

TRANSPORTATION CONVERSATIONS

PERSPECTIVES ON KIRKLAND'S TRANSPORTATION POLICY



Move
People

Be
Sustainable

Be an active
partner

Link to
Land use



City of Kirkland Transportation Commission

DRAFT DECEMBER 2009

This document was prepared by the City of Kirkland Transportation Commission and does not necessarily reflect the views of City staff or the City Council

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PREFACE

This document began as a tool to organize Kirkland’s transportation issues. Kirkland is making progress in many areas of transportation, but principles underlying the different programs have not been enunciated. At a retreat in the spring of 2009, the Commission first developed the four principles described in this document. The concept of alignment resonated with the Commission as work on the document proceeded. We felt that the alignment illustrated in Figure 1 was missing. Kirkland’s transportation vision wasn’t clear and funding and project priorities didn’t flow logically. Articulating principles that guide decision making will be an important factor in achieving alignment.

Applying the principles to three important transportation areas gave us an opportunity to suggest ways of gaining alignment in vision funding and projects and programs.

Often, the Transportation Commission is asked to recommend positions on issues for the City Council. Using the principles as a guide will help to give the Commission a uniform way of considering issues, and will also help ensure that the Commission’s recommendations are grounded in principles that are supported by the Council and the Community.

As the City’s Comprehensive Plan undergoes a major update in 2011, revisions to the Transportation Element of the Comprehensive Plan should rest on a foundation of the principles.

Offered here are the opinions of the Transportation Commission, tempered with what we’ve heard from the community. We hope that this document will begin a conversation in the community that will result in the adoption of principles and implementation of recommendations. Together, these will form a firm basis from which Kirkland’s transportation programs can move forward.

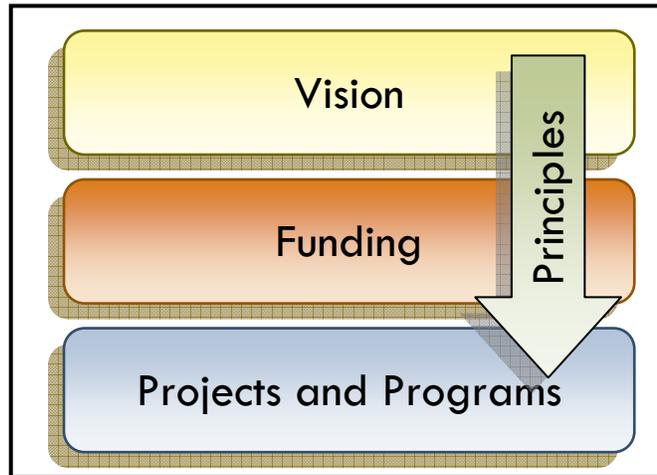


Figure 1 Consistent principles help align Vision, Funding and Projects and Programs

INTRODUCTION

The Transportation Commission prepared this report for two major reasons. The first reason is to establish principles by which transportation policy can be made. The second reason is to provide recommendations on three areas of transportation that currently have particular importance.

In the first part of the document four key principles are described. These principles form the basis for the Commission’s decision making and therefore recommendations for changes to policy should be supported by these principles. The principles are:

- Move People
- Be Sustainable
- Create Partnerships
- Link to land use

We believe that these principles will provide a basis for broad policies like transportation element of the Comprehensive Plan and a decision making tool that the Commission and City Council can repeatedly look to for consistent guidance. One example of how the Commission has used the principles previously is shown in Figure 2 below. It compares the principles with policy choices for cutting Metro service.

After an amplification of the principles, three major transportation issues are discussed.

- Development Review
- Transportation Funding
- Climate change and health

Each discussion culminates in recommendations for action. There are many transportation issues facing Kirkland. These three issues were chosen because they are topically relevant for Kirkland, because the Commission felt improvement could be made and because they are broad in scope. For each issue, background is given then the Commission’s major concerns are described. Concluding each discussion is a set of recommendations. The principles are used as a backdrop for analyzing those recommendations. For reference, the recommendations are grouped at the end of the report in outline form.

