City of Kirkland, Washington

HOUSING STRATEGY PLAN

CITY OF KIRKLAND
WASHINGTON

HOUSING STRATEGY PLAN

City of Kirkland, Washington

Recommended by the City of Kirkland Housing Strategy Advisory Group

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Acknowledgments

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01. Introduction

From media coverage, to data analysis, to comments from community residents, it is apparent that housing and especially housing affordability are significant issues that impact our community in many ways. In 2018, the City of Kirkland is updating its Housing Strategy Plan to address the growing need for a wide range of housing types because of the challenges of population growth and increases in housing costs for current and future residents and employees. Adopting an updated Housing Strategy Plan implements the Comprehensive Plan policy calling for a Housing Strategy Plan to be adopted and updated periodically to address the City's housing needs and goals. The Council adopted the following objective to guide this effort.

KIRKLAND 2035 | LIVABLE, SUSTAINABLE, CONNECTED

Strategy Plan Objective: The City has a history of taking efforts to increase the diversity and range of housing affordability.

The City understands the importance of housing within the community. Kirkland is a largely residential community, as housing remains the City's predominant land use. Since 2005, the City has seen an increase in mixed-use developments. The City has a wide variety of other housing styles including zero lot line, townhomes, multi-family flats, and accessory dwelling units. Neighborhoods are well established and are one of the City's most desirable assets. Numerous neighborhood associations and homeowners' associations contribute to the livability of the community.

The City's mission is to provide additional housing that is compatible with existing neighborhoods and the environment. For the City's existing and new housing combined to provide a range of housing types and opportunities to meet the needs of all segments of the population including: housing affordable to a wide range of incomes that meets need of a growing employment base, and serves populations with special housing needs including seniors and homeless households.

02. Housing Strategy Plan Function

The purpose of the Housing Strategy Plan is to identify the most promising top issues and strategies for the City to explore in greater detail over the next three to five years. **The Housing Strategy Plan** is a work program to focus on specific issues and strategies for the City. It does not obligate the City to a certain course of action, but provides a framework for ongoing and future actions. The recommended individual strategies will require additional analysis and, upon further consideration, some may require modification or may turn out to be infeasible. While the Housing Strategy is intended to be comprehensive, it does not preclude the future development and exploration of other strategies that emerge over time.

03. Development of Priority Strategies

The Housing Strategy Plan was last updated in 2007. This updated 2018 Plan builds upon the City's efforts over the past 20 years. These past efforts are summarized on page 22 of the report and in more detail in Appendix C. In developing priority strategies consideration was given to both evaluating and potentially updating existing efforts, as well as adding new strategies.

The City Council appointed a Housing Strategy Advisory Group to help develop recommendations for the Housing Strategy Plan. The Advisory Group includes members from the community, members of neighborhood association, and local businesses. The names and profiles of the Advisory Group members are included in Appendix A.

The Council emphasized the importance of getting community input as part of developing the Housing Strategy Plan. Community input was sought in the following ways:

- Selecting Advisory Group members to specifically bring different community and neighborhood perspectives into developing the Housing Strategy.
- Conducting an online survey which received over 1400 responses.
- Holding focus group meetings for more in-depth conversations. These groups included students, seniors, local businesses, homeless households, realtors, and immigrants.
- Hosting a panel discussion with housing industry experts for the Advisory Group.
- Holding a community workshop to review the Advisory Group's direction for recommendations.

Summaries of the community survey, focus group, and community workshop discussions are included in the Public Outreach section (page 25) and Appendices E–G. Once the Council approves the final Housing Strategy Plan, the Council will direct follow-up work on individual strategies. There will be opportunities for additional public involvement during work on each specific strategy.

04. Report Organization

The next section of this report identifies the top strategies recommended by the Advisory Group (Table 2). These strategies are first introduced by a section (General Themes) that outlines some of the themes identified by the Advisory Group and how they guided their overall work. This is followed by a section (Top Strategies) describing the three areas in which strategies are organized, with some observations regarding each of these areas of strategies, which include:

- Neighborhood Quality
- Expanded Housing Choices
- Housing Affordability and Special Needs Housing

Following Table 2 are several sections summarizing the background work that the Advisory Group used to review and understand local needs, including:

- Kirkland Housing Element Goals and Policies
- Past housing efforts by Kirkland
- Data describing local housing supply and needs
- Input from community outreach

The main Housing Strategy report is supplemented by several appendices which provide greater detail on the topics listed above. Of particular note is Appendix H, which is a complete list of the strategies considered that are organized into the three areas described above.

