Kirkland’s role in the Eastside and Puget Sound regional-Seattle Metropolitan economy.

Supports economic growth focused in the Totem Lake Urban Center, -and Downtown, Kirkland-and strengthening our other commercial retail shopping areas, including specialty retail in the Downtown, destination retail in Totem Lake, local goods and services in our neighborhoods, commercial areas and encourages attractive commercial and mixed-use development.

What is economic development?

~~Economic development can be defined as public and private initiatives that promote job creation and business retention and recruitment, increase goods and services to residents and businesses, and provide job training programs, all of which contribute to a strong tax base.~~

Key issues for the Economic Development Element are:

- ~~— How can Kirkland create a strategy that promotes and guides economic vitality, including local jobs and revenue for public services?~~
- ~~How can the Kirkland economy become more diversified and what types of businesses should be encouraged to achieve this?~~
- ~~How can all stakeholders in the community, including businesses, neighborhoods and government, find common ground to develop specific strategies and actions that achieve Kirkland’s desired economic future?~~

EXISTING CONDITIONS

Kirkland was founded by Peter Kirk, an entrepreneur who envisioned Kirkland as the “Pittsburgh of the West.” Instead, Kirkland commerce evolved from a ship building center in the 1940s to a suburb of Seattle starting throughout in the 1960s and 1970’s. Kirkland continues to transform into a self-contained community with a broad range of jobs and diverse businesses integrated in mixed use commercial centers. A major annexation of the Finn Hill, Juanita and Kingsgate neighborhoods occurred in 2011 making Kirkland the thirteenth largest city in Washington. Today, Kirkland contains a balance of jobs and housing and is interrelated to other Eastside cities and the Puget Sound region.

~~In 2000, As of 2012~~ Kirkland contained 22,100-over 37,000 housing units and 32,384-38,000 jobs. The median household income in 2000- 2013 was \$60,332-\$87,005, compared to \$53,157-\$70,567 throughout King County. ~~It is estimated that Kirkland’s average wage rate is \$58,055 (2009) is on par with slightly higher than King County’s~~

VIII. ECONOMIC DEVELOPMENT

~~figure which, in 2002, was \$25,300 per worker per year (PSRC)¹. In 2013 approximately 18% of Kirkland residents lived and worked in the City.~~

~~In 2014 there were 4,889 licensed Kirkland businesses with. Thewith the majority of Kirkland businesses are in the small to medium size range (50 or fewer employees). Figure ED-1 below shows the number of businesses in each category.~~

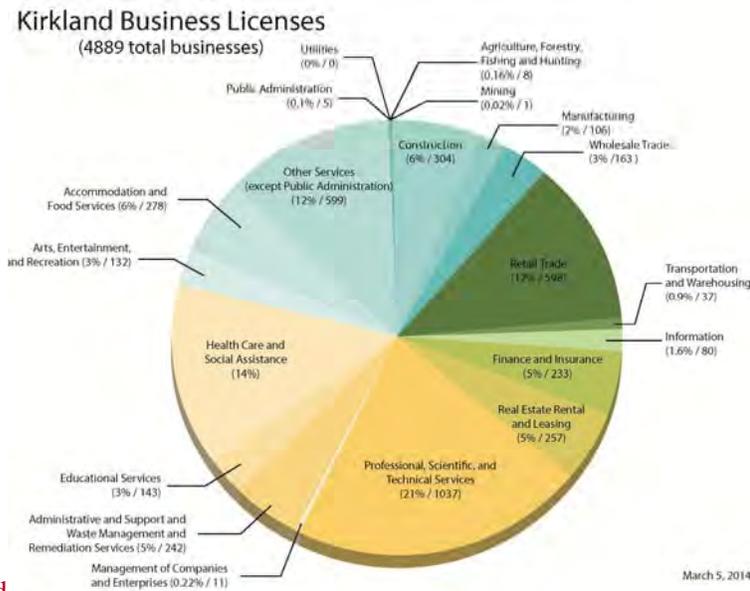


Figure ED-1 Types of businesses in Kirkland

~~Kirkland’s largest employers represent a broad range of business types including health care, government, groceries, housewares, high technology and emerging aerospace related sectors. (Source: City of Kirkland business Licenses Division.) Figure ED-2 shows a list of the largest employers in Kirkland based on self-reportingself-reporting number of employees. Of the 3,4604,889 licensed Kirkland businesses in 20032014, the largest number were in the following categories (1) the service sector (i.e., personal services, contracting services), (2) professional offices, (3) retail, (4) medical/dental, (5) other, (6) wholesale trade, and (7) manufacturing.~~

†

¹Economic data does not include the 2011 annexation of Finn Hill, North Juanita, and Kingsgate.

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Figure ED-2 Kirkland’s Largest Employers as of 2013 (Source: Business License Division)

Employer	Employees	* 100
Evergreen Healthcare	2,603	
Google, Inc.	658	
City of Kirkland	575	
Kenworth Truck Company	439	
Costco Wholesale	302	
Evergreen Pharmaceutical LLC	269	
iSoftStone, Inc.	265	
IBM Corporation	256	
Waste Management of Washington, Inc.	250	
WB Games, Inc.	236	
Wave Broadband	233	
ATG Stores	233	
Fairfax Hospital	231	
Fred Meyer #391	208	
Lake Washington Institute of Technology	200	

Kirkland is a desirable place to do business and has the infrastructure is well situated to support businesses. Kirkland is accessible from freeways, water and ~~rail~~, the Cross Kirkland Corridor and is close to major markets, high technology and health care/medical industry clusters. The cost of doing business is competitive ~~in Kirkland~~ with other Seattle area cities. A range of housing types and established neighborhoods exist in addition to quality schools, parks and health care facilities. Our beautiful waterfront setting and strong community support for recreation, cultural, ~~and~~ arts and entertainment activities ~~also~~ contribute to a positive business and tourism environment.



Google offices in Kirkland

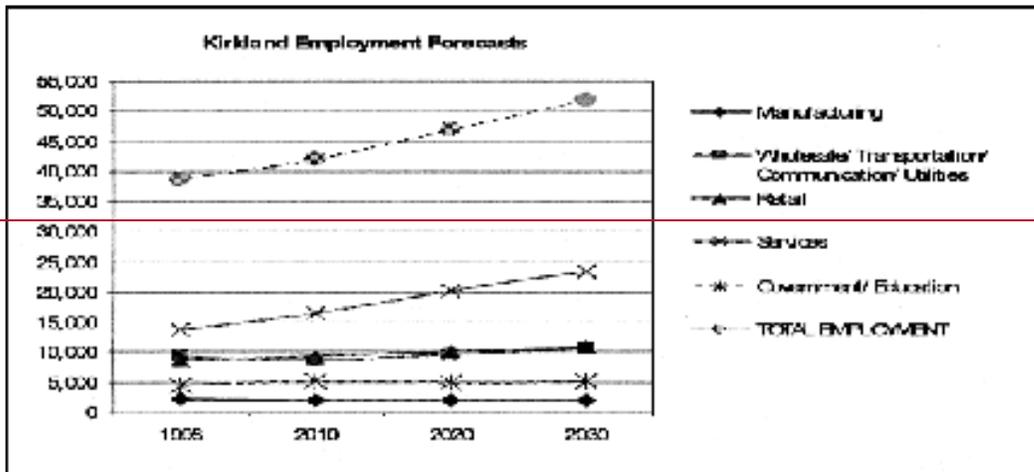
VIII. ECONOMIC DEVELOPMENT

FUTURE TARGETS, TRENDS AND CAPACITY

~~Kirkland is part of a regional, national and international economy.~~ While the City of Kirkland we can work to attract and retain residents and businesses through policies that promote economic development and a high quality of life, many economic trends are beyond the City’s control. Regional and national trends show an increase in service, high-technology, communication, and information technology industries, with continued decline in traditional light industrial companies. Kirkland is consistent with this trend by experiencing growth in the information technology, aerospace and healthcare sectors. In light industrial areas buildings are being renovated for professional offices, high technology, manufacturing, recreation and sports related businesses.

FUTURE TARGETS, TRENDS AND CAPACITY

The King County Countywide Planning Policies ~~have assigned Kirkland and other~~ jurisdictions housing and growth targets for the year 2031. Adjusting for the year 2035, Kirkland is targeted for an additional 22,435 jobs for a total employment of 61,147. Kirkland has the future land capacity to meet housing and employment targets.



Insert new Figure ED-13: Kirkland Employment Forecasts

Source: 2003 Kirkland Community Profile Puget Sound Regional Council

~~Key trends that may have an impact on Kirkland and the regional economy are “globalization” of businesses, changes in demographics, and increased immigration. Businesses can now reach international customers and with the “freeing up” of trade agreements and advances in telecommunications, they can locate virtually anywhere. Consistent with our region, Kirkland’s workforce will continually change as the population ages and becomes more ethnically diverse.~~

RELATIONSHIP TO OTHER ELEMENTS

Other elements of the Comprehensive Plan contribute related goals and policies necessary for a vital local economy. The Land Use Element sets forth the development pattern for the City’s commercial areas and where

VIII. ECONOMIC DEVELOPMENT

~~growth should occur. targets new employment growth primarily in the Totem Lake Urban Center, and Downtown Activity Area, commercial and mixed-use areas.~~ The Housing Element policies promote a sufficient range of housing options, including increasing the amount of “affordable housing” to support a diverse employment base. The Transportation Element supports an efficient multimodal circulation-transportation system that enables the mobility of people, goods, services, customers and employees to access Kirkland businesses. The Capital Facilities and Utilities Elements ensure that adequate public infrastructure and facilities such as public utilities, telecommunications, and roads are available to support the economic viability of businesses and private development.

