



CITY OF KIRKLAND

Planning and Community Development Department

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MEMORANDUM

Date: April 18, 2013

To: Planning Commission

From: Paul Stewart, Deputy Planning Director

Subject: Comprehensive Plan Update - File No. CAM13-00465 #1

Recommendation

Planning Commission review draft work plan for the 2013-2014 Comprehensive Plan Update and provide comments and direction as appropriate.

Introduction

Staff is bringing forward for the Commission's review and discussion the draft work plan for the GMA required 2013-2014 Comprehensive Plan Update. The work plan outlines the key steps and general schedule to guide the update process. At the February 8, 2013 [Council Retreat](#) and the February 14, 2013 [Planning Commission meeting](#), staff presented an initial general work plan and schedule. This has been slightly updated and is noted as [Attachment 1](#) in this packet. [Attachment 2](#) is a more detailed work plan that sets out the major tasks and subtasks to be undertaken over the next two years to complete the plan update.

Staff is requesting the Commission review the steps and description of the tasks in [Attachment 2](#), ask questions to clarify the intent of the tasks and provide direction on any appropriate revisions. It is worth noting that the work plan will be an evolving document and will be revised as we move through the plan update process. This is a starting point and the framework for the update.

Plan Objectives

As part of the City Council retreat packet, staff outlined objectives for the plan update process over the next two years. These objectives are:

- Strive to complete the updated plan by December, 2014
- Meet the requirements of the Growth Management Act and recently adopted rewrite of the Countywide Planning Policies.
- Use the current plan as the foundation for the plan update – this is not intended to be a complete re-write of the current plan.
- Have broad and continuous public involvement for all interested stakeholders

- Explore innovative planning principles (e.g. Smart Growth techniques such as mixed use, sustainable communities, walkability, and compact development)

The theme for the plan update is *Your Voice. Your Vision. Your Future.* Staff has begun to develop a “decision statement” to describe the desired outcome of this process. The plan is not just to comply with GMA. As noted in the Council retreat packet, the Comprehensive Plan is “*the framework for how we grow and provide the necessary facilities and services to direct and manage growth. More importantly it is a statement of the kind of community we want to become and believe we can achieve.*” This raises questions on how we respond to changes, how we anticipate and plan for growth and how we maintain or enhance our quality of life.

Work Plan (Attachment 2)

The work plan sets out the tasks and schedule for the plan update. Below is a brief description of each of the tasks. Throughout the process we want to have periodic “check-ins” with the City Council. Although this is generally shown on the work plan we will need to refine when we do this and what we want to bring to the Council. Already, we are having a brief monthly report to the Council on the plan update along with the other citywide plans and programs underway.

As previously discussed with the Commission the Transportation Commission and Park Board will be the lead on their respective plan elements. We will be working closely with them on these chapters. It has been suggested that we convene a joint meeting with all three groups to discuss interests and process. An initial meeting with the chair of each board would help frame the meeting format and discussion topics.

As the Commission reviews the work plan keep these questions in mind.

- Are there questions or clarifications on the work plan tasks?
- Do the tasks and general schedule make sense?
- Are there particular data, mapping or GIS analysis that would be of interest to the community and Commission?

Based on the Commission's discussion, staff will finalize the work plan and use it to develop our Community Outreach Plan (Task 3.0) to be brought back to the Commission for review – possibly in May.

Task 1.0: Develop Initial Approach

The Plan Update was one of the main topics at the February 8, 2013 City Council retreat. For that retreat staff prepared a background paper and general framework. Following the Council retreat, this was presented to the Planning Commission (Feb. 14, 2013) and Transportation Commission (Feb. 19, 2013). Similar presentations are scheduled for the Houghton Community Council (April 22nd) and Park Board (May 8th).

Task 2.0: Develop work plans, schedule and organizational structure.

This is the task currently underway. We've established an interdepartmental team to coordinate on the Comprehensive Plan update and citywide plans and projects as well as

a Planning team that will be working on the various components of the plan update. Following review by the Commission, the work plan will be the blueprint for our update effort and will likely be modified over time as needed.

Task 3.0: Develop Community Outreach Plan

One of the thirteen goals of the Growth Management Act is to encourage “the involvement of citizens in the planning process.” RCW 67.70A.140 states that the city should ensure public participation:

“Each county and city that is required or chooses to plan under RCW [36.70A.040](#) shall establish and broadly disseminate to the public a public participation program identifying procedures providing for early and continuous public participation in the development and amendment of comprehensive land use plans and development regulations implementing such plans. The procedures shall provide for broad dissemination of proposals and alternatives, opportunity for written comments, public meetings after effective notice, provision for open discussion, communication programs, information services, and consideration of and response to public comments.”

While this is a requirement of GMA, more importantly it is critical to the plan update as we determine our vision and the kind of community we want to be in 20 years.

Staff is in the process of developing the Community Outreach Plan (COP). The COP will be consistent with the IAP2 Spectrum of Public Participation previously noted at the Feb. 14 Commission meeting. The COP will identify the following for each work plan task:

- Public participation objective – what is the outcome we want.
- Level of public involvement – inform, consult, involve, etc.
- Time frame – when we do it.
- Techniques – what we do.

As part of the outreach discussion, we are asking the community how they want to be involved. In the 1st Quarter City Update and on-line on the webpage there is a survey: *“How do you want to participate in Kirkland’s future planning.”* This will give us a sense of what is of interest to citizens so that we can tailor our outreach activities.

Staff has developed a Communications Plan (Attachment 3) which outlines a variety of methods to consider utilizing to communicate the purpose of the update and engagement opportunities. The Communications Plan will be part of the overall Community Outreach Plan. Staff will bring the COP to a future Commission meeting for review and direction.

Already a number of communication and outreach activities have occurred. Below is a summary of those to date:

- Created a *Kirkland 2035* logo and theme for the plan update.



- Create a webpage – www.kirklandwa.gov/kirkland2035 with a list serv for subscribers.
- Announced the website and survey through a press release (4-10-13).
- Incorporated articles in the past two City Update newsletters ([1st Quarter, 2013](#) and [4th Quarter 2012](#)).
- Launched the [online survey on public participation](#).

Staff has also attended several neighborhood association meetings to provide an overview of the plan update process including:

- Finn Hill Neighborhood Alliance (March 6)
- Everest Neighborhood March 26)
- Norkirk Neighborhood (April 3)
- Lakeview Neighborhood (April 17)

Staff will be attending the May 1 Central Houghton Neighborhood Association meeting, the Juanita Neighborhood Association (May 13) and the Business Roundtable (May 14).