LIST OF APPENDICES

Appendix A: .....Housing Strategy Advisory Group Members

Appendix B:.....Kirkland Comprehensive Plan Housing Goals and Policies

Appendix C: .....Summary of Existing Local Housing Strategies

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05. General Themes

During the course of the Advisory Group's work, several themes/issues emerged that helped shape developing priority strategies, including:

- Using community and stakeholder input and evaluation of local data, the Advisory Group identified several 'housing gap' areas (i.e., unmet housing needs). These housing gaps are summarized in Table 1 below.
- Given the magnitude and implications of these gaps, there was a strong sense that the City needs to be bold in their efforts, particularly in the area of housing affordability. The existing distribution of housing by affordability in the City is mismatched to the ability to pay by the City's residents and employees.
- The City has seen growth in the past, and it is inevitable it will continue to occur. The question is how intentional we choose to be in how it occurs.
- The creation of neighborhoods with better access to services and mobility is paramount. Neighborhoods that can meet daily needs (i.e., 10-minute neighborhoods) must be considered for our future.
- There needs to be a fuller range of housing choices. It is not just a simple question of adding housing capacity in terms of number of units. Efforts to increase capacity should intentionally add capacity in ways that will explicitly result in a range of housing in terms of type of housing and affordability to address local needs (aging seniors, workforce, missing mid-priced housing). This includes housing choices that not only meet current residents needs today, but that meet our resident's and their children's needs in 5 to 20 years. In addition, housing must meet the needs of the local workforce and others (e.g. students, persons with disabilities, homeless).

TABLE 1. "HOUSING GAP AREAS"

Types of Households

- Providing for lower income (up to $45,000) and moderate income (up to $75,000) households, especially lower income seniors and individuals and more moderate-income families including single parents.
- Addressing the needs of the homeless.
- Assuring moderate income home ownership (entry level, younger couples).
- Addressing the needs of increasing population diversity (types of housing, or English language barriers for accessing information).
- A low proportion of workers in the city who live in the city, while many who live in the city go elsewhere to work.

Types of Housing

- Housing and programs that allow seniors to stay in their home or the community (e.g. cottages, ADUs, in-home services).
- Accessory Dwelling Units (ADUs)and other types of small housing units.
- Preserving existing relatively affordable housing.
- Encouraging housing in Transit Oriented Development (TOD) where housing encourages trips other than in single car vehicles. This housing can have implications on transportation for households—types of trips and dependence on personal automobile (e.g. pedestrian, transit) and related costs.
- Maintaining opportunities for ownership housing for variety of income levels.

06. Top Strategies

The Advisory Group evaluated a wide range of strategies. The strategies are organized into three basic categories:

- **Neighborhood Quality.**
- **Expanded Housing Choices.**
- **Housing Affordability and Special Needs Housing.**

Following is a description of the three categories of strategies, followed by Table 2, which summarizes the top strategies recommended by the Advisory Group in each of the three categories. A complete list of strategies considered is included in Appendix H.

The strategies in Table 2 are not meant to diminish the potential importance of other strategies included in Appendix H. The strategies in Table 2 were selected either for their ability to address the most significant housing gaps that the group had identified or because they were linked to other planned City initiatives and are timely (e.g., neighborhood planning process, transit area planning initiatives). Therefore, these appeared to be most desirable to undertake sooner than others. Part of the ongoing process of the Housing Strategy Plan will be to revisit the recommendations and their progress after a few years and reconsider and update strategies for the City to undertake.

It is also noted that some of the strategies in Table 2 are intertwined and may be most effectively addressed in tandem, notably the neighborhood quality and expanded housing choices strategies. It is suggested that these strategies could be approached simultaneously to achieve the complementary objectives of 10-minute neighborhoods, and allowing neighborhoods to better accommodate a wider range of households in our community - from allowing existing residents to age in place to accommodating young singles and families just starting out.

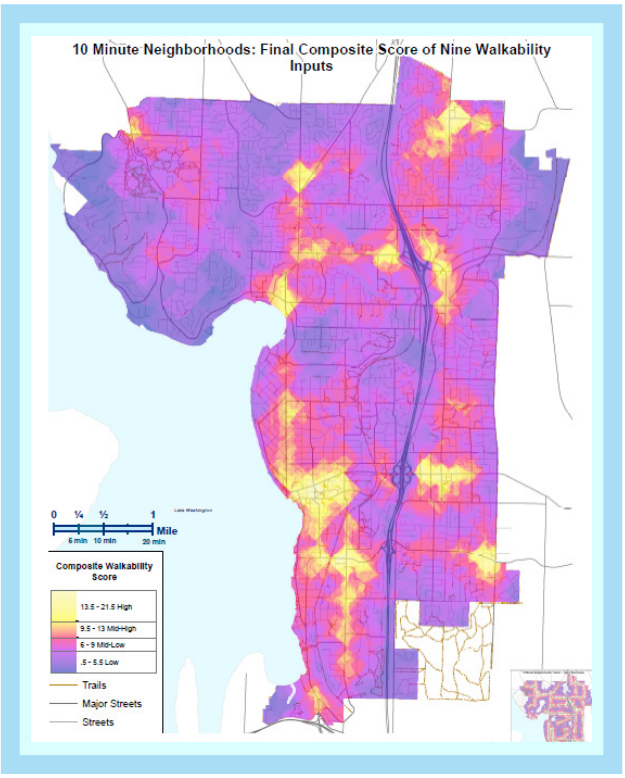
The Advisory Group believes it is imperative that the City Council provide direction to the Planning Commission, staff and citizens involved in neighborhood plan updates that the strategies of this report be used as a guiding principle during each neighborhood plan update process.