B. ECONOMIC CONCEPT

~~This section was moved up to Section B.~~

~~The following goals and policies provide the framework for a three-pronged strategy for the future of the Kirkland economy: the importance of diversifying our tax base, providing job opportunities, and providing goods and services to the community. The challenge will be to provide an economic climate that maintains a healthy economy for jobs and businesses without sacrificing the qualities that make Kirkland a desirable place to live.~~

~~To accomplish this, the Economic Development Element:~~

- ~~Encourages economic growth while maintaining attractive residential neighborhoods and a healthy natural environment.~~
- ~~Promotes a growing and diverse economy that has a variety of business sectors.~~
- ~~Promotes a positive business climate so businesses will grow and enhance Kirkland’s role in the Eastside and Seattle Metropolitan economy.~~
- ~~Supports strengthening our retail shopping areas, including specialty retail in the Downtown, destination retail in Totem Lake, providing local goods and services in our neighborhood commercial areas and encourages attractive commercial and mixed-use development.~~

C. ECONOMIC DEVELOPMENT GOALS AND POLICIES

A healthy economy is an integral part of Kirkland’s high quality of life and an important community value. Kirkland’s economy allows residents access to job opportunities, goods and services, and provides revenue sources that help to ensure needed public services. This section describes the goals and policies that will implement Kirkland’s economic strategy. ~~Economic development should not compromise residential neighborhoods or the natural environment.~~ Balancing economic development with other community values is an overarching philosophy that should be taken into consideration as the following goals and policies are implemented.

VIII. ECONOMIC DEVELOPMENT

Economic Development Goals:

Goal ED-1: ~~Promote~~Foster a strong and diverse economy ~~consistent with community values, goals and policies~~that provides a sustainable tax base and jobs.

Goal ED-2: Promote a positive business climate.

Goal ED-3: ~~Strengthen the unique role and economic success of Kirkland’s commercial areas.~~Strengthen commercial areas to provide local goods, services, and vibrant community gathering places to live, work, shop and play.

~~Goal ED-4:— Develop and implement economic development strategies that reflect the role of Kirkland businesses in the regional economy.~~

Goal ED-4~~5~~: Provide ~~the~~ infrastructure and public facilities to support economic activity and growth.

Goal ED-5: Foster socially and environmentally responsible businesses.

Goal ED-6: Foster collaborative partnerships among community ~~interest groups and regional organizations~~ to achieve Kirkland’s desired economic goals.

~~Goal ED-7:— Recognize Kirkland’s artistic, cultural, historic and recreational resources as important contributors to economic vitality.~~

Goal ED-1: ~~Foster~~Promote a strong and diverse economy ~~consistent with community values, goals and policies~~ that provides a sustainable tax base and jobs.

Policy ED-1.1: ~~Work to retain existing businesses and attract new businesses~~Support activities that retain and expand existing businesses. Target recruitment activities toward new businesses that provide living wage jobs.

~~Business retention is a number one priority for Kirkland’s economic development efforts.~~ Existing businesses are the foundation of the Kirkland economy and are encouraged to thrive and expand. Businesses contribute to a stable tax base and are integral to the community as many business owners and employees are Kirkland residents. ~~Existing businesses are the best source for business expansion and job growth, as 60 to 80 percent of all new jobs typically are created by existing businesses.~~

VIII. ECONOMIC DEVELOPMENT

Attracting new businesses can help diversify the local economy and strengthen existing businesses. ~~Business recruitment strategies differ for different commercial areas based upon market demand and the desired character of each district. Opportunities exist in several of our commercial areas for redevelopment to strengthen or intensify commercial development. Ideally, in addition to strengthening retail areas,~~ Recruitment efforts should focus on businesses that provide higher paying jobs and draw customers from outside the community to purchase goods and services in Kirkland.



Juanita Village

~~***Policy ED-1.2:*** *Maintain a strong job and wage base.*~~

~~Businesses that provide new employment opportunities and high wage rates are important to strengthening the economy. Higher than average wages are preferred to maximize the economic benefits to the community. Employment growth and wage rates are a measure of economic success and therefore should be monitored.~~

Policy ED-1.23: *Encourage a broad range of businesses that provide goods and services to the community.*

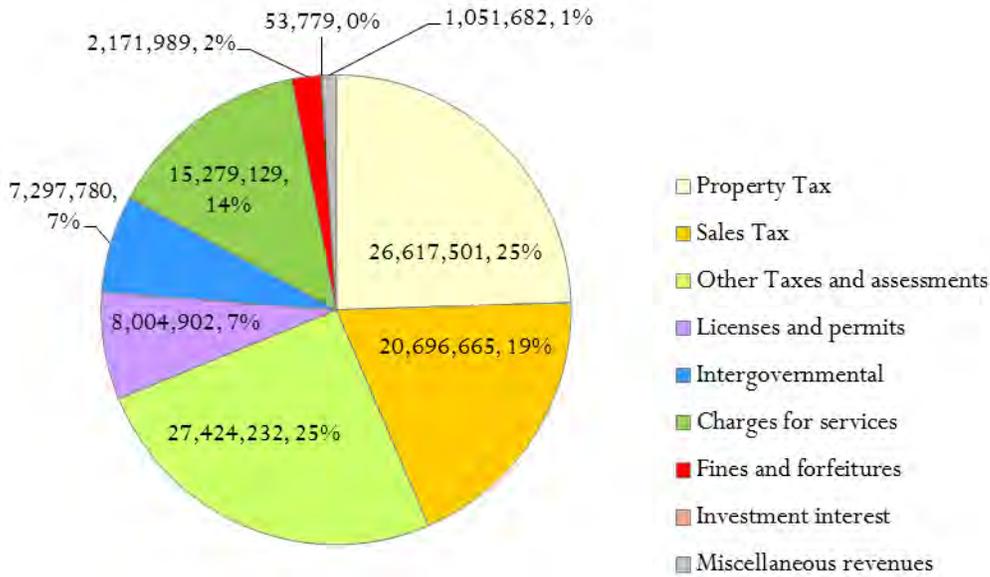
A healthy mix of businesses that provide goods and services for the everyday needs of Kirkland residents and businesses is important for a diverse economy. Businesses that bring customers from outside the City to purchase goods and services provide a net importation of sales tax and reduce sales leakage to other jurisdictions ~~bring dollars into the local economy.~~ In Kirkland, businesses in retail sales, service, automobile sales and service, health care, tourism, entertainment, recreation, and wholesale distribution and manufacturing serve this purpose.

Policy ED-1.34: *Strengthen Kirkland's tax base to maintain long term fiscal sustainability.*

Business plays an important role in the City's tax base by generating sales, property tax and fees. Taxes are a general purpose revenue source that are used to support basic government services such as public safety, transportation improvements and parks maintenance. Figure ED-5 shows the distribution of revenue sources to city government. Sales tax is the largest contributor () to the City's revenue. Retail businesses are the largest generator of sales tax followed by contracting, wholesale, and service businesses. A large amount of sales tax is generated from automobile sales and service. The amount of revenue generated by sales tax fluctuates from year to year due to changes in the economy, buying habits of consumers, ~~and~~ the level of construction activity taking place in the City and regional growth outside of the City.

Figure ED-5 distribution of City Government revenue sources as of 2013.

VIII. ECONOMIC DEVELOPMENT



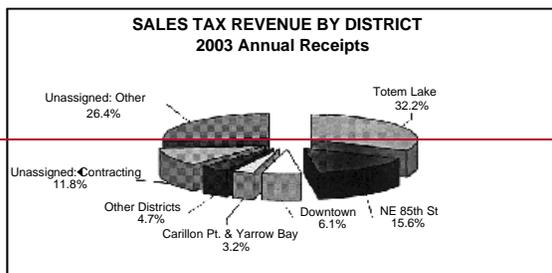
Source: City of Kirkland Finance and Administration 2013

It is in the community’s interest to encourage businesses that contribute to the City’s revenue base in order to help provide the needed public services to the community. Fluctuations in the retail sector can have significant impact to the City’s primary revenue source and thus City services. Steps should be taken to provide economic balance by maintaining a diversity of retail and other businesses that generate sales tax.

Figure ED-6 below shows how in 2013, the key-commercial and mixed use areas districts and other districts (Houghton, Juanita, and Bridle Trails) contributed to sales tax revenue. Totem Lake provided the largest percentage of retail sales tax to the City’s total sales tax receipts followed by the Rose Hill Business District, Downtown and other commercial areas.