Task 4.0: Conduct data collection and mapping tasks.

Planning staff has begun working with GIS to outline the mapping and data needs. Work has been underway for the past few months on the land capacity analysis. This will give us a good picture of our ability to accommodate our household and growth targets. Preliminary findings indicate that we will have sufficient capacity to accommodate our targets based on current zoning. However, we are continuing to refine the methodology and the analysis.

We have already begun to update our [Community Profile](#). This is a compilation of demographic, housing, land use and economic data that gives us a picture of Kirkland as it exists. One challenge from previous work is to have accurate information for the annexation area. It may be difficult to look at historical trends or patterns since we may not have access to that information from the annexation area.

We will also look at our mapping needs to make sure our base maps are up to date and accurate. Of interest will be our ability to do some GIS analysis. The City has a sophisticated GIS program that can be useful in the plan update. Staff has identified some preliminary ideas that we may want to consider and analyze using GIS such as:

- Population, housing and employment density adjacent to transit.
- Walkability proximities to grocery stores or parks.
- Traffic conditions.
- Watershed basin characteristics.

One question for the Planning Commission to consider is what other data information or analysis would be helpful to the Commission that we could possibly undertake. We can also survey the community to see what is of interest to them.

Task 5.0: Community Vision and Values

The current Comprehensive Plan contains a Vision Statement and a series of Framework Goals. This is the result of two visioning processes that have occurred in the past 20 years – one in 1992 and again in 2002. The City won a PRSC Vision 2020 Award for its “Community Conversation” efforts for the 2002 visioning process. Nearly 1,000 people participated in that effort.

According to the International City/County Management Association the term community vision statement implies...

...“seeking agreement about the desired outcome of the plan and visualizing and articulating the kind of community residents want in the future, which might be defined as five or ten or even twenty years hence”.

An effective vision statement will tell everyone what change is desired to create the future of the community.

The following are things to consider when developing a vision statement either at the citywide or neighborhood level. Vision statements should:

1. Reflect the common values of that community. At the same time, it needs to be inclusive of the diverse populations which make up that community
2. Reflect those qualities or resources that make a community unique so that they are preserved as a check and balance through the development process
3. Include a future vision for each subject area of the neighborhood such as the residential and commercial areas, transportation and pedestrian system, infrastructure, environment and open space
4. Include the desired community character or urban design, aesthetic and historic elements that should strive to be kept in the future
5. Stretch beyond our current perspective (*describe the community we want to become*)
6. Be written in a positive manner, in the affirmative and be inspirational
7. Be clear and succinct with the description of what the community should look like after it successfully implements its strategies and achieves its full potential

We anticipate an extensive public visioning process to guide the plan goals and policies. We had originally targeted the spring of this year for this effort but given the start-up and coordination underway on the work plan we now feel that fall is a more realistic timeframe since we don't want this to occur over the summer vacation months. Prior to the visioning process we intend to do our data collection as well as our education and outreach activities to set the stage for the visioning.

Task 6.0: Review Existing Plan and Draft Revised Plan Elements

This task consists of assessing the existing plan to determine what needs to be revised. We anticipate preparing a series of background papers to highlight key issues. This is where we begin to focus the discussion and provide direction on developing the revisions to the plan if needed. For example, on land use we would develop an issue paper discussing the role and character of business districts and alternative approaches. For capital facilities, we would want to evaluate our level of service standards. Having discussions with the community on these issues, alternatives and preferred approaches will be essential to moving forward with preparing the revised goals and policies. This is also the time to review the plan for any potential inconsistencies that we would want to eliminate.

It is also important to note that while we are updating the general elements of the plan (e.g. land use, housing etc.), we will also be looking at the Totem Lake Plan in particular for a number of reasons – it's our Urban Center, most of the growth is likely targeted for Totem Lake, and there are a number of other plans underway that are focused on Totem Lake (e.g. TDR study, Totem Lake Park Master Plan, etc.). In addition, Vision 2040 requires us to have an urban center plan.

Task 7.0: Neighborhood Plan Approaches

The Planning Commission has already begun to have a conversation about how we move forward with neighborhood plans at its March 28th 2013 meeting. Both the City Council and Planning Commission have expressed interest in developing a preferred approach that enables the city to be more efficient and timely while ensuring that the appropriate issues are addressed through a public process.

The chair and vice chair met with staff to begin to outline a discussion process. This process will be concurrent with the plan update with the intent of incorporating principles or policies into the Comprehensive Plan to guide the preparation and timing of subarea plans. A discussion with the broader community will be important to help develop this process. It is anticipated that this topic will be brought back to the Commission in June.

Task 8.0: SEPA Compliance

When the City did its last GMA required Comprehensive Plan update in 2005 it also prepared an [Environmental Impact Statement \(EIS\)](#) to comply with SEPA (State Environmental Policy Act). The purpose of an EIS is to assist the public and decision-makers in considering decisions on the Comprehensive Plan and development regulations. The EIS will look at the broad city wide analysis of potential impacts associated with any proposed amendments to the plan or Zoning Code. It will provide both a qualitative and quantitative analysis of environmental impacts. The EIS may evaluate various land use and transportation alternatives. A new EIS based on the revised Comprehensive Plan can reduce or eliminate SEPA for future code and plan updates. A major part of the EIS will assess our transportation network (facilities, level of service, etc.). Consulting services will be retained to prepare the EIS.

Task 9.0: Transportation Master Plan

The Transportation Master Plan will be the basis for the Transportation Element of the Comprehensive Plan. This along with Land Use and Capital Facilities will be the main key discussion elements for the plan update.

The GMA specifically requires that the Transportation Element be “consistent with and implements the land use element.” Consistency means that the transportation plan be sufficient in scope (projects, funding and level of service) to carry out the Land Use Element. The Transportation Plan must support the Land Use Map with adequate transportation facilities. We will need to have a preliminary land use alternatives in order to undertake traffic analysis.

The Transportation Commission will take the lead preparing the Transportation Master Plan. Since land use and transportation are inherently linked, both the Planning Commission and Transportation Commission will need to coordinate to ensure that the network of transportation facilities and projects support the land use at the appropriate level of service. In addition, adequate funding needs to be addressed to pay for the projects to accommodate the growth.