A. Neighborhood Quality: 10-Minute Neighborhoods

It is hard to isolate housing from many other components of a community. How can we look at housing as part of a larger community network to contribute to the overall livability within the City for a variety of household types? Part of the Advisory Group's discussion has been around the concept of focusing growth into areas intended to become 10-minute neighborhoods (mixed use centers surrounded by mid-density neighborhoods and tapering out to single family neighborhoods). By 10-minute neighborhoods we mean a community where residents can meet their daily needs without driving.

B. Expanded Housing Choices

Our community is already made up of a variety of types and styles of housing—single-family homes, townhomes, small and large apartments and condominium buildings. There are also accessory dwelling units ("ADUs," also referred to as mother-in-law apartments), cottages and micro-units. But there still are unmet needs. The challenge is to identify ways we can expand such efforts while also having the units fit into the community. Creating the types of housing that might meet the needs of our current and future population closely relates to some of the Neighborhood Character strategies. To be successful, this vision involves consciously and consistently understanding the neighborhood while planning for housing at the neighborhood level rather than at a Citywide scale. A good starting point may be to find neighborhoods in other cities (regionally, nationally or internationally) that reflect the character expressed by the strategies.



The overall objective is how can the City empower and encourage the private market to achieve an overall housing supply in Kirkland that:

- Enables housing providers to respond to and meet the market demand.
- Enables a diversity of housing types for those who want to live in Kirkland.
- Accommodates more housing on existing developed residential footprint to avoid suburban sprawl.

06. Top Strategies

- Increases housing capacity in areas that can be efficiently served by transit and other public utilities and services, including areas currently not utilized for residential purposes.
- Provides regulatory guidelines that minimize procedural requirements, while promoting neighborhood compatibility.
- Preserves the City's existing affordable housing while shaping it to meet future population needs.
- Promotes opportunities for homeownership, including and beyond that of single family dwellings.

Following are types of housing that the Advisory Group feels have the potential to fit into the City and help address local housing needs for a wider range of households. These ideas may not fit everywhere or may need guidelines that encourage development to fit into the community and improve on the likelihood that residents are able to meet their needs without driving.

Lower Density neighborhoods

- ADUs / Cottages / Duplexes and triplexes, including those designed to look like single family residences / Tiny homes

Transition neighborhoods

- Townhouses or row houses / Duplexes and triplexes / Bungalow court /Boarding homes / Dorm type housing at locations such as colleges or faith properties / "Micro-housing" /ADUs.

Central/mixed use neighborhoods

- Transit-oriented development / "Micro-housing" / dormitory-style housing at locations such as colleges or faith properties / boarding homes.
- Target opportunities for affordable housing, especially related to joint development near transit facilities, and partnering with affordable housing organizations, like Hopelink and Imagine Housing.

C. Housing Affordability

Finally, explicit affordability strategies for housing intended to be affordable to a specified income level, anywhere from very low income ($20,000 to $28,000; 30% median income) to moderate income ($53,000 to $77,000; 80% median income). Housing affordability does not specifically address the general diversity of housing types, but focuses on those with low or moderate incomes and how they might be able to live in our community. The recommendations also build upon what the City has already been doing. The Advisory Group has been looking at a couple of themes within this topic:

- Improve housing affordability at all income levels.
- Ensure that moderate-, low-, and very low-income households have adequate housing opportunities
- Relieve and prevent homelessness.
- Strive to meet the City's proportionate share of the countywide housing needs of very low-, low-, and moderate-income households.
- Support affordable housing across the Eastside as well as within the community.

Direct Assistance. The City can provide direct assistance targeted to households at specific income levels or certain populations.

- Sources have included a portion of the City's general funds. In addition, the City has waived development fees for affordable housing.
- Direct assistance has been used for households earning up to $58000 (60% median, family of 4) and other lesser income.
- Direct assistance has been directed at families, seniors, homeless, and persons with special needs.
- Typically, direct assistance has been provided to community based groups (non-profit or housing authority) developing or preserving housing.