~~Note that the Unassigned Other and Contracting categories comprise the contracting sector, businesses with no physical location in Kirkland and unassigned small businesses in Kirkland. (Source: City of Kirkland Finance Department.)~~

~~In addition to the \$11.9 million (2003) in the General Fund, sales tax is a funding source for transportation-related capital projects (\$670,000 in 2003) and neighborhood capital projects (\$100,000 in 2003).~~



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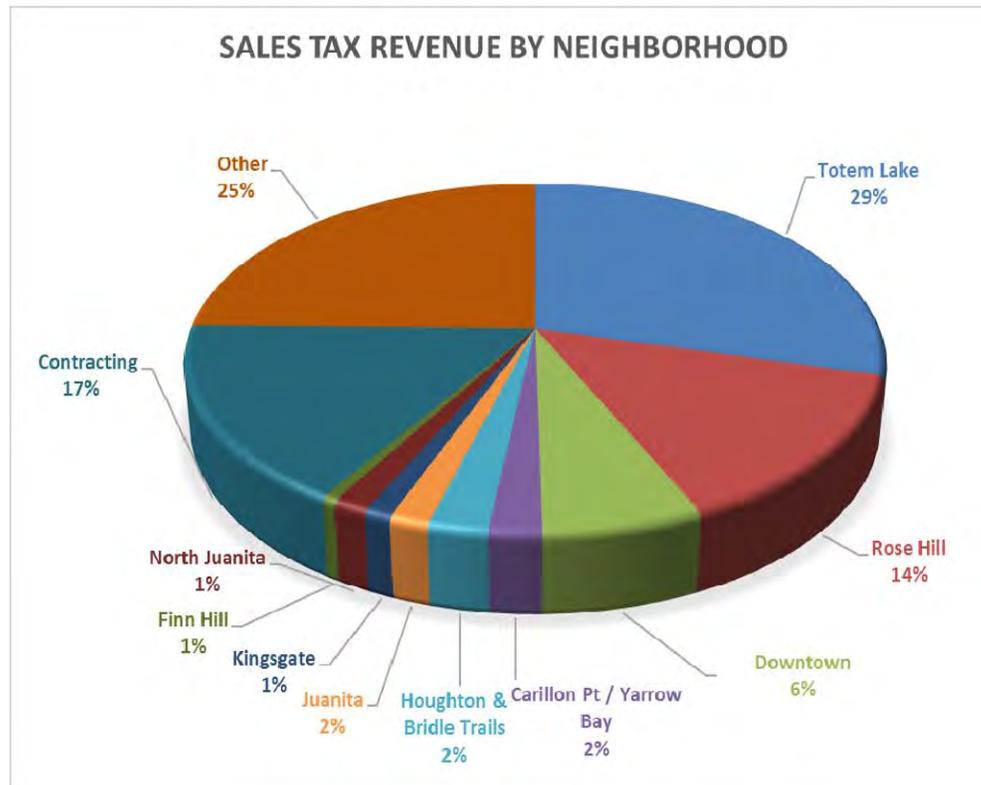


Figure ED-62: Sales Tax Revenue by Commercial District
 Source: City of Kirkland Finance Department

~~This section was moved up to the Concept Section B: Businesses also make a significant contribution to the City's property tax base.~~

~~With the above in mind, economic strategies in Kirkland should strive to achieve:~~

~~A net importation of sales tax (reduce sales leakage to other jurisdictions);
 A diversity of business sectors that contribute both jobs and revenue, such as high technology; start-up companies; wholesale; manufacturing; contracting; and businesses involved in the emerging arts, tourism and recreation.~~

~~The mix of businesses in the community should be monitored so that business recruitment efforts can adjust to maintaining a diverse tax base.~~

Policy ED-1.45: Encourage clusters of complementary businesses that bring revenue and jobs into the community and export goods and services.

Industry clusters are geographic concentrations of mutually supportive businesses. They can export goods and services, drive job creation, and import revenue into a city or region. In 2003, the prominent business clusters were in the areas of automobile sales and services, art galleries, health care, restaurants, high technology, and furniture sales. Encouraging clustering of complementary businesses helps diversify our local economy. Businesses can foster a competitive economic advantage by locating near each other to draw consumers, to be near the wholesale distributor or to attract employees with specialized skills or experience. For example, many businesses and professional services involved in the medical field locate near Evergreen Medical Center. Higher than average wages are preferred to maximize the economic benefits to the community. Employment growth and wage rates are a measure of economic success and therefore should be monitored.

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In Downtown Kirkland, restaurants, galleries, shops, hotels and performing arts organizations work together to promote the area as a destination. Kirkland is benefiting from the region's industry clusters with growth in aerospace, business services to high technology and information technology companies, healthcare companies and automobiles sales. These businesses provide new employment opportunities and high wage rates important to strengthening the economy. Economic development efforts should strive to develop new business clusters and identify ways to strengthen existing clusters, both locally and within the region.

Policy ED-1.65: *Strive to maintain a balance of jobs and housing to enable residents to live near work.*

Job growth should be accompanied by growth in housing opportunities for workers filling those new jobs. When a significant percentage of the population can both work and live in Kirkland, economic vitality, quality of life and civic involvement are enhanced and transportation problems are mitigated. ~~In 2000, Kirkland's ratio of jobs to housing is was fairly balanced. 1.5 (similar to the region as a whole).~~ As growth occurs, Kirkland should strive to maintain this balance. As discussed in the Housing Element and the Affordable Housing Strategy, Kirkland should also seek to encourage a variety of housing types including housing that is affordable to a range of income levels.

Policy ED-1.76: *Promote Kirkland as a visitor, cultural, and entertainment ~~Tourism~~ destination.*

Tourism is another economic development tool to help diversify the economy. Visitors from outside the community spend money in local shops ~~and~~ restaurants, stay in hotels, and attend performing arts events. Tourism also creates jobs. Tourism promotion ~~also~~ benefits residents by providing increased amenities, community events and shopping opportunities.

Kirkland's tourism marketing focus is on promoting Kirkland as a waterfront community with cultural arts, culinary, shopping, eco-tourism and recreation opportunities destination. The targeted audiences for tourism promotion are regional, national, international ~~visiting friends and relatives of residents,~~ and business travelers. Kirkland is a unique destination on the Eastside and region because of its beautiful lakeside location setting, pedestrian-oriented Downtown, art galleries, restaurants, performing arts facilities, locally owned retail shops, farmers markets, and historical buildings and parks. Our parks, recreation facilities and open space also offer tourism opportunities.

~~The Totem Lake and Juanita areas offer visitors nature and recreational experiences, lodging in close proximity to I-405, and the nearby attractions of Woodinville wineries, breweries, and other East King County destinations.~~

Policy ED-1.87: *~~Support~~ Encourage home-based businesses that are compatible with neighborhood character.*

Home-based businesses continue to be a key component of the local economy ~~growing trend~~ as telecommunication infrastructure and the internet computers have increased opportunities to allow for integration of home and work. Many of Kirkland's small businesses began as home-based businesses and now are a source for new jobs. Forty percent of the business licenses in Kirkland are home based businesses with the largest portion (33%) in professional, scientific and technical services. Home-based businesses also can ~~also~~ reduce commuter traffic and increase security for neighborhoods while other residents are away at work.

Development standards should be maintained to minimize impacts of home-based businesses on residential neighborhoods by limiting them to the types of activities that are ~~not~~ complementary to residential areas. ~~such as the number of signs; number of employees; parking; truck deliveries and noise/light, outdoor storage, odors and~~

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~~construction activity.~~ Some businesses by their nature are not compatible with residential neighborhoods and, therefore, should be located in commercial or industrial areas.

Policy ED-1.8: Support locally developed enterprises by encouraging small startup businesses.

Small, startup businesses should be nurtured to promote locally owned businesses and job growth.

Goal ED-2: Promote a positive business climate.

~~*Policy ED-2.1: Recognize that businesses are a valued part of the community.*~~

~~Businesses play important roles in our community. They contribute a high percentage of public revenue to enable government to provide public services, facilities and community amenities. Our commercial areas contribute to the distinctive character of our City and neighborhoods and provide valuable goods and services to our residents. Kirkland strives to provide a positive business climate by nurturing business success through business retention programs, and values business interests in both community discussions and in making policy decisions.~~

~~*Moved to new ED 2.4 Below: Kirkland is committed to providing excellent customer service to all sectors of the community. Business customer service needs are distinct from those of other customers and can be a factor in whether or not a business chooses to stay or locate in Kirkland. The City should continue to assess customer service and provide open communication to ensure business needs are being met.*~~

~~*Policy ED-2.21: Create and maintain a competitive tax and regulatory environment that is reasonable, responsive and timely.*~~

A business climate that combines a fair and competitive tax environment ~~with a positive regulatory environment~~ contributes to business success. Kirkland has favorable tax rates and user fees compared with other cities in the region. The City should proactively work with businesses and neighborhoods to improve the business climate in our community for everyone's benefit. ~~Businesses are encouraged to work with the City and neighborhood organizations to identify and make recommendations for changes to regulations and improvements to permit processes. Having clear and reasonably fast permit processes in government also contributes to a positive business climate. The City should remove unnecessary barriers to economic development and provide a regulatory environment that allows for flexibility without sacrificing community standards. Improvements to permit processes should be continually made so that permits are handled in a reasonable, responsive and timely manner.~~

~~*Policy ED-2.23: Foster a culture of creativity, entrepreneurship and innovation.*~~

A business climate that supports ~~the~~ entrepreneurial, creative and innovative ~~spirit of~~ business ~~practices~~ owners generates new businesses and ensures helps promote a healthy economic future ~~job creation for Kirkland. Kirkland is unique as a center for such creativity and innovation. Kirkland~~ It is strong in arts, culture, and amenities for both residents and visitors to enjoy. Kirkland attracts living wage employers, strives to provide the highest quality technology infrastructure, and supports emerging trends in industry sectors such ~~as start-up companies from nearby technology and aerospace companies, as green practices,~~ staggered work times and use of shared business facilities.

~~*Policy ED-2.34: Consider the economic Make land use decisions that take into consideration the effects on businesses and the economic benefit to the community when making land use decisions.*~~

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~~Land use regulations, and the decisions made in the implementation of these regulations, can impact the business community. The City should periodically review its regulations and, where appropriate, modify those which unreasonably restrict opportunities for economic development. At the same time, economic development should conform to the goals, policies and development standards established by the Comprehensive Plan and City codes. It will be necessary to work closely with the Chamber of Commerce and other business organizations to ensure potential economic impacts of regulations are identified and considered to meet the intent of this policy.~~

~~*Moved from above deleted ED 2.1:*~~ Kirkland is committed to providing excellent customer service to all sectors of the community. Business customer service needs are distinct from those of other customers and can be a factor in whether or not a business chooses to stay or locate in Kirkland. The City should continue to assess customer service and provide open communication to ensure business needs are being met.

When considering commercial land use decisions, City decision makers should carefully evaluate the short- and long-term economic benefits to the community in addition to social, environmental and aesthetic concerns. Economic factors to consider may include such things as the number and type of new jobs created, the types of goods or services provided, and fiscal benefits that businesses will contribute to the community.