Principle → Concept ↓	Move people	Sustainable	Partnership	Link to land use
Maintain routes that perform well in one or more standard measures	Limits the amount of coverage but moves the most people per hour of bus service	Fewer higher frequency routes are cheaper and higher performance.	Serve all subareas, but don't be bound by formulas.	
Serve all subareas, but don't be bound by formulas in reductions and adds.	Formulas don't necessarily support this principle		Strict formulas lead to turf wars.	Formulas don't maximize this link.
Focus most on all day routes with a few high performing peak routes.	All day routes are necessary for true mobility	Peak hour routes cost more in general and can encourage short car trips to park and rides		All day routes support multi-use development

Figure 2 Transportation principles are used to help evaluate policy choices. This table is an example of how the Commission used the principles to consider alternatives for Metro service cuts.

THE PRINCIPLES

MOVE PEOPLE

SUPPORT A TRANSPORTATION SYSTEM, AND RELATED GOVERNMENT AND PRIVATE ACTIONS, THAT PROMOTES ALL FORMS OF TRANSPORTATION.

In the past, Kirkland’s transportation system has focused on moving cars. The principle of Moving People requires development of facilities and programs that support not only cars but travel by bicycle, transit and walking to move people where they want to go. The movement of people includes people who are moving in support of commerce, moving goods, freight and providing services. Moving cars has been the organizing concept for transportation during the past 70 years, but today people are seeking alternatives.



Figure 3 Juanita Drive is a complete street, with facilities for bicycles, pedestrians and cars.

Instead of considering how people can move around Kirkland, the city’s transportation policy decisions have been based mainly on how autos will fare. The level of service standards in our Comprehensive Plan that require transportation projects to be built consider only automobiles. Fees paid by developers to mitigate the transportation impacts of their developments can be spent only on projects that provide capacity for cars. Capital project spending is not currently balanced across modes; only a small fraction directly benefits cyclists and pedestrians.

Except for a few missing segments, Kirkland’s street system is fully developed for auto travel. In order to have a complete transportation system however, the street system has to be complemented by additional facilities for bicycles and more sidewalks. Improvements that allow buses to have increased speed and on-time performance are also needed.

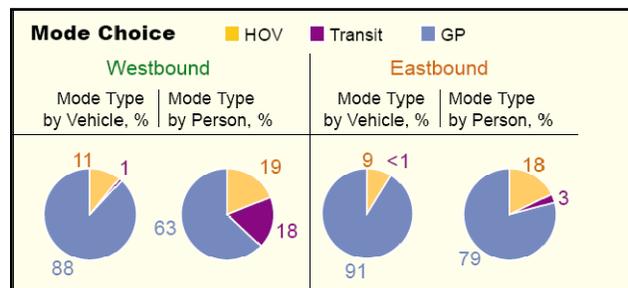


Figure 4 Mode split by vehicle trips and person trips, SR 520 bridge, AM period. In the westbound direction, transit carries 18% of the person trips in 1% of the vehicles. Source: WSDOT

BE SUSTAINABLE

SUPPORT A TRANSPORTATION SYSTEM THAT CAN BE SUSTAINED OVER THE NEXT 50 YEARS. ACT TO ASSURE:

- **A TRANSPORTATION SYSTEM THAT CAN BE PLANNED, DESIGNED, BUILT, OPERATED AND MAINTAINED OVER THE LONG-TERM FROM REASONABLY ASSURED REVENUE SOURCES.**
- **THAT ADDITIONS TO OUR TRANSPORTATION SYSTEM, OR IMPROVEMENTS TO THE EXISTING INFRASTRUCTURE, MOVE THE OVERALL ENVIRONMENTAL IMPACT OF THE SYSTEM TOWARD ZERO.**

If the transportation system is sustainable, its condition is stable or improving over time. Kirkland faces challenges in each sustainability area. Because approximately 50% of greenhouse gasses are transportation related, (Figure 5) it will be impossible to meet the Council's adopted climate change goals without changing the way we travel. Fiscally, even if all the current capital budget were spent on pavement preservation, it's likely that current maintenance standards could not be met. This is without funding the construction of other types of projects, like development of ITS and preservation of other transportation infrastructure. New funding methods must be developed and projects must be carefully prioritized in new ways.