06. Top Strategies

Other Types of Efforts. A primary area of effort by Kirkland has been to require new developments that have received increased development capacity to include housing affordable to low- and moderate-income households (earning $33,000 to $77,000). Other City efforts include helping low income or homeless residents with housing costs and services to get into or stay in their housing (e.g. utility and property tax relief or deferrals for seniors, support to service agencies serving homeless individuals and families).

EXISTING ASSISTED HOUSING – KIRKLAND: 2017

	Aff. Units	General	Senior	Homeless	Special Needs
Funding Assistance through ARCH Trust Fund (1993-2016)	382	142	97	115	28
Other City Efforts (Land Use/MFTE/Land)**	176	83	23	31	6
Other Federal/State Funded Housing***	603	408	195		
Total	1161	633	315	146	34

* Affordability: ~ 55% for 30% median income / 30% for 50% median income / 15% for 60% median income
** Affordability is typically 50% or 80% AMI for rental and 80%-100% AMI for ownership.
*** Typically pre-1990, owned by King County Hosuing Authority and for very low-income.
*** Senior housing is privately owned affordable at 60% median income.

TABLE 2: PROPOSED TOP PRIORITY STRATEGIES

Create neighborhoods with better access to daily needs (i.e. 10-minute neighborhoods) AND Expanded Housing Choices	
Neighborhood Quality	
Strategy	**Examples of Potential Actions**
Public infrastructure in neighborhoods	In cooperation with neighborhoods, identify areas targeted for walkability where amenities and infrastructure should be focused.
	Open Spaces: Incentivize neighborhood planning/ pocket parks, reducing need for large yards. Create open spaces, including trail network, that encourage social gathering.
Support services in neighborhoods	Zone or incentives for all-inclusive neighborhoods--food, daycare, park, meet-up places, transit.
	Encourage strategic neighborhood commercial development to the extent that it improves neighborhood walkability.

TABLE 2: PROPOSED TOP PRIORITY STRATEGIES Continued

Expanded Housing Choices	
Strategy	**Examples of Potential Actions**
Housing opportunities for a greater diversity of households in lower density residential and transitional neighborhoods Find ways to make some increased density acceptable to existing neighborhood residents such as: some corner lots to be triplexes that look compatible with neighborhood; ADUs; small SF lots with smaller home. Kirkland has relatively few one- and two-bedroom homes compared to the number of smaller households. Also, some empty nesters and aging residents will want affordable options to remain in Kirkland. The city should explore ways to promote ADUs, condominiums, co-housing, cottages, and other smaller forms of housing and allow the market to respond to contemporary housing demands, along with design standards to maintain or improve neighborhood vitality. Regulations allowing such housing must balance providing some level of flexibility with having sufficiently clear provisions to ensure that the intended outcomes of smaller and less expensive housing will be achieved. For example, some areas may allow greater heights where they do not have impacts on view corridors of others.	Review the zoning code and other regulations to increase opportunities for innovative or unconventional housing types that may fill housing needs not currently met in Kirkland, such as: • Cottages (single-level living choices) that are reasonably priced. • Multiplexes that look like single family homes • "Tiny houses." • Smaller lots (4,000 sq ft) near areas targeted for walkability or with nearby (parks). Modular, prefabricated and other alternative building techniques.
	Convert portions of older single-family housing areas located close to transit, arterials or other amenities (e.g. park, trails, commercial development) to mixed-density villages, smaller homes or clustered housing with central open areas. • Consider adoption of form-based codes in transition areas to enable flexible and innovative residential development models.
	Encourage multi-bedroom home styles affordable to middle-income families.
	Create a program to create and manage an inventory of smaller rentable plots for smaller/portable homes (<400 sq. ft.).
	Community education efforts to increase community awareness/dialogue for alternative forms of housing: • "Density Fair." Invite professionals and residents to workshops to explore alternative types of housing and how to integrate into specific neighborhoods. • "Sister neighborhood" program. Identify and foster relationships with other cities that have neighborhoods that could act as models to Kirkland.
Increase overall housing and choices in Transit Oriented Development (TOD) and other centers Identify specific location of 'TOD' areas in City. Considerations in identifying such areas include: transit access, arterials and opportunities for other non-motorized trips (e.g. walking, bicycle). A high proportion of working Kirkland residents commute to other cities, and a high proportion of people working in Kirkland commute from outside the city. It is timely to advance housing needs in tandem with regional planning and transit investments. Locally, this includes land use planning and leveraging transit investments to maximize co-locating housing and transit facilities, which in turn promotes the sustainability envisioned in the Comprehensive Plan.	Review the zoning code in areas targeted for walkability for barriers to innovative or unconventional housing types that may fill housing needs not currently met in Kirkland, such as: • Small effficiency units. • Boarding homes. • Single-Room Occupancy / student housing.
	Surplus and Underutilized Land Evaluate potential for Transit-Oriented Development (TOD) at park-and-ride lots, especially to partner with local affordable housing providers to provide affordable housing.
	Mandate and incentivize the inclusion of residential uses in mixed-use developments. Examples of incentives include additional height, reduced setbacks, reduced parking and tax breaks.

