



CITY OF KIRKLAND

Planning and Community Development Department

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MEMORANDUM

Date: January 17, 2012

To: Planning Commission

From: Paul Stewart, Deputy Planning Director
Eric Shields, Planning Director

Subject: Planning Commission Retreat and Proposed 2012 – 2014
Planning Work Program (File No. MIS09-00010).

Introduction

The annual retreat of the Planning Commission is scheduled for **January 26th** from 5:30 – 8:30 pm in the Peter Kirk Room. The entrance is on the south side of the building.

The primary purpose of the retreat is to review the proposed 2012-2014 Planning Work Program and make a recommendation to the City Council. The work program establishes the major long range planning tasks, priorities, staffing and schedule. The retreat is also an opportunity to discuss other topics of interest and identify items for the joint meeting with the City Council. That joint meeting with the City Council is scheduled for March 20th, 2012 starting at 6:00 pm.

This year the retreat will cover four topics:

- Brief review of 2011 projects and accomplishments
- Approaches to improving neighborhood and subarea plans
- Review of the 2012-2014 draft Planning Work Program
- Discussion of other Commission items as appropriate

Review of 2011 Projects

Last year the Planning Commission (PC) met 23 times compared to 19 in 2010 and 21 times in 2011. Six of those meetings were held jointly with the Houghton Community Council (HCC) on the South Kirkland Park and Ride regulations, the Central Houghton and Lakeview Neighborhood Plans, as well as Green Codes and the Comprehensive Plan update. Attachment 1 is the list of the Commission meeting dates and topics.

Completed Projects

The Commission worked with the HCC to complete the work on the South Kirkland Park and Ride regulations and the two neighborhood plans (Lakeview & Central Houghton). The City Council approved these in 2011 with few changes as recommended by the Commission. The Commission also made recommendations on the threshold review of

the 2011 Private Amendment Request (PAR) applications, the Altom PAR, and the city-initiated annual Comprehensive Plan update. In early 2011, the Commission looked at various areas of the CBD and recommended amendments to the Zoning Code regarding ground floor uses.

Projects Initiated in 2011

Four projects were initiated in 2011 that will carry-over into 2012. These include:

- Green Codes
- Totem Lake Zoning Code Amendments
- Commercial Codes
- Miscellaneous Code Amendments

The schedule and staffing for these projects are reflected in the proposed work program (See Attachment 2 – *Proposed 2012-2014 Planning Work Program* and Attachment 3 – *Summary of Work Program Tasks*).

Approaches to Improving Neighborhood and Subarea Plans (Attachment 5)

Attachment 5 is a discussion paper on possible approaches to improving the process to update neighborhood or subarea plans. Given the availability of staff and funding resources, keeping plans current is a significant challenge. With the recent annexation, three new neighborhoods were added to the City. In addition, a major update to the City's overall Comprehensive Plan is slated to begin in 2013 in order to be completed by June 2015 as required by the Growth Management Act (GMA). This results in a limited window in 2012 for any subarea plan update. The Commission should look at the subtasks noted in Task 4.0 of the draft work program. These are discussed further in this memo.

Attachment 6 is the most recent schedule of neighborhood and subarea plan updates. The Commission should review the attached paper in detail and provide guidance on the preferred approaches. The Commission should also be prepared to discuss this with the City Council at the March 20th joint meeting.

Proposed 2012-2014 Planning Work Program (Attachment 2)

The Planning Work Program establishes the tasks, scheduling and staffing levels for the major long range planning projects. The work program lays out these projects over a three year time period – however, the primary focus is on the tasks to be undertaken in 2012. The 2012 staffing levels are noted as FTE's – or full time equivalent employee hours. It is an estimate of the amount of long range planning staff devoted to a particular category and represents a general average over the course of the year.

Staff is recommending the Commission review the proposed work program and provide direction to staff. A final "draft" work program will be brought back to the Commission at the February 23rd meeting for your review and recommendation to the City Council.

The Commission's recommendations will then be transmitted to the City Council at a **joint meeting currently scheduled for March 20, 2012** (please note that date on your calendars). The joint meeting is a study session beginning at 6:00. Following the joint meeting and based on the direction of the City Council, staff will bring back to the Council a resolution approving the work program. Along with the work program, the joint meeting is also an opportunity for the Commission to discuss other items of interest with the Council.

The proposed 2012-2014 Planning Work Program shows nine major long range planning categories with individual tasks identified within each category. Attachment 2 is the Proposed 2012-2014 Planning Work Program. Attachment 3 is a summary of the individual tasks in the work program that describes in more detail the subtasks and timing.

(Note: Attachment 4 is the current adopted work program approved by the City Council on April 19, 2011).

General Themes

2011 Carryover Projects

As noted above, four projects that started in 2011 will carry-over into 2012 and will take up Commission and staff time particularly for the first 3-6 months of 2012. These include the Green Codes (Task 7.1), Totem Lake amendments (Task 3.1), and Commercial Codes (Task 3.2). Depending on the interest and scope of this effort, Totem Lake and Commercial Code amendments may extend into the second half of the year and may involve Comprehensive Plan amendments. Following completion of Phase I of the Miscellaneous Code Amendments (Task 5.1) Phase II started in January and is scheduled to be completed by August.

Economic Development

Given the state of the economy, the Council has a strong interest in targeting economic development strategies. Priorities for work program tasks should relate to the overall Council goal to "attract, retain and grow a diverse and stable economic base that supports city revenues, needed goods and services and jobs for residents." A memo from Ellen Miller-Wolfe, the City's Economic Development Manager, provides more details on the city's overall economic development approach and policy basis.

Several tasks on the proposed work program focus on economic development issues and business districts, particularly those efforts related to Totem Lake (Tasks 3.1, 3.3 and 3.4), Commercial Codes (Task 3.2) and the MRM private amendment request (Task 1.3).

Tasks 3.3 and 3.4 regarding a Transfer Development Rights program and an evaluation of Infrastructure Financing Tools are new projects that are the result of a successful grant application by King County in collaboration with the City of Kirkland. A general

description is provided in the Summary (Attachment 3). Additional details on the grant tasks are outlined the King County application (See Element #3 of Attachment 7).

Private Amendment Requests (PAR's)

The City Council and Planning Commission conducted a threshold determination of Private Amendment Requests in 2011 and agreed to consider the Howard and MRM requests in 2012 (Tasks 1.2 and 1.3).

The Howard request is to allow freestanding residential development in and adjacent to the Holmes Point Neighborhood Center in the Finn Hill Neighborhood. The Howard PAR will need to be scoped in more detail to determine if other properties should be examined as part of this process.

The MRM Kirkland request is to allow residential use and additional height for property in CBD 5.

- Jeffrey S. Howard (12035 & 12203 Juanita Drive NE and 12034 76th Ave. NE): Request in the Finn Hill Neighborhood to change property zoned commercial (BNA) to allow residential (RMA 2.4) and to change property zoned RMA 5.0 to RMA 2.4.
- MRM Kirkland, LLC (434 Kirkland Way): Request to change Comprehensive Plan and zoning for a mixed use (retail/office; retail/office/multi-family; or retail/multifamily and increase the allowed height.

The proposed Planning Work Program shows those tasks beginning in mid-2012 and completed by the end of 2012 in conjunction with the city-initiated Comprehensive Plan update (Task 1.1 above). Staffing resources are targeted for these tasks.

Another potential PAR is the Bridle Trails Shopping Center (noted as Task 4.3 on the work program). The threshold review was conducted in 2009. The determination was to incorporate this into the Bridle Trails Neighborhood Plan update (Task 4.2). However, if the neighborhood plan does not move forward, the Commission should consider if this should be separate PAR to be reviewed either in 2012 or as part of a future work program item.

GMA Comprehensive Plan Update

The GMA Comprehensive Plan update will be a major planning effort and will be staff and time intensive taking a minimum of 2 -2 ½ years to complete. There are staffing levels and funding resources that need to be considered with this project. The recently annexed areas will need to be incorporated into this effort. The deadline for this update is June 30, 2015.

New housing and employment targets for 2031 have been allocated to the City to accommodate our share of the countywide future growth. Between 2005 and 2031 the

City will need to have adequate capacity for about 8,500 net new housing units and 20,850 new jobs.

This will require us to look at our land use map to determine where and how to accommodate this growth. It also means adjusting our level of service standards, developing a new transportation network and ensuring we have a balanced financial plan to pay for needed capital facilities.

This process would generally include the following:

- New vision statement
- Extensive community outreach and involvement
- Revised land use and capacity analysis
- New Environmental Impact Statement to meet SEPA
- Incorporation of the Kingsgate, North Juanita and Finn area into the plan
- New transportation network and list of projects
- Revised level of service standards
- Updated Capital Facilities and Transportation Elements
- Review and revisions to other chapters as appropriate (Housing, Economic Development, etc.)
- Framework for revisions to the impact fee program

The work program anticipates this update beginning in full in 2013 with some preliminary work in late 2012. Funding resources will likely be needed for the preparation of an Environmental Impact Statement and for transportation modeling work. Staffing levels have not been determined but it will likely require a minimum of 2.0 FTE's for this effort along with consulting services.

This work will result in a shift away from neighborhood and subarea plans beginning in 2013. What this means is a limited window in 2012 of about one year for any substantive work on those tasks noted in Task 4.0 – Subarea Plans.

Neighborhood and Subarea Plans (Task 4.0)

At the retreat, the Commission will discuss alternative approaches to subarea and neighborhood plans (See Attachment 5). This will also be a key topic of the joint meeting with the City Council. An outcome of that discussion will determine which project in this category will be undertaken in 2012 (if any).

Staffing availability from mid 2012 through mid 2013 is about 1.0 FTE for this category and could potentially undertake one of the following tasks:

- Task 4.2: Bridle Trails/South Rose Hill Neighborhood Plan (simplified format and shorter time frame).
- Task 4:3 Bridle Trails Shopping Center PAR (could be combined with the Houghton/Everest Shopping Center plan).

- Task 4.4: Other subarea plan – larger geographic area or business district focus (may require additional staffing or resources depending on scope).
- Task 4.5: Finn Hill/North Juanita/Kingsgate subarea plan (may require additional staffing or resources depending on scope).

At the joint meeting on January 12, 2012 the PC and HCC received a letter from Douglas Waddell of Waddell Properties representing the ownership of three parcels located on the southwest corner of NE 68th Street and 106th Ave NE just west and across from the Houghton Shopping Center (See Attachment 8).

This area was recently reviewed as part of the Central Houghton Neighborhood Plan. Policy CH-5.5 calls for potentially higher density use for properties west of the shopping center. Although the plan policies were adopted, higher densities were not established in the plan (the current Comprehensive Plan land use designation is Medium Density Residential and the zoning is RM 3.6). A Comprehensive Plan amendment would be needed to establish the density and land use category. A change of zoning and appropriate development regulations would be required as well.

The letter from Mr. Waddell is asking to rezone these properties now as part of the business district plan (the Houghton /Everest Neighborhood Center) rather than waiting for the Everest Neighborhood Plan update which could be several years away. The Commission should consider the timing and priority of this request in relation to the other work program tasks – particularly those noted in Task 4.0.

Another option is for the property owners to submit a private amendment request application for their particular properties. The application is due December 1 of this year with the threshold determination occurring in 2013. Task 4.5 – Eastside Rail Corridor is a place holder depending on the outcome of the purchase of the rail corridor and the timing for a master plan.

Other Tasks

Task 5.1 (Miscellaneous Code Amendments) should be completed by mid-2012. Another round of miscellaneous code amendments will not be undertaken in 2012 but could be considered in 2013. A listing of potential amendments is included as Attachment 9. Staff is also recommending that in 2012 we codify our SEPA traffic impact standards (Task 5.2). This is a joint project with the Public Works Department and would result in amending the Municipal Code.

Another key task to be undertaken beginning in 2014 is a major update to our Critical Area Regulations (Task 7.3). Based on experiences in other jurisdictions and comments from the Department of Ecology, our regulations will need to be revised, particularly regarding buffer widths and our wetland classification system. This will require funding resources to assist in this update due to the technical, scientific and environmental

issues that need to be addressed. This project may also be the appropriate time to review our slope regulations.

Key Discussion Topics and Questions

At the retreat the Commission should consider and discuss the following key topics and questions and provide direction to staff. Based on that direction, staff will bring back a revised work program to the February 23rd Commission meeting.

- Does the Proposed 2012-2014 appropriately reflect the tasks, schedule and priority?
- Are there suggested revisions to the work program?
- What approach should the City consider regarding subarea and neighborhood plans (Task 4.1)?
- Which project under Task 4.0 should the City undertake in 2012 – if any?
- At what point should the City consider the Bridle Trails PAR or the request by Waddell Properties?
- What items would the Planning Commission would like to discuss with the City Council at the joint meeting?

Attachments

1. List of Planning Commission Meeting Dates and Topics
2. Proposed 2012-2014 Planning Work Program
3. 2012-2014 Planning Work Program: Summary of Tasks
4. Adopted 2011-2013 Planning Work Program
5. Paper on Improving Neighborhood and Subarea Plans
6. Schedule for Neighborhood, Subarea and Comprehensive Plan Updates
7. King County TDR Grant Application
8. Letter from Doug Waddell dated January 6, 2012
9. List of Miscellaneous Code Amendments
10. Memo From Ellen Miller-Wolfe

Planning Commission Agenda Topics for 2011

Attachment 1

Meeting Date	Topic	Meeting Type
January 13	<ul style="list-style-type: none"> • Planning Work Program 	Retreat
January 27	<ul style="list-style-type: none"> • Planning Work Program • Green Codes 	Study Session Study Session
February 10 Joint Meeting with HCC	<ul style="list-style-type: none"> ▪ South Kirkland Park & Ride 	Study Session
February 22 Joint Meeting with HCC	<ul style="list-style-type: none"> ▪ South Kirkland Park & Ride 	Study Session
March 10	<ul style="list-style-type: none"> ▪ Eastside Rail Corridor Interest Statement ▪ Central Business District Zoning Code Amendments, Allowed Ground Floor Uses ▪ 2011 Private Amendment Requests ▪ 2011 Zoning Code Amendments 	Study Session Hearing Study Session Study Session
March 24 Joint Meeting with HCC	<ul style="list-style-type: none"> ▪ South Kirkland Park and Ride 	Hearing
March 24	<ul style="list-style-type: none"> ▪ Green Codes 	Study Session
April 14	<ul style="list-style-type: none"> ▪ South Kirkland Park and Ride ▪ Lakeview Neighborhood Plan and Code Amendments 	Hearing Study Session
April 28	<ul style="list-style-type: none"> ▪ Lakeview Neighborhood Plan ▪ Green Codes 	Study Session Study Session
May 12	<ul style="list-style-type: none"> ▪ Central Business District Zoning Code Amendments, Allowed Ground Floor Uses ▪ Email for Boards and Commissions and Public Records ▪ Juanita Presentation 	Hearing New Business New Business
May 26	<ul style="list-style-type: none"> ▪ Central Houghton Neighborhood Plan 	Study Session
June 9	<ul style="list-style-type: none"> ▪ Green Codes 	Study Session
June 23 Joint Meeting with HCC	<ul style="list-style-type: none"> ▪ Central Houghton Neighborhood Plan ▪ Lakeview Neighborhood Plan 	Hearing Hearing
July 14	<ul style="list-style-type: none"> ▪ Lakeview Neighborhood Plan 	Hearing
July 28	<ul style="list-style-type: none"> ▪ Lakeview Neighborhood Plan 	Study Session
August 25	<ul style="list-style-type: none"> ▪ Central Houghton Neighborhood Plan ▪ Green Codes 	Study Session Study Session
September 8	<ul style="list-style-type: none"> ▪ 2011 Comprehensive Plan Amendments ▪ Totem Lake Code Amendments 	Study Session Study Session

Planning Commission Agenda Topics for 2011

Attachment 1

October 13	<ul style="list-style-type: none"> ▪ Green Codes 	Study Session
October 27	<ul style="list-style-type: none"> ▪ Urban Land Institute - Technical Panel Study of Totem Lake Business District ▪ 2011 Miscellaneous Zoning Code Amendments ▪ Totem Lake Zoning Code Amendments ▪ 2011 City Initiated Comprehensive Plan Amendments ▪ Altom Private Amendment Request 	Study Session Study Session Study Session Study Session Study Session
November 17 Joint Meeting with HCC	<ul style="list-style-type: none"> ▪ 2011 Comprehensive Plan Amendments 	Hearing
November 17	<ul style="list-style-type: none"> ▪ Altom Private Amendment Requests 	Hearing
November 28 Joint Meeting with HCC	<ul style="list-style-type: none"> ▪ Green Codes 	Study Session
December 8	<ul style="list-style-type: none"> ▪ Decision Commons Planning Tool Presentation ▪ Commercial Codes ▪ Planning Commission Retreat Topics 	Study Session Study Session Study Session



PROPOSED 2012-2014 PLANNING WORK PROGRAM

Summary of Tasks

Planning & Community Development

January 2012

POLICIES, PLANS & REGULATIONS

Task 1.0: Comprehensive Plan Update and Private Amendment Requests (1.1 FTE)

1.1: Annual Comprehensive Plan Update

In 2011 the Planning Department initiated a number of amendments to the Comprehensive Plan including the following items adopted by the City Council in December 2011 and Houghton Community Council on January 23, 2012:

- Incorporation of 2011-2016 CIP into the Capital Facilities Element and Transportation Element;
- Rezones of city-owned properties (primarily parks and open space)
- Various housekeeping amendments

For 2012, a few city-initiated amendments may be necessary. These will be scoped out mid-year. This year will also entail a more substantive update to the Capital Improvement Program which in turn may require amendments to the CFP (e.g. the Capital Facilities Plan). The work program calls for beginning the annual update around June of 2012.