Task 10: Parks, Recreation and Open Space Plan (PROS)

The Parks Department has already begun their update to the PROS plan. They have a consultant on board and a work program in place (summarized in **Attachment 2**). As with the Transportation Plan, the PROS plan will be the basis for the Parks, Recreation and Open Space Element and will be prepared under the direction of the Park Board.

Task 11: Prepare Updated Plan Elements

Based on the issue papers, community input and discussion and Commission review, this task will result in a draft updated plan – including a revised land use map (if appropriate) and the Transportation Master Plan. In addition, this would be the time to identify and possibly write code amendments.

Task 12: Final Plan Review and Action

This is where everything comes together with the preparation of the “draft” final plan and final EIS to be considered during the formal public hearing phase. We would want to make sure it is consistent with GMA requirements along with the Countywide Planning Policies. Following public hearings the Planning Commission and Houghton Community Council makes a recommendation to the City Council. The City Council then considers the public comments and the recommendation from the Planning Commission, Parks Board, Transportation Commission and Houghton Community Council and takes final action on the plan.

Attachments

1. Work Plan General Schedule
2. 2013-2014 Comprehensive Plan Update Work Plan
3. Communications Plan



Comprehensive Plan Update Program and Related Projects

Kirkland Department of Planning and Community Development

COMP PLAN UPDATE PROGRAM	2013 (by month)												2014 (by month)												NOTES
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
INITIAL APPROACH & COUNCIL DISCUSSION <ul style="list-style-type: none"> City Council Retreat CC & PC Joint Meeting 	[Green bar: Jan 2013]																								
DEVELOP WORK PROGRAM, SCHEDULE AND STAFFING <ul style="list-style-type: none"> Form interdepartmental team Staff kickoff meetings PC & CC review work program 	[Green bar: Jan 2013]												[Red diamond: PC & CC review]												Planning Commission & City Council review work program and schedule.
DATA COLLECTION AND MAPPING <ul style="list-style-type: none"> Update Community Profile Capacity analysis GIS Mapping Housing Needs Assessment 	[Green bar: Jan 2013]												[Green bar: Jan 2014]												Capacity analysis may need to be revised based on land use plan.
COMMUNITY OUTREACH <ul style="list-style-type: none"> Develop public outreach program (CC & PC to review) Neighborhood U on GMA Issues and Interest Scoping Develop informational materials Continuous public involvement events 	[Green bar: Jan 2013]												[Red diamond: PC & CC review]												Planning Commission and City Council review and approve public outreach program.
COMMUNITY VISIONING <ul style="list-style-type: none"> Confirm or revise vision statement and framework goals 	[Green bar: Jan 2013]												[Red diamond: PC review & CC confirm]												
REVIEW OF COMPREHENSIVE PLAN ELEMENTS <ul style="list-style-type: none"> Prepare issue papers for each element (Land Use, Transportation, Housing, etc.) ID potential plan amendments ID potential zoning amendments Review by Planning Commission PC check in with City Council 	[Green bar: Jan 2013]												[Red diamond: Check in with City Council]												Issue papers would address GMA requirements, identify outdated policies, and provide initial discussion on proposed goal and policy direction.
NEIGHBORHOOD PLAN APPROACHES <ul style="list-style-type: none"> Council retreat discussion Neighborhood Outreach Update issue paper Address with Comp Plan 	[Green bar: Jan 2013]												[Red diamond: Check in with City Council]												
SEPA COMPLIANCE <ul style="list-style-type: none"> RFP for consulting services Scoping Develop alternatives Impact analysis Prepare draft EIS Prepare Final EIS 	[Green bar: Jan 2013]												[Green bar: Jan 2014]												EIS to be prepared in conjunction with the Transportation Master Plan.
TRANSPORTATION MASTER PLAN <ul style="list-style-type: none"> RFP for consulting services Incorporate into EIS process Identify network, projects and costs Conduct LOS analysis & transportation modeling effort. Prepare final plan 	[Green bar: Jan 2013]												[Green bar: Jan 2014]												Effort to be led by Transportation Commission and close coordination with Planning Commission. Land use to be supported by transportation system and LOS approach. TMP becomes Transportation Element of Comprehensive Plan
PARKS, RECREATION AND OPEN SPACE PLAN (PROS PLAN) <ul style="list-style-type: none"> Public involvement Technical analysis LOS consideration 	[Green bar: Jan 2013]												[Green bar: Jan 2014]												Effort to be led by Park Board. PROS Plan forms basis for Parks, Recreation & Open Space element of the Comprehensive Plan.
PREPARE UPDATED DRAFT COMPREHENSIVE PLAN ELEMENTS <ul style="list-style-type: none"> Draft Goals, policies, maps, etc. Draft Transportation Master Plan Draft EIS Draft code and map changes 	[Green bar: Jan 2013]												[Green bar: Jan 2014]												Review of draft elements at study sessions.
FINAL PLAN REVIEW <ul style="list-style-type: none"> Planning Commission and HCC review, hearings and recommendation CC review, revision & adoption HCC final action 	[Green bar: Jan 2013]												[Red diamond: City Council Action]												Planning Commission & HCC review, conduct public hearings and transmit a recommendation to the City Council. City Council review and provide direction on any revisions. Final adoption by City Council and HCC final action.
RELATED PROJECTS																									
TOTEM LAKE STUDY (TDR, MARKET) <ul style="list-style-type: none"> Market Analysis Infrastructure Finance Tools Draft TDR Program ID potential amendments 	[Green bar: Jan 2013]												[Red diamond: City Council Review]												Analysis will provide basis for possible changes to Totem Lake.
CROSS KIRKLAND CORRIDOR PLAN <ul style="list-style-type: none"> Prepare goals and vision Develop guidelines & principles Identify alternatives & cost estimates Prepare plan 	[Green bar: Jan 2013]												[Red diamond: Check in with City Council]												Incorporated into Transportation Master Plan. Effort led by Public Works.