TABLE 2: PROPOSED TOP PRIORITY STRATEGIES Continued

Expanded Housing Choices	
Strategy	**Examples of Potential Actions**
Reduce time and risk of developments Maintain efficient development and review systems that balance the goals of housing affordability and variety through reduced housing development costs while meeting other community goals.	Reduce the time & risk of development by maximizing certainty of development regulations as early in process as possible. For example, ensure utility charges are known early in the permit process.
	Explore opportunities to reduce time and risk of development that also contribute toward achieving city goals to increase housing diversity and affordability, such as: • Expedite permits for projects that achieve City affordability and variety strategies. • Establish a graduated impact fee system that has higher fees for larger, more expensive homes, and lower fees for smaller, less expensive homes.
	Update building codes to allow prefabricated and new building technologies (e.g., cross-laminated timber). Modify height limits and codes to maximize wood frame construction.

Housing Affordability and Special Needs Housing	
Indirect Assistance	
Strategy	**Examples of Potential Actions**
Aging in place Support housing options, programs, and services that allow seniors to stay in their homes, neighborhood, or community.	Continue using CDBG funds for the single-family housing repair and weatherization program.
	Evaluate the barriers to "down-sizing" (e.g., cost of alternative housing, resource to fix up to sell, family circumstance, life style—memories, yard, pets, amenities, friends) and what could create more interest in down-sizing.
	Encourage forms of housing that support remaining (downsizing) in existing neighborhood or community, e.g., clustering and/or "innovative" housing types, ADUs.
	Evaluate and revise standards for utility tax and property tax relief, such as exemptions, deferrals, caps, pass through benefit to renters, and portability to another property in the City.
	Encourage universal design improvements that increase housing accessibility.
	Identify and support programs to assist people with aging in place (e.g. meals, maintenance).

TABLE 2: PROPOSED TOP PRIORITY STRATEGIES Continued	
Housing Affordability and Special Needs Housing	
Indirect Assistance	
Strategy	**Examples of Potential Actions**
Accessory dwelling units Promote greater development of accessory dwelling units (ADUs) on single-family lots.	Review regulations and permitting costs. Minimize procedural requirements and address neighborhood compatibility.
	Promote community education program for ADUs through outreach efforts, including fliers/technical assistance.
	Identify and implement strategies of other communities with high rates of ADU development, such as allowing more than one ADU per property.
	Incentivize ADU construction for long term, affordable rentals by creating property owner rebates, financing for ADU construction and/or property tax rebates.
	Adopt clemency program for existing ADUs.
	Set goals for the number of ADUs to be developed in a specified period of time.
Promote opportunities for home ownership	Remove barriers to condominium development, including amendments to the state Condominium Act.
City incentives in exchange for providing affordable housing	Prioritize requiring affordable housing when increases to development capacity for sites or neighborhoods are considered.
	Identify opportunities for linking the use of Housing Choice Vouchers (administered by the KCHA) with required affordable housing.
	Consider linking affordable housing requirements (e.g., in-lieu payments) to increases in development capacity for commercial projects.

06. Top Strategies

TABLE 2: PROPOSED TOP PRIORITY STRATEGIES Continued

Housing Affordability: Direct Assistance	
Strategy	**Examples of Potential Actions**
Local revenue Establish a regular local source of funding for affordable housing programs. Align City expenditures for affordable housing with the strategies identified in this report.	Continue using City General and CDBG funds for affordable housing and special needs housing.
	Explore dedicated local revenue sources targeted toward affordable housing on a regular basis (e.g., dedicated portion of existing revenue, local housing levy, new dedicated fund source).
	Work with AWC [Association of Washington Cities], SCA [Sound Cities Association] and other housing groups for state legislation to expand funding options for cities (e.g. REET, home demolition fees) for affordable housing.
	Review and update the range of types and affordability of housing receiving direct assistance and whether resources should be used for direct assistance to residents (e.g. relocation assistance, down payment loan).
Provide other non-monetary support for affordable housing	Evaluate incorporating affordable housing into City developments (e.g., fire station, parking).
	Encourage innovative partnerships between public/private institutions (e.g. Lake Washington School District, Lake Washington Institute of Technology, faith organizations). For example, lots for tiny houses.
	Analyze the potential City role in employer-assisted housing. Work with local employers to study and implement model programs.
	Consider selling or leasing City-owned land that is no longer needed for its original purpose or other public purposes at below-market value for affordable housing.