Additional plan amendments may arise through other work program tasks (e.g. Totem Lake). Generally speaking, the plan can only be amended once per year as outlined in the Growth Management Act with all amendments adopted at the same time (targeted for December 2012). This includes the Private Amendment Requests noted in tasks 1.2 and 1.3.

1.2 and 1.3: Howard and MRM Private Amendment Requests.

In December 2010, the City received three Private Amendment Requests: Altom, Howard and MRM. A threshold review was conducted by the Planning Commission and City Council in early 2010. The City Council determined that Altom was to be reviewed in 2011 (it was approved) and that the Howard and MRM Kirkland requests were to be considered in 2012. The Howard PAR will need to be scoped in more detail to determine if other properties should be looked at as part of this process.

The Howard request is to allow freestanding residential development in and adjacent to the Holmes Point Neighborhood Center in the Finn Hill Neighborhood. The MRM Kirkland request is to allow residential use and additional height for property in CBD 5.

- Jeffrey S. Howard (12035 & 12203 Juanita Drive NE and 12034 76th Ave. NE): Request in the Finn Hill Neighborhood to change property zoned commercial (BNA) to allow residential (RMA 2.4) and to change property zoned RMA 5.0 to RMA 2.4.
- MRM Kirkland, LLC (434 Kirkland Way): Request to change Comprehensive Plan and zoning for a mixed use (retail/office; retail/office/multi-family; or retail/multifamily and increase the allowed height.

The proposed Planning Work Program shows those tasks beginning in mid-2012 and completed by the end of 2012 in conjunction with the city-initiated Comprehensive Plan update (Task 1.1 above).

Task 2.0 GMA Required Comprehensive Plan Update (FTE to be determined)

The GMA Comprehensive Plan update will be a major planning effort and will be staff and time intensive taking a minimum of 2 -2 ½ years to complete. There are staffing levels and funding resources that need to be considered with this effort. The deadline for this update is June 30, 2015.

The work program anticipates this update beginning in full in 2013 with some preliminary work in late 2012. Funding resources will likely be needed for preparation of an Environmental Impact Statement and transportation modeling work. Staffing levels have not been determined but it will likely require a minimum of 1.5 – 2.0 FTE's for this effort. The recently annexed area will need to be incorporated into this effort.

This process would generally include the following:

- Revised vision statement
- Extensive community outreach and involvement
- Revised land use and capacity analysis
- New Environmental Impact Statement to meet SEPA
- Incorporation of the Kingsgate, North Juanita and Finn area into the plan
- New transportation network and list of projects
- Revised level of service standards
- Updated Capital Facilities and Transportation Elements
- Review and revisions to other chapters as appropriate (Housing, Economic Development, etc.)
- Framework for revisions to the impact fee program

In 2010, the Growth Management Planning Council allocated new housing and employment targets for 2031 to all the cities and King County through the countywide planning process. As part of the plan update, Kirkland will need to determine how and where to accommodate these targets in the Land Use Plan. As a result, a revised long range transportation network plan will need to be considered looking at a new horizon year of 2031. Based on the additional population as a result of annexation and new housing and employment targets, the City will need to revise its level of service standards for capital facilities (parks, transportation, etc.). This has to occur before the city updates its impact fee rate study.

The process will begin with the preparation of a *Community Profile* to give us an overall picture of our demographics and characteristics and set the basis for the plan update. Following that, the City will need to undertake a scoping process and possible visioning exercise. The principal components of this update are noted above.

Task 3.0 Economic Development (1.1 FTE)

This set of tasks focuses on some of the key business districts within the City to identify potential amendments that may be helpful to provide clarification and facilitate development.

3.1: Totem Lake Amendments

On December 7, 2010 the City Council approved the “Totem Lake Preliminary Action Plan” for the Totem Lake Business District. This is a high priority for the City Council. The action plan is an outcome from the September 16, 2010 Totem Lake Symposium which brought together several interested participants to discuss catalysts needed to stimulate the revitalization of Totem Lake. Work has begun on zoning code amendments to provide more flexibility and remove impediments to economic development.

3.2: Commercial Codes

The purpose of this task is to clarify requirements for where and how much ground floor commercial uses is required in the following zones: BN, BNA, BC, BC 1, BC 2, BCX, MSC 2 (additional zones will be reviewed in a future phase).

Discussion will be on whether density limits should be established in the following commercial zones: BN, BNA, BC, BCX, and MSC 2. This project will review Comprehensive Plan land use policies for the Lake St. South BN zone, located within the Moss Bay neighborhood, and determine if additional code amendments are needed to implement policies.

In addition, the Planning Commission will be considering miscellaneous minor amendments to commercial codes to clarify existing regulations.

Planning Commission hearings and meeting are scheduled for February and March with a goal of adoption by May 15, 2012 (due to term of BN moratorium ordinance).

3.3: Totem Lake Transfer Development Rights Analysis

In 2011, the Legislature passed Engrossed Substitute Senate Bill 5253 – the Landscape Conservation and Local Infrastructure Program. The intent is to provide new infrastructure financing tools that are predicated upon a jurisdiction accepting transferrable development rights (TDR's) from natural resource and rural lands.

Property owners in resource or rural areas able to sell their rights to develop their property to urban areas based on an established conversion rate. Owners in designated urban receiving areas would purchase those rights through a third part intermediary (typically King County). By transferring development credits the property owners receives value for those properties while limiting development in areas outside of urban growth boundaries. Several programs already exist in King County and the cities of Redmond, Bellevue, Issaquah and Sammamish.

King County applied for and has been awarded a grant from the Department of Commerce for a broad array of TDR efforts (See Attachment 7). The City of Kirkland is a partner in that grant for several subtasks related to Totem Lake. The project is intended to identify opportunities for TDR application in the Totem Lake Urban Center. A market analysis will be conducted to determine the likely future demand for certain development types and the potential TDR conversion commodities (e.g. FAR, number of units, parking, etc.). Draft TDR policies and regulations will be included in a TDR Evaluation Report that will include recommendations. The City is expected to bring forward an interlocal agreement for consideration by the City Council.

The Planning Commission will be reviewing the proposed policies and recommendations and considering any changes to the Comprehensive Plan or development regulations. The evaluation will begin in mid-2012.

3.4: Infrastructure Financing Tools

As part of the TDR grant, funding is also allocated to conduct an evaluation of the applicability of various financing tools to fund needed urban infrastructure and amenities associated with any increased development within the Totem Lake Urban Center. These tools include the Landscape Conservation and Infrastructure Program noted above, the Local Revitalization Program (LRF) or other available funding sources (e.g. grants, etc.). This effort would begin in December 2012 and be completed in mid-2013.

Task 4.0: Subarea Plans (1.0 FTE)

There are a number of sub-tasks listed below. Staffing resources are not available to accomplish all of these in 2012. Given the other work program tasks and budget, about 1.0 – 1.5 FTE could be available for one of these tasks. At the Planning Commission retreat, a discussion on improving subarea plan updates is scheduled as well as a discussion on the priority projects to be undertaken in 2012 (See Attachment 5).

It should be noted that there is a limited window of less than a year before work begins on the major GMA required Comprehensive Plan update (Task 2.0 above).

4.1: Neighborhood Plan Assessment

This task involves looking at approaches to speeding up the cycle of neighborhood plan updates or finding alternatives to neighborhood planning. Are there ways to be more efficient or expeditious? Should we study broader areas at one time? How do we effectively engage the public? This discussion will determine which other tasks in this category should be considered as well as the timing and level of effort.

4.2: Bridle Trails and South Rose Hill Neighborhood Plans

The City completed the work on the Lakeview and Central Houghton Neighborhood Plans in late 2011. If the city were to undertake another round of neighborhood plans the “next in-line” would be the Bridle Trails and South Rose Hill Neighborhoods.

4.3: Bridle Trails Shopping Center Private Amendment Request

Summary of Long Range Tasks
2012 – 2014 Planning Work Program

In 2009, The Bridle Trails Shopping Center and Tech City Bowl property owners requested an amendment to the BCX zone to increase building height and allow a mix of uses that would encourage redevelopment of the shopping center into an “urban village” similar to Juanita Village (File ZON09-00004).

During the Threshold Review process, the Planning Commission recommended that this area be studied as part of the Bridle Trails/South Rose Hill Neighborhood Plan update (Task 4.2 above). At that time the City Council concurred with the Commission. The Commission also suggested that the applicants work with the surrounding community to identify issues, concerns or opportunities regarding future redevelopment of the neighborhood center.

If the neighborhood plan update is not scheduled to occur in 2012, then consideration should be given to the timing of the Bridle Trails Shopping Center PAR request. One option is to undertake this as a separate task in 2012 or in conjunction with the plan update for the Central Houghton Neighborhood Business District. The other option is to continue to defer this to the appropriate neighborhood plan process.

4.4: Other Subarea Plans

As described in Attachment 5, Improving Subarea Plan Updates, alternative approaches are outlined including:

- Simplifying and Standardizing the Plan Format
- Planning for Larger Geographic Area Planning Subareas
- Business District Focus
- Eliminating Neighborhood Plan Updates

4.5: Finn Hill/North Juanita/Kingsgate

This effort would focus on some level of planning for the Finn Hill, North Juanita and Kingsgate Neighborhoods. These areas have been included in the City's Land Use Map however there are not specific neighborhood plans for these areas.

4.6: Eastside Rail Corridor

The City is in the process of purchasing the Burlington Northern Santa Fe Rail line (Eastside Rail Corridor). Depending on the outcome, a master plan may occur in the future that could possibly involve the Planning Commission and Houghton Community Council in looking at related land use, recreation or transportation issues. Until the approach is clarified, this is a place-holder on the work program.

Task 5.0: Code Amendments (.5 FTE)

5.1: Miscellaneous Code Amendments

Staff continues to maintain a list of potential code amendments and, as new issues arise, staff is constantly adding to and updating the list (see Attachment 9). The work program generally strives to have an on-going code update task each year. A bundle of fast track amendments were adopted in 2011.

Summary of Long Range Tasks
2012 – 2014 Planning Work Program

A set of more substantive amendments were initiated in late 2011 and will continue through mid-2012. Key issues to be addressed in this round include allowing chickens in residential areas, non-conforming density provisions regarding repair and re-building, and setbacks from major gas pipelines.

In the past, interest has been expressed in updating the Sign Code chapter (KZC 100) and the Nonconformance Chapter (KZC 162). Some of the issues can be addressed through a future bundle of miscellaneous code amendments, but undertaking a major rewrite would require additional dedicated staff.

5.2: Traffic Impact Standards

Currently our traffic impact analysis for development applications is applied as part of SEPA review (State Environment Policy Act) when projects come in. Over time, most of the City's SEPA mitigation requirements have been codified with the exception of traffic standards. This task would take the standards and adopt them as part of the City's development codes thus minimizing the SEPA process.

5.3: Collective Gardens

On July 19, 2011, the City Council adopted Ordinance 4316 imposing a six-month moratorium on the establishment, location, operation, licensing, maintenance or continuation of medical marijuana collective gardens. At that time, a memorandum was prepared describing the "confusing legal landscape" that created the need for the moratorium.

The City Council conducted a public hearing and received public comment on the moratorium on August 2, 2011. The purpose of the moratorium was to allow sufficient time to consider land use regulations to address medical marijuana collective gardens. Without the moratorium, medical marijuana collective gardens could be located within the City while the City lacks the necessary tools to ensure that the locations are appropriate and that the potential secondary impacts of medical marijuana collective gardens are minimized and mitigated.

On January 3, 2012 the City Council held a public hearing and extended the moratorium for an additional six months. During the moratorium period city staff has been reviewing ordinances and actions from jurisdictions around Washington State, including the ordinance recently adopted by the City of Issaquah.

It is anticipated that the State Legislature will consider legislation in the 2012 session to clarify the law on medical marijuana. The session began on January 9, 2012 and is scheduled to conclude on March 8, 2012.

Task 6.0: Housing (.2 FTE)

6.1: Housing Preservation

With the completion of the work on the South Kirkland Park and Ride, attention could be directed to addressing efforts to preserve existing affordable housing. This task could be undertaken in 2012 with available staff resources. This would entail an inventory of

Summary of Long Range Tasks
2012 – 2014 Planning Work Program

potential properties, contacting property owners to gauge interest and exploring options for preservation of existing housing.

6.2: Affordable Housing Strategies

There are a number of other on-going staff efforts on housing including working with ARCH (A Regional Coalition for Housing) on the Housing Trust Fund, funding programs, and education.

Task 7.0: Natural Resources/Sustainability (1.0 FTE)

7.1: Low Impact Development (LID) and Green Codes

The City's Green Building Team (Planning, Public Works and Building) have developed a list of actions to promote sustainability and encourage low impact development and green building techniques. On January 4, 2011 the work program and approach was approved by the City Council. Many, but not all tasks, involve the Planning Commission. The Green Codes project is being discussed by the Planning Commission and the Houghton Community Council. A joint PC/HCC public hearing was held on January 12, 2012 and recommendations from both groups will occur in January and February. The City Council will be considering the recommendations and other policy actions at the March 6, 2012 Council meeting.

7.2: Urban Forestry Program

In 2011 staff undertook a citywide tree canopy analysis which indicated that the City has made progress in meeting its goal of 40% canopy coverage. The City has also been awarded grant funding to undertake a citywide urban forestry management plan. This effort is underway with expected completion by mid to late 2012.

7.3: Critical Area Regulations

In accordance with state law, the City will need to amend its Critical Area Regulations. However, similar to the deadline for the Comprehensive Plan update, the timeline was extended in the legislative session. As a result, this effort is scheduled to be initiated in 2014.

Based on experiences in other jurisdictions and comments from the Department of Ecology, our regulations will need to be revised, particularly regarding buffer widths and our wetland classification system. This will require funding resources to assist in this update due to the technical, scientific and environmental issues that need to be addressed. This project may also be the appropriate time to review our slope regulations.

7.4: Green Team, Environmental Stewardship & Sustainability

In 2003 the City adopted a Natural Resources Management Plan. The City has in place a "Green Team" consisting of representatives from several City departments that meet on a regular basis to coordinate stewardship and sustainability activities and programs.

Summary of Long Range Tasks
2012 – 2014 Planning Work Program

Over the past year, the team has been focusing its efforts on implementation actions and defining its role and mission. The Green Team has also broadened its role to address greenhouse emissions in response to the US Mayors Climate Protection Agreement, of which the City is participating. The City Council adopted a [Climate Action Plan](#) in April 2009. The Green Team has begun discussions on preparing a status update to the City Council.