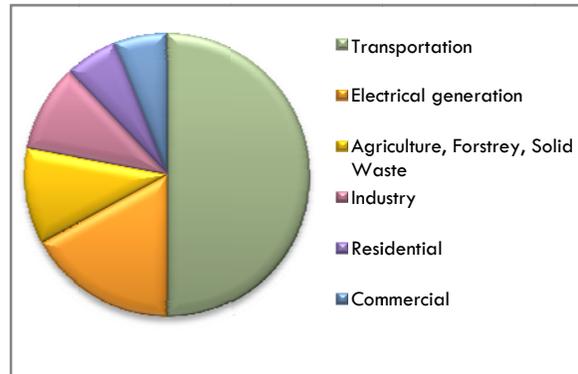


Figure 5 Relative contributions of various sources to greenhouse gas emissions, 2002. Source: Puget Sound Clean Air Agency.

BE AN ACTIVE PARTNER

ACTIVELY BUILD AND MAINTAIN PARTNERSHIPS LOCALLY, REGIONALLY AND NATIONALLY, TO FURTHER OUR TRANSPORTATION GOALS.

A shared vision is vital to accomplishing transportation goals and leveraging resources. Partnerships must be created locally –between neighborhoods, businesses and others; as well as regionally –among Kirkland, other cities and transportation agencies like Metro, Sound Transit and WSDOT.

In order to be successful, a renewed vision for transportation policy has to have support from stakeholders. At the same time, once agreement on a course of action is achieved, implementation must follow. The City of Kirkland has a sterling reputation for involving local stakeholders in decision making. However, too many times in the past plans have been adopted only to unravel during implementation when criticism from a few undermines previous resolve. Recent struggles around downtown land use decisions exemplify this problem. Traffic doesn't stop at city borders. Cars, busses, bicycles and pedestrians all travel within and between cities.

Kirkland is bisected by I-405, which is the responsibility of the Washington State Department of Transportation. Transit service is provided by King County Metro and Sound Transit both of which are governed by separate boards. Regional policy determines, to a large extent, the minimum number of trips that Kirkland must plan for. For all these reasons, working with other agencies is a requirement for achieving Kirkland's transportation goals.

LINK TO LAND USE

ACTIVELY PARTICIPATE IN AND INFLUENCE, LAND USE DISCUSSIONS TO ASSURE CONSISTENCY BETWEEN LAND USE AND TRANSPORTATION PLANNING AND IMPLEMENTATION.

Transportation networks are often designed to support certain land use patterns. At the same time, transportation facilities can alter and influence land use patterns. Land use and transportation plans must be developed with consideration of effects each has on the other.

The interchange at I-405 and NE 124th Street has been reconstructed several times since it was first built. In 1936 (see Figure 6) the area was rural. A modest interchange supported the semi-rural land of the mid 60's. However, the fact that there was an interchange at all presented an opportunity to intensify the land use. As the land use changes increased, more capacity was added to the interchange which in turn supported more land use growth.



Figure 6 The I-405 NE 124th Street area 1936 (left) and 2007 (right). Land use and transportation changes combined to transform the area. Source: King County

System performance is a result of land use and transportation (Figure 7). System performance might be good in a neighborhood of dense, mixed use development with complete sidewalks, pay parking and frequent transit service even if street capacity for cars is limited. On the other hand, the same amount of retail, residential and office space, segregated by use and spread out over a greater area with large amounts of surface parking needs a network of wide streets for good performance. Either concept can be successful, considering only performance, but matching the transportation infrastructure to the amount and distribution of land use is required. (NEED TO CLARIFY DON'S COMMENTS ON THIS PARAGRAPH)



Figure 7 Transportation system performance is as much a function of land use as it is of facilities and programs.