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Main Tasks	General Timeframe	Tasks	Target Dates	Outreach Actions (see Task 3)	Notes or Comments
					modified over time as needed.
Task 3.0: Develop Community Outreach Plan	April – May, 2013	<p><u>3.1 Prepare Communications Plan and list of stakeholders</u></p> <p><u>3.2 Discuss level of participation and goals and objectives for overall plan and for each work plan task</u></p> <p><u>3.3 Confer with city staff and consultants working on other projects (e.g. Cross Kirkland Corridor, PROS plan, etc.)</u></p> <p><u>3.4 Prepare draft Public Outreach Plan based on Comprehensive Plan Work Plan to address the following:</u></p> <ul style="list-style-type: none"> • Communication & Information <ul style="list-style-type: none"> ○ Project website and listservs ○ City publications (City Update, newsletters, postcards, brochures, flyers) ○ Meeting Notices ○ Social media ○ Press releases • Education <ul style="list-style-type: none"> ○ Neighborhood U ○ Video ○ Currently Kirkland ○ Targeted presentations (neighborhoods, business, etc.) with standard talking points/presentation materials ○ Lectures/panels ○ Community presence and events (grocery stores, Wednesday market, etc.) • Involvement & Collaboration <ul style="list-style-type: none"> ○ Visioning ○ Workshops, open houses, focus groups, surveys, interviews, small group discussions, etc. <p><u>3.5 Review and concurrence</u></p> <ul style="list-style-type: none"> • Planning Commission review • Finalize plan (revise over time as appropriate) 	<p>Include in April 25 PC packet</p> <p>April/May 2013</p> <p>May 2013</p>	<p>Communications plan has been completed.</p> <p>Citywide coordination team is meeting and coordinating public outreach activities.</p>	<p>The COP will be an evolving document that will be revised over time.</p>
Task 4.0: Conduct data collection and mapping tasks	March – June, 2013	<p><u>4.1 Organizational approach</u></p> <ul style="list-style-type: none"> • Meet with GIS staff – identify data and mapping needs, staffing and timing • Retain intern assistance <p><u>4.2 Land capacity Analysis</u></p> <ul style="list-style-type: none"> • Establish methodology • Conduct capacity analysis • Review and revise as appropriate 	<p>Draft in May, 2013</p>		<p>Land Capacity Analysis to be reviewed and potentially revised based on draft Land</p>

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Main Tasks	General Timeframe	Tasks	Target Dates	Outreach Actions (see Task 3)	Notes or Comments
		<p><u>4.3 Update Community Profile</u></p> <ul style="list-style-type: none"> Define data and information to be included (e.g. demographic, housing, employment, land use, etc.) Compile data (use of interns and GIS staffing) Prepare profile and summary fact sheet <p><u>4.4 Mapping</u></p> <ul style="list-style-type: none"> Review existing Comp Plan maps to determine revisions Conduct GIS mapping and analysis for key issues such as: <ul style="list-style-type: none"> Existing land use Land use capacity Population, employment and housing adjacent to transit corridors and transit centers Proximity and walkability to grocery stores and parks Watershed basin characteristics Other (<i>confer with PC</i>) 	Draft in June 2013	Posting of Community Profile on web page Distribution of summary fact sheet.	Use Plan (Task 11). Community Profile may be updated periodically with new information. Discuss GIS analysis with PC.
Task 5.0 Community Vision and Values	April – November, 2013	<p><u>5.1 Organizational approach</u></p> <ul style="list-style-type: none"> Retain professional services Establish vision program and process <p><u>5.2 Conduct visioning exercises, events and participation opportunities</u></p> <p><u>5.3 Draft Vision Statement</u></p> <ul style="list-style-type: none"> Prepare draft and review with Planning Commission and City Council 	Sept/October 2013	TBD	Include Framework Goals in visioning discussion.
Task 6.0: Review Existing Plan and Draft Revised Plan Elements	May, 2013 – January, 2014	<p><u>6.1 Assess existing plan</u></p> <ul style="list-style-type: none"> Review Department of Commerce's Comprehensive Plan Checklist for GMA requirements. Conduct assessment of existing plan elements to determine required or desired revisions <p><u>6.2 Prepare background and issue papers for each element</u></p> <ul style="list-style-type: none"> Establish scope and schedule Incorporate other plans as appropriate (e.g. TMP and PROS plan) Prepare issue papers and analysis Review with Planning Commission and HCC over several study sessions <p><u>6.3 Conduct public outreach activities (See Task 3.0)</u></p> <p><u>6.4 Develop alternative scenarios where appropriate (e.g. land use and transportation)</u></p> <ul style="list-style-type: none"> Develop preliminary direction on revised goals and policies for each element 		TBD	.

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Main Tasks	General Timeframe	Tasks	Target Dates	Outreach Actions (see Task 3)	Notes or Comments
		<ul style="list-style-type: none"> Develop draft level of service standards (transportation, capital facilities, etc.) Check in with City Council <p><u>6.5 Conduct comparative and impact analysis through EIS process</u> (See Task 8.0)</p> <ul style="list-style-type: none"> Identify preferred scenarios Review with Planning Commission and HCC <p><u>6.6 Consistency check</u></p> <ul style="list-style-type: none"> Conduct review to determine if land use, transportation and capital facilities/level of service are consistent Revise as necessary 			
Task 7.0: Neighborhood Plan Approaches	April, 2013 – December, 2014	<p><u>7.1 Draft Issue Paper</u></p> <ul style="list-style-type: none"> Review issue paper with Planning Commission Discuss issues and approaches with community stakeholders Revise issue paper with recommended approaches Review with City Council <p><u>7.2 Revise and incorporate into draft Comprehensive Plan</u></p>		TBD	Draft issue paper prepared in 2012.
Task 8.0: SEPA Compliance - Non-project Environmental Impact Statement	June 2013 – September 2014	<p><u>8.1 Retain consulting services</u></p> <ul style="list-style-type: none"> Develop RFP/Q for consulting services (possibly in conjunction with Transportation Master Plan) Select consultant, develop scope of services and enter into professional services agreement <p><u>8.2 Draft EIS</u></p> <ul style="list-style-type: none"> Conduct EIS scoping and public comment Develop alternatives (See Task 6.0) Conduct environmental impact analysis Prepare Draft EIS Conduct public comment period (may include a public hearing(s)) Review with Planning Commission and HCC <p><u>8.3 Prepare Final EIS in conjunction with draft plan elements</u> (Task 11)</p>		<p>Initial Scoping and public comment period.</p> <p>Distribution of draft EIS.</p> <p>Public comment period (may include public hearing(s)).</p> <p>Responses to comments</p>	
Task 9.0: Transportation Master Plan (TMP)	February 2013 – December 2014	<p><u>9.1 Organizational approach</u></p> <ul style="list-style-type: none"> Develop General Plan Outline Initial review by Transportation Commission <p><u>9.2 Consulting services</u></p> <ul style="list-style-type: none"> Prepare RFP/Q (may be in conjunction with EIS consultant) 		TBD	Transportation Commission to take lead but must be coordinated with Planning