Task 8.0: Database Management (.1 FTE)

Database management consists of a number of on-going efforts to provide census, land use, population, housing and demographic data that are used for a variety of purposes including neighborhood plans, economic development and the Comprehensive Plan.

Task 9.0: Regional Coordination (.1 FTE)

This task involves participating on a variety of countywide and regional forums including the Puget Sound Regional Council, the King County Growth Management Planning Council, and the Suburban Cities Association.

ADOPTED 2011 – 2013 PLANNING WORK PROGRAM: LONG RANGE TASKS **Adopted April 19, 2011**

				2011												2012				2013			
TASK		PROJECT MANAGER	2011 STAFF	J	F	M	A	M	J	J	A	S	O	N	D	1st	2nd	3rd	4th	1st	2nd	3rd	4th
POLICIES, PLANS & REGULATIONS																							
1.0	Comprehensive Plan		.5 FTE																				
1.1	• Annual Comp Plan Update	Brill																					
1.2	• Annex Neighborhood Boundaries																						
1.3	• GMA/Comp Plan																						
1.4	• Transp. Principles/Policy	PW - Godfrey																					
1.5	• Private Amendment Requests																						
1.6	• Touchstone Appeals	Ruggeri																					
2.0	Neighborhood Plans		2.0 FTE																				
2.1	• Lakeview Plan	Soloff																					
2.2	• Central Houghton Plan	Ruggeri																					
2.3	• Neighborhood Planning Assess																						
2.4	• Bridle Trails & South Rose Hill	(1.0 FTE)																					
2.5	• Everest and Moss Bay																						
3.0	Code Amendments		.7 FTE																				
3.1	• Misc. Code Amend	Brill																					
3.2	• Totem Lake	Collins																					
3.3	• CBD Retail	McMahan																					
4.0	Housing		.7 FTE																				
4.1	• TOD @ Park & Ride	Collins																					
4.2	• Housing Preservation																						
4.3	• Affordable Housing Strategies	Nelson/ARCH																					
5.0	Natural Env/Stewardship		1.2 FTE																				
5.1	• SMP Annexation Area	Swan																					
5.2	• LID/Green Codes	Barnes																					
5.3	• Critical Area Regs																						
5.4	• Urban Forestry	Powers																					
5.5	• Green Team/Env. Stewardship	Stewart/Schroder																					
6.0	Database Management		.2 FTE																				
6.1	• Community Profile	Goble																					
6.2	• LU Capacity	Nelson																					
7.0	Regional Coordination	Shields	.1 FTE																				
8.0	Annexation	Various	.5 FTE																				
8.1	• Annexation Transition Work																						
8.2	• Conduct Census																						
	<i>Planning Commission Tasks</i>																						
	<i>Other Tasks</i>																						



Improving Subarea Plans

Planning & Community Development

January, 2012

Improving Subarea Plan Updates

1. The Problem

The Kirkland Comprehensive Plan contains twelve neighborhood plans and two corridor plans. With the recent annexation, two new neighborhoods were added and another neighborhood was expanded, resulting in sixteen areas for which plans potentially need to be prepared and maintained. A map of the neighborhood boundaries is attached. With current resources and other priorities, keeping the plans up to date will be a significant challenge. Consequently, it would be desirable to find a way to either speed up the cycle of neighborhood plan updates or find alternatives to neighborhood planning.

2. Purpose of Neighborhood Plans

Kirkland has prepared neighborhood plans since 1977. The plans have enabled the City to examine and plan for issues at a localized scale, addressing the unique characteristics of different parts of the City. Land use policies and regulations have been developed at a very fine geographic scale.

In addition, the neighborhood plans have encouraged greater citizen participation and involvement in the planning process.

These objectives remain valid today; although localized planning need not be done at the scale of recognized neighborhoods. In acknowledgement of this, the remainder of this paper will use the term subareas, which may or may not coincide with neighborhoods.

3. Outcomes of Neighborhood Plans

Neighborhood plans address a broad variety of conditions, ranging from high density mixed use business districts to low density residential areas. The update process is an opportunity to comprehensively review issues within a localized geographic area. The neighborhood planning process also provides an opportunity to review private amendment requests within the context of a broader area.

Often new ideas emerge over the course of the plan update process that were not anticipated in the initial stages of the plan update.

As an outcome of previous neighborhood plan updates, the following innovative ideas have been adopted by the City:

- A new vision for a mixed use, pedestrian oriented mini urban village for the Yarrow Bay Business District (Lakeview Neighborhood Plan).
- Creative flexible development standards for clustering and smaller lots for the South Houghton slope area (Lakeview Neighborhood Plan)
- Small lot allowances and historic preservation incentives (Market and Norkirk plans)
- Increased height and development intensity (Totem Lake and NE 85th Street Corridor Plan).

Following the completion of the Lakeview and Central Houghton Neighborhood Plans staff noted the following observations on what worked well and what didn't with these two updates. These plans didn't follow the typical process since the Houghton Community Council (HCC) took the lead on the updates.

What Worked Well

- Having the HCC take the lead.
- Joint meetings and public hearing with the Planning Commission (PC) and HCC.
- Joint transmittal memo on recommendations from the PC and HCC.
- Heritage Society drafting the historic section.
- Getting comments from the Parks Board and Transportation Commission.
- Combining topics for Lakeview and Central Houghton (e.g. small lot provisions)

What Didn't Work as Well

- Advisory group process (selection of members, the time it takes, confusion on role and participation, the number of meetings, frustration with the process). Many participants quit coming to meetings.
- Neighborhood University (holding this event in the beginning was somewhat confusing).
- Sending out a final action postcard (confusing and not cost-effective).
- Waiting to do the Houghton Business District

4. How Often Should Subarea Plans Be Updated?

In order to consider ways to improve subarea planning, it would be helpful to identify the desired frequency for examining localized land use issues and updating subarea plans.

The current status of neighborhood and corridor plans is shown below by the date the plans were most recently updated:

2011:	Lakeview and Central Houghton;
2007:	Market, Norkirk and Market Corridor;
2005:	Highlands
2003:	North Rose Hill
2002:	Totem Lake (some amendments in 2008 & 2009)
2001:	NE 85 th St.
1991:	South Rose Hill (partial update)
1990:	North/ South Juanita
1989:	Moss Bay (CBD updated more recently)
1988:	Everest
1986:	Bridle Trails
No plans:	Finn Hill, Kingsgate and recently annexed portion of North Juanita

In accordance with the Growth Management Act, major updates of the Comprehensive Plan must be done every eight years, at which time the plan must address growth issues over the subsequent 20 year period. Other plan updates are allowed on an annual basis.

An ambitious goal for subarea plan updates would be to have each plan reviewed during the eight year period between major Comprehensive Plan updates. This really amounts to reviewing

plans on a six year cycle, since the major Plan updates typically take two years and dominate the attention of the Planning Commission and staff during that time. With fourteen neighborhood plans and two corridor plans, this would equate to updating an average of about three of the existing neighborhood/ corridor plans per year.

A less ambitious goal would be to strive to review all subarea plans over the course of two major Comprehensive Plan update cycles or once every sixteen years. With this schedule, however, most of the plans would be out of date well before their next scheduled update.

Another option would be to establish different update schedules for different areas. Areas experiencing greater growth pressures, business districts for example, typically need to be updated more often. Consequently, high growth areas could be assigned more frequent updates.

5. Staff Resources

One of the variables that has a significant effect on how often neighborhood plans can be updated is the number of staff able to be assigned to neighborhood plans. Over the past two years, there has been 1.5 – 2.0 FTE of project planner time focused on neighborhood plans. During this time, two neighborhood plans were rewritten. However, the availability of staff is affected from year to year by competing tasks, their relative priorities, and funding levels. A copy of the most recently adopted Planning Work Program is attached.

6. Public Participation

A major reason that neighborhood plans take as long to update as they do is the public participation process. Recent plan updates included the following participation elements:

- one or more kick off meetings;
- appointment of an advisory committee, with several months of committee meetings;
- several study session meetings of the Planning Commission (and where applicable the Houghton Community Council), particularly early in the process to help set direction and then again following the work of the advisory committee to review and approve the final plan;
- presentations at neighborhood meetings
- mailouts and information handouts
- posting of public notice signs
- web page listing
- listserv messages
- One or more public workshops or open houses
- One or more public hearings before the PC or HCC

Ways to streamline the process without shortchanging the opportunity for the public to influence the outcome of the plan may be explored. Some ideas include:

- Use an up-front scoping process, that narrows the topics under review;
- Eliminate the use of advisory committees, instead use focused outreach to interest groups, such as neighborhood associations and businesses;
- Use facilitated public workshops that focus input on key questions.
- Use on line surveys or web based tools

Public meetings are inherently time intensive. They must be scheduled well in advance and there needs to be adequate time between meetings for preparation, follow-up and adequate public

notice. Unless there are very few issues of substance or a significant change in the process, it's unlikely that a plan update could be completed in less than a year and half or two years.

7. Scope of Issues Considered in Subarea Plans

One way of reducing the time it takes to complete subarea plan updates would be to limit the scope of issues addressed. The update could start with a scoping process to narrow down the range of issues that will be under review. Land use, streets, walkways and parks are typically the biggest issues. Topics that are adequately covered by citywide policies could be eliminated.

Although this may save some amount of time, the most difficult and time consuming issues to address during the sub area plan updates are land use issues – which are at the inherently at the heart of the plans.

It should also be noted that if there are to be any land use changes, it is important to incorporate any rezoned and code regulations concurrently with the plan update. This does add additional time and notice requirements. However, it is inherently more efficient do it at the time of the sub area plan rather than delaying to a future date following plan adoption.

8. Simplify and Standardize the Subarea Plan Format

Another idea would be to restructure sub area plans into a shortened format. For example, rather than having the plans list of a series of goals and policies, they could be oriented around a series of maps with a succinct text explanation of items identified on the maps. The key maps would be land use map, which would be broken up to highlight specific areas or districts within the neighborhood. Here's one idea:

<u>Page</u>	<u>Topic</u>
1	Overview and Vision
2	History
3	Natural Features Map and Text
4	Land Use Map – overview of entire sub area
5- 9	Land Use Districts – maps highlighting specific districts with descriptive text
10	Public Facilities (transportation, parks, etc.)
11	Public Facilities text – desired improvements
12	Urban Design

9. Geographic Scope of Planning Areas

Plan for Larger Geographic Areas Rather than preparing a plan for each neighborhood, one idea would be to prepare subarea plans for logical groupings of neighborhoods. This could involve a single plan for each subarea, or multiple neighborhood plans updated as part of a single subarea planning process. Following are two alternative approaches to subareas.

a. **Four subareas:**

- Finn Hill, Juanita,
- Kingsgate, Totem Lake
- North Rose Hill, NE 85th St. Corridor, South Rose Hill, Bridle Trails

- Market, Market Corridor, Norkirk, Highlands, Moss Bay, Everest, Lakeview, Central Houghton

b. **Six subareas:**

- Finn Hill
- Juanita
- Kingsgate, Totem Lake
- North Rose Hill, NE 85th St. Corridor, South Rose Hill, Bridle Trails
- Market, Norkirk, Highlands, Market Corridor, Moss Bay
- Everest, Lakeview, Central Houghton

Business District Focus Another idea would be to focus detailed planning on the geographic areas where the majority of growth and development is anticipated – primarily in and adjacent to business districts. This could involve eliminating neighborhood plans altogether, except for the portions that address the business districts and other areas of higher intensity development (which are typically adjacent to business districts). This would result in thirteen or fourteen business district plans, which could be organized in groups to update over a six year cycle.

Alternatively, subarea plans would continue to cover all areas within a subarea, but updates would be limited to the geographic area within and immediately surrounding the business districts.

Eliminate Neighborhood Plans A more radical idea would be to eliminate neighborhood and subarea plans altogether. With this alternative, the Comprehensive Plan would consist entirely of the general elements focused on specific topics - for example, Land Use, Economic Development, Transportation, etc. The Comprehensive Land Use Map would continue to show land use designations at whatever level of detail is necessary, but there would be much less background about the rationale for the designations at specific locations or the specific policies pertaining to each area. While this would simplify the Plan, it could diminish its effectiveness. In addition, with this approach we'd no longer be systematically reviewing planning issues and engaging the community at a focused geographic level.

10. Plan Update Schedule

The most recent schedule (January, 2011) of neighborhood plan updates is attached.

As noted above, the following neighborhood plans have been completed in the past ten years and are in relatively good shape: North Rose Hill, NE 85th St., Market, Norkirk, Highlands, Lakeview, and Central Houghton.

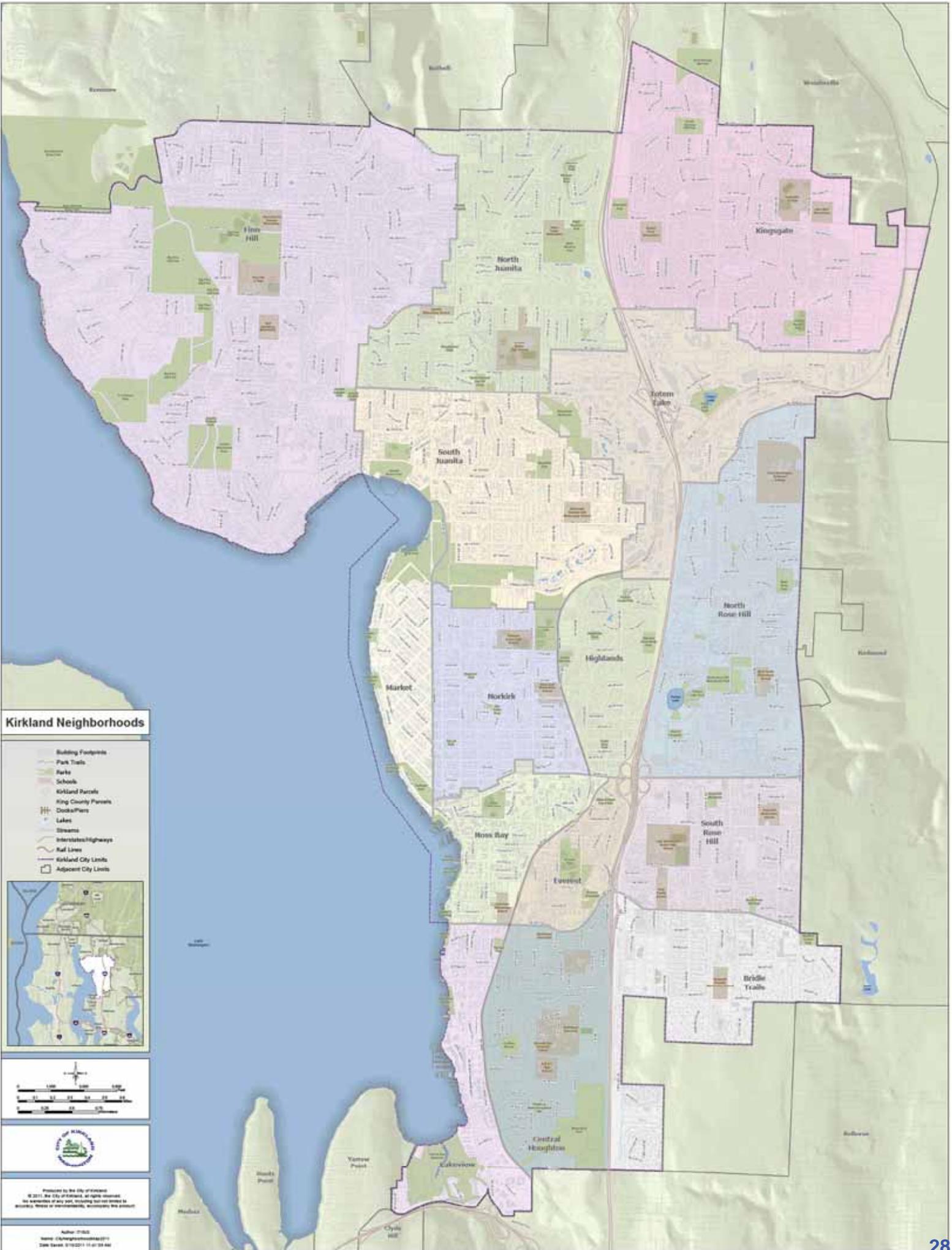
We have a window of only a year before work on the major Comprehensive Plan update begins. The update will likely take up to two years beginning in early to mid 2013 and culminating by mid 2015. We've tentatively planned for the update to include an examination of planned land use for Totem Lake as called for in the Totem Lake Action Plan. Staff time needed for the update will reduce and possibly eliminate the time available for sub area planning, but until we fully develop a scope of work and prioritize other potential work tasks, it's hard to know for sure.