ISSUES

The next sections of this report examine three current issues affecting transportation. These issues are relevant, timely and offer opportunities for progress. Taken together, they span Kirkland’s transportation spectrum and touch the life of every Kirkland citizen. Each issue is examined in the context of the principles identified above.

Development Review. New developments cause impacts on the transportation system. Development review is the process by which city staff reviews those impacts and prescribes mitigating measures. Elements of development review include Transportation Impact Analysis, concurrency, SEPA¹ and impact fees. In 2008, the Commission proposed several ideas for improvements to concurrency but was not able to achieve adequate consensus to move forward. Several other aspects of development review are in need of improvement. Development review has important influences on both project funding and land use decisions.

Funding. Project funding and prioritization has not been comprehensively looked at for 10 years. Ensuring the adequacy of capital funding and its proper allocation is the most important challenge facing Kirkland’s transportation system.

Pollution, climate change and public health. Increasing attention is being paid to the role of transportation in climate change and in public health issues such as obesity. Automobiles are important contributors to air and water pollution. Kirkland has not yet comprehensively examined this relationship.

The following table shows how the three issues fit within the framework of the principles

TABLE 1 ISSUES AND PRINCIPLES

Issue → Principle ↓		Development Review	Funding	Climate change/public health/pollution
Move People		Analysis and mitigation currently focus on moving motor vehicles.	Clear funding levels and priorities have not been identified across the entire range of modal projects.	How people move will have determine impacts on climate change, health and pollution.
Be Sustainable	fiscal	Funds to construct projects to meet concurrency account use up a large portion of the capital budget.	Shift funds to meet sustainability goals.	Fiscal sustainability will require changing pricing mechanisms to align with this issue.
	environment	Environmental aspects of transportation are not currently addressed.	It is unclear what the effects of environmental sustainability are on funding.	Environmental sustainability is directly impacted through this issue.
Create Partnerships		Changing development review practices requires acceptance from a number of internal and external stakeholders.	Funding priorities will require agreement from many groups	These issues have the potential to be polarizing. Significant changes require state and regional partners.
Link to Land Use		Development review is intended to directly relate land use choices and transportation facilities.	Determine development’s fair share of funding.	The combination of land use and transportation choices are central to working on these issues.

Question for Commission: Have you given a compelling argument Why these and not others?

¹ SEPA State Environmental Protection Act

DEVELOPMENT REVIEW

Background

Development review includes:

Concurrency analysis which attempts to quantify system-wide impacts from development.

Impact Fees are levied on developers to help pay for capital projects necessary to meet levels of service.

SEPA Analysis looks for impacts from development projects and prescribes mitigation. Focuses on impacts and mitigations that are not covered by Impact fees.

Traffic Impact Analysis is the report which must be submitted by a developer to the city to quantify the elements above.

Placeholder for graphic explaining development review components

Most of the development review elements are founded on the level of service standards in the Comprehensive Plan.

Concurrency is a requirement of the Growth Management Act based on the notion that growth in a jurisdiction should be in step with the transportation facilities available to handle the trips so that appropriate levels of service are preserved. If a transportation level of service isn't good enough, development must stop. Supposedly this will allow time for more facilities to be constructed and the level of service to improve at which time development may resume. Impact fee rates are based on the total cost of the network necessary to provide a given future level of service divided by a number of future trips. After various adjustments, impact fees cover only a portion of the cost of the network. SEPA analysis looks at project level impacts not covered by the system wide Concurrency analysis, such as how project driveways access streets or the development's impact on safety. The Traffic Impact Analysis is prepared by the project advocate and data that allows calculation of concurrency, SEPA and impact fee. It contains certain tests to make sure that large impacts to intersections are mitigated. In practice, these tests require improvements for only the biggest developments.