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Main Tasks	General Timeframe	Tasks	Target Dates	Outreach Actions (see Task 3)	Notes or Comments
		<ul style="list-style-type: none"> • Retain consultant • Develop scope of services and contract <p><u>9.3 Prepare draft TMP for Comprehensive Plan Transportation Element to include:</u></p> <ul style="list-style-type: none"> • Inventory of facilities • Land use assumptions to estimate travel • Proposed level of service standards • TDM strategies • Bicycle and pedestrian component • Forecast of traffic (minimum 10 year horizon) • List of projects and prioritization • Funding capability and financing plan <p><u>9.4 Develop preliminary plan</u></p> <ul style="list-style-type: none"> • Review with Planning Commission/HCC • Identify potential elements of the transportation system and network • Draft goals & policies, projects, costs and performance • Evaluate with land use alternatives through EIS • Identify project list (6 year and 20 year) and funding plan • Develop proposed concurrency system <p><u>9.5 Prepare draft Transportation Element and Capital Facilities Element of Comprehensive Plan</u></p>			<p>Commission work.</p> <p>TMP to form basis for Transportation Element of Comprehensive Plan.</p> <p>Transportation and Land Use to be interlinked along EIS.</p> <p>LOS and Capital Facilities Plan to be addressed.</p> <p>See Task 11.0</p>
<p>Task 10: Parks, Recreation and Open Space Plan</p>	<p>April 2013 –January, 2014</p>	<p><u>10.1 Project initiation</u></p> <p><u>10.2 Conduct assessment of existing conditions</u></p> <ul style="list-style-type: none"> • Review existing plans • Compile demographics • Compile inventory, mapping and analysis <p><u>10.3 Conduct community engagement program</u></p> <p><u>10.4 Conduct assessment of demand and needs</u></p> <p><u>10.5 Develop draft plan and CIP project list</u></p> <ul style="list-style-type: none"> • Review and discuss with Planning Commission/HCC <p><u>10.6 Develop final plan and present to Park Board and City Council</u></p> <p><u>10.6 Develop draft Parks Element and Capital Facilities Element of Comprehensive Plan</u></p>	<p>March, 2013</p> <p>April – July, 2013</p> <p>May – October, 2013</p> <p>June – August, 2013</p> <p>August – November, 2013</p> <p>October, 2013 – January, 2014</p>	<p>Outreach actions to occur over the course of the project to include the following: Stakeholder discussions; Park Board work sessions; Community Survey; Web-based survey; 3 Community Meetings; Prepare informational materials.</p>	<p>Dates of outreach actions to be determined.</p>

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Main Tasks	General Timeframe	Tasks	Target Dates	Outreach Actions (see Task 3)	Notes or Comments
Task 11: Prepare Updated Comprehensive Plan Elements	March – September 2014	<p><u>11.1 Prepare draft elements to include:</u></p> <ul style="list-style-type: none"> • Revise Vision Statement and Framework Goals if desired • Prepare goals, policies, text and maps for each element • Prepare draft level of service standards for capital facilities and services <p><u>11.2 Draft land use plan and transportation master plan</u></p> <p><u>11.3 Code and map changes</u></p> <ul style="list-style-type: none"> • Identify potential code and map changes as a result of revisions to plan elements • Draft proposed code and map amendments 		TBD	
Task 12: Final Plan Review and Action	June – December 2014	<p><u>12.1 Draft Plan, review and recommendation</u></p> <ul style="list-style-type: none"> • Compile Draft Plan Elements and proposed code and map changes in conjunction with Final EIS • Complete Checklist • Prepare documents and summary • Review by PC/HCC and Transportation Commission • Check in with City Council • Conduct required public hearings • PC and HCC recommendation <p><u>12.2 City Council action</u></p> <ul style="list-style-type: none"> • City Council review and revise as appropriate • City Council action • HCC action <p><u>12.3 Final Printing and distribution</u></p> <ul style="list-style-type: none"> • Submit to PSRC 	<p>June – September, 2014</p> <p>September – December, 2014</p> <p>January – February, 2015</p>	<p>Public notices and distribution of draft plan.</p> <p>Final plan distributed and posted.</p>	

City of Kirkland
Comprehensive Plan Update

COMMUNICATIONS
PLAN



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City Manager's Office
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March 22, 2013

Comprehensive Plan Update: Project Outline

Beginning in 2013, the City of Kirkland, WA will undertake updating its Comprehensive Plan. With guidance from the Washington State Growth Management Act (GMA), the City of Kirkland, through its Comprehensive Plan, decides such issues as where future growth in the number of people working and living in Kirkland should go, how to provide open space and recreational opportunities, and what transportation policies will most effectively manage traffic. The Comprehensive Plan must address a period of at least 20 years into the future. This update will envision Kirkland in the year 2035. The focus will be on updates to the 15 general element chapters and not updates to the individual neighborhood plans.

For counties and cities planning under GMA, they are required to renew and update their comprehensive plans every eight (8) years. Kirkland's first Comprehensive Plan was adopted in 1963 and rewritten in 1977. In 1990-1991, the State adopted the Growth Management Act (GMA) which established specific requirements for Comprehensive Plans. As a result, Kirkland overhauled its Comprehensive Plan in 1995 to comply with the GMA. The City annually updates its Plan to keep it current and in 2002 undertook a major review as required by the GMA with adoption of an updated Comprehensive Plan in 2004. The Comprehensive Plan is now due for the State mandated update which must be completed by June 2015.

The City Council and Planning Commission will be reviewing the approach of the Update (e.g. timeline of how and when the Update will be conducted) in early 2013. The Update will result in an revised Comprehensive Plan document which is intended to be considered by the City Council by the end of 2014.

Purpose of Comprehensive Plan Update Communications Plan

This **Communications Plan** is intended to outline the methods in which the City will communicate the purpose of the Comprehensive Plan Update ("Update"), opportunities for public involvement, and results of public engagement. It also identifies communications objectives and key stakeholders (target audiences) intended to receive information about the Update. This document is supplemental to the Comprehensive Plan Update Project Timeline (Attachment A). Further, this Communications Plan is intended to support the goals of the Public Involvement Plan to educate the public, communicate with them, and encourage their participation in the Update. (Attachment B). Some similar goals, objectives, tools and techniques may be contained in both plans.

Education

- To explain the requirements of the Growth Management Act and Comprehensive Plan.
- To provide objective information to assist stakeholders in understanding issues and solutions.