Consequently, the most immediate question is where do we focus our attention in the next year or so? Options include the following:

- **Prepare plans for the new annexation neighborhoods.** Due to the geographic scope of the annexation area together with the time limitation, this may need to be a shorter plan (or plans) compared with those that we've done in the past, but this would provide an opportunity to implement a new format that can be used for all sub areas, as discussed above. In addition, the geographic scope of the plan(s) would match the selected subarea organization for future plans.
- **Update the most out of date neighborhood plans in the pre-annexation City.** The next neighborhood on the update list is the South Rose Hill/Bridle Trails plan. If this option is selected, we would need to consider if or how the plan would be integrated into a larger subarea. In both of the examples provided above, South Rose Hill and Bridle Trails would be combined into a single subarea with North Rose Hill and the NE 85th St. Corridor. It would be very ambitious to complete a new plan for such a large subarea in the limited time available. Furthermore, the North Rose Hill and NE 85th St. Corridor plans are not as out of date and in need of updating as South Rose Hill and Bridle Trails.

Other candidate pre-annexation neighborhoods with out of date plans include Moss Bay and Everest.

- **Focus on planning for targeted business districts.** In this option we could prepare the plans for one or more of the following districts:
 - Houghton Business District, as called for in the recently adopted Houghton Neighborhood Plan
 - Bridle Trails
 - Annexation neighborhood business districts



COMPREHENSIVE PLAN & NEIGHBORHOOD PLAN UPDATE SCHEDULE

January, 2012

Note: Schedule Subject to Change

NEIGHBORHOOD	STATUS	WORK PROGRAM SCHEDULE	NOTES
Bridle Trails	Completed –1986	2012 - 2013	Could combine as one plan with South Rose Hill
South Rose Hill	Completed – 1991 Partial update in 2002	2012 - 2013	
Everest	Completed –1988	TBD	Could combine with Everest.
Moss Bay	Completed –1989	TBD	
Annexation Neighborhoods <ul style="list-style-type: none"> • Kingsgate • North Juanita* • Finn Hill 	Boundaries determined in 2010.	Could occur prior to Everest/Moss Bay or after North/South Juanita	
North & South Juanita	Partial Updated Completed –1990	TBD	*The annexation “North Juanita” was combined with the existing “North Juanita”
GMA Comp Plan Update	Major update completed - 2005	2013 - 2015	State requires GMA update by June 2015
Totem Lake	Completed – 2002	TBD	Some Amendments occurred in 2008 & 2009
NE 85 th Street Corridor Plan	Completed - 2001	TBD	
North Rose Hill	Completed - 2003	TBD	
Highlands	Completed - 2005	TBD	Could combine with Market & Norkirk schedule
Market & Norkirk	Completed - 2007	TBD	
Lakeview & Central Houghton	Completed –2011	TBD	

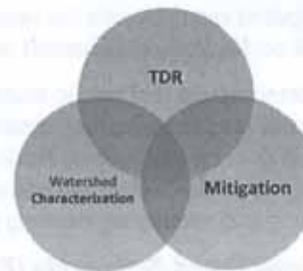
Integrating Market-Based Tools for Land Protection *and* Restoration

Applicant Information:

King County Dept. of Natural Resources and Parks
Darren Greve, TDR and Mitigation Program Supervisor
201 S Jackson St, Suite 600
Seattle, WA 98104; phone: 206-263-0435

Partner: City of Kirkland

Paul Stewart, AICP
Deputy Planning Director; phone: 425-587-3227



Grant Proposal: \$400,000 under Track 2

Collaborators (if not shown below, contact info is included in the attached letters of support):

- US Army Corps of Engineers; Gail Terzi
- King Conservation District; Josh Monaghan
- Habitat Banc, LLC; Zach Woodward
- Puget Sound Regional Council; Ivan Miller
- Cascade Land Conservancy; Skip Swenson
- WA Office of Regulatory Assistance: Zelma Zieman
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PROJECT NARRATIVE

Transfer of Development Rights (TDR) and Mitigation are two separate policy tools used in King County, and increasingly elsewhere around the region, that can be used in tandem to ensure the ecological integrity of lands with high conservation value are first protected and then enhanced for greater ecological functions. Despite their close similarities – in that both create private markets to protect the environment – these two policy instruments are typically used in isolation.

This project will integrate regional TDR and programmatic compensatory mitigation actions and demonstrate how these two distinct efforts can be combined to accomplish greater environmental benefits at lower costs to taxpayers than when used in isolation. Grant funds will not be used to subsidize any mitigation costs.

Across the rural floodplains of Puget Sound a tension exists between uses of land for agricultural production and uses of the land to protect and restore ecosystem functions. Barriers to these uses coexisting on a single property have been both financial and regulatory. This project proposes a new strategy to balance these two previously competing land uses. Combining TDR with compensatory mitigation will act to create dual revenue streams to incentivize landowner participation and help make ecological restoration and agricultural production complementary rather than contradictory.

More than ever, we understand the critical need to protect and enhance ecosystem functions of floodplain/agricultural lands in the Puget Sound basin. The strategy of combining TDR and mitigation will provide a model for harnessing private market forces to meet multiple watershed goals at a time when public funding for resource protection measures is dwindling. Furthermore, this model will become increasingly applicable as regulatory and policy frameworks are developed to support and encourage market-based programs and the number of TDR and mitigation programs grows throughout the region

Outputs from this project will yield a replicable model demonstrating how TDR and Mitigation can work together, and simultaneously with agricultural landowners, to protect and then restore ecological functions of Puget Sound floodplains. This is applicable to many counties across the region with sizable floodplain areas zoned for agricultural uses.

In its most basic form the objectives of this project are accomplished via a three-step sequence: (1) high conservation value watershed lands are permanently protected through acquisition of development rights for which landowners receive up-front payments; (2) rural development potential is relocated into cities by selling and transferring acquired development rights for increased urban density via the county's TDR program; in this step cities can use new State financing tools to fund enhancements to urban infrastructure/amenities in TDR receiving areas; and (3) degraded but ecologically important areas of protected properties are restored via mitigation mechanisms. Landowners receive a second payment for ecological restoration of designated portions of their land.

This achieves three important benefits: (a) landowners are able to augment their agriculture-dependent revenue stream to help maintain active and lasting farming operations, (b) restoration of ecologically important areas can count toward mitigation requirements for necessary agricultural infrastructure improvements, and (c) greater levels of stewardship and ecological enhancement on private floodplain/agricultural lands are encouraged.

This project will demonstrate that public sector programs and systems can combine to promote successful private sector participation in (and funding for) conservation and restoration efforts. This project will harness private sector funds to protect and then restore private lands, whereas traditionally, if conducted solely by local government, the cost burden of these activities would fall completely on taxpayers. Moreover this cost savings can be accomplished by simply integrating and modifying existing programs – not creating new ones.

Alignment with Puget Sound Partnership (PSP) Action Agenda and RFP

Key priorities of the PSP Action Agenda, and key themes espoused in the RFP, are addressed in this proposal. Specifically the project will: (1) Permanently protect lands from development through acquisitions of development rights; (2) Reduce conversion of ecologically significant rural floodplain lands via acquisition and protection actions; (3) Direct development growth into the existing urban growth area using the County's TDR program for which the PSP Action Agenda identifies TDR in several key priorities: A.1.4, A.2.9, A.4.1; (4) Integrate protection and restoration approaches by using the TDR and mitigation tools together. The Puget Sound Action Agenda similarly identifies compensatory mitigation in several of its key priorities (D.4.2, E.2.3).

The PSP Central Puget Sound LIO Caucus Group also identifies several "Priority Strategies and sub strategies" that directly align with this proposal. The South Central Action Agenda Guidance Caucus Group document dated August 2011 lists priority strategies A1 and B1 – "Protect High Value Habitat and Land at Risk of Conversion" and Strategies "A" and "B" – "Develop a Strategic Funding Proposal for Habitat Protection and Restoration." Under this proposal grant funds will produce near term outputs that protect high value habitat *and* provide a new mechanisms through which initial land protection will facilitate enhancement of habitat via mitigation. The LIO Caucus Group also identifies approaches and programs that support their above-mentioned priority strategies. These include: (1) increase funding for acquisition of high value habitat (the Caucus Group cites King County's TDR program to do so); and (2) demonstrate that local governments are using regulations and incentives to prevent habitat degradation.

Watershed Context

The project will use the six step process outlined below to work in a watershed-scale framework.

Step 1: Identify and Define the Environmental Problem

The Region is struggling with: (a) development growth encroaching into important floodplain and agricultural areas of Puget Sound watersheds, and (b) how to balance agricultural land uses with ecological restoration and flood risk reduction projects in these areas.

Step 2: Gather Watershed Characterization Information

The project will ensure outputs and outcomes result in ecological benefits to the larger watershed. Specifically the project will: (a) apply the WA Department of Ecology watershed characterization model to identify suitable properties for protection and restoration; (b) gather existing King County information such as watershed plans, analyses, and preservation focus areas; (c) use Ecology/Corps/EPA joint guidance on mitigation site selection, *Selecting Wetland Mitigation Sites Using a Watershed Approach*.

Step 3: Integrate and Apply Characterization Information

Watershed characterization information will be integrated with existing watershed information as described in step 2. Results will drive decisions as to which areas and properties should be prioritized for TDR and mitigation actions and resources.

Step 4: Develop Solutions and Actions

Solutions and actions will relate to achieving multiple benefits on floodplain properties as efficiently as possible. The Project Design and Work Plan sections of this proposal describe these solutions and actions in detail.

Step 5: Monitor Results

Results will be measured by evaluating: (a) the amount and type of land protected during the grant lifetime, and the longer 5-year time horizon, (b) the successful development of a standardized and simplified guidelines and process for implementing mitigation on private floodplain land, (c) the number of landowners interested in applying both TDR and mitigation options on their properties, (d) the number of landowners/developers who access the mitigation options to mitigate for their unavoidable impacts, (e) the extent to which private mitigation bankers engage in discussions with private landowners regarding implementing mitigation projects .

Step 6: The Project will adaptively manage Outputs and Outcomes

Data and information from Step 5 will continually inform the effectiveness of the prescribed solutions and actions taken. Based on results, the parameters of county-city TDR partnerships and specific lands targeted for acquisition and application of mitigation actions will be adjusted. Also see page 5 for a complete list of Outputs and Outcomes.

Project Design

The project is designed and structured around four major elements:

Element # 1: Integrate Watershed Characterization with best available science to prioritize rural floodplain lands with agricultural potential for protection and restoration. King County will integrate existing conservation prioritization and planning efforts with the Washington Department of Ecology's watershed characterization model to prioritize lands in the County's rural floodplains that show the greatest need and potential for protection and restoration.

Element # 2: Permanently protect highest priority floodplain lands identified in Element #1 via up-front payments to landowners for development rights. Grant funds will be matched with the County's TDR Bank funds to acquire development rights to permanently protect farm/floodplain lands with the greatest need and potential for ecological restoration. The purpose of using the County's TDR bank is to bridge the time gap between willing sellers and buyers of TDRs. The Bank will negotiate and buy development rights up-front from owners of high conservation value properties who are ready to sell. The Bank will hold these development rights until it is able to sell these to developers inside cities who have adopted interlocal TDR agreements with King County as described in Element #3. All proceeds from sales are used by the County's Bank as a revolving fund to acquire additional development rights from high conservation priority land in the future.

The County's traditional development right purchases via conservation easement acquisitions in agricultural areas have simply restricted future development and supported continued agricultural production — they have not identified nor promoted the enhancement of ecologically degraded areas. Easements proposed through this project would break new ground by also identifying and allowing specific areas to receive enhancements through mitigation – specifically areas which are identified to be unsuitable for agriculture.

Element # 3: Transfer development rights from rural floodplains into cities for increased urban density. The project will open new TDR markets and expand the opportunity to sell and transfer development rights into cities for increased urban density. This will be accomplished through new, and existing, regional or city-county TDR interlocal agreements (ILAs). King County has existing TDR ILAs with the cities of Bellevue, Issaquah, and Sammamish, and plans are in place to sign an agreement with Seattle in 2012.

Importantly, the project will advance a new ILA with the city of Kirkland for development right transfers into the city's Totem Lake area. Kirkland's Totem Lake area is a designated Urban Center under the city's Comprehensive Plan and the King County Countywide Planning Policies. It is a major focus of the city's re-development objectives: to accommodate additional population, housing and employment, increase urban density, and promote transit oriented development, neighborhood centers, and mixed uses.

Adding urban amenities and the necessary infrastructure to support new growth and development is a critical component to achieving Totem Lake density increases. The project will evaluate and develop a city-county TDR program along with new financial tools to fund needed infrastructure and amenities to support increased growth in Totem Lake. Specifically, a TDR ILA will be advanced for City Council consideration and action, and grant funds will allow the city to: evaluate increased development capacity, conduct economic analyses of various incentive options specific to regional TDR, and draft regional TDR policies and regulations. This includes an evaluation of the financial feasibility of tax increment financing mechanisms to fund needed urban infrastructure and amenities in

TDR receiving areas under the State's new Landscape Conservation and Local Infrastructure bill (ESSB 5253) and the Local Revitalization program (LRF).

Element # 4: Develop a roadmap for ready-to-use programmatic mitigation pathways that can be used by private landowners, private mitigation bankers, or the County, to fund restoration of ecologically degraded portions of floodplain properties. This task will result in a method for designating floodplain areas unsuitable for agricultural production where ecological restoration will have the greatest benefits, and provide streamlined system to restore these areas by establishing mitigation projects. Designating areas of properties for use as mitigation sites will have several benefits: (a) purchase of a second easement by a mitigation bank or In Lieu Fee program sponsor and eventual sale of mitigation credits will provide a second revenue stream for farmers; (b) further restricting land uses on designated Restoration Areas will promote restoration efforts in areas shown to be ecologically important in a watershed context.

This project element will also result in a clear set of guidelines for using a streamlined, standardized system of implementing mitigation projects in designated restoration areas. This "roadmap to successful mitigation" will result more efficient and effective restoration of floodplain areas, and could also facilitate simpler and lower cost mitigation for agricultural infrastructure improvements. Finally, offering mitigation pathways through which farmers could work directly with private entrepreneurial mitigation bankers will promote private sector participation in ecosystem services markets – a way of achieving environmental management objectives that is becoming increasingly popular nationally and worldwide.

Partnering

The City of Kirkland is an important partner; work by the city and the county will advance a city-county regional TDR agreement. The project also advances and implements the recently passed State TIF/TDR legislation, known as Landscape Conservation and Local Infrastructure bill (ESSB 5253). King County is working in close partnership with Puget Sound Regional Council (PSRC) and the Cascade Land Conservancy in the implementation of this legislation at the city level. Both of these organizations are collaborators with King County on this project. In addition, TDR partnerships with the cities of Bellevue, Sammamish, and Issaquah will be further strengthened.

The project will develop public/private partnerships between the County and: (1) private mitigation bankers; (2) farmers whose land will be protected through TDR and restored through implementation of future mitigation projects; and (3) regulating agencies who play a role in overseeing mitigation and land use activities in floodplain areas. Important collaborators with King County on the mitigation component of this grant proposal include: Habitat Banc, LLC, King Conservation District, US Army Corps of Engineers, WA Office of Regulatory Assistance, Puget Sound Regional Council, and, and King County Agricultural program staff.

Financial integrity

The project budget is reasonable and provides a good return on investment. Evidence of this is the work related to the various project elements that will yield the following deliverables for the cost amounts described below.

Element #1 will use \$11,000 of the grant award to greatly expand previous work completed by King County using the watershed characterization results. An \$11,000 investment will yield mapped and identified priorities for protection and restoration in the County's floodplain/Ag land areas.