07. Monitoring Activities

One of the stated purposes of the Housing Strategy Plan is to assist the City in preparation for the next Comprehensive Plan update. There are a number of "strategies" that do not directly result in the creation of housing. These strategies generally fall into the area of monitoring local efforts. They are an integral part of the City's overall efforts to understand local needs and to help assess overall efforts and the effectiveness of specific strategies. Monitoring also helps inform future planning efforts. Monitoring often requires some level of ongoing effort in order to identify changes in local conditions and to assess the impact of different strategies that were implemented. "Monitoring" efforts have been listed separately from the other strategies and they are grouped into three categories:

- General monitoring: Includes efforts to track general housing supply and costs (affordability).
- Previous City efforts monitoring: Involves City policies or regulations in place that should be monitored to assess whether they are accomplishing their intended results (e.g. City's update to zoning code and permit process).
- Specific issues monitoring: Includes tracking items that are not currently significant issues in the City, but have been significant in other cities and could become more prominent (e.g., regulating micro-apartments or conversions of single-family homes to student rentals).

Table 3 lists specific monitoring suggestions for each of these areas. An explicit effort to predefine annual monitoring and data collection activities is recommended. Assessment of these efforts is necessary to ensure that adequate information is available to determine the effectiveness of the City's efforts.

TABLE 3: MONITORING

1.	**MONITORING ACTIVITIES--GENERAL** Routine, on-going data collection and reporting for planning purposes, program evaluation, etc.
	Residential Growth. Track data such as total number of new units constructed, the types of units, affordability, the densities at which the units were developed, the remaining capacity for residential growth.
	MF Zoning Objectives Evaluate city efforts in achieving projected densities in multi-family zones and commercial areas. Review standards if densities are not achieved.
	Inventory existing income- and rent-restricted housing and affordable non-income- and rent-restricted stock.
	Housing Dispersal. Evaluate City efforts in achieving objective of dispersing affordable housing in the city.
	Regional Benchmarks. Work with other jurisdictions to develop regional benchmarks, and as needed, collect information for regional benchmarks
	Strategy Plan. Adopt and regularly update the Housing Strategy, identifying specific housing strategies to be considered in order to address the City's housing needs and goals.
2.	**MONITORING ACTIVITIES--PREVIOUS EFFORTS** Gathering information to evaluate effectiveness of recently adopted regulations, recently funded programs, etc.
	MFTE Program. Track amount, location and type of housing using property tax exemptions for housing under RCW 84.14 (KMC 5.88)
	Land Use Regulatory Programs. Monitor results and effectiveness of land use affordability programs including impact on overall development.
	Accessory Dwelling Units (ADUs). Track production of ADUs and evaluate the effectiveness of land use regulations in encouraging the development of Accessory Dwelling Units (ADUs) by such means as streamlined permitting, education programs, and regular review of the effectiveness of ADU regulations. Track utilization of ADUs for short term or long term rental.
	Cottage Housing /Duplex / Size limited. Track amount and location of developments providing these types of housing.
	Parking. In the Downtown and other activity centers, monitor parking of new housing and potential impacts in surrounding neighborhoods.
	Low Impact Development (LID) Standards. Evaluate effectiveness of LID standards.
	Evaluate design character issues as part of Community Character Element. Includes items such as: Incentives for pitched roofs -- S-F homes // "Mega-house" standards // horizontal façade regulations
3.	**MONITORING ACTIVITIES--POTENTIAL EMERGING ISSUES** Tracking issues that city wants to watch for a while before deciding on a course of action.
	State/Federal Legislation. Monitor and, as appropriate, provide comment on county, state and federal legislation affecting housing in Kirkland.

08. Policy Direction

The Goals and Policies of the Comprehensive Plan Housing Element are included in Appendix B. They are condensed in the table below, in a way that the Advisory Group found relevant to identify key objectives for the Housing Strategy Plan.