- To encourage involvement in the Comprehensive Plan Update program.
- To explain the process of the Update.
- To inform interested stakeholders of the progress, status, and key policy discussions throughout the Update.

Communications

- To use multiple means of communications (print, media, social networking, public involvement).
- To integrate key messages in all city communications.
- To integrate the "SLOGAN" brand into all city communications.
- To inform elected and appointed officials and city staff through continual communications about the purpose, scope, and objectives of the Update.
- To provide two-way communication as much as possible.
- To be mindful that communications need to be simplified as comprehensive planning is a complex topic and to use non-technical language and simple graphics to explain the technical aspects of the project.
- To establish internal review of content that will result in timely and accurate release of information.
- To coordinate communications for the Comprehensive Plan Update with other strategic, master plan, and functional plans being initiated this year such as the Parks, Recreation, & Open Space (PROS) Plan Update and the Transportation Master Plan.
- To acknowledge the input on issues and concerns received from stakeholders and participants during the project.

Participation

- To encourage public participation in the Update and associated plans and studies; including elected and appointed officials.
- To build trust by providing timely and accurate information.
- To provide information to those traditionally unreachable in city communications.
- To ensure all public meetings are held in buildings that are accessible to people with disabilities.

What are the Most Important Messages We Will Convey?

Key Messages

- *Kirkland's Comprehensive Plan contains a broad expression of the desires of the community for the City's 20 year future projection*
 - Planning for Kirkland's future makes good sense.

- The 2013-2014 Update will bring into focus the vision of what community members desire Kirkland to be in the year 2035.
 - Kirkland's comprehensive planning is intended to serve the best interests of the community.
 - In 1913, Kirkland's population was 800; in 2013 its population is 81,000.
 - Kirkland is the 12th largest city in Washington State.
 - Over the next 20 years, Kirkland's population is expected to grow by 13,000 new residents making the total population around 94,000.
 - Between 2006 and 2031, Kirkland is expected to accommodate 8,570 new housing units and 20,850 new jobs.
 - Kirkland's Comprehensive Plan consists of a Land Use Map which designates general land use categories and the desired use of lands.
 - Kirkland's Comprehensive Plan is a coordinated effort to ensure the City has sufficient capacity of land planned for and zoned to accommodate its housing and job growth targets.
 - Kirkland's Comprehensive Plan is the centerpiece of local planning that also ensures the City has adequate public facilities and funding to support expected public and private development.
 - As either part of the Comprehensive Plan Update or following adoption, the City may need to amend its zoning and development regulations to ensure consistency with the Plan.
- ***Public participation is vital to Kirkland's comprehensive planning.***
 - The 2013-2014 Update involves a review of the current Comprehensive Plan as a collaborative effort among community stakeholders, elected and appointed officials, and city staff in updating the document.
 - The 2013-2014 Update will include extensive public involvement opportunities based upon the International Association of Public Participation (IAP2) as outlined in the Public Involvement Plan. (Attachment B)
 - The 2013-2014 Update affects all residents, business owners and employees.
- ***Kirkland's Comprehensive Plan is required by the State Growth Management Act***
 - The GMA was enacted in 1990 and amended in 1991 in response to rapid population growth and concerns with suburban sprawl, environmental protection, quality of life, and related issues. ⁱ
 - Citizens and lawmakers saw how population growth and suburban sprawl threatened Washington's forest and agricultural lands, wetlands, and wildlife habitat. ⁱⁱ

- The GMA has been amended several times and is primarily found in Chapter 36.70A Revised Code of Washington.
- The GMA requires that the Comprehensive Plan be consistent with county and regional policies as well as with adjacent cities.
 - For Kirkland, this means the City is to coordinate its Comprehensive Plan with King County and the Puget Sound Regional Council (PRSC) and ensure the City's Plan is consistent with "King County Countywide Planning Policies" and the Vision 2040 polices.
- The 2013-2014 Comprehensive Plan Update is expected to be completed by December 2014.

With Whom Will We Communicate? Key Stakeholders

The City will strive to use multiple means of communications to educate, communicate, and encourage participation in the Comprehensive Plan Update and will seek out the following key stakeholders:

City of Kirkland Officials and Organizations

- Kirkland City Council
- Houghton Community Council
- Advisory Boards
 - Kirkland Planning Commission
 - Kirkland Transportation Commission
 - Kirkland Park Board
 - Kirkland Human Services Committee
 - Kirkland Design Review Board
 - Kirkland Cultural Arts Commission
 - Kirkland Senior Council
 - Kirkland Youth Council
 - Kirkland Library Board
- City employees and consultants
- A Regional Coalition of Housing (ARCH)
- Municipal Research and Service Center (MRSC)

Neighborhood Leadership

- Kirkland Alliance of Neighborhoods
- Central Houghton Neighborhood Association
- Everest Neighborhood Association
- Evergreen Hill Neighborhood Association
- Finn Hill Neighborhood Alliance
- Highlands Neighborhood Association
- Juanita Neighborhood Association
- Lakeview Neighborhood Association
- Market Neighborhood Association
- Moss Bay Neighborhood Association
- Norkirk Neighborhood Association
- North Rose Hill Neighborhood Association
- South Rose Hill/Bridle Trails Neighborhood Association
- Totem Lake Neighborhood Association

Government Agencies/Representatives

- Washington State
 - Legislative Districts: 1st, 45th, & 48th
 - Department of Parks (Bridle Trails and St. Edwards State Parks)
 - Department of Commerce
 - Commerce will notify state agencies: Departments of Transportation, Ecology, Natural Resources, Fish & Wildlife, Puget Sound Water Quality Action Team, Health, Social and Health Services, Parks and Recreation Commission and Corrections
 - Office of Financial Management
 - Office of the Land Commissioner

- King County
 - King County Member District 1 and District 6
 - Development & Environmental Services
 - Metro Transit
 - Parks & Recreation
 - Housing Authority
 - WRIA 8/Lake Washington-Cedar-Sammamish Watershed
 - King Conservation District (Washington State Conservation Commission)

- Federal Government
 - U.S. Army Corps of Engineers
 - U.S. Environmental Protection Agency
 - U.S. Federal Highway Administration
 - U.S. Fish & Wildlife

- Other Government
 - City of Bellevue
 - City of Bothell
 - City of Clyde Hill
 - City of Hunts Point
 - City of Kenmore
 - City of Medina
 - City of Redmond
 - City of Woodinville
 - Northshore Fire Department