Concerns

- The role of development review is misunderstood. Concurrency is not an effective tool for solving congestion problems. Unfortunately, even when a city institutes a growth moratorium (the ultimate concurrency penalty) traffic doesn't necessarily improve—traffic from growth outside its borders impacts the city with the moratorium. At the same time, the economic benefits of growth are lost to the community. Another reason that development review's power is always limited is that it only affects a small portion (the redeveloping portion) of a city's land use, while traffic comes from the comparatively vast areas of surrounding communities. Stopping "too much growth or "wrong projects" or even promoting good growth are not the functions of development review. These are the roles of carefully developed and broadly supported land use and transportation plans. Specifically, concurrency should mainly monitor the approved land use and transportation programs and insure that they are being completed in relative harmony.
- Kirkland's current Concurrency system is too complicated. It is difficult for those interested in development; developers themselves, neighbors, City Council, to know when concurrency is close to its limits. Because of the way we measure concurrency, it is difficult to know exactly what would be necessary to make a development project that fails concurrency pass concurrency.
- Currently, only auto trips enter into calculations. This is because the vehicular level of service standards from the Comprehensive Plan are based on motor vehicles and because underlying state laws don't allow more flexibility.

This is the source of misalignment between what our level of service requires and the larger transportation vision for improved active transportation facilities.

- Concurrency’s major outcomes are to cause a moratorium or require no improvements. Triggering growth moratoriums cause harm and don’t solve the problem concurrency is intended to solve. Recognizing this, efforts have been made to make sure that concurrency isn’t triggered, contributing to misunderstanding of its role. These efforts include funding construction of expensive and unpopular auto capacity projects. Since we must have a concurrency system, the most critical factor in designing it is deciding where the trigger point is in order that concurrency causes as small a problem as possible.

Recommendations

- Develop new level of service standards for the Comprehensive Plan, which better align with transportation goals. This will likely mean incorporating transit, bicycling and walking into the standards. In turn this will require concurrency to be multimodal.
- Revise Concurrency. Concurrency should be simplified and made multimodal. One of the major roadblocks to improving concurrency during previous discussions has been the lack of a shared understanding of concurrency’s role in the development process and lack of a shared transportation vision for Kirkland. Agreeing on concurrency’s purpose will help determine where trigger points should be set.
- The traffic impact analysis process should be revised to include a multimodal approach and more explicitly consider the impacts of shared use development. Traffic impact analyses should be more relevant, and be completed only when they lead to actions.

TABLE 2 DEVELOPMENT REVIEW RECOMMENDATIONS

Issue → Transportation Principle ↓		Develop new level of service standards	Revise concurrency	Revise traffic impact analysis
Move People		Current standards focus on moving motor vehicles.	Concurrency should consider the capacity of the entire transportation system.	Should gather and analyze information on all modes.
Be Sustainable	fiscal	The level of service standards will have major impact on how CIP funds are allocated.	Funds to construct projects to meet concurrency account for a large portion of the capital budget.	Little or no effect
	environment	Level of service standards should specifically address environmental concerns.	If concurrency standards are not met, non-auto options should be available.	May encourage walking and cycling.
Create Partnerships		Changing development review practices requires acceptance from a number of stakeholders.	Funding priorities will require agreement from many groups	Should give partners a clear picture of development impacts.
Link to Land Use		Standards must be support future land use projections.	Don’t control land use or transportation projects and programs decisions with concurrency. Instead rely on visions created for land use and transportation	Measures impact of land use changes.

TRANSPORTATION FUNDING

Background

The City of Kirkland delivers quality projects within schedule and budget. Systems are in place to prioritize sidewalk projects and projects that add capacity for cars. Other project categories have needed less precise prioritizing in the past. Council has struggled with funding the projects necessary to meet auto level of service standards, while leaving other categories adequately funded. Some funding sources are limited in the type of projects they can pay for (chart) This creates a lack of alignment between funding sources and fulfillment of transportation vision. Capital funding for transportation is programmed through the CIP which is updated in even numbered years. Changes in policy, technology and costs make it impossible to precisely determine the funding needs over the next 20 years. Instead we should focus on *priorities* for funding and for project selection. Transit service is determined and supplied by Sound Transit and King County Metro. Therefore it is largely out of the direct control of any particular city.