GOALS	POLICIES
1. Each Kirkland neighborhood maintains and enjoys a unique residential character (Goal H-1). 2. Kirkland has a sufficient quantity and variety of housing to meet projected growth and needs of the community (Goal H-2). 3. Kirkland has affordable and special needs housing throughout the City for all economic segments of the population (Goal H-3).	a. Maintain a compatible mix of land uses in and around all residential areas, that includes adequate supplies of land zoned for growth and housing variety, including accessory dwelling units (Intro, H-2.1, H-2.2, H-2.5). b. Establish and maintain the physical elements important to well-designed neighborhoods and environments including aesthetic and architectural features in neighborhoods, as well as consideration of urban design and infrastructure (Intro, H-1.1, H-2.4). c. Promote housing supplies that are affordable to very low-, low-, and moderate-income households throughout Kirkland and in proportion to county-wide needs (Intro, H-3.1 through H-3.5). d. Support special needs housing throughout the City and region (Intro, H-3.6, 3.10). e. Support housing options, programs, and services that enable seniors to continue living in their current homes or neighborhoods (H-3.9). f. Support housing and services, including regional efforts, to help homeless families and individuals move to long-term home independence (H-3.7). g. Defend fair housing in Kirkland for all people (H-3.11).

09. Process

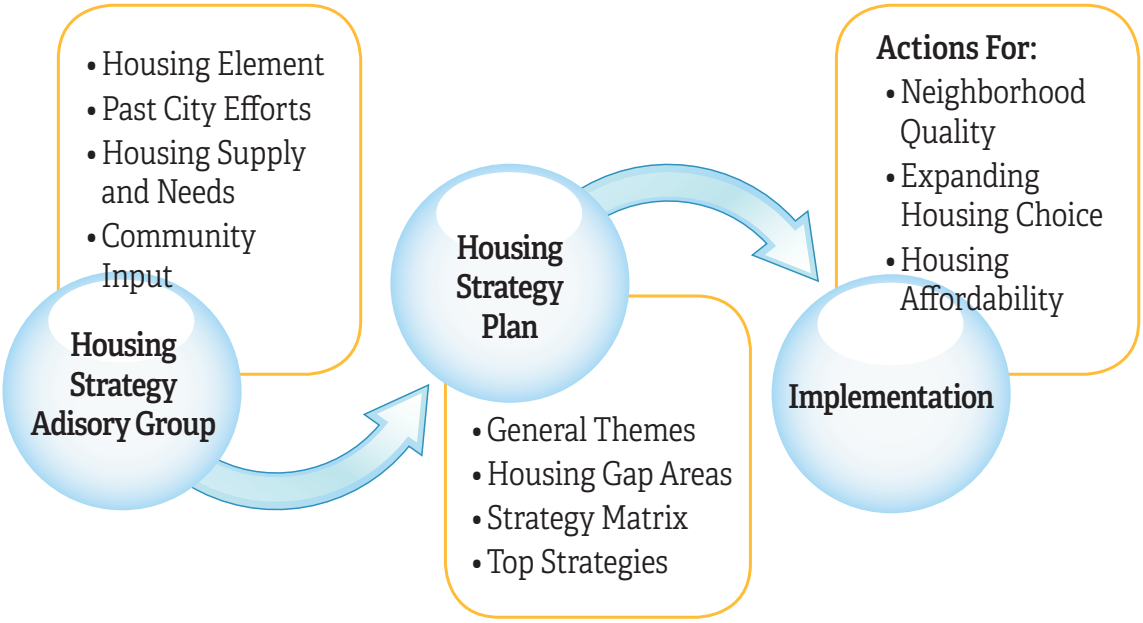
To develop the Housing Strategy Plan, the Advisory Group spent several meetings evaluating input from a variety of sources. These included:

- Policy direction provided by the Housing Element of the Comprehensive Plan (Appendix B).
- Past and present housing-related efforts undertaken by the City. (See Appendix C.)
- Data related to local and regional housing needs. Key findings are presented in Appendix D and summarized in the box, "Key Data Points."
- Input from several public outreach efforts, including:
  - » Housing-industry professionals panel at a regular Advisory Group meeting.
  - » Small focus groups (held outside regular meetings).
  - » An online survey.
  - » A community workshop.

Details of the input gathered from public outreach are listed in Appendices E through G.

The Advisory Group used this information to develop criteria for evaluating strategy options and then, through several iterations of discussion, derived its recommendations.

HOUSING STRATEGY PLAN FLOW



10. Selected Examples of Existing Local Housing Strategies

The City has made progress on many of the objectives of its Comprehensive Plan Housing Element, including public investments for neighborhood vitality, land use code amendments to support housing construction and a variety of housing choices (including senior housing with services), and funding for affordable housing. A complete description is included as Appendix B. The matrix also includes a column that indicates strategies that relate to previous City efforts.

Neighborhood Quality:

Every Kirkland neighborhood has an adopted plan that defines neighborhood character and design standards.

Low-Impact Development regulations offer site design flexibility and encourage more natural storm water control.

Housing Variety:

City has permitted innovative developments, such as Danielson Grove cottages and Arete residential suites.

Housing Affordability:

Kirkland's affordable housing incentives have helped produce 40 moderate-income and 80 low-income homes in multi-family areas with good transit service in downtown Kirkland, Totem Lake, North Rose Hill, Yarrow Bay, and Juanita.