Policy ED-2.4: Provide a regulatory environment that is predictable, fair, responsive and timely.

~~*Text moved from existing ED 2.2 and 2.4*~~ Land use regulations, and the decisions made in the implementation of these regulations, can impact businesses. The City should remove unnecessary barriers to economic development and provide a regulatory environment that allows for flexibility without sacrificing community standards. Businesses are encouraged to work with the City and neighborhood organizations to identify and make recommendations for changes to regulations and improvements to permit processes. The City should periodically review its regulations and, where appropriate, modify those which unreasonably restrict opportunities for economic development. ~~At the same time, economic development should conform to the goals, policies and development standards established by the Comprehensive Plan and City codes. Businesses are encouraged to work with the City and neighborhood organizations to identify and make recommendations for changes to regulations and improvements to permit processes.~~ Having clear and reasonably fast permit processes in government also contributes to a positive business climate. Improvements to permit processes should be continually made so that permits are handled in a reasonable, responsive and timely manner.

~~*Policy ED 2.5: Support the provision of educational and training opportunities to maintain a skilled work force.*~~

~~A vital economy relies on maintaining educational and job training programs that keep up with business trends. In the future, a factor for business success will be workers' ability to keep up with accelerating changes in the work place, especially in the areas of technology. Kirkland is fortunate to have a high quality K—12 public school system, a university, a community college and other community education programs. Local, State and federal educational and job training programs are available. Partnerships between educational institutions and the business community, with the City's support, should continue.~~

Policy ED-2.65: Establish or support incentives tools that encourage economic development.

Providing economic development incentives or tools are a way to attract and retain quality businesses or create new jobs may be necessary to create a positive business environment. Washington State statutes strictly limit the types of incentives that cities may use to attract or retain private business.

Types of incentives-economic development tools that could be explored are:

- Public/private development agreements for construction projects
- Recruitment strategies that will result in new jobs

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- Tax ~~or fee~~ deferrals, ~~or~~ credits, ~~or waivers~~ to certain industries
- County-sponsored industrial revenue bonds
- Participating in County, State or federally sponsored low interest loans or grants
- Installing infrastructure improvements
- Use of special taxing districts
- ~~Expediting permitting and regulatory incentives~~
- ~~Participation in regional Transfer of Development Rights or Landscape Conservation and Local-Infrastructure programs~~
- ~~Legislative support for a form of tax increment and other economic development tools~~

~~Goal ED-3: Strengthen the unique role and economic success of Kirkland's commercial areas. Strengthen commercial areas to provide local goods, services, and vibrant community gathering places to places to live, work, shop and play.~~

~~Policy ED-3.1 (From ED-3.2): Encourage businesses to develop and operate in a manner that enhances the character of the community, minimizes impacts on surrounding development, and respects the natural environment.~~

As members of the community, businesses should be ~~corporate~~ stewards of the environment as well as good neighbors to adjacent less intensive uses. In some instances, economic activities may create impacts on surrounding development because of the way the business functions or building location and site design. ~~Impacts may include open storage, large structures, poorly maintained grounds, parking lots, signs, exterior lighting, noise, air or water pollution, and pedestrian or vehicular traffic and may be especially noticeable along transition areas of commercial areas.~~

These adverse visual or other impacts created by economic activities should be minimized through development standards that maintain the character of adjacent development. Development standards should ensure that outdoor storage areas, parking lots, and structures are adequately buffered with landscaping or some other appropriate means, and that on-site debris and waste are removed. Landscaping, both within and around the edges of development, can serve to provide visual screening and separation, as well as help to decrease surface runoff. Additional standards may include noise limitations, appropriate setbacks, open space requirements and building design guidelines. Even with efforts taken by businesses to reduce impacts, residential uses located along commercial area boundary edges may continue to experience some level of unavoidable impact.

~~Policy ED 3.1: Promote economic success within Kirkland's commercial areas.~~

~~The Land Use Element sets forth the general land use development pattern for Kirkland's commercial areas. Consistent with each Neighborhood Plan there will be opportunities to strengthen commercial areas in the types of businesses provided and redevelopment opportunities. Following is a summary of the role of each commercial area.~~

~~———— Totem Lake's role is an Urban Center that serves as a community and regional center for destination Retailing, health care, automobile sales, high technology, light industrial, professional offices and housing.~~

~~———— Downtown's role is an Activity Area that serves as a community and regional center for professional and government services, specialty retail, tourism, arts and entertainment, neighborhood services and housing.~~

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~~_____ The Yarrow Bay and Carillon Point Business Districts provide corporate headquarters, professional offices, professional services, restaurants and housing.~~

~~_____ The Rose Hill Business District along NE 85th Street provides regional and neighborhood services in general retail, automobile sales, high technology, small office parks and housing.~~

~~_____ The North Rose Hill Business District provides both regional and neighborhood services, retail stores and housing.~~

~~Market, Juanita, Houghton and Bridle Trails Neighborhood Centers provide neighborhood retail stores, professional services, recreation and housing.~~

~~The Everest and Norkirk Industrial Areas provide opportunities for small businesses in light industrial, manufacturing, wholesale, office and high technology. Within the Norkirk Industrial Area, environmentally sustainable technology and clean energy commerce is encouraged.~~

~~The Residential Markets along Lake Washington Boulevard provide convenience commercial goods and services.~~

~~*Moved up to 3.Policy ED 3.2: Encourage businesses to develop and operate in a manner that enhances the character of the community, minimizes impacts on surrounding development, and respects the natural environment.*~~

Policy ED-3.23: Encourage infill and redevelopment of existing commercial and industrial areas consistent with the role of each commercial area.

Kirkland's commercial and industrial areas have the potential for increasing economic activity by infilling underutilized land or redeveloping without expanding district boundaries. ~~Consistent with the Land Use Element and Neighborhood Plans,~~ eCommercial areas are encouraged to be intensified where it will result in superior redevelopment. ~~Expansion of commercial area boundaries should be discouraged and considered only when adequate transitional uses or buffer issues can be resolved to reduce potential adverse impacts.~~ To maintain the land use capacity to support the local economy, it will be necessary to encourage full utilization of planned development potential within employment centers while; monitoring commercial development activity, and maintaining efficient infrastructure systems.

Policy ED 3.4: ~~Establish development standards that promote attractive commercial areas and reflect the distinctive role of each area.~~

Businesses with attractive site and building design, landscaping, and signs that blend in with the context of the neighborhood or commercial area ~~show pride in ownership and help~~ contribute to the economic success of the commercial area. ~~Commercial area revitalization programs are encouraged.~~ Gateway or unique signage, attractive public spaces, decorative pedestrian lighting and other urban design improvements help promote economic development by creating an inviting environment. ~~Depending on the commercial area, s~~Specific design standards tailored to the ~~unique~~ characteristics and natural features of ~~each~~the neighborhood ~~are encouraged, may be appropriate.~~ Public and private sector investment and commercial development that adheres to development standards will ensure that Kirkland's positive civic image and character will be maintained.

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Downtown Kirkland

~~Policy ED-3.5: Encourage mixed-use development within commercial areas.~~

~~A mix of uses improves the vitality of commercial areas. Mixed-use residential and commercial development provides the opportunity for residents to live, shop and work in commercial areas. Mixed-use development encourages one-stop shopping when a variety of businesses are located in close proximity to each other and shared parking is provided. Mixed-use development, when combined with multi-story structures, promotes a more compact and sustainable land use pattern and encourages walking and transit use to reduce dependence on automobiles.~~

Policy ED-3.3 (moved from Policy ED-7.1) Support businesses and organizations involved in the arts, cultural programs, historic preservation and civic activities.

Businesses and organizations involved in the fine arts, cultural and performing arts, and historic preservation play an important role in diversifying Kirkland's economy, attracting visitors and businesses, and enhancing our distinctive character. Kirkland's hotels, restaurants, shops, galleries, entertainment and performing arts complement each other to create a vibrant destination for both visitors and residents, producing economic returns to the community. Kirkland is one of the older communities on the Eastside and contains buildings and places of historical significance. ~~An assessment of the economic benefits of Kirkland's art, cultural, historic and recreational resources should be undertaken.~~

Policy ED-3.4: Support businesses that encourage the health and well-being of all people by providing convenient access to healthy and locally grown food.

~~Providing access to fresh, locally grown food encourages healthy living and self-sufficiency. Businesses that produce, process or wholesale locally grown food or products, farmers markets and community food gardens are encouraged.~~

Policy ED-3.5: Industrial Policy- Hold for a policy related to industrial areas pending the guidance from the Heartland Industrial Lands Study

~~Kirkland's industrial areas are in flux transitioning from traditional light industrial uses such as manufacturing, production and assembly and auto oriented service and repair uses to high technology, office and recreational facilities. As specified in the Land Use Element and neighborhood plans the light industrial areas should allow for a variety of light industrial- manufacturing and commercial uses based on market demands.~~

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~~*Goal ED-4: Develop and implement economic development strategies that reflect the role of Kirkland businesses in the regional economy.*~~

~~*Policy ED-4.1: Enhance the competitive advantage of Kirkland businesses.*~~

~~The City and business organizations should take a proactive role in the region to promote Kirkland as a place to do business. To stay competitive, Kirkland should be aware of and respond to international, national and regional trends, continue to provide excellent government customer service and a positive business climate, and provide sufficient public infrastructure to support economic development opportunities.~~

~~*Policy ED-4.2: Collaborate with other cities and agencies to enhance economic growth on the Eastside and region.*~~

~~Economic activities are not defined by political boundaries. Kirkland's economy is interrelated with other cities on the Eastside and King County and, therefore, it is important to cooperate with other cities and the region toward a common regional economic strategy.~~

Goal ED-54: *Provide the infrastructure and public facilities to support economic activity and growth.*

~~*Policy ED-54.1: Build and maintain infrastructure systems for utilities, transportation and telecommunications to optimize service delivery to the business community. Encourage construction and maintenance of infrastructure systems for utilities, transportation and telecommunication that optimize service delivery to the business community.*~~

Providing superior utilities, transportation and telecommunications networks to the community supports business growth and ~~maintains~~ helps give Kirkland ~~s~~ a competitive advantage to attract and maintain jobs. Emphasis should be on providing ~~telecommunication and transportation~~ infrastructure in higher density mixed-use employment and housing centers such as in the Totem Lake, Downtown, and other commercial areas.