Element #2 leverages \$200,000 of grant award (50% of total grant award) to permanently protect 200 acres of high conservation priority lands. These funds will be combined with \$100,000 of County TDR bank funds (counted as match) and an additional \$100,000 of TDR banks funds (not counted as match but necessary to close on acquisition and protection of up to 200 acres given expected costs). Thus, \$200,000 in grant award will yield twice the amount of land protection, and offers future land protection dividends as the TDR bank recoups and revolves the funds through eventual TDR sales to acquire more development rights. This is a wise investment of grant funds to create ongoing land protection well into the future.

Element #3 uses \$64,000 of grant award to set up a potential TDR interlocal agreement between Kirkland and King County. This investment will create opportunities to shift rural development growth out of important watershed areas into existing Urban Centers.

Element #4 is a \$90,000 investment to create a new approach to fund restoration of important, yet degraded, watershed lands. The integration of TDR with compensatory mitigation mechanisms to first protect and then restore floodplain/Agricultural lands can achieve scale across Puget Sound.

Element #5 is an efficient use of only 5% (\$20,000) of the total grant award to administer the grant and contracts with partners and report on performance measures.

This Basic budget table below shows the whole project costs relative to the grant award, match amount, and additional costs not included in the project budget or match amounts.

Grant Award Amount	\$400,000
In Kind Amount	\$135,000
Additional Costs	\$187,500
TOTAL	\$722,500

The \$135,000 of the match amount is entirely cash, except for \$4,000 of Kirkland’s in kind staff time on Element #4 Task D. King County and its partners are committed to maintaining necessary staff and direct and in-kind funding throughout the grant period. The budget is discussed in detail on pages 11 and 12.

Outputs/Outcomes

Grant Outputs include: (1) Mapped and identified priorities for floodplain protection and restoration using watershed characterization results; (2) Permanent protection of 200 acres of working floodplain land that hold great potential for ecological restoration in a watershed context; (3) A new city-county regional TDR interlocal agreement for Kirkland City Council consideration and action; (4) Accepted methodology to delineate potential restoration areas on floodplain and agricultural properties; (5) Established mechanisms and pathways to fulfill mitigation obligations in the county’s floodplain/farmland areas; (6) Agency- and stakeholder-approved electronic pre-approval mitigation form; (7) Guidelines through which potential mitigation sponsors can provide information pertaining to use of a particular site as a mitigation site.

Grant Outcomes include: (1) Demonstration of a replicable model and integrated approach to achieve private market, and private-party, protection *and* restoration of important agricultural/floodplain lands; (2) Increased market opportunity for landowner participation in city-county or regional TDR; and (3) Development shifted out of the agricultural floodplains with increased density and amenities in urban centers; (4) Greater levels of stewardship and ecological enhancements on private floodplain/agricultural lands catalyzed by greater economic returns for landowners; (5) Improved economic return to farmland owners resulting from transfer of development rights coupled with additional payments for use of private land for mitigation purposes; (6) Improved access to affordable mitigation options in the County’s agricultural areas; (7) Improved ecological and hydrologic conditions in the County’s floodplains;

Information Transfer

There are a number of ways information developed through and derived from this project will be transferred to appropriate recipients. Project managers currently manage the King County websites for the TDR program and the in-lieu fee mitigation program. A new set of webpages will be developed to catalog important aspects of the grant funded project to integrate the two programs to achieve multiple benefits on floodplain properties. Other technological tools will likely be used as well, such as the Integrated Project Review, Management and Technology (iPRMT) system led by the Washington Office of Regulatory Assistance. The [iPRMT website](#) explains that iPRMT is “a multi-agency and jurisdictional initiative to achieve efficient and predictable environmental review for the pre-application stages of projects...(and is) part of Washington State’s response to the need to simplify and streamline environmental regulations. iPRMT will help achieve faster permit decisions, more sustainable environmental outcomes, and lays the groundwork for better long-term success with mitigation.”

Because King County has successful TDR and mitigation programs in place, TDR and mitigation program staff routinely provide assistance to other jurisdictions and entities with respect to developing their programs. For example, as a leader in the Regional TDR alliance led by PSRC, King County will continue to convey information about this project to all Alliance members at regular monthly meetings.

King County has worked with regulatory agencies and tribes to develop the first comprehensive and rigorous in-lieu fee instrument compliant with the 2008 federal mitigation rules. The King County Instrument is serving as the

standard template for several other programs being developed regionally, including the Hood Canal Coordinating Council. This is the type of information sharing that will continue under this project.

Through continued efforts such as the project proposed for funding through this grant, King County will remain at the leading edge of active- and market-based natural resources protection and restoration. We look forward to continuing to share our expertise with others so that these programs at region-wide conferences and workshops.

Programmatic Capability

This project builds on the successes of King County's TDR and Mitigation programs. The County's TDR program started in 2000 and has created a \$7 million private market for TDRs and protected 140,000 acres. Mitigation program started in 2005 and has directed over \$1.4 million private dollars to restore of 20 acres of degraded wetlands in seven separate projects. In 2010 the County's TDR program was awarded an EPA grant that helped permanently protect one mile (100 acres) of undeveloped intact Puget Sound shoreline. These grant funds were also successfully used to generate watershed characterization results (results and analyses were showcased at the Salish Sea Conference in October 2011 in partnership with WA Dept of Ecology).

King County is in the unique position regionally of having successful TDR and mitigation programs, the latter of which will be compliant with 2008 federal mitigation rules when certified in late 2011. King County has proven success in negotiating and closing both TDR and mitigation deals in a variety of watersheds with a range of participating parties (i.e., with private landowners for mitigation and TDR transactions, and multiple cities in regards to interlocal TDR agreements). The project will demonstrate how these two distinct efforts can be combined to accomplish greater environmental benefit than when operated in isolation.

Leveraging of Funds

King County will provide as match \$100,000 of TDR Bank funds and \$18,500 of Conservation Futures Tax Levy funds it has available for appraisal and purchase of farmland development rights. The City of Kirkland will contribute \$12,500 of cash match, from the City's General Fund Capital Improvement Project budget, and \$4000 of in-kind staff time match to for work on tasks identified in the Work Plan. The \$135,000 of total match amount is entirely cash, except for \$4,000 of Kirkland's in-kind staff time on Element #4 Task D.

WORK PLAN

Within the Grant's two-year time period this project will yield a mix of permanent land protection and developed pathways or new opportunities for the private sector to drive: (1) the shift of development growth out of rural floodplains/Ag areas into Urban Centers, and (2) increased restoration of degraded ecological areas on high value priority floodplain/Ag properties.

This will provide a valuable model to scale market-based regional development right trading with compensatory mitigation. There are four key project "Elements" to achieve these objectives.

Element # 1: Integrate Watershed Characterization with existing best available science to prioritize rural floodplain lands for protection and restoration.

Task A: Identify all unprotected rural properties in King County's 100year floodplains

Deliverable: Map of all unprotected parcels in rural floodplains

Grant Funding: \$1,000

In kind: \$0

Timeline: 2/2012

Task B: Integrate Watershed Characterization model results with existing watershed protection/restoration information to identify focus areas and target properties with the following multiple benefits: (1) Ecological restoration benefits; e.g., flood risk reduction, habitat enhancement benefits, water quality enhancement benefits, (2) Agricultural production benefits (soils, zoning), and (3) Growth management benefits related to TDR marketability with cities.

Deliverable: Map folio showing stepwise approach used to delineate priority focus areas and target properties (note: target properties map will not be made public).

Grant Funding: \$10,000

In kind: \$0

Timeline: 3/2012 – 5/2012

Element # 2: Permanently protect highest priority floodplain lands identified in Element #1 via up-front payments to landowners for development rights.

Task A: King County will develop a conservation easement template for floodplain / farmland property. The easement will restrict future residential/commercial development on target properties but promote both continued farming *and* mitigation activities for enhancement of ecologically degraded areas.

Deliverable: King County approved conservation easement for development right transfers from floodplain/farmlands allowing both agricultural and mitigation activities.

Grant Funding: \$5,000 In-kind: \$0 Timeline: 1/2012 – 12/2012

Task B: King County will engage and negotiate with owners of a subset of properties identified as priorities for protection and restoration in Element #1.

Deliverable: 2 – 3 properties to be appraised for potential development right acquisition.

Grant Funding: \$10,000 In-kind: \$0 Timeline: 4/2012 – 8/2012

Task C: King County will appraise development rights/conservation easements from 2-3 properties for acquisition. Appraisal values of development rights from these sending sites will inform the TDR transfer ratios with the City of Kirkland.

Deliverable: certified third-party appraisals of development rights from 2 – 3 priority properties.

Grant Funding: \$0 In-kind: \$18,500 Timeline: 8/2012 – 12/2012

Task D: King County will enter Escrow with landowners and fund acquisitions to close on TDR Bank purchase of development rights /conservation easements from 1 – 2 of the appraised priority properties.

Deliverable: 200 acres of permanently protected high priority floodplain properties with great need and potential for ecological restoration. The site(s) will have the explicit ability and serve as pilot projects to receive restoration via the mitigation options outline in Element #4 below. Development rights will be made available for sale and transfer into cities.

Grant Funding: \$200,000 In-kind: \$100,000 Timeline: 12/ 2012 – 4/2013

Element # 3: Create Opportunities and Expand Markets to Transfer development rights into Cities for Increased Urban Density.

Task A: King County will work with the City of Kirkland to establish an interlocal TDR agreement detailing: (1) how regional TDR syncs with the City's zoning for increased development capacity in Totem Lake, (2) TDR transfer ratios, (3) TIF/TDR provisions, and (4) additional amenity funds provided by the county to the city.

Deliverable: **Draft interlocal TDR agreement for City Council consideration and action.**

Grant Funding: \$14,000 In-kind: \$0 Timeline: 6/2012-12/2013

Task B: City of Kirkland will evaluate the integration of regional TDR into its Totem Lake Urban Center and develop draft regional TDR policies and regulations.

- B.1 Identify and update the characteristics of the Totem Lake Urban Center, including land use and zoning requirements, property inventory and current development patterns, assessed valuation, Totem Lake Master Plan assumptions, etc.
- B.2 Conduct a market analysis to determine likely future demand for certain development types (e.g., types of residential, commercial, office, etc.) and scale of the demand for these development types in the Totem Lake Urban Center.
- B.3 Identify opportunities for TDR application in the Totem Lake Urban Center to increase development capacity; this will include an evaluation of potential TDR conversion commodities (e.g., FAR, sf, units, height, parking, etc.). This work will dovetail with the market analysis in task 1.2, and address the applicability of potential conversion commodities and the scale of development required to feasibly apply TDR in Totem Lake.
- B.4 Conduct an economic analysis to determine the TDR transfer ratio or exchange rate; this shall include: (1) residual land value analyses to determine how much developers are willing to pay for increments of density

identified in tasks 1.2 and 1.3, (2) comparison of results from the RLV analyses with TDR values from county sending sites to determine how much increased development capacity each TDR translates into at appropriate receiving sites (e.g., TDR transfer ratios). Results of the economic analysis will be combined with work from previous tasks to identify the potential market for TDR's, evaluation of options and approaches and provide recommendations.

- B.5 Develop draft TDR policies and regulations applicable to the Totem Lake Urban Center to be implemented as described in Task D below.

Deliverables: (1) TDR Evaluation Report for the Totem Lake Urban Center which includes recommendations, and proposed TDR conversion commodities and transfer ratios; and (2) Draft TDR policies and regulations.

Grant Funding: \$25,000; In kind: \$0 Timeline: 6/2012 – 12/2012

Task C: The City of Kirkland will assess the feasibility of local infrastructure financing programs and financial tools to fund needed urban infrastructure and amenities to support the increased urban growth in potential TDR receiving areas.

- C.1 Evaluate applicability of tax increment financing (TIF) mechanisms to fund needed urban infrastructure and amenities associated with increased density within the Totem Lake Urban Center including: the State's new Landscape Conservation and Local Infrastructure bill (ESSB 5253) and the Local Revitalization (LRF) Program, or other funding sources (e.g., grants, etc.).
- C.2 Develop financial models to illustrate the mechanics and financial feasibility of each approach under multiple development scenarios.

Deliverable: Report on financial feasibility of various Local Infrastructure Financing Tools for Totem Lake that include LCLIP and LRF financial models.

Grant Funding: \$25,000; In-kind: \$12,500 (cash) Timeline: 12/2012 – 5/2013

Task D: The City of Kirkland will develop an implementation plan and timetable to integrate regional TDR into Totem Lake. The plan will include work with the County to develop a TDR ILA between Kirkland and King County, and establish steps to implement tax increment financing mechanisms in the Totem Lake Urban Center. The ILA and associated draft TDR development regulations from Task A will be moved in front of City Council for consideration and action.

Deliverables: Proposed ordinance that includes a Kirkland-King County Interlocal TDR Agreement and associated TDR-related development regulations for City Council consideration and action.

Grant Funding: \$0; In-kind: \$4,000 (staff time) Timeline: 1/2013 – 8/2013

Element # 4: "Roadmap" to successful mitigation on TDR sending sites for multiple ready-to-use programmatic mitigation options that can be used by private landowners, private mitigation bankers, or the County, to fund restoration of ecologically degraded portions of floodplain properties.

Task A: King County will establish a replicable methodology to identify potential Restoration Areas on floodplain/agricultural properties. Methodology will be developed for, and focused on, identifying restoration areas deemed unsuitable for agricultural production; and include input and buy-in from agency staff, mitigation program sponsors, landowners, and agricultural community stakeholders.

A1: Identify and describe available data sources relevant to delineating restoration areas, and areas less suitable for agricultural production.

A2: Convene a series of regular meetings for 4-6 months with stakeholders and regulatory agencies to gain consensus on methodology.

A3: Draft a template for title restrictions (e.g., conservation easement, restrictive covenant, etc.) to permanently protect the Restoration Areas of a given property previously protected with a TDR conservation easement.

A4: As a pilot project, apply the methodology to identify Restoration Areas on one of the properties initially protected in Element #2.

Deliverables: (1) Accepted methodology that agency staff can use to delineate potential restoration areas on floodplain and/or agricultural properties; (2) A template for title restrictions to protect restoration areas; (3) Identified Restoration Areas on one of the priority properties protected in Element #2.

Grant Funding: \$50,000

In-kind: \$0

Timeline: 1/2012 – 1/2013

Task B: King County will draft detailed descriptions of four potential programmatic mitigation pathways that mitigation sponsors – public or private – can use in floodplain areas. This process will require input from multiple stakeholders, including KC representatives, regulatory agency representatives, mitigation bank sponsors, regulated community (e.g., farmers and other floodplain property owners).

The following four mitigation pathways will be described in detail including benefits and drawbacks of each method and necessary steps and timing to implement the chosen method:

1. Mitigation Bank sponsored project. After sites are protected via TDR, Bankers would be invited to bid on the opportunity to work and contract with the landowners to implement a project;
2. KC in-lieu fee program sponsored project. If bankers are not interested in implementing a project at a site after protected via TDR, then King County will add the site to the Roster of potential mitigation sites available for implementation of an in lieu fee mitigation project;
3. Owner-constructed projects sponsored and overseen by KC's certified in-lieu fee program, after protected via TDR;
4. Other mitigation arrangements as appropriate given case-by-case variables (e.g., ad hoc or permittee-responsible mitigation allowed in designated restoration areas).

B1: Work with stakeholders and regulators convened in Task A that have a role in implementing or regulating options 1-4 above to identify barriers and solutions to help develop the mitigation models and achieve Task B2.

B2: Establish a standardized set of information needs and identify required regulatory steps and timelines leading to approval of mitigation sites. This task will result in development of an electronic "pre-approval" form and associated guidelines by which mitigation sponsors can meet multiple agencies' information needs by completing a simple yet comprehensive electronic form. Using the form applicants will provide the appropriate amount and type of information regarding use of the site as a mitigation site. Development of the pre-approval form will consider local, state and federal rules regarding mitigation in a watershed context. Under this subtask project sponsors will work with the regulators and stakeholders convened in Subtask B1. Having a clearly defined standardized process will streamline the mitigation site review and certification process, improving efficiency for regulators and mitigation sponsors, alike.

B3: As a pilot project, apply a mitigation option to identified Restoration Areas on one of the properties initially protected in Element #2, depending on the unique site characteristics. This will encompass implementing the developed steps to allow mitigation to pay for restoration on the specific property; it will not include design and construction of restoration which is outside of the scope of the grant.