- Transit Agencies
 - Sound Transit

Tribes

- Mukleshoot Tribal Council

Regional/State Associations

- Puget Sound Regional Council
- Puget Sound Partnership
- Association of Washington Cities
- Cascade Water Alliance Board of Directors

Utilities

- Northshore Utility District
- Woodinville Water District
- Seattle City Light (easement transmission line)
- Puget Sound Energy

Non-profit, Community & Faith-Based Agencies

- Boys and Girls Club of Kirkland
- Cascade Bicycle Club
- Eastside Human Services Forum
- Eastside Trail Advocates
- Friends of Youth
- Hopelink
- Kirkland Heritage Society
- Kirkland Interfaith Transition in Housing (KITH)
- Kirkland Rotary Club
- Kiwanis Club of Kirkland
- Youth Eastside Services (YES)
- YMCA of Seattle (Kirkland Teen Union Building)

Education

- Lake Washington School District, Board of Directors
 - Parent Teacher-School Associations (PTSA's)
- Lake Washington Institute of Technology, Board of Directors
- Northwest University, Board of Directors

Business Associations

- Evergreen Health & Medical Center
- Kirkland Chamber of Commerce
- Kirkland Downtown Association
- Kirkland Business Roundtable
- Kirkland Tourism Networking Group
- Kirkland's Developers Forum
- Master Builders Association of King & Snohomish Counties
- Real Estate Associations

Environmental Stewardship and Land Use Associations

- Eastside Audubon Society
- Forterra
- Futurewise
- Green Kirkland Partnership
- Kudos Kirkland
- Sustainable Kirkland

Internal Stakeholders

- Comprehensive Plan Update Project Team
- Department Directors
- Green Team
- City employees

How Will We Ensure Effective Communications? Communications Methods

Dedicated Project Website

The dedicated webpage will lie within the main domain (www.kirklandwa.gov) and have short url such as www.kirklandwa.gov/kirkland2035. Content uploads will be made by Planning & Community Development (PCD) and City Manager's Office (CMO). I.T. Webmaster will be asked to implement "search engine optimization" techniques so that those searching for the site can find it easily. All printed materials (e.g. publications, news releases, stakeholder feedback, staff memos) will be posted to the webpage. The page will include an email address (kirkland2035@kirklandwa.gov) that will be received by CMO and PCD members of the Project Team to ensure timely response. Other features: social media integration, embedded video, online surveys, calendar and a listening log page where citizen questions are posted with responses.

The I.T., Planning and City Manager's Departments will explore the concepts of an interactive timeline that reflects the Comprehensive Plan Update program.

City Publications

City produced materials (e.g. newsletters, dedicated publications, fact sheets) will contain the "Kirkland 2035: Your voice. Your vision. Your future." brand so that readers begin to familiarize themselves with it. All printed materials will be available in electronic formats.

- **Posters, postcards, brochures and flyers** will be developed to raise awareness about the Comprehensive Plan Update, encourage public involvement, announce meetings and promote the project website.

- **City Update newsletter** is published at the end of March, June, September and December and will be a primary source of project update information.

- **"Kirkland 2035" dedicated publication** similar to the City's "Budget Bylines" will be produced and may cover topics such as:
 - GMA/Comprehensive Plan
 - Comprehensive Plan & Zoning
 - Concurrency and Level of Service (LOS)
 - Density/Growth Targets
 - Smart Growth/History of Planning
 - Glossary of Comprehensive Planning terms
 - Capital Facilities
 - Transportation Master Plan
 - Parks, Recreation & Open Space Plan update
 - Neighborhood Planning

RECOMMENDATION: Funding for postage and printing to mail one, some or all of the newsletters with the dedicated publication (see below) and an insert.

- **Other publications** will allow the City to share its achievements and challenges in the Comprehensive Plan Update. Possible online and printed publications include:
 - Association of Washington Cities “CityVision” magazine
 - Municipal Research & Services Center “Insight” magazine
 - American Planning Association “Planning” magazine
 - American Public Works Association “PUBLICWorks” magazine
 - Kirkland Heritage Society “The Blackberry Press”

Meeting Notices and Mailings

The City Council sets the overall direction for the update and adopts the final Comprehensive Plan. As an appointed citizen advisory body by the City Council, the Planning Commission will be the lead Commission responsible for guiding the process and ultimately making a recommendation to the City Council on the revised Comprehensive Plan. The Houghton Community Council works in concert with the Planning Commission and often participates in joint meetings, workshops and hearings. It can also make recommendations to the Planning Commission and City Council and can potentially assert disapproval jurisdiction within the jurisdiction for those issues not mandated by statute.

Two other advisory boards will play a critical role in this process: the Transportation Commission and the Park Board. Both groups will be involved in the drafting and review of several chapters of the Comprehensive Plan. In particular the Transportation Commission will take the lead preparing the Transportation Master Plan that will form the basis of the Transportation Element of the Comprehensive Plan. Since land use and transportation are inherently linked, both the Planning Commission and Transportation Commission will work closely together to ensure that the network of transportation facilities and projects support the land use at the appropriate level of service. In addition, adequate funding needs to be addressed to pay for the projects.

Elected and appointed boards offer the ability for public input through:

- Public comment at public meetings and public testimony at public hearings
- Email and mail correspondence directly to members or through city staff

The following table shows the City's notifications for the Council and key advisory boards.

Meeting	When/Where	Notices			
		Electronic Agenda/Package & List Serv	City Online Calendar	City Hall Posting	Other
City Council* (Elected)	Meets 1 st & 3 rd Tuesday of each month 6 p.m. Study Session 7:30 p.m. Regular Meeting	X	X		Seattle Times newspaper for special meetings only KGOV & Klife TV channels (Dates/Times/Location)
Houghton Community Council* (Elected)	Meets the 4 th Monday of each month 7 p.m.	X	X	X	Seattle Times newspaper for special meetings only KGOV channel (Dates/Times/Location) Public Calendar on PCD web
Planning Commission* (Appointed)	Meets the 2 nd and 4 th Thursday of each month 7 p.m.	X	X	X	Seattle Times newspaper for special meetings only KGOV channel (Dates/Times/Location) Public Calendar on PCD web
Transportation Commission* (Appointed)	Meets the 4 th Wednesday of each month 6 p.m.	X	X		Seattle Times newspaper for special meetings only KGOV TV channel (Static Meeting Info)
Park Board* (Appointed)	Meets the 2 nd Wednesday of each month 7 p.m.	X	X		Seattle Times newspaper for special meetings only KGOV channel (Static display)

*Meetings held at City Hall, Council Chamber, 123 5th Avenue

Neighborhood Association Relations

There are 13 formal neighborhood associations in Kirkland (see Key Stakeholders list). All associations hold regular meetings throughout the year. Some associations have websites, social media sites and/or email distribution lists. The City will conduct an assessment of communications tools offered by associations and will contact each association and explore ways to further the City's communications through:

- A direct link or RSS feed from the association website to the Comprehensive Plan Update website, where feasible.
- An email notification that associations can forward to their members announcing the Update project and the city project webpage.
- A request encouraging neighborhood association members to sign up for the Comprehensive Plan Update list serv.