~~Funding for infrastructure improvements comes from a combination of private and public sources. The City allocates public funds through capital improvement programs for transportation, sewer and water service and surface water management facilities. The private sector installs needed improvements with new development. The City should explore and encourage innovative and entrepreneurial efforts to provide technology infrastructure and communication services by forming public/private partnerships to facilitate or leverage funds for infrastructure improvements that will increase economic opportunities. The City, through the Capital Facilities and Utilities Elements, should continually assess our capacity and infrastructure needs as they relate to the needs of the business community, especially in the area of advanced technology infrastructure.~~

Policy ED-54.2: *Create strong multimodal circulation linkages to and within commercial areas.*

Improving circulation within commercial areas and connecting neighborhoods to commercial areas, with both motorized and non-motorized options, make it easier for customers to access businesses. In some cases, this may

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require new street ~~or sidewalk~~ connections to break up large blocks or improve circulation. ~~As the City becomes more developed,~~ pedestrian ~~and bicycle~~ improvements should be encouraged to ~~provide alternatives to driving~~ ~~reduce vehicle congestion~~. Standards should be in place to minimize the impacts generated by economic activities on pedestrian, ~~bike~~ and vehicular traffic. For example, the location and number of access points should be controlled, and, where necessary, on- or off-site improvements should be made to ensure the safe passage of pedestrians, ~~bikes~~ and vehicles.

Policy ED-54.3: Support regional infrastructure initiatives that ~~will~~ enhance economic development opportunities.

Kirkland participates in regional partnerships to install transportation, ~~utility~~ and telecommunications infrastructure. Partnering ~~regionally~~ keeps Kirkland competitive with other cities ~~from an economic development standpoint~~, and preserves financial resources for other infrastructure improvements. Partnerships should continue between the City and other public/private organizations ~~or agencies~~ to support regional infrastructure.

New Policy ED-4.4: Develop the Cross Kirkland Corridor to attract businesses and housing and provide a multimodal transportation facility connecting businesses and employees with local and regional employment centers.

Portions of the abandoned Burlington Northern Railroad Right of Way within the City of Kirkland have been converted to the Cross Kirkland Corridor, a multimodal transportation conduit for bicycles, pedestrians and in the future- transit. With more than 60 businesses and over 10,000 employees bordering the corridor, full development of the Cross Kirkland Corridor will be a catalyst for new businesses, jobs and housing.

Goal ED-54: Foster socially and environmentally responsible businesses.

Policy ED-5.1: Encourage businesses that provide products and services that support resource conservation and environmental stewardship.

Local, green businesses involved in providing renewable energy, remediation, clean technology, green building, products or services or healthy lifestyles should be nurtured.

Policy ED-5.2: Promote environmental responsible practices in business development and operations.

Businesses that integrate environmental practices into their business model show consumers and employees they care about the type of jobs created, products made, use of resources and impact of their actions. Encouraging construction and business operations to use sustainable development practices such as low impact development, green building, energy conservation, and waste reduction, results in reducing the City's ecological footprint, increases green space, and promotes healthy living and a more attractive Kirkland. Businesses that use green practices can reduce operational expenses, be more competitive or may utilize tax credits. The City should continue its green business, green building and recycling programs to support a network of local green businesses, green jobs and best green business practices.

Policy ED-5.3: Promote socially responsible practices in the private, public, and non-profit sectors.

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All sectors of the community are encouraged to give back to the community by conducting and supporting community service projects or organizations to help the disadvantaged in need. Such practices may include promoting human rights, fair labor standards, environmental protection and participating in civic initiatives. Businesses can partner with non-profit and human service organizations, philanthropic foundations or other organizations to implement this policy.

Policy ED-5.4: Help facilitate the environmental remediation of contaminated sites.

Kirkland has a few sites remaining classified as contaminated from past business practices such as gas stations, drycleaners or chemical production. Cost and time to clean up a site can deter redevelopment. The City can work with the property owner and overseeing government agencies to ensure that the sites are cleaned up before redevelopment.

Goal ED-6: Foster collaborative partnerships among community ~~interest~~ groups and regional organizations to create a prosperous Kirkland economy to ~~achieve~~ desired economic goals.

Policy ED-6.1: ~~Actively work~~ Partner with businesses ~~organizations~~ and community ~~stakeholders organizations~~ to ~~ensure~~ create a prosperous Kirkland economy.

The City should actively work together with business and community organizations such as Kirkland Downtown on the Lake, the Greater Kirkland Chamber of Commerce, Seattle King County Economic Development Council of Seattle and King County ~~and other organizations~~ to implement business retention, recruitment, tourism promotion and other strategies. Each of these groups plays a role in promoting Kirkland as a place to do business. As representatives on various task forces, they can provide a business perspective and assist in policy development. Formation of business associations or community working groups within each commercial area is encouraged to help develop and implement neighborhood plans, urban design projects, economic development strategies and promotional programs.

Policy ED-6.2: ~~Support a partnership of diverse community representatives to develop and implement economic development strategies.~~

~~To achieve Kirkland's desired economic future and implement the goals and policies of this element, the City should support a partnership of representatives from residential, neighborhood, business, government, education and faith based organizations. The partnership's role should be one of advocate on behalf of economic development activities. The partnership should focus on community education around the linkage between a strong economy and needed City services, and improving communication between residential and business organizations to resolve potential conflicts between business and other community interests.~~

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Policy ED-6.23 Work with businesses, schools and other institutions to sustain a highly educated and skilled workforce through job training and education resources that lead to job opportunities especially the disadvantaged populations.

(Text moved from existing Policy ED-2.5-) A vital economy relies on maintaining educational and job-training programs that keep up with business trends. In the future, a factor for business success will be workers' ability to keep up with accelerating changes in the work place, especially in the areas of technology. Kirkland is fortunate to have a high-quality K – 12 public school system, a university, a community college and other community education programs. Local, State and federal educational and job training programs are available. The City can help facilitate Partnerships between human service programs providers, educational institutions and the business community to provide affordable housing and job training, ~~with the City's support, should continue~~ especially for ~~the~~ economically disadvantaged populations.

~~*Goal ED-7: Recognize Kirkland's artistic, cultural, historic and recreational resources as important contributors to economic vitality.*~~

~~*Policy ED-7.1: Support businesses and organizations involved in the arts, historic preservation and civic activities.*~~

~~Businesses and organizations involved in the fine arts, cultural and performing arts, and historic preservation play an important role in diversifying Kirkland's economy, attracting visitors and businesses, and enhancing our distinctive character. Kirkland's hotels, restaurants, shops, galleries, entertainment and performing arts complement each other to create a vibrant destination for both visitors and residents, producing economic returns to the community. Kirkland is one of the older communities on the Eastside and contains buildings and places of historical significance. An assessment of the economic benefits of Kirkland's art, cultural, historic and recreational resources should be undertaken.~~

VIII. ECONOMIC DEVELOPMENT

Draft 8-28-2014

A. INTRODUCTION

A healthy economy plays an important role in ensuring Kirkland remains a vibrant, sustainable, and connected community for living and working. The purpose of the Economic Development Element is to establish the goals and policies for economic growth and vitality that will enhance the City’s character and quality of life.

This element describes Kirkland’s economic role locally and within the context of East King County and the Central Puget Sound regional economy. This element discusses the importance of business retention and recruitment, the types of businesses and jobs to be encouraged to address future economic needs of the community and priorities while accommodating employment growth targets for the year 2035.

B. ECONOMIC CONCEPT

Economic development may be defined as public and private initiatives that promote job creation and business retention and recruitment, increase goods and services to residents and businesses, and provide job training programs, all of which contribute to a strong, sustainable, and resilient economy.

The following goals and policies provide the framework for the Kirkland economy for businesses, people, and for creating vibrant places. The mission is to provide a business climate that maintains a healthy economy for jobs and businesses without sacrificing the qualities that make Kirkland a desirable place to live.

The overarching economic strategy for Kirkland strives to provide:

- **A sustainable and resilient economy**
- **A diverse tax base**
- **Access to job opportunities**
- **Goods and services for the community**

To accomplish this, the Economic Development Element:

- Encourages economic growth while maintaining attractive residential neighborhoods and a sustainable natural and built environment.
- Promotes a growing and diverse economy that has a variety of business sectors, living wage jobs, exports goods and services and encourages small, start up, locally owned companies.

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- Promotes a positive business climate so businesses will grow and enhance Kirkland’s role in the Eastside and Puget Sound regional economy.
- Supports economic growth focused in the Totem Lake Urban Center, Downtown, and other commercial areas.

EXISTING CONDITIONS

Kirkland was founded by Peter Kirk, an entrepreneur who envisioned Kirkland as the “Pittsburgh of the West.” Instead, Kirkland commerce evolved from a ship building center in the 1940s to a suburb of Seattle starting in the 1960s. Kirkland continues to transform into a self-contained community with a broad range of jobs and diverse businesses integrated in mixed use commercial centers. A major annexation of the Finn Hill, Juanita and Kingsgate neighborhoods occurred in 2011 making Kirkland the thirteenth largest city in Washington. Today, Kirkland contains a balance of jobs and housing and is interrelated to other Eastside cities and the Puget Sound region.