Note: For each of the program options a key consideration will be providing floodplain property owners with a source of revenue as projects are implemented within delineated restoration areas on their properties. This revenue could result from one-time upfront payments or revenue sharing agreement for future mitigation credit sales.

Deliverables: (1) An agency-and stakeholder-approved electronic pre-approval form; (2) Guidelines through which potential mitigation sponsors can provide information pertaining to use of a specific property as a mitigation site.

Grant Funding: \$40,000

In-kind: \$0

Timeline: 1/2013-12/2013

Element #5 Grant Administration and Performance Management

Task A: King County will administer the contract and coordinate with project partners and collaborators and document/report on project performance measures.

Deliverable: performance documentation, quarterly meetings, and annual status report

Grant Funding: \$20,000

In-kind: \$0

Timeline: 1/2012 – 12/2013

Table 1. Summary of Work Plan Tasks and Deliverables					
TASK	Deliverable	Description	Target Date	Grant Funds	In kind Match
Element #1	Integrate Watershed Characterization with existing best available science to prioritize rural floodplain lands for protection and restoration.				
Task A	Map of unprotected floodplain properties with agricultural use/potential	KC will identify unprotected floodplain properties w/ Ag use/potential	2/2012 - 3/2012	\$ 1,000	\$ -
Task B	Map folio with H20 Characterization results showing priorities for protection and restoration in floodplains	KC will integrate H20 Characterization results with existing watershed protection/restoration information to identify target areas	3/2012 - 5/2012	\$ 10,000	\$ -
Element #2	Permanently protect highest priority floodplain lands identified in Element #1 via up-front payments to landowners for development rights.				\$ -
Task A	Approved conservation easement for development right transfers from floodplain/farmlands allowing both agricultural and mitigation activities.	KC will develop a conservation easements for floodplain / farmland property that restricts development but promotes both continued farming <i>and</i> mitigation activities for enhancement of ecologically degraded areas.	1/2012 - 12/2012	\$ 5,000	\$ -
Task B	2 - 3 properties to be appraised for potential development right acquisition.	KC will engage and negotiate with owners of a subset of properties identified as priorities for protection and restoration in Element #1.	4/2012 - 8/2012	\$ 10,000	\$ -
Task C	Certified appraisals of development rights from 2 - 3 priority properties.	KC will appraise development rights/conservation easements from 2-3 properties for acquisition. Appraisal values of development rights from these sending sites will inform the TDR transfer ratios for Kirkland's work in Element 3.	8/2012 - 12/2012	\$ -	\$ 18,500
Task D	200 acres of permanently protected high priority floodplain properties with potential for ecological restoration.	KC will enter Escrow with landowners and fund acquisitions to close on TDR Bank purchase of development rights /conservation easements from 1 - 2 of the appraised priority properties.	12/ 2012 - 4/2013	\$ 200,000	\$ 100,000
Element #3	Create Opportunities and Expand Markets to Transfer development rights into Cities for Increased Urban Density.				
Task A	Draft interlocal TDR agreement for City Council consideration and action.	KC will work with Kirkland to develop a TDR ILA	6/2012 -12/2013	\$ 14,000	\$ -
Task B	(1) TDR Evaluation Report w/ recommended TDR conversion commodities and transfer ratios for the Totem Lake Urban Center; (2) Draft TDR policies and regulations	Kirkland will evaluate the integration of regional TDR into its Totem Lake Urban Center and develop draft regional TDR policies and regulations.	6/2012 - 12/2012	\$ 25,000	\$ -
Task C	Report on financial feasibility of various Local Infrastructure Financing Tools for Totem Lake that include LCLIP and LRF financial models.	Kirkland will evaluate the feasibility of financing programs to fund urban infrastructure to support increased growth in its Urban Center.	12/2012 - 5/2013	\$ 25,000	\$ 12,500
Task D	Proposed ordinance, for City Council consideration and action, that includes a Kirkland-King County Interlocal TDR agreement and associated TDR-related development regulations.	Kirkland will develop an implementation plan / timetable to integrate TDR into Totem Lake; this includes developing a TDR ILA w/ King County, and steps to implement financing mechanisms.	1/2013 - 8/2013	\$ -	\$ 4,000
Element #4	"Roadmap" for multiple ready-to-use programmatic mitigation options for private landowners, private mitigation bankers, or the County, to fund restoration of ecologically degraded portions of floodplain properties.				
Task A	(1) Accepted methodology to delineate potential restoration areas on floodplain and/or agricultural properties; (2) Template for title restrictions to protect restoration areas; (3) Identified Restoration Areas on one of the priority properties protected in Element #2.	KC will establish a replicable methodology to identify potential Restoration Areas on floodplain/agricultural properties (see subtasks in workplan for greater detail)	1/2012-1/2013	\$ 50,000	\$ -
Task B	Deliverables: (1) An agency- and stakeholder-approved electronic pre-approval form; (2) Guidelines through which potential mitigation sponsors can provide information pertaining to use of a specific property as a mitigation site.	KC will draft detailed descriptions of 4 potential programmatic mitigation pathways that private or public mitigation sponsors can use in floodplain areas (see subtasks in workplan for greater detail)	1/2013-12/2013	\$ 40,000	\$ -
Element #5	Grant Administration and Performance Management				
Task A	Performance documentation, quarterly meetings, and quarterly status reporting	KC will administer the contract and coordinate with project partners and collaborators and document/report on project performance measures	1/2012 - 12/2013	\$ 20,000	\$ -
TOTALS				\$ 400,000	\$ 135,000

BUDGET NARRATIVE

The total project cost is estimated to be \$722,500 inclusive of: the grant award amount, reported in-kind match amount, and additional costs *not* explicitly reported on the budget worksheet that are associated with staff time work on tasks (see basic Budget Table below). Therefore, the grant award itself is covering 57% of total project costs; and, as described below, 50% of the grant award is funding the permanent protection of land during the grant time period via TDR.

Basic Budget Table

Grant Award Amount	\$400,000
In Kind Amount	\$135,000
Additional Costs	\$187,500
TOTAL	\$722,500

Additional Costs are estimated to be \$187,500. These costs are outside the grant budget worksheet on the next page, but are associated with the following tasks and deliverables of the project:

- Element #2 Task B: \$10,000 of additional KC staff time to fully engage and negotiate terms of acquisition and conservation easements on priority properties;
- Element #2 Task D: \$100,000 of additional KC TDR Bank funds, beyond the \$100,000 it is contributing as cash match, needed to close on acquisition of development rights to protect 200 acres of farm/floodplain lands;
- Element #3 Task A: \$10,000 of additional KC staff time to effectively advance a TDR ILA with City of Kirkland over the two year grant period;
- Element #3 Task B: \$15,000 of additional Kirkland staff time to manage and oversee consultant work related to drafting TDR policies and regulations;
- Element #3 Task C: \$10,000 of additional Kirkland planning staff and finance office staff time to manage and oversee consultant work related to evaluation of infrastructure financing tools;
- Element #3 Task D: \$6,000 of additional Kirkland planning staff time to work with KC to develop and draft a TDR ILA;
- Element #4 Task A and B: \$20,000 of additional KC staff science, Ag, and mitigation program staff time to effectively produce deliverables for these tasks;
- \$16,700 in additional indirect charges not covered by the grant's 25% indirect rate.

The total personnel amount of the proposed budget is \$80,600; this is based on KC personnel hourly rates that vary between \$40/hr and \$47/hr. Fringe benefits total \$39,400 and are 49% of rates. Indirects total \$30,000 and are assumed to be 25% of hourly; however KC's 2012 indirect rate is 58% of hourly and fringe which explains the additional indirect costs described above.

The contractual amount of \$50,000 reflects award funds for the City of Kirkland. The City intends to use a consultant for the bulk of the work, with city staff supporting the consultant evaluation. A competitive process would be used to select a consultant. Kirkland's total project cost is estimated to be \$97,500 (inclusive of the award amount, in-kind amount, and additional costs as explained above).

Fifty percent of the total grant award will be used to permanently protect high conservation priority lands. The "Other" category of the budget includes \$200,000 to fund the acquisition of development rights / conservation easements to permanently protect 200 acres of floodplain/farmland. Based on previous experience, the estimated cost of conservation easements on floodplain/farmland in King County is: \$2,000 on a per acre basis, or approximately \$20,000 on a per development right basis.

The \$135,000 of the match amount is entirely cash, except for \$4,000 of Kirkland's in kind staff time on Element #4 Task D. Kirkland is providing \$12,500 of cash match (from City's General Fund Capital Improvement Project budget) to help fund consultant work. King County is providing \$18,500 of cash match from conservation futures tax levy funds to pay for appraisals, and the King County TDR Bank is providing \$100,000 of cash to help fund acquisition of development rights from 200 acres (total project funds for permanent land protection is \$400,000 – i.e. \$200K of grant award + \$100K of inkind match + \$100K of additional contribution). At an estimated cost of \$2,000 per acre, \$400,000 is needed to protect 200 acres.

Budget Worksheet

Task Title	ELEMENT #1			ELEMENT #2				ELEMENT #3				ELEMENT #4			ELEMENT #5		TOTALS
	Task A Map Inclusions	Task B Privileges w/ ISO Charact	Task A Examined Samples	Task B Engage Inhabitants	Task C Approach	Task D Clear on DR Purchases	Task A IA Development	Task B TDR Policies and Regs	Task C Inclusion Financing	Task D Council Action on IA	Task A Restoration Area Microbiology	Task B Mitigation Pathways	Task A Administration	Task B	Task A	Task B	
Personnel (Salaries and Wages)																	
2012 Hourly Wage																	
Denise Greve, Project Manager IV	\$ 44.50	\$ 888	\$ 1,888	\$ 3,143	\$ -	\$ -	\$ 5,924	\$ -	\$ -	\$ -	\$ 3,388	\$ 3,614	\$ 6,735	\$ 6,735	\$ 25,570		
# hours		20	42	70			132				75	81	150	150			
Michael Murphy, Project Manager II	\$ 38.94	\$ 4,075	\$ 799	\$ 2,220	\$ -	\$ -	\$ 1,588	\$ -	\$ -	\$ -	\$ 12,246	\$ 11,576	\$ 4,010	\$ 4,010	\$ 37,472		
# hours	12	112	20	56			40				307	290	100	100			
Geo Luccetti, Senior Ecologist	\$ 47.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,875	\$ 3,250	\$ -	\$ -	\$ 9,165		
# hours											125	70					
Carole Dymann, Project Manager III	\$ 43.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,375	\$ 3,010	\$ -	\$ -	\$ 8,385		
# hours											125	70					
Fringe Benefits																	
Includes: Retirement, Health Care, Annual and Sick Leave																	
AC FY 2012 Benefits Stats																	
48.8% of salaries	\$ 263	\$ 2,827	\$ 1,314	\$ 2,827	\$ -	\$ -	\$ 3,678	\$ -	\$ -	\$ -	\$ 13,136	\$ 10,569	\$ 5,264	\$ 5,264	\$ 39,409		
Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Contractual	0	0	0	0	0	0	0	25,000	25,000	0	0	0	0	0	0	0	50,000
Subaward to City of Kirkland	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	200,000
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	200,000
Indirect Costs	\$ 200	\$ 2,000	\$ 1,000	\$ 2,000	\$ -	\$ -	\$ 2,800	\$ -	\$ -	\$ -	\$ 10,000	\$ 8,000	\$ 4,000	\$ 4,000	\$ 30,000		
Includes: office space, equipment, computer, software, etc.																	
Grant limit is 25% of salaries and fringe benefits																	
AC FY 2012 Indirect Cost Plus 50% of wage with fringe benefits																	
(cap is addl cost to VC of \$16,700)																	
GRANT AWARD TOTAL	\$ 1,000	\$ 10,000	\$ 5,000	\$ 10,000	\$ -	\$ 200,000	\$ 14,000	\$ 25,000	\$ 25,000	\$ -	\$ 50,000	\$ 40,000	\$ 20,000	\$ 20,000	\$ 400,000		
IN KIND AMOUNTS					\$ 18,500	\$ 100,000		\$ 12,500	\$ 4000						\$		\$
																	\$ 135,000



January 6, 2012

Kirkland Planning Commission
Kirkland City Council
123 5th Ave
Kirkland, WA 98033

Re: Houghton/Everest Neighborhood Commercial Center

Dear Commissioners and Council Members:

I represent the ownership of three parcels located on the southwest corner of NE 68th Street and 106th Ave NE, just west and across 106th from the Bank of America in Houghton Center; 6705, 6711 and 6719 106th Ave NE. These properties are within the Houghton/Everest Neighborhood Center Boundary (see attached) and per the Comprehensive Plan Policy CH5.4, are intended to "provide higher density residential use within walking distance of retail and business services".

The two smaller parcels, 6705 and 6711 106th are in immediate need of investment. Rather than wait for the Everest Neighborhood Plan to be updated (which could be 5 – 7 years), I would ask you to consider having the Planning Department work on changing the zoning sooner in this Business District to line up with the Comp Plan. Since Houghton Center is in a long term lease with Metropolitan Market and the redevelopment potential is further down the road, this would help allow for a more phased overall development approach in this area.

I appreciate your time and consideration of this matter and I am available for any questions you may have.

Sincerely,

A handwritten signature in blue ink, appearing to read 'H. Douglas Waddell', written over a circular blue stamp.

H. Douglas Waddell
President

Policy CH-4.3: *Within the mixed use area, the residential land south of NE 68th Street and east of the Houghton Shopping Center is suitable for medium residential densities.*

The area south and east of the Houghton Shopping Center is appropriate for medium densities because of topographic features and surrounding neighborhood conditions. This area provides a good transition between the low density residential uses to the south, and the commercial shopping area to the north.

Policy CH-4.4: *Where legal non-conforming densities already exist, the density may be retained with remodeling of structures or redevelopment of the subject property.*

In the northern portion of the neighborhood, some parcels were developed under previous higher density zoning resulting in legal nonconforming development. In order to retain housing stock, property owners should be allowed to maintain and redevelop their property while retaining the number of non-conforming units that exist and not be required to reduce the number of units to comply with current zoning density.

Commercial

Goal CH-5: *Foster a strong and vibrant mixed use neighborhood commercial center.*

Policy CH-5.1: *Coordinate with the Everest Neighborhood to develop a plan for the Houghton Neighborhood Center, which overlays properties along the NE 68th Street corridor in both the Everest and Central Houghton neighborhoods (see inset).*

This plan should promote a coordinated plan for the Center while minimizing adverse impacts on residential areas to the south and east.

Houghton Neighborhood Center Boundary



Policy CH-5.2: Encourage a mix of uses within the Houghton Neighborhood Center that includes commercial development such as neighborhood oriented shops, services, and offices, as well as multifamily residential use.

A variety of uses, including retail, office and residential should be combined in order to contribute to a vibrant mixed use center.

Policy CH-5.3: Promote transportation improvements that support the existing and planned land uses in the Center and adjoining neighborhoods.

Transportation improvements should respect the integrity of the surrounding neighborhood, as well as support the land uses they serve. A review of transportation impacts should be done for all new development in the mixed use center.

Policy CH-5.4: Develop design principles that strengthen the visual identity of the Houghton Neighborhood Center by addressing streetscape improvements, public views to the lake along NE 68th Street, building design and site planning.

These design principles should support appropriate building scale and massing, produce buildings that exhibit high quality design, and incorporate pedestrian features and amenities that contribute to the livability of the surrounding area.

Policy CH-5.5: Expand the area designated for higher intensity use to properties west of the Houghton Shopping Center, south of NE 68th Street.

Land located west of the Houghton Center shopping area, directly east of the Eastside Rail Corridor, has the potential to provide higher density residential use within walking distance of retail and business services. The rail corridor provides a wide buffer between this area and the low density residential area to the west.

(Map of Houghton Center to be inserted here)

Goal CH-6: Promote high quality design by establishing building, site, and pedestrian design standards that apply to commercial and multifamily development in the Houghton Neighborhood Center.

Policy CH-6.1: Establish design guidelines and regulations that apply to all new, expanded or remodeled commercial, multifamily or mixed use buildings in the Houghton Neighborhood Center.