Placeholder for graphic

Concerns

- Funding for capital projects is not currently adequate. For example, based on past performance, revenue will <GRAPH> not be adequate to simply keep Kirkland's pavement at targeted levels of condition.
- Funding sources are not necessarily in line with our goals. For example, impact fees can be spent on sidewalks and bicycle facilities but only if they are part of larger automobile capacity improvement projects.
- Clear priorities need to be identified for spending. It's not currently clear, as an example, whether capacity improvements from the concurrency system or maintenance and preservation of our pavement system, or something else, should get the first available funding. It's also not clear how funds are distributed between transportation improvements and say, Parks or other macro project categories.
- Kirkland does not have a systematic program for replacing and updating traffic signal infrastructure, one should be developed that will also implement the Intelligent Transportation System master plan adopted by Council in 2008.

Recommendations

- New funding sources such as transportation benefit districts, street utilities and bond issues for specific projects have to be developed in order to fund a full transportation system.
- State laws govern the use of impact fees and gas tax funding. Some real estate excise tax sources have restrictions as well. Kirkland should work to add flexibility to these laws so that multiple funding sources are available to construct projects in line with Kirkland's goals.
- Clear goals and prioritization systems should be developed for those areas where it does not currently exist. (See Figure 8) These will guide funding decisions regardless of the amount of total funding available.
- First funding priority should be given to preservation of existing investments. Therefore, the maintenance categories (shown in shades of green in Figure 8) should be funded with a greater fraction of available funding than the other capital projects (shades of yellow in Figure 8).

TABLE 3 FUNDING RECOMMENDATIONS

Issue → Transportation Principle ↓	Develop new funding sources	Align funding sources with goals	Fund Maintenance first	Establish clear goals and prioritization methods within and between programs.	
Move People	Fully expanding opportunities for all users cannot be done with existing funding	Construction of multiple project types is easier when funding is flexible.	Funding sidewalk maintenance along with	Allows spending across all modes based on priorities that everyone understands.	
Be Sustainable	fiscal	Achieving simultaneous sustainability goals (fiscal, performance, maintenance, environmental), will require additional funding	Unless funding is available for the projects we want to build, it's not possible to achieve fiscal sustainability.	Investments in maintenance have a more certain return than investments in system expansions. Pavement maintenance costs increase exponentially without timely intervention.	Fiscal targets can be established only after clear priorities are identified.
	environment	New funding sources may be available to fund transportation projects aimed at environmental sustainability.	Funding environmentally helpful projects is limited by current restrictions on spending.	Maintenance upgrades will bring existing facilities up to current environmental standards.	Emphasis can be placed on various categories to meet sustainability targets.
Create Partnerships	Substantial funding sources must be voted upon.	Alignment will require changes in state law which will require partners regionally and in Olympia.	The idea of “taking care of what you have before getting more” should resonate with people and make it easy to gain partners.	Stakeholders must help determine the priorities.	
Link to Land Use	Funding is inadequate to construct infrastructure needed to support land use development.	Some sources that stem from land development will have to be modified.	Land use development is a source of infrastructure replacement.	Priorities can be adjusted to supported land use choices.	

Figure 8 Current Capital Funding categories Maintenance and Capacity. Rows indicate funding categories, columns show category characteristics.