As of 2012 Kirkland contained over 37,000 housing units and 38,000 jobs. The median household income in 2013 was \$87,005, compared to \$70,567 throughout King County¹. In 2013 approximately 18% of Kirkland residents lived and worked in the City.

In 2014 there were 4,889 licensed Kirkland businesses with the majority in the small to medium size range (50 or fewer employees). Figure ED-1 below shows the number of businesses in each category.

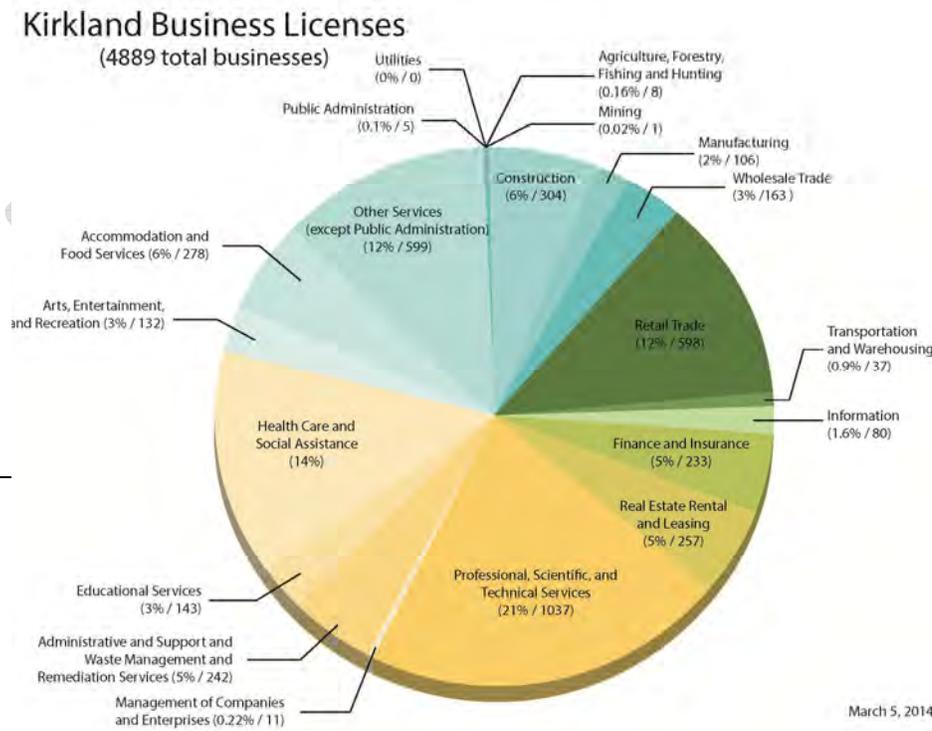


Figure ED-1 Types of businesses in Kirkland

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Employer	Employees
Evergreen Healthcare	3,762
Google, Inc.	658
City of Kirkland	575
Kenworth Truck Company	410
Astronics Advanced Elewctronics Systems	388
Costco Wholesale	316
Evergreen Pharmaceutical LLC	269
iSoftStone, Inc.	265
IBM Corporation	256
Waste Management of Washington, Inc.	250
WB Games, Inc.	236
Wave Broadband	233
ATG Stores	233
Fairfax Hospital	231
Fred Meyer #391	208
Lake Washington Institute of Technology	200
Lake Vue Gardens Convalescent Center	200
Cobalt Mortgage, Inc.	175
Demand Media, Inc.	170
Microsoft Corporation	168
Woodmark Hotel on Lake Washington	143
Toyota of Kirkland	142
Market Leader, Inc.	141
Nintendo of America, Inc.	125
Casino Caribbean, LLC	124
Ford and Hyundai of Kirkland	120
Western Pneumatic Tube, LLC	120
Lee Johnson Chevrolet, Inc.	119
The Heathman Hotel	119
EED, a DTI Company	119
Honda of Kirkland	119
Medrad, Inc.	116
Smartek21, LLC	109
Inrix, Inc.	106
Greenpoint Technologies, Inc.	103
Safeway #2734	101

Kirkland’s largest employers represent a broad range of business types including health care, government, groceries, housewares, high technology and emerging aerospace related sectors. (Source: City of Kirkland business Licenses Division.) Figure ED-2 shows a list of the largest employers in Kirkland based on self-reporting number of employees. Figure ED-2 Kirkland’s Largest Employers as of 2013 (Source: Business License Division)

Kirkland is a desirable place to do business and is well situated to support businesses. Kirkland is accessible from freeways, water and, the Cross Kirkland Corridor and is close to major markets, high technology and health care industry clusters. The cost of doing business is competitive with other Seattle area cities. A range of housing types and established neighborhoods exist in addition to quality schools, parks and health care facilities. Our beautiful waterfront setting and strong community support for recreation, cultural, arts and entertainment activities contribute to a positive business and tourism environment.

Figure ED-2 Kirkland’s Largest Employers as of 2013
(Source: Business License Division)

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Google offices in Kirkland

While the City of Kirkland can work to attract and retain residents and businesses through policies that promote economic development and a high quality of life, many economic trends are beyond the City’s control. Regional and national trends show an increase in service, high-technology, communication, and information technology industries, with continued decline in traditional light industrial companies. Kirkland is consistent with this trend by experiencing growth in the information technology, aerospace and healthcare sectors. In light industrial areas buildings are being renovated for professional offices, high technology, manufacturing, recreation and sports related businesses.

FUTURE TARGETS, TRENDS AND CAPACITY

King County Countywide Planning Policies assign jurisdictions housing and growth targets for the year 2031. Adjusting for the year 2035, Kirkland is targeted for an additional 22,435 jobs for a total employment of 61,147. Kirkland has the future land capacity to meet housing and employment targets.

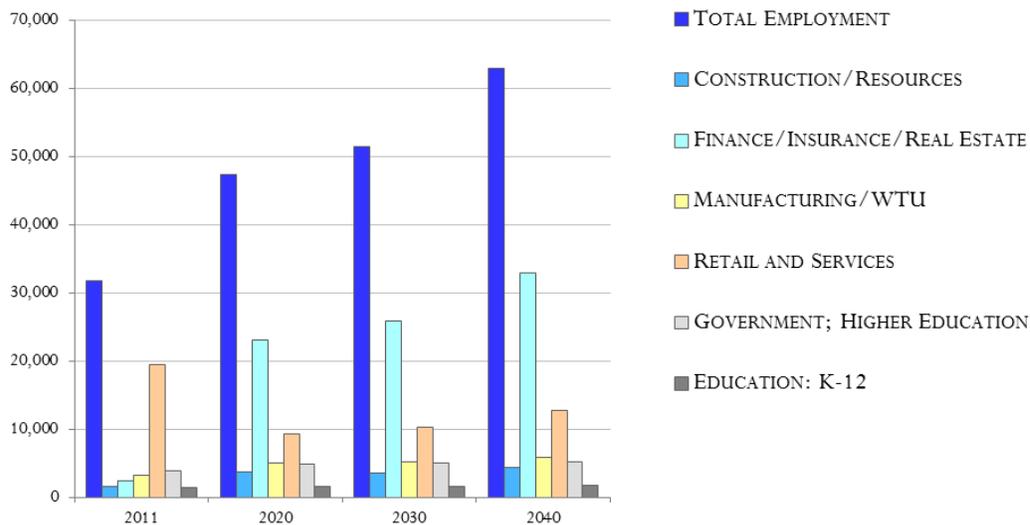


Figure ED-3: Kirkland Employment Forecasts by Sector

Source (2011): PSRC

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RELATIONSHIP TO OTHER ELEMENTS

Other elements of the Comprehensive Plan contribute related goals and policies necessary for a vital local economy. The Land Use Element sets forth the development pattern for the City’s commercial areas and where growth should occur. The Housing Element policies promote a sufficient range of housing options, including increasing the amount of “affordable housing” to support a diverse employment base. The Transportation Element supports an efficient multimodal transportation system that enables the mobility of people, goods, services, customers and employees to access Kirkland businesses. The Capital Facilities and Utilities Elements ensure that adequate public infrastructure and facilities such as public utilities, telecommunications, and roads are available to support the economic viability of businesses and private development.

C. ECONOMIC DEVELOPMENT GOALS AND POLICIES

A healthy economy is an integral part of Kirkland’s high quality of life and an important community value. Kirkland’s economy allows residents access to job opportunities, goods and services, and provides revenue sources that help to ensure needed public services. This section describes the goals and policies that will implement Kirkland’s economic strategy. Balancing economic development with other community values is an overarching philosophy that should be taken into consideration as the following goals and policies are implemented.

Economic Development Goals:

Goal ED-1: Promote a strong and diverse economy that provides a sustainable tax base and jobs.

Goal ED-2: Promote a positive business climate.

Goal ED-3: Strengthen commercial areas to provide local goods, services, and vibrant community gathering places to live, work, shop and play.

Goal ED-4: Provide infrastructure and public facilities to support economic activity and growth.

Goal ED-5: Foster socially and environmentally responsible businesses.

Goal ED-6: Foster collaborative partnerships among community and regional organizations to achieve Kirkland’s desired economic goals.

Goal ED-1: Promote a strong and diverse economy that provides a sustainable tax base and jobs.

Policy ED-1.1: Support activities that retain and expand existing businesses. Target recruitment activities toward new businesses that provide living wage jobs.

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Existing businesses are the foundation of the Kirkland economy and are encouraged to thrive and expand. Businesses contribute to a stable tax base and are integral to the community as many business owners and employees are Kirkland residents. Attracting new businesses can help diversify the local economy and strengthen existing businesses. Recruitment efforts should focus on businesses that provide higher paying jobs and draw customers from outside the community to purchase goods and services in Kirkland.