Site and architectural design standards should be established in order to create an attractive image for the Center and surrounding neighborhood, and to help make it a desirable place to live and work.

Houghton Center

The shopping center development located at the southwest corner of NE 68th Street and 108th Avenue NE, is known as the "Houghton Center." This large strip retail development sits on several parcels occupying approximately five acres. Since a single owner controls the bulk of the site, redevelopment

SECTION NUMBER	PLANNER	DATE ADDED	PRIORITY	STATUS	CATEGORY	DESCRIPTION OF PROPOSED AMENDMENT	POLICY LEVEL	HCC JURISDICTION?
			A			COMMERCIAL ZONES		
KZC		06/30/10	A	Review 2011	Multiple Zones	Use consistent terminology to regulate gas stations and auto repair. Where auto sales allowed use combined use listing. For repair.	0_None	Yes
KZC 115.23.1..	ERS	10/25/10	A	Review 2011	Multiple Zones	Which commercial zones should require ground floor retail & how much? Are personal services, recreation, gov. facilities, utilities & schools OK? Allow residential lobbies. Don't prohibit residential. just specify % or depth of retail.	3_Major	Yes
KZC	ERS	10/25/10	A	Review 2011	Multiple Zones	Review use categories in commercial zones. Consider adding personal services use and removing from the retail category	2_Moderate	Yes
KZC 25.10.50.80.	ERS	06/30/10	A	Review 2011	Multiple Zones	In commercial/ mixed use zones (including RM), setbacks, buffers & min. lot size are often different for different uses. Makes it difficult to change use in existing buildings.	2_Moderate	Yes
	ERS	12/06/11	A	Review 2011	Chapter 25 – PR and PRA Zones	Clarify permitted retail uses. May also apply to RM zone	1_Minor	Yes
KZC 105.60...	TJS	07/28/11	A	Review 2011	Chapter 105 – Parking & Ped Access	Clarify whether posts within garages are allowed to encroach into parking stalls.	2_Moderate	No
KZC	ERS	10/25/10	A	Review 2011	Multiple Zones	Correct special regulations in commercial zones for mini- schools and mini-day care centers that reference out of date state statutes.	0_None	Yes
KZC 40.5...	ERS	07/20/11	A	Review 2011	Multiple Zones	Review maximum residential density in BN, BNA, BC, BCX & MSC 2 zones.	3_Major	Yes
KZC 48.15...			A	Review 2011	Chapter 48 – Light Industrial Technology (LIT) Zones	Also PLA 6G. Remove 2 story height limit. Remove 25' height limit next to uses other than low density uses in low density zones. See special req 6 for dwelling units in PR	2_Moderate	No
KZC 48....		06/30/10	A	Review 2011	Chapter 48 – Light Industrial Technology (LIT) Zones	Clarify community facilities. Codify Int 09-2: allow schools & clarify they're not CFs. Should things like dance martial arts studios be permitted? If yes, add to chart. If no, clarify that nonprofit studios are not CFs.	2_Moderate	No
KZC 45....		06/30/10	A	Review 2011	Chapter 45 – BC, BC 1 and BC 2 Zones	Consider deleting storage services and auto sales from BC zone or require retail frontage?	2_Moderate	Yes

SECTION NUMBER	PLANNER	DATE ADDED	PRIORITY	STATUS	CATEGORY	DESCRIPTION OF PROPOSED AMENDMENT	POLICY LEVEL	HCC JURISDICTION?
....			B			MISCELLANEOUS 2011/12		
KMC 1.12.50.d.6	NCC	08/17/11	B	Review 2012		Change "appellant" to "person charged with violation."	0_None	Yes
KZC 95.23.5.a.3	CPG	07/19/11	B	Review 2012	Chapter 95 – Trees and Landscaping	Change to not reference subsection (e). Change e.1) to apply only if seeking to cut more than 2 trees.	0_None	Yes
KZC 55.93.110..		08/16/11	B	Review 2012	Chapter 55 – TL 10E	Correct sign category for vehicle service. Change to E.	1_Minor	No
KZC 30.25...	TJS	11/28/11	B	Review 2012	Chapter 30 – Waterfront District (WD) Zones	Add provision for a yard other than those listed.	1_Minor	Yes
KZC 145.22.2.a.	TJS	07/21/11	B	Review 2012	Chapter 145 – Process I	Add requirement to provide notice of shoreline permits to DOE & other agencies with jurisdiction.	1_Minor	Yes
KZC 115.42...	JSM	08/15/11	B	Review 2012	Chapter 115 – Miscellaneous	Clarify how FAR calculation applies to stairs.	1_Minor	Yes
KZC 115.115.3.o.	JSM	11/15/11	B	Review 2012	Chapter 115 – Miscellaneous	Clarify that 2nd story above garage is covered by by rear setback exemption	1_Minor	Yes
KZC 18.10.10..	JSM	06/01/11	B	Review 2012	Chapter 18 – Single-Family Residential A (RSA) Zones	Allow flexibility in required front yards in RSA and RSX (17.08.10) zones.	1_Minor	No
KZC 115.20...	TJS	06/30/10	B	Review 2012	Chapter 115 – Miscellaneous	Clarifications and formatting to equestrian regulations.	1_Minor	Yes
KMC 22.4.30..	JSM	07/26/11	B	Review 2012	Subdivisions	Update binding site plan regs to allow more flexibility - particularly for zero lot line MF	2_Moderate	Yes
KZC 142.55.1..	ERS	07/20/11	B	Review 2012	Chapter 142 – Design Review	Clarify that DRB may extend the required time to complete construction (as well as the time to submit a permit application)	2_Moderate	Yes
KZC 162.60...	ERS	07/14/11	B	Review 2012	Chapter 162 – Nonconformance	Review extent of repair, remodeling or rebuilding allowed without correcting nonconforming density. Clarify repair vs remodeling.	2_Moderate	Yes
KZC 115. ...	JSM	04/19/11	B	Review 2012	Chapter 115 – Miscellaneous	Add setbacks and other regulations adjacent to gas pipelines. May also apply to RSA and TL7 use zone charts.	2_Moderate	No
KZC 115.20...	ERS	03/08/11	B	Review 2012	Chapter 115 – Miscellaneous	Allow keeping chickens on small lots	2_Moderate	Yes
KZC 117.20.2.d.	NCC	10/27/11	B	Review 2012	Chapter 117 – Wireless	Allow antennas to be replaced on utility poles if previously approved (e.g. in King Co.) - even if over height allowed in current code.	2_Moderate	Yes
	NCC	01/09/12	B	Review 2013	Multiple Zones	Amend various code sections to allow extended time for those with approved land use permits to begin construction and vest permit.	2_Moderate	Yes

SECTION NUMBER	PLANNER	DATE ADDED	PRIORITY	STATUS	CATEGORY	DESCRIPTION OF PROPOSED AMENDMENT	POLICY LEVEL	HCC JURISDICTION?
			C			MISCELLANEOUS - FUTURE YEARS		
KZC		11/04/10	C	Review 2012	Multiple Zones	Review decisions requiring Process IIA (or IIB?) and reduce process where appeal to City Council not necessary. Change special regulations in several zones requiring IIB review for increasing assisted living density.	2_Moderate	
KZC 105.18.1.d.	ERS	06/30/10	C	Review 2012	Chapter 105 – Parking & Ped Access	Clarify or limit the requirement to provide pedestrian connections to all adjacent properties, or provide a modification option.	2_Moderate	Yes
KZC 115.3...	ERS	06/30/10	C	Review 2012	Chapter 115 – Miscellaneous	Allow more flexibility or modification option for horizontal façade general regulations in many zones.	2_Moderate	Yes
KZC 115....		06/30/10	C	Review 2012	Chapter 115 – Miscellaneous	Prohibit living in RVs	2_Moderate	Yes
KZC 115.23...		06/30/10	C	Review 2012	Chapter 115 – Miscellaneous	Review common open space. Should it apply to detached & zero lot line attached units? Should there be maximum slope (see interpretation).	2_Moderate	Yes
KZC 115.115.5.b.d	ERS	06/30/10	C	Review 2012	Chapter 115 – Miscellaneous	Restrictions on parking in front yards is different for different uses. Why should office and MF be different in same zones? (ES email 08/02/06)	2_Moderate	Yes
KZC 115.85.2..		06/30/10	C	Review 2012	Chapter 115 – Miscellaneous	Review/ revise Rose Hill Business District lighting standards and consider city-wide.	3_Major	Yes
KZC 135....	PDS	06/30/10	C	Review 2012	Chapter 135 – Amendments to the Text of the Zoning Code	Determine best approach for public to request changes to the KZC	2_Moderate	Yes
KZC 142.35.3.c.	JGR	07/21/10	C	Review 2012	Design Guidelines	Update design guidelines. May need new guidelines for residential, mixed-use, and/or retail development	2_Moderate	Yes
KZC 22.28.80.b.		06/30/10	C	Review 2012	Title 22 Subdivisions	Should lots be able to be subdivided if they access from an easement across another lot & therefore make the servient lot nonconforming because the easement area would have to be deducted from the area of the servient lot? (8/11/04 SC email)	2_Moderate	Yes
KZC	ERS	10/25/10	C	Review 2012	Multiple Zones	Correct special regulations for mini- schools and mini-day care centers that reference out of date state statutes.	0_None	Yes
KZC		06/30/10	C	Review 2012	Multiple Zones	Allow lot size flexibility in subdivisions within RM and similar zones to enable required common open space to be in separate tract. Don't increase permitted density.	1_Minor	Yes
KZC 25.10.20..	TJS	06/30/10	C	Review w/ Nbrhd Plan update	Chapter 25 – PR and PRA Zones	Eliminate special regulation 6 for detached, attached and stacked uses. It's not applicable anywhere. Could just keep it, it's not hurting anything.	0_None	Yes
KZC 115.7...	ERS	06/30/10	C	Review 2012	Chapter 115 – Miscellaneous	Clarify whether ADUs are allowed in detached units within condominium plats.	2_Moderate	

SECTION NUMBER	PLANNER	DATE ADDED	PRIORITY	STATUS	CATEGORY	DESCRIPTION OF PROPOSED AMENDMENT	POLICY LEVEL	HCC JURISDICTION?
KZC			D			SIGN CODE		
KZC 5.10.550..		06/30/10	D		Chapter 5 – Definitions	Clarify "multi-use complex" for consistency with 100.4.3.b. Delete requirement for exterior entrance.	1_Minor	Yes
KZC 100....		06/30/10	D		Chapter 100 – Signs	Interp 86-17-100 and 115- Temp. commercial signs when related to permitted temporary activities.	1_Minor	Yes
KZC 100....		06/30/10	D		Chapter 100 – Signs	Create criteria to allow for deviations from sign code to be reviewed at a planner level.	2_Moderate	Yes
KZC 100....	ERS	06/30/10	D		Chapter 100 – Signs	Real estate signs (on- and off-site). Review regulations to reduce number of signs	2_Moderate	Yes
KZC 100....		06/30/10	D		Chapter 100 – Signs	Eliminate different restrictions for real estate signs than for other commercial signs. Consider restricting location, number, hours.	2_Moderate	Yes
KZC 100....	DMG	06/30/10	D		Chapter 100 – Signs	Address political signs duration and size - review temp chart with Rod Kaseguma	2_Moderate	Yes
KZC 100....	AAR	06/30/10	D		Chapter 100 – Signs	Under marquee signs - allow to be larger?	2_Moderate	Yes
KZC 100....		06/30/10	D		Chapter 100 – Signs	Reduce height of monument signs. Liberalize dimensions for sign base.	2_Moderate	Yes
KZC 100....		06/30/10	D		Chapter 100 – Signs	Increase signage for larger sites?	2_Moderate	Yes
KZC 100....	CES	06/30/10	D		Chapter 100 – Signs	Temporary advertising signs for public events (CSalzman 12/16/04)	2_Moderate	Yes
KZC 100....		06/30/10	D		Chapter 100 – Signs	Allow reduced setback for ground mounted signs subject to criteria	2_Moderate	Yes
KZC 100.115...	ERS	06/30/10	D		Chapter 100 – Signs	Allow under marquee signs for sign category A (and probably B) (8/11/04 ES email)	2_Moderate	Yes
KZC 100.35.3.c.	JGR	06/30/10	D		Chapter 100 – Signs	Allow for two monument signs along streets with long frontage and more than one entrance	2_Moderate	Yes
KZC 100.50...		06/30/10	D		Chapter 100 – Signs	Change 'NE 106th Street' to 'Forbes Creek Drive' (SUPdegrave 4/12/05)	0_None	Yes
KZC 100.52. ...		06/30/10	D		Chapter 100 – Signs	Prohibit cabinet signs in other business districts (citizen suggestion). Also for consistency with design guidelines/regulations?	2_Moderate	Yes
KZC 100.85...		06/30/10	D		Chapter 100 – Signs	Delete Interp 94-1- Changing message center and similar signs. Allow electronic readerboards outright with standard regulations? Allow for a variety of uses?	3_Major	Yes
KZC 162.35.5..		06/30/10	D		Chapter 162 – Nonconformance	Major nonconforming signs & amortization (e.g. billboards). Need to address constitutional issues.	2_Moderate	Yes
KZC 162.35.5.a.1		06/30/10	D		Chapter 162 – Nonconformance	Make cabinet signs in CBD and JBD major nonconforming	2_Moderate	Yes
	ERS	01/14/11	D		Chapter 100 – Signs	Do not exempt public service government signs from all provisions of chapter100 - for example electronic readerboard signs.	1_Minor	
KZC 100....		06/30/10	D		Chapter 100 – Signs	Int. 85-8, 5, & 100 Status of neon lighting and lighted awnings as signs. Add to definition	2_Moderate	Yes
KZC 100....		06/30/10	D		Chapter 100 – Signs	Int. 85-6(revised) - various updates to sign reqs.	2_Moderate	Yes
KZC 100....		06/30/10	D		Chapter 100 – Signs	Interp 95-3R- Colors as signs, sign area- Add definition of sign area?	1_Minor	Yes
KZC 100.115...		06/30/10	D		Chapter 100 – Signs	Interp 95-4- Temporary commercial sign- Add to definition of temporary sign?	1_Minor	Yes
KZC 100.115...		06/30/10	D		Chapter 100 – Signs	Int. 88-19 Off-site RE signs. Rethink rules on temporary off-site signs. Private advertising signs - restrict size. Temporary commercial signs - limit 30 days plus size limitation. RE signs - redraft to allow (2) 32 sf advertisement signs and (1) 6 sf per lot (not now clear): & revise to conform with Supreme Court decision on Redmond signs.	2_Moderate	Yes
KZC 100.115...		06/30/10	D		Chapter 100 – Signs	Interp 92-4- Fuel price signs	1_Minor	Yes
KZC 100.65...		06/30/10	D		Chapter 100 – Signs	Interp 86-16- Signs above rooflines	1_Minor	Yes
KZC 100.85.2..		06/30/10	D		Chapter 100 – Signs	Int. 86-13 Sign regulations regarding holiday decorations	2_Moderate	Yes
KZC 162.35.5.b.	DBC	06/30/10	D		Chapter 162 – Nonconformance	Minor nonconforming signs - Is a new sign a 'structural alteration'? Is a new, less nonconforming sign permitted? Delete 'minor' in first paragraph b.3. Incorporate Int. 90-3	2_Moderate	Yes