	Program category	Purpose	Projects	Goal	Prioritization system	Current funding in \$000/yr.
Maintenance	Pavement Maintenance	Keep pavement in good shape	Overlay plus accessible ramps	PCI rating of?	PCI & classification	\$2,000
	Signal Maintenance	Keep signal system capital up to date	Upgrade equipment	Replace signal electronics every 8 yrs. Implement ITS Plan	None	\$0
	Sidewalk maintenance	Sidewalk safety/access	Replace damaged sidewalks	No trip hazards, ADA compliance	None	\$200
	Pavement marking	Maintain pavement markings	All marking related projects	Repaint yearly others as needed	Manual	\$250
Capacity	New sidewalks	Purpose	Projects	Goals from ATP	Active Transportation Plan	\$1,800
	Bicycle projects	Improve bicycle environment	Non-marking projects for bicycles	Goals from ATP	Active Transportation Plan	Some in striping, \$0 dedicated
	Crosswalks	Improve existing crosswalks	Medians lighting, safety improvements	Mitigate "N" crosswalks, add lighting	Trans. Comm. memo/lighting analysis	\$35
	Concurrency	Meet concurrency targets	Usually intersection improvements	Meet v/c targets in Comp Plan	Capacity ranking system	\$3,100
	Intelligent Transportation Systems	Complete ITS plan	ITS master plan	Basic ITS connectivity and operation	ITS master plan	\$0
	Trans Demand Management	Reduce drive alone travel	Mostly programs	Reduce drive alone trips	None	\$50

TRANSPORTATION, POLLUTION, CLIMATE CHANGE AND HEALTH

Background

It is undeniable that the future of transportation will not rely on automobiles fueled by petroleum. The Federal Government is likely to create a new transportation bill in the next 18 months that radically departs from previous orientations around construction of motor vehicle facilities funded by a gas tax. At the state level, current law calls for reduction in greenhouse gasses and vehicle miles of travel. Reduction in vehicle miles of travel reduces greenhouse gasses and other airborne pollutants. The Governor recently signed an executive order with the similar intents and more specific reporting requirements. Tolling is being explored on I-405 and is to be implemented next year on SR 520. When it has been placed elsewhere, tolling has had the effect of reducing vehicle trips. Regionally, the transportation plan that is being developed has been criticized for not going far enough with reduction of greenhouse gasses, despite aggressive plans to shift emphasis away from roads toward bicycling, walking and transit. Meeting Kirkland's own adopted climate change reduction targets will similarly require changes in transportation policy. Changes in automobile technology will be significant and helpful, but the auto fleet is so large major change may take years to accomplish. Physical inactivity is linked to increases in obesity and chronic disease. Transportation choices such as walking and bicycling are relatively simple ways of increasing physical activity that are available to almost everyone.

Concerns

- Transportation policy goals have not been specifically linked to climate change or pollution goals. At the same time, transportation, by way of cars, represent the largest single source of greenhouse gases, air pollution and water pollution in Kirkland.
- The transportation landscape is changing at the federal, state and regional level. Greater emphasis is being placed on reduction of greenhouse gases and vehicle miles of travel. Locally, Kirkland has adopted aggressive goals for reducing green house gases.
- Public Health officials have implicated current transportation systems as a contributor to obesity and other "lifestyle" diseases. Like climate change and pollution, health goals have not been linked to transportation goals.

Recommendation

- Make specific links in the Comprehensive Plan between transportation policy and pollution, climate change and health goals.
- Reduce vehicle miles of travel and emissions. Kirkland has a strong statement supporting pricing. This support should continue in order to put driving cost signals in line with community goals. Implementing infrastructure that supports more efficient vehicles should also be encouraged. This could include easy access to energy for electric vehicles. Pay parking and reduced parking requirements should be implemented.
- Be proactive in encouraging development of the BNSF right-of-way as a trail in Kirkland. Development of a multi use trail on the BNSF right-of-way would provide a first rate transportation corridor. Separate right-of-ways encourage walking and cycling for exercise.