Juanita Village

Policy ED-1.2: Encourage a broad range of businesses that provide goods and services to the community.

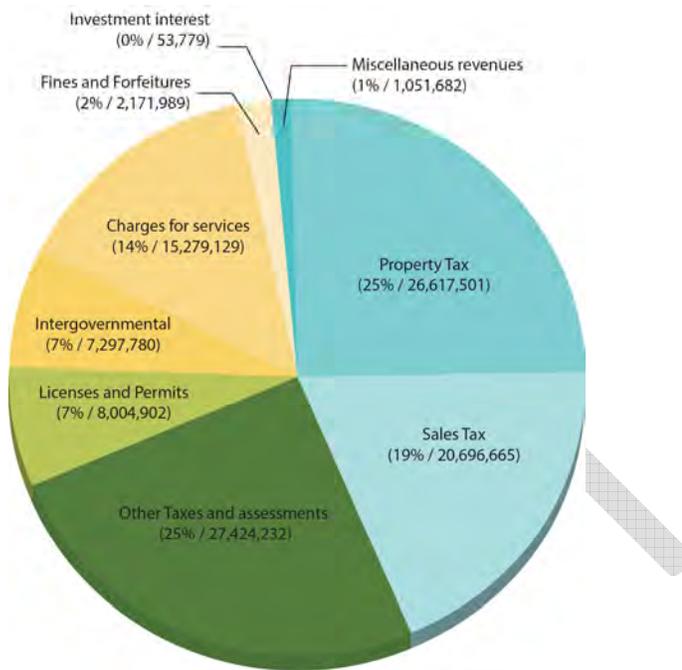
A healthy mix of businesses that provide goods and services for the everyday needs of Kirkland residents and businesses is important for a diverse economy. Businesses that bring customers from outside the City to purchase goods and services provide a net importation of sales tax and reduce sales leakage to other jurisdictions. In Kirkland, businesses in retail sales, service, automobile sales and service, health care, tourism, entertainment, recreation, and wholesale distribution and manufacturing serve this purpose.

Policy ED-1.3: Strengthen Kirkland's tax base to maintain long term fiscal sustainability.

Business plays an important role in the City's tax base by generating sales, property tax and fees. Taxes are a general purpose revenue source that are used to support basic government services such as public safety, transportation improvements and parks maintenance. Figure ED-4 shows the distribution of revenue sources to city government. A large amount of sales tax is generated from automobile sales and service. The amount of revenue generated by sales tax fluctuates from year to year due to changes in the economy, buying habits of consumers, the level of construction activity in the City and regional growth outside of the City.

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Figure ED-4 distribution of City Government revenue sources as of 2013



Source: City of Kirkland Finance and Administration 2013

It is in the community’s interest to encourage businesses that contribute to the City’s revenue base in order to help provide the needed public services to the community. Fluctuations in the retail sector can have significant impact to the City’s primary revenue source and thus City services. Steps should be taken to provide economic balance by maintaining a diversity of retail and other businesses that generate sales tax.

Figure ED-5 below shows how in 2013, the commercial and mixed use areas contributed to sales tax revenue. Totem Lake provided the largest percentage of retail sales tax to the City’s total sales tax receipts followed by the Rose Hill Business District, Downtown and other commercial areas.

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Sales Tax Revenue by Commercial District

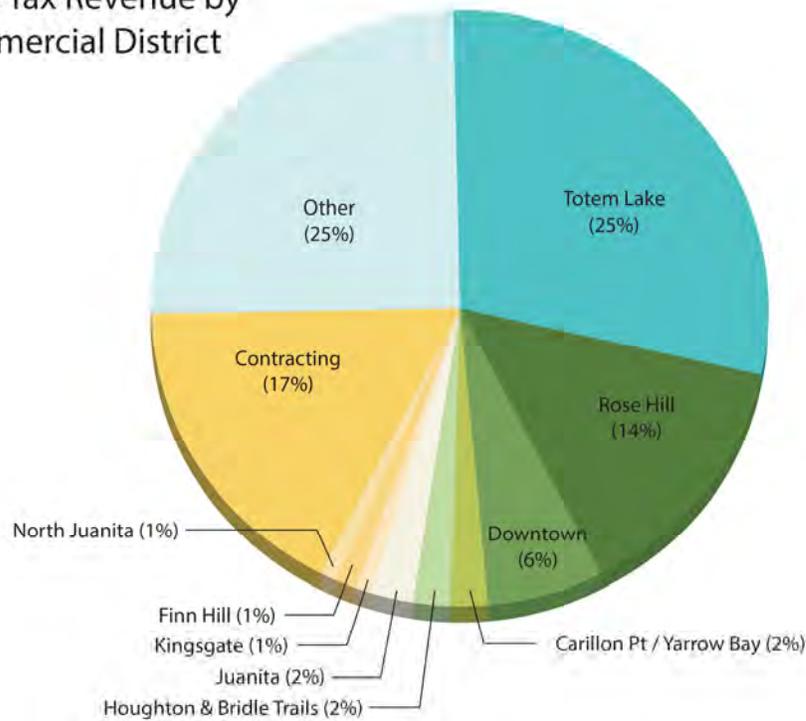


Figure ED-5: Sales Tax Revenue by Commercial District
 Source: City of Kirkland Finance Department

Policy ED-1.4: Encourage clusters of complementary businesses that bring revenue and jobs into the community and export goods and services.

Industry clusters are geographic concentrations of mutually supportive businesses. They can export goods and services, drive job creation, and import revenue into a city or region. Businesses can foster a competitive economic advantage by locating near each other to draw consumers, to be near the wholesale distributor or to attract employees with specialized skills or experience. In Downtown Kirkland, restaurants, galleries, shops, hotels and performing arts organizations work together to promote the area as a destination. Kirkland is benefiting from the region’s industry clusters with growth in aerospace, business services to high technology and information technology companies, healthcare companies and automobiles sales. These businesses provide new employment opportunities and high wage rates important to strengthening the economy. Economic development efforts should strive to develop new business clusters and identify ways to strengthen existing clusters, both locally and within the region.

Policy ED-1.5: Strive to maintain a balance of jobs and housing to enable residents to live near work.

Job growth should be accompanied by growth in housing opportunities for workers filling those new jobs. When a significant percentage of the population can both work and live in Kirkland, economic vitality, quality of life and civic involvement are enhanced and transportation problems are mitigated. Kirkland’s ratio of jobs to housing is fairly balanced. As growth occurs, Kirkland should strive to maintain this balance. As discussed in the Housing Element and the Affordable Housing Strategy, Kirkland should also seek to encourage a variety of housing types including housing that is affordable to a range of income levels.

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Policy ED-1.6: Promote Kirkland as a visitor, cultural, and entertainment destination.

Tourism is another economic development tool to help diversify the economy. Visitors from outside the community spend money in local shops and restaurants, stay in hotels, and attend performing arts events. Tourism also creates jobs. Tourism promotion benefits residents by providing increased amenities, community events and shopping opportunities.

Kirkland's tourism marketing focus is on promoting Kirkland as a waterfront community with cultural arts, culinary, shopping, and recreation opportunities. The targeted audiences for tourism promotion are regional, national, international and business travelers. Kirkland is a unique destination on the Eastside and region because of its beautiful lakeside location, pedestrian-oriented Downtown, art galleries, restaurants, performing arts facilities, locally owned retail shops, farmers markets, and historical buildings. Our parks, recreation facilities and open space also offer tourism opportunities.

Policy ED-1.7: Encourage home-based businesses that are compatible with neighborhood character.

Home-based businesses continue to be a key component of the local economy as telecommunication infrastructure and the internet have increased opportunities to allow for integration of home and work. Many of Kirkland's small businesses began as home-based businesses and now are a source for new jobs. Forty percent of the business licenses in Kirkland are home based businesses with the largest portion (33%) in professional, scientific and technical services. Home-based businesses also can reduce commuter traffic and increase security for neighborhoods while other residents are away at work.

Development standards should be maintained to minimize impacts of home-based businesses on residential neighborhoods by limiting them to activities that are complementary to residential areas. Some businesses by their nature are not compatible with residential neighborhoods and, therefore, should be located in commercial or industrial areas.

Policy ED-1.8: Support locally developed enterprises by encouraging small startup businesses.

Small, startup businesses should be nurtured to promote locally owned businesses and job growth.

Goal ED-2: Promote a positive business climate.

Policy ED-2.1: Create and maintain a competitive tax environment.

A business climate that combines a fair and competitive tax environment contributes to business success. Kirkland has favorable tax rates and user fees compared with other cities in the region. The City should proactively work with businesses and neighborhoods to improve the business climate in our community for everyone's benefit.

Policy ED-2.2: Foster a culture of creativity, entrepreneurship and innovation.

A business climate that supports entrepreneurial, creative and innovative business practices helps promote job creation. Kirkland is strong in arts, culture, and amenities for both residents and visitors to enjoy. Kirkland attracts living wage employers, strives to provide the highest quality technology infrastructure, and supports emerging trends in industry sectors such as start-up companies from nearby technology and aerospace companies, green practices, staggered work times and use of shared business facilities.

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Policy ED-2.3: Make land use decisions that take into consideration the effects on businesses and the economic benefit to the community.

Kirkland is committed to providing excellent customer service to all sectors of the community. Business customer service needs are distinct from those of other customers and can be a factor in whether or not a business chooses to stay or locate in Kirkland. The City should continue to assess customer service and provide open communication to ensure business needs are being met. When considering commercial land use decisions, City decision makers should carefully evaluate the short- and long-term economic benefits to the community in addition to social, environmental and aesthetic concerns. Economic factors to consider may include such things as the number and type of new jobs created, the types of goods or services provided, and fiscal benefits that businesses will contribute to the community.