Also as part of the City's outreach on the Update, presentations will be made to the Kirkland Alliance of Neighborhoods and at association meetings.

When available, the Communications Program Manager will subscribe to email subscriptions provided through neighborhood association websites to gauge if City information about the Update is being distributed to association members.

Press Releases

City news releases will be drafted and routed to the appropriate Public Involvement Coordinating Team member. City news releases are distributed to the following:

- City Council, City Manager's Office and City Public Information Officers
- Posted to the News Room webpage
- Linked from the homepage of the City website
- Typically Tweeted (<https://twitter.com/kirklandgov>)
- Emailed to News Room and Neighborhood news list serv subscribers
- Posted at City Hall, City community centers and libraries
- Emailed to newspapers, local news, community and opinion blogs, Seattle TV and radio stations

Media Paid Advertising

An effective means to communicate the City's efforts on the Comprehensive Plan Update is through paid print and online advertising such as:

- The **City's Recreation Guide** is published twice each year and mailed to all single and multi-family addresses in the 98033 and 98034 zip codes. The Summer/Spring Guide is published March; content is due in early January. The Fall/Winter Guide is published

RECOMMENDATION: Funding for paid advertising to announce project launch on major public involvement events.

August; content is due in early June. Public involvement activities could be advertised in the Guide. Advertisement rates vary on the color and size of the ad: \$119 for 1/8 page ad up to \$599 for a full page ad.

- The **Kirkland Reporter** offers paid advertising in its printed newspapers and its online version. In addition to display ads, pop-up and banner online ads are available.

RECOMMENDATION: Funding for paid advertising to announce project launch on major public involvement events.

Outreach

In addition to the public involvement activities outlined in the Public Involvement Plan that are intended to engage stakeholders in decision making processes for the Comprehensive Plan Update, the following outreach efforts may be conducted as a means to educate and communicate the Comprehensive Plan Update:

- **Neighborhood University** (“Neighborhood U”) sponsored by the Kirkland Alliance of Neighborhoods. (Spring, 2013)
 - KAN has request Comprehensive Plan be topic of educational series
- **Civics Academy** sponsored by the City Manager’s Office (Spring, 2014)
 - Educational series gives insight to the workings of Kirkland city government
- **“Talk of the Town” Road Show** could be made available to neighborhood, community and business groups as an informative presentation by city and community representatives. The City could train selected community members as speakers.
- **Visiting lecturer series** would present industry experts on topics such as smart growth, multimodal transportation systems, and the economics of growth.
- **Community events** often offer a way to reach many people at their places of leisure. The Friday Juanita Market, sponsored by the City of Kirkland, and the Kirkland Wednesday Market offer “community information” booth space throughout their seasons (May – October). Kirkland is host to may special events such as runs, walks, and other sports events.
- **Informational Kiosks** could be set up at public places such as the community centers, libraries, grocery stores and parks that would information about the Update. To better engage community members, kiosks may be staff by city or community representatives.

Video Media

To provide the full spectrum of communications, video media is recommended. Educational videos could be developed in addition to feature and news stories in Currently Kirkland, the City’s information news program. Videos should be integrated into the City’s outreach efforts (see above.) Videos would be embedded into the City’s project website and city and community social media sites.

Social Media

Currently, the City has a government Twitter Account, a Tourism and Environmental Services Facebook accounts that will be used for communications on the Update. The City will explore and ensure policies are in place to support the use of blogs and other social media tools. The City will further explore online social media tools that allow for citizen-posted ideas and comments that can

be “voted on” by others and also allow the City to initiate a post that encourages a virtual conversation. Earlier investigation of these tools revealed that some have a polling feature.

Surveys

Surveys will be a vital communications and public involvement tool to obtain feedback from citizens and issues pertaining to the Update, to gauge current understandings of the Update and learn if the City’s communications and public involvement efforts are effective. Surveys also allow citizens an alternative way to participate in the Update, especially when they are not be able to attend public involvement events. The City has the capability, through the I.T. Department, to create surveys. The City also has a “Survey Monkey” account. The City will explore the idea of creating QR Codes on printed materials that will allow someone to link to a survey from a “smart phone.”

Internal Communications

The City is committed to keeping city employees and members of advisory boards informed and will:

- Encourage subscription to email updates
- Create an informational page on KirkNet (Sharepoint Intranet)
<http://kirknet/KirkNetSites/kirkland2035/SitePages/Home.aspx>
- Discuss progress at the City Manager’s Fireside Chats
- Encourage updates at Department staff meetings

Communications Performance Measures

The following measures will ensure the City is effectively using a broad range of communications and will be evaluated throughout and after the completion of the update.

Communications Objectives	Performance Measures
Build credibility and trust among stakeholders and participants.	City materials answered questions completely, accurately, and quickly.
Use non-technical language and simple graphics to explain technical aspects of the project.	City materials presented to the public were reviewed to eliminate overly technical language.
Use a variety of media (website, printed materials, email updates, social media, multi-media) to provide information about the project.	Communication methods other than public meetings were used when appropriate to obtain feedback from stakeholders and participants.
Provide information to those traditionally unreachable in city communications.	Conduct assessment at the onset to identify populations traditionally not engaged in citywide public involvement efforts.
Conduct short questionnaires of participants on their level of satisfaction of staying informed	At pre-identified stages of the Comprehensive Plan Update project, assess whether participants are receiving the information they seek in their preferred method.
Provide responses to citizen, media, and elected officials in a timely manner.	Project Team members will respond to all inquiries regarding the Comprehensive Plan Update within 5-7 business days.

3/22/13

ⁱ Municipal Research and Services Center of Washington, "Comprehensive Planning/Growth Management,"

ⁱⁱ Washington State Dept. of Commerce, "Overview of GMA," Nov. 2011