TABLE 4 CLIMATE CHANGE AND HEALTH RECOMMENDATIONS

Issue → Transportation Principle ↓		Make policy connections	Reduce vehicle miles of travel and emissions	Develop a trail on the eastside rail corridor
Move People		Making fundamental policy connections will help ensure development of a multimodal system.	This issue requires development of travel options.	The purpose of such a trail is moving people.
Be Sustainable	fiscal	It's unclear how this issue will impact fiscal sustainability	Some options that make direct links between cost and use, miles of travel or parking can be a revenue source.	It is reasonable to assume that a sustainable source such as voted debt could support development of a trail
	environment	Making policy connections are critical in development of an environmentally sustainable system.	The purpose of this issue is to increase environmental sustainability.	This project can be a cornerstone for environmentally sustainable transportation
Create Partnerships		This can be done primarily with internal partners.	Pricing and electric vehicle technologies require coordination at the regional level and in the case of pricing, implementation by others.	The County, will own interests in the trail. Community groups support the trail. Other groups support rail travel.
Link to Land Use		Certain land use choices can support and be supported by active transportation.	Mixed use developments and increased density support the need for less travel.	Establish connections between the trail and supporting land use. The trail is near or adjacent to areas of density.

CONCLUSIONS

Every community needs principles to organize it's transportation policy making. This reports proposes four principles tailored to Kirkland's needs

- Move People
- Be Sustainable
- Create Partnerships
- Link to Land Use

Incorporating these principles into the Comprehensive Plan will give a consistent lens with which to view transportation decisions now and in the future.

Looking at three issues in the context of the principles illustrates how the principles can be brought to bear on existing problems to generate meaningful and coordinated recommendations. Implementing the recommendations contained in this report will require perseverance and the unified work of many interests. It is the goal of the Transportation Commission to incorporate the recommendations into its work plan in order to bring forth meaningful change in the way Kirkland plans, designs, constructs, operates and maintains its transportations projects and programs..

RECOMMENDATION SUMMARY

DEVELOPMENT REVIEW

- *Develop new level of service standards for the Comprehensive Plan, which better align with transportation goals.*
- *Revise Concurrency. Concurrency should be simplified and made multimodal.*
- *The traffic impact analysis process should be revised to include a multimodal approach and more explicitly consider the impacts of shared use development.*

FUNDING

- *New funding sources such as transportation benefit districts, street utilities and bond issues for specific projects have to be developed in order to fund a full transportation system.*
- *State laws govern the use of impact fees and gas tax funding. Kirkland should work to add flexibility to the appropriate laws so that multiple funding sources are available to construct projects in line with Kirkland's goals.*
- *Clear goals and prioritization systems should be developed for those project areas where it does not currently exist.*
- *First funding priority should be given to preservation of existing investments.*

TRANSPORTATION, POLLUTION, CLIMATE CHANGE AND HEALTH

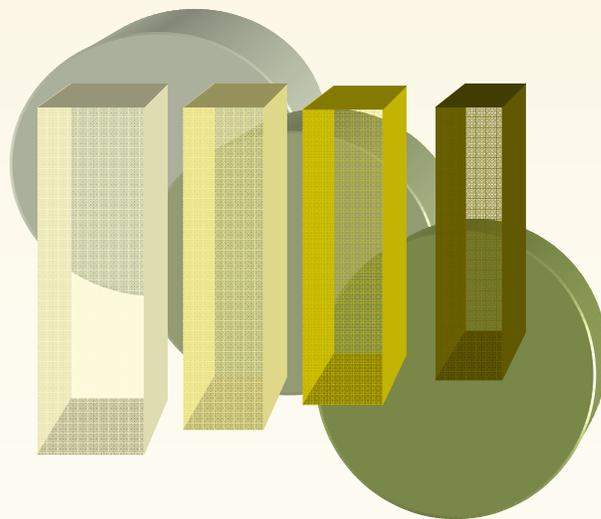
- *Make specific links in the Comprehensive Plan between transportation policy and pollution, climate change and health goals.*
- *Reduce vehicle miles of travel and emissions.*
- *Be proactive in encouraging development of the BNSF right-of-way as a trail in Kirkland .*

Should phrasing be more consistent and active?



TRANSPORTATION CONVERSATIONS

Perspectives on Kirkland's Transportation Policy



City of Kirkland Transportation Commission