Policy ED-2.4: Provide a regulatory environment that is predictable, fair, responsive and timely.

The City should remove unnecessary barriers to economic development and provide a regulatory environment that allows for flexibility without sacrificing community standards. Businesses are encouraged to work with the City and neighborhood organizations to identify and make recommendations for changes to regulations and improvements to permit processes. The City should periodically review its regulations and, where appropriate, modify those which unreasonably restrict opportunities for economic development. Having clear and fast permit processes in government also contributes to a positive business climate. Improvements to permit processes should be continually made so that permits are handled in a reasonable, responsive and timely manner.

Policy ED-2.5: Support tools that encourage economic development.

Providing economic development incentives or tools are a way to attract and retain quality businesses or create new jobs may be necessary to create a positive business environment. Washington State statutes limit the types of incentives that cities may use to attract or retain private business.

Types of economic development tools that could be explored are:

- Public/private development agreements
- Recruitment strategies that will result in new jobs
- Tax or fee deferrals, credits, or waivers
- County-sponsored industrial revenue bonds
- Participating in County, State or federally sponsored low interest loans or grants
- Installing infrastructure improvements
- Use of special taxing districts
- Expediting permitting and regulatory incentives
- Participation in regional Transfer of Development Rights or Landscape Conservation and Local Infrastructure programs
- Legislative support for a form of tax increment and other economic development tools

Goal ED-3: Strengthen commercial areas to provide local goods, services, and vibrant community gathering places to live, work, shop and play.

Policy ED-3.1: Encourage businesses to develop and operate in a manner that enhances the character of the community, minimizes impacts on surrounding development, and respects the natural environment.

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As members of the community, businesses should be stewards of the environment as well as good neighbors to adjacent less intensive uses. In some instances, economic activities may create impacts on surrounding development because of the way the business functions or building location and site design. These adverse visual or other impacts created by economic activities should be minimized through development standards that maintain the character of adjacent development. Development standards should ensure that outdoor storage areas, parking lots, and structures are adequately buffered with landscaping or some other appropriate means, and that on-site debris and waste are removed. Landscaping, both within and around the edges of development, can serve to provide visual screening and separation, as well as help to decrease surface runoff. Additional standards may include noise limitations, appropriate setbacks, open space requirements and building design guidelines. Even with efforts taken by businesses to reduce impacts, residential uses located along commercial area boundary edges may continue to experience some level of unavoidable impact.

Policy ED-3.2: Encourage infill and redevelopment of commercial and industrial areas.

Kirkland’s commercial and industrial areas have the potential for increasing economic activity by infilling underutilized land or redeveloping without expanding district boundaries. Commercial areas are encouraged to be intensified where it will result in superior redevelopment. To maintain the land use capacity to support the local economy, it will be necessary to encourage full utilization of planned development potential within employment centers while monitoring commercial development activity, and maintaining efficient infrastructure systems.

Businesses with attractive site and building design, landscaping, and signs that blend in with the context of the neighborhood or commercial area help contribute to the economic success of the commercial area. Gateway or unique signage, attractive public spaces, decorative pedestrian lighting and other urban design improvements help promote economic development by creating an inviting environment. Specific design standards tailored to the characteristics and natural features of each neighborhood are encouraged. Public and private sector investment and commercial development that adheres to development standards will ensure that Kirkland’s positive civic image and character will be maintained.



Downtown Kirkland

Policy ED-3.3: Support businesses and organizations involved in the arts, cultural programs, historic preservation and civic activities.

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Businesses and organizations involved in the fine arts, cultural and performing arts, and historic preservation play an important role in diversifying Kirkland's economy, attracting visitors and businesses, and enhancing our distinctive character. Kirkland's hotels, restaurants, shops, galleries, entertainment and performing arts complement each other to create a vibrant destination for both visitors and residents, producing economic returns to the community. Kirkland is one of the older communities on the Eastside and contains buildings and places of historical significance.

Policy ED-3.4: Support businesses that encourage the health and well-being of all people by providing convenient access to healthy and locally grown food.

Providing access to fresh, locally grown food encourages healthy living and self-sufficiency. Businesses that produce, process or wholesale locally grown food or products, farmers markets and community food gardens are encouraged.

Policy ED-3.5: Industrial Policy- Hold for a policy related to industrial areas pending the guidance from the Heartland Industrial Lands Study

Kirkland's industrial areas are in flux transitioning from traditional light industrial uses such as manufacturing, production and assembly and auto oriented service and repair uses to high technology, office and recreational facilities. As specified in the Land Use Element and neighborhood plans the light industrial areas should allow for a variety of light industrial- manufacturing and commercial uses based on market demands.

Goal ED-4: Provide the infrastructure and public facilities to support economic activity and growth.

Policy ED-4.1: Encourage construction and maintenance of infrastructure systems for utilities, transportation and telecommunication that optimize service delivery to the business community.

Providing superior utilities, transportation and telecommunications networks to the community supports business growth and helps give Kirkland a competitive advantage to attract and maintain jobs. Emphasis should be on providing infrastructure in higher density mixed-use employment and housing centers such as in the Totem Lake, Downtown, and other commercial areas. The City should explore and encourage innovative and entrepreneurial efforts to provide technology infrastructure and communication services by forming public/private partnerships to facilitate or leverage funds for infrastructure improvements that will increase economic opportunities.

Policy ED-4.2: Create strong multimodal circulation linkages to and within commercial areas.

Improving circulation within commercial areas and connecting neighborhoods to commercial areas, with both motorized and non-motorized options, make it easier for customers to access businesses. In some cases, this may require new street or sidewalk connections to break up large blocks or improve circulation. Pedestrian and bicycle improvements should be encouraged to provide alternatives to driving. Standards should be in place to minimize the impacts generated by economic activities on pedestrian, bike and vehicular traffic. For example, the location and number of access points should be controlled, and, where necessary, on or off-site improvements should be made to ensure the safe passage of pedestrians, bikes and vehicles.

Policy ED-4.3: Support regional infrastructure initiatives that enhance economic development opportunities.

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Kirkland participates in regional partnerships to install transportation, utility and telecommunications infrastructure. Partnering keeps Kirkland competitive with other cities and preserves financial resources for other infrastructure improvements. Partnerships should continue between the City and other public/private organizations to support regional infrastructure.

Policy ED-4.4: Develop the Cross Kirkland Corridor to attract businesses and housing and provide a multimodal transportation facility connecting businesses and employees with local and regional employment centers.

Portions of the abandoned Burlington Northern Railroad Right of Way within the City of Kirkland have been converted to the Cross Kirkland Corridor, a multimodal transportation conduit for bicycles, pedestrians and in the future transit. With more than 60 businesses and over 10,000 employees bordering the corridor, full development of the Cross Kirkland Corridor will be a catalyst for new businesses, jobs and housing.

Goal ED-5: Foster socially and environmentally responsible businesses.

Policy ED-5.1: Encourage businesses that provide products and services that support resource conservation and environmental stewardship.

Local, green businesses involved in providing renewable energy, remediation, clean technology, green building, products or services or healthy lifestyles should be nurtured.

Policy ED-5.2: Promote environmental responsible practices in business development and operations.

Businesses that integrate environmental practices into their business model show consumers and employees they care about the type of jobs created, products made, use of resources and impact of their actions. Encouraging construction and business operations to use sustainable development practices such as low impact development, green building, energy conservation, and waste reduction results in reducing the City's ecological footprint, increases green space, and promotes healthy living and a more attractive Kirkland. Businesses that use green practices can reduce operational expenses, be more competitive or may utilize tax credits. The City should continue its green business, green building and recycling programs to support a network of local green businesses, green jobs and best green business practices.

Policy ED-5.3: Promote socially responsible practices in the private, public, and non-profit sectors.

All sectors of the community are encouraged to give back to the community by conducting and supporting community service projects or organizations to help the disadvantaged in need. Such practices may include promoting human rights, fair labor standards, environmental protection and participating in civic initiatives. Businesses can partner with non-profit and human service organizations, philanthropic foundations or other organizations to implement this policy.

Policy ED-5.4: Help facilitate the environmental remediation of contaminated sites.

Kirkland has a few sites remaining classified as contaminated from past business practices such as gas stations,

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drycleaners or chemical production. Cost and time to clean up a site can deter redevelopment. The City can work with the property owner and overseeing government agencies to ensure that the sites are cleaned up before redevelopment.

Goal ED-6: Foster collaborative partnerships among community groups and regional organizations to create a prosperous Kirkland economy.

Policy ED-6.1: Partner with businesses and community organizations to create a prosperous Kirkland economy.

The City should actively work together with business and community organizations such as the Greater Kirkland Chamber of Commerce, Economic Development Council of Seattle and King County to implement business retention, recruitment, tourism promotion and other strategies. Each of these groups plays a role in promoting Kirkland as a place to do business. As representatives on various task forces, they can provide a business perspective and assist in policy development. Formation of business associations or community working groups within each commercial area is encouraged to help develop and implement neighborhood plans, urban design projects, economic development strategies and promotional programs.

Policy ED-6.2 Work with businesses, schools and other institutions to sustain a highly educated and skilled workforce through job training and education resources that lead to job opportunities especially the disadvantaged populations.

A vital economy relies on maintaining educational and job-training programs that keep up with business trends. In the future, a factor for business success will be workers' ability to keep up with accelerating changes in the work place, especially in the areas of technology. Kirkland is fortunate to have a high-quality K – 12 public school system, a university, a community college and other community education programs. Local, State and federal educational and job training programs are available. The City can help facilitate partnerships between human service providers, educational institutions and the business community to provide affordable housing and job training, especially for economically disadvantaged populations.