SECTION NUMBER	PLANNER	DATE ADDED	PRIORITY	STATUS	CATEGORY	DESCRIPTION OF PROPOSED AMENDMENT	POLICY LEVEL	HCC JURISDICTION?
			E			CRITICAL AREAS UPDATE		
	SMG	02/08/11	E	Review 2013	Chapter 90 – Drainage Basins	Add definitions for "bulkhead" and "rock toe" in streams.	1_Minor	Yes
KZC 90....		06/30/10	E	Review 2013	Chapter 90 – Drainage Basins	If improved environment conditions are created that result in greater buffer requirements on neighboring properties, could those greater requirements be reduced?	3_Major	Yes
KZC 90....	DMG	06/30/10	E	Review 2013	Chapter 90 – Drainage Basins	Review and Reduce approval processes consistent with reasonable use level of decision	2_Moderate	Yes
KZC 90....		06/30/10	E	Review 2013	Chapter 90 – Drainage Basins	Eliminate definitions that are common with definitions applicable throughout entire code	1_Minor	Yes
KZC 90....		06/30/10	E	Review 2013	Chapter 90 – Drainage Basins	Allow reduced setbacks with minimal process where necessary to reduce wetland/stream impacts.	3_Major	Yes
KZC 90.140.5..		06/30/10	E	Review 2013	Chapter 90 – Drainage Basins	Add criterion limiting disturbance of Type 1 wetlands (suggested by Council member)	3_Major	Yes
KZC 90.140.6..		06/30/10	E	Review 2013	Chapter 90 – Drainage Basins	Allow modification of garage width standards with reasonable use permit.	2_Moderate	Yes
KZC 90.140.8..		06/30/10	E	Review 2013	Chapter 90 – Drainage Basins	Eliminate or revise so that lapse of approval date is the same as required with underlying review process (Process I or IIA)	1_Minor	Yes
KZC 90.20.5..		06/30/10	E	Review 2013	Chapter 90 – Drainage Basins	Clarify "normal or routine maintenance or repair." See e-mail from Desiree 12/10	2_Moderate	Yes
KZC 90.45.3..		06/30/10	E	Review 2013	Chapter 90 – Drainage Basins	Allow stormwater outfalls to extend into wetlands	2_Moderate	Yes
KZC 90.55.4..		06/30/10	E	Review 2013	Chapter 90 – Drainage Basins	Allow off-site mitigation in another drainage basin for essential public facilities	3_Major	Yes
KZC 90.20.4..		12/08/10	E	Review 2013	Chapter 90 – Drainage Basins	Exempt electrical and other utility lines connecting existing lines in sensitive areas & buffers.	2_Moderate	Yes
KZC 90....		12/08/10	E	Review 2013	Chapter 90 – Drainage Basins	Codify Int. 08-4	1_Minor	Yes
KZC 90.90.1..	WDB	07/01/10	E	Review 2013	Chapter 90 – Drainage Basins	Clarify where stream buffer is measured from (2.5 storm line?)	1_Minor	Yes
KZC 90.	TJS	09/01/11	E	Review 2013	Chapter 90 – Drainage Basins	Incorporate adequate provisions to qualify for FEMA/ESA Biological Opinion Option 2	2_Moderate	Yes

SECTION NUMBER	PLANNER	DATE ADDED	PRIORITY	STATUS	CATEGORY	DESCRIPTION OF PROPOSED AMENDMENT	POLICY LEVEL	HCC JURISDICTION?
			F			NONCONFORMANCE REGULATIONS		
KZC 162.60...	ERS	03/02/11	F			Chapter 162 Nonconformance: Allow existing nonconforming density to be rebuilt provided affordable housing is provided per chapter 112.		
KZC 5.10.570..	DMG	06/30/10	F		Chapter 5 – Definitions	City owned property should comply with the non-conformance provisions of the code and if we should amend the code to correct this issue?	2_Moderate	Yes
KZC 162....		06/30/10	F		Chapter 162 – Nonconformance	Int. 83-11 (may also affect 115.80) - Nonconforming lots held in common ownership	2_Moderate	Yes
KZC 162.30...		06/30/10	F		Chapter 162 – Nonconformance	Damaged improvements - What happens if damage exceeds 50%? Conflict with 162.35.7. Can damaged improvement be reconstructed under repair and maintenance clause?	2_Moderate	Yes
KZC 162.35.2.a.	JSM	06/30/10	F		Chapter 162 – Nonconformance	Look at definition of 'use' (e.g. office use)	2_Moderate	Yes
KZC 162.35.2.b.1		06/30/10	F		Chapter 162 – Nonconformance	Be less restrictive on structural alterations for nonconforming uses. See 'master list' for more info.	2_Moderate	Yes
KZC 162.35.2.b.2		06/30/10	F		Chapter 162 – Nonconformance	Clarify time to cease use. Provide reasonable time for owner to seek new tenant per case law. See Int. 85-4.	2_Moderate	Yes
KZC 162.35.2.b.3	PDS	06/30/10	F		Chapter 162 – Nonconformance	Develop criteria for allowing change of nonconforming use. Alternatively, consider not allowing change of nonconforming use. (8/10/04 PS email). Group with 162.9 and 10.	2_Moderate	Yes
KZC 162.35.3..		06/30/10	F		Chapter 162 – Nonconformance	Clarify criteria for structure expansion: measured by all structures on property per Int. 90-4	2_Moderate	Yes
KZC 162.35.5.d.		06/30/10	F		Chapter 162 – Nonconformance	Delete 10 years time period and replace with Director discretion with criteria	2_Moderate	Yes
KZC 162.35.7..	AAR	06/30/10	F		Chapter 162 – Nonconformance	Do not limit structural alterations as we do now. When can windows and doors be installed without a variance (see Angela's email) (maintenance and repair)	2_Moderate	Yes
KZC 162.35.8.a.		06/30/10	F		Chapter 162 – Nonconformance	Clarify improvement that 50% replacement threshold applies: the improvement to which alteration is being done per Int. 85-4	2_Moderate	Yes
KMC 162.60...	DRN	06/30/10	F		Chapter 162 – Nonconformance	Clarify continued provisions...also 162.90 and 162.135 (per 9/20/05 email from Dawn)	2_Moderate	Yes

SECTION NUMBER	PLANNER	DATE ADDED	PRIORITY	STATUS	CATEGORY	DESCRIPTION OF PROPOSED AMENDMENT	POLICY LEVEL	HCC JURISDICTION?
			G			NEIGHBORHOOD PLAN ISSUES		
KZC 60.180...	TJS	06/30/10	G	Review w/ Nbrhd Plan update	Chapter 60 – PLA16	BRIDLE TRAILS: Eliminate general regulation 3 which requires installation of a trail since a trail already exists.	0_None	No
KZC 47....		06/30/10	G	Review w/ Nbrhd Plan update	Chapter 47 – Community Business X (BCX) Zones	BRIDLE TRAILS: Rename BCX zone to Bridle Trails Business District Zone	0_None	No
48....		06/30/10	G	Review w/ Nbrhd Plan update	Chapter 48 – Light Industrial Technology (LIT) Zones	NORKIRK: Delete automobile sales use in Norkirk neighborhood- unless this also requires a Comprehensive Plan amendment	2_Moderate	No
KZC 45..08		02/01/11	G	Review w/ Nbrhd Plan update	Chapter 45 – BC, BC 1 and BC 2 Zones	JUANITA: Increase allowable height in BC 1 zone as per BC 2 zone.		
KZC 45..09		06/30/10	G	Review w/ Nbrhd Plan update	Chapter 50 – CBD-4	MOSS BAY: Change buffering (reduce) in consideration of reduced setback (see email from Lauri Anderson)	2_Moderate	No



CITY OF KIRKLAND
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MEMORANDUM

To: Paul Stewart, Deputy Planning Director
From: Ellen Miller-Wolfe, Economic Development Manager
Date: January 18, 2012
Subject: Economic Development Policy, Program and Current Issues

Policy Basis

The City of Kirkland Economic Development Program has been in operation for five years under the current manager. It is one of several programs located in the City Manager's Office, and also incorporates Cultural Affairs and Tourism. Previously, the program was administered by consultants, and before that, under the aegis of the Planning Department. Oversight of Tourism and the Cultural Council were added to the Economic Development Program in 2009. The thinking then and now is that the three programs are connected and can support each other's objectives.

Several documents guide the Economic Development Program. The three most important are the Comprehensive Plan, the Pathway to Kirkland's Economic Future (2005), and the Industrial Zoning Report, also prepared in 2005. In addition, a Competitiveness Assessment (2010) to measure the performance of Kirkland against surrounding cities, and a Business Satisfaction Survey (2010) to assess the satisfaction of 200 Kirkland CEOs with the business climate in Kirkland guide current economic development practice.

Comprehensive Plan Goals and Policies

The City's Comprehensive Plan contains seven broad goals for economic development along with policies for the achievement of each goal. A complete copy of the Element is included in the packet. Following is a listing of the goals and a summary of key policies:

ED-1: Foster a strong and diverse economy consistent with community values, goals & policies.

Three policies discuss fundamental objectives for economic development:

- a strong job and wage base,

- the provision of goods and services to the community,
- strengthen the tax base.

Other policies support:

- complimentary business clusters
- a balance of jobs and housing (1.5 jobs per housing unit)
- Kirkland as a visitor destination
- home based businesses
- retention of existing businesses and attraction of new ones

ED-2: Promote a positive business climate

Policies support:

- valuing the role of businesses in the community
- a reasonable, responsive and timely tax and regulatory environment
- a culture of creativity and innovation
- consideration of the economic impacts and benefits of land use decisions
- education and training opportunities and a skilled work force
- incentives to encourage economic development

ED-3: Strengthen the unique role and economic success of Kirkland's commercial areas

Policies support:

- economic success within business districts
- operation of businesses to enhance community character and minimize impacts
- infill and redevelopment consistent with role of each commercial area
- development standards to promote attractive commercial areas

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

Policies support:

- competitive advantage of Kirkland businesses
- collaboration with other cities and agencies to enhance Eastside and regional economic development

ED-5: Provide infrastructure and public facilities to support economic activity and growth

Policies support:

- building and maintaining infrastructure to support the business community
- strong circulation linkages within commercial areas
- regional infrastructure initiatives

ED-6: Foster collaborative partnerships among community interest groups to achieve desired economic goals

Policies support:

- working with business organization and community stakeholders

- partnership of diverse community representatives to develop and implement strategies

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

Policy supports:

- businesses and organizations involved in arts, historic preservation and civic activities

The Pathway report completed in 2005 continues to inform the economic development program. Key findings of that report include the following:

Pathway to Kirkland’s Economic Future (TIP report)

This report was completed in March, 2005 under the auspices of the Kirkland Economic Partnership (KEP). The purpose of the report was to “prepare a strategic plan to help guide Kirkland’s future economic development efforts.” The report was prepared in three phases, the findings of which are summarized as follows:

Discovery

Three themes:

- Kirkland is a highly desirable place to live and work
- Change in Kirkland is slow and often difficult
- Residential quality of life is the cornerstone for Kirkland decision-making

Four key issues need to be addressed:

- Lack of undeveloped land
- Undesirable perception of the business environment
- Promotion of development in specific areas (Totem Lake and Downtown)
- Communication

Opportunity

Preliminary strategies:

- Create a new economic development authority and establish a formal communications strategy for economic growth
- Improve the business investment environment
- Focus on prime development areas: Totem Lake and Downtown
- Develop a marketing plan directed toward the Puget Sound market

Implementation

Final strategies:

- Capitalize on regional growth
 - Take advantage of expansion of knowledge industries.
 - Strengthen relationship to technology industries and supporting professional services.
- Improve the business investment environment
 - Kirkland needs to be perceived as a good place to do business
 - Integrate planning and zoning issues with the needs of business & developers

- Business growth areas
 - Three key areas: Totem Lake, Downtown and 85th St. Corridor
 - Juanita Village is a good example of how redevelopment can provide housing and retail opportunities while enhancing quality of place.
- Communications and organization
 - Media strategy
 - Coordinated public input
 - Person or entity with clear responsibility for economic development

Other policies influencing economic development in Kirkland have their genesis in the Kirkland Industrial Zoning Study, prepared in 2005.

Kirkland Industrial Zoning Study

Issues prompting study:

- Whether designated industrial lands will retain and attract intended businesses, or whether demand and needs of new users will find the overall characteristics insufficient to meet their needs.
- What types of City actions might be needed to retain and/ or attract industrial uses?
- If industrial is less likely, what are the alternatives and how is the transition accomplished?

Conclusions:

- Shift from industrial type uses is already a factor in leasing space. Finding industrial tenants is increasingly difficult. Warehouse and distribution are moving to other areas with newer, less costly stock closer to labor force.
- Demographic changes, home pricing, increasing land values, traffic congestion, and employment shifts militate against competitively priced industrial space. Based on trends, emphasis should be on creation of higher density employment space for professional and technology uses that can employ high wage local residents and that can afford higher land and development costs.
- Most effective change is not in the City's hands, but with property owners of obsolete stock. Due to market changes, industrial zones have become target seeking lower rents than in other commercial zones. As the number of other uses increases in industrial zones, the area is less attractive for industrial uses.
- City actions should focus on ideas of clustering businesses, providing buffer or transition zones and re-aligning ideas about attracting new businesses.

Actions to retain businesses:

- Zone for finer grain of uses. Where industrial preservation is desired and possible, eliminate uses erode industrial character.
- Buffer areas preserved for industrial uses with transition retail and service uses.
- Make auto row designation separate from technology uses.

Actions to enhance redevelopment

- Rezone area overtaken by non-industrial uses to better match future employment and neighborhood trends
- Consider some conversion to residential buffers near existing residential areas.
- Resolve zoning to allow clear certainty for redevelopment.

Actions to create conditions for new businesses:

- Revise regulations to allow supporting retail and services for professional offices and technology uses.
- Increase building height limits in areas where conversion to office and technology uses is desired.
- Reduce setback requirements for office and technology uses.
- Establish different street standards for industrial areas than for office and technology areas.

Advisory Bodies

The Economic Development Program meets monthly with the Economic Development Committee (EDC) of the City Council at which time policies are discussed, information about major projects is provided, etc. Over the last year, the EDC has received updates and provided input on major projects such as Parkplace, it has recommended regulatory relief in the form of suspension of transportation impact fees on changes of use, and provided input on the currently underway analysis of the Cultural Council among other issues.

The Economic Development Manager and Business Retention Consultant Duncan Milloy meet regularly with a Business Advisory Committee comprised of Chamber/KDA representatives to discuss issues that pertain to local businesses.

In 2006 the Kirkland Business Roundtable was inaugurated in an effort to connect local government with the major employers in Kirkland. The Roundtable has weighed in on key development projects and other issues facing the city. It meets quarterly and is comprised of representatives from the major business clusters and also, major supporting players including real estate, finance, human resource companies as well as educational institutions and business organizations.

The City is a member of enterpriseSeattle, King County's economic development council. Council member Sternoff sits on the ES Board. The Economic Development Manager chairs the eCityGov, NWProperty.net committee, which oversees a commercial real estate portal for the region. She also chairs the King County Economic Development Managers group. These relationships provide opportunities for Kirkland to be apprised of economic development activity around the region.

Current Program

1. Kirkland Business Roundtable – Quarterly Meetings of 40 plus top businesses

2. Business Retention Program
 - Business Retention consultant
 - Land use, finance and economic studies
 - Orientation for new businesses
 - Marketing assistance
 - *Weathering the Storm* and other business seminars
 - Business Ombudsman
 - Business Advisory Committee
 - Expansion and relocation assistance
3. Recruitment
 - Prepare proposals in response to site selector and business inquiries
 - Grant proposals
 - Track economic development legislation
 - Develop promotional materials
 - Prepare new Kirkland video
 - Buy advertising (eg KUOW sponsorship of tourism/ed spots)
 - Ongoing meetings with businesses and developers
 - Cooperation with commercial brokerage community
 - Participation in enterpriseSeattle, PSRC Economic Development District (EDD) and Trade Development Alliance
4. Special Projects
 - Totem Lake
 - Parkplace
 - BNSF Corridor
 - Kirkland First (website owned by the Chamber with City input of businesses)
 - NWProperty.net marketing
 - Regulatory relief opportunities (ongoing)
 - Economic Development planning for former annexation area

Current Issues

- The main thrust of the recruitment effort has been to attract IT businesses. Is this still the focus and if so, how aggressive should we be in pursuing this business cluster?
- While we await the improvement of the economy, new businesses many of whom cater to children are moving into existing spaces at Parmac and environs. Can we encourage interim uses such as these while making sure that we have adequate space for the next Google-like campus?
- The BNSF corridor is a great economic development opportunity. How do we organize to vision and grow it?
- Council is interested in the economic development potential of new annexed business districts. The Planning Commission has

focused initially on neighborhood shopping centers and preservation of grocery and other neighborhood amenities. A small manufacturing cluster is emerging at the easternmost edge of the annexation area. What issues should we pursue to encourage economic vitality in these neighborhoods?