In some cases, primarily small projects, developers have been able to pay fees in lieu of providing affordable housing, raising $2,720,000 through 2017.

Together with other members of A Regional Coalition for Housing (ARCH), Kirkland contributed funding for over 1,900 units of low-income housing and close to 1,000 units of moderate-income housing. Almost 400 units of these are located within Kirkland for families, seniors, people with special needs, or people who are homeless.

Kirkland partnered with state and other local funders, King County Metro, Imagine Housing, Polygon Northwest, and others to transform the South Kirkland Park and Ride from a surface parking lot and bus center into 240 housing units (61 affordable), retail, and additional parking for a complete, mixed-use, transit-oriented development.

11. Housing Needs

The Advisory Group considered Kirkland's housing needs from several perspectives. Household types and incomes, jobs and wages, and housing types and prices are fundamental indicators of supply and demand. The financial burden of housing costs, and homelessness data, were markers of housing problems. Key findings are presented in Appendix D and summarized here.

1. ***A considerable number of Kirkland households pay more for housing than they can afford.***

Only 16% of the low- and very low-income renters in Kirkland live in housing where they can pay less than 30% of their gross incomes. Almost two-thirds (62%) pay more than half their incomes for housing—known as "severe cost burden." These figures are increasing for Kirkland, as they are in other cities.

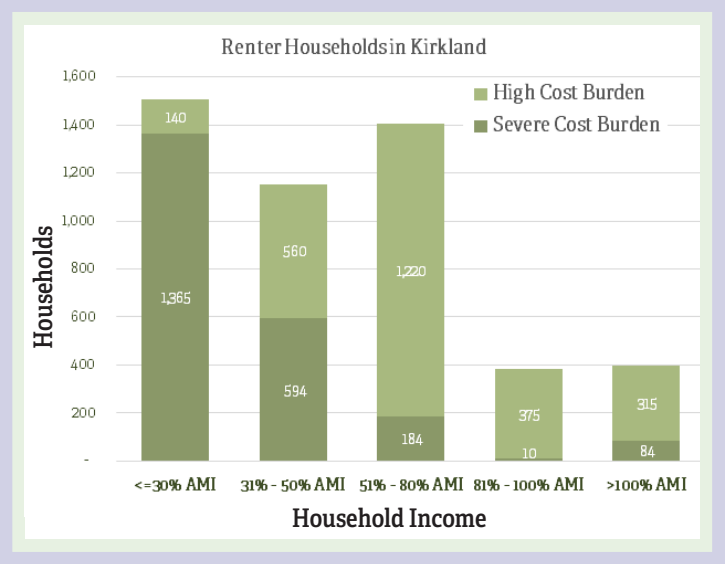
2. ***Many jobs in Kirkland don't pay enough to afford Kirkland housing, so many workers commute from farther away.***

The median wage paid in Kirkland is comparable to other Eastside cities, but 54% of those jobs pay less than $50,000 per year. More than half of all working households across King County have just one wage earner. A substantial number of those lower-paid workers can afford, at the most, $1,250 a month for housing.

Traffic congestion in Kirkland--and the cost of vehicular infrastructure we build to accommodate it--can be attributed to workers commuting into and out of Kirkland for their jobs, as well as on auto-dependent residential growth in Kirkland.

3. ***Homelessness is increasing in Kirkland.***

In 2017, the annual one-night count found 284 people across the Eastside who were homeless and unsheltered, the highest figure yet. Lake Washington Schools reported 207 homeless students during the 2010–2011 school year, and that number has grown each year since, to 296 in 2015–2016.



Source: Consolidated Housing Affordability Strategy (CHAS), 2012

11. Housing Needs

4. ***Small households (1 or 2 people) predominate in Kirkland, but Kirkland has relatively few small homes to choose from (especially for homeownership).***

Two-thirds (66%) of Kirkland households (and 62% of homeowners) have just one or two people. Only 43% of the City's housing units (and just 24% of owner-occupied homes) have two or fewer bedrooms. These observations suggest that there are many unused bedrooms in the City. No one would suggest that people should live in a smaller home than they want, but the data indicate a demand for smaller, less expensive housing options than exist in Kirkland.

The City issued building permits for 138 condominium units, most of which are multiplexes or townhomes, and 28 ADUs from 2011 through 2015, out of a total growth of 1,100 housing units.

5. ***Housing costs are increasing faster than incomes.***

Since 2000, the average rent in Kirkland has increased 55%, to more than $1,800, while the King County Area Median Income changed only 12%. The median price of a Kirkland home more than doubled in just the last five years—$833,000 for a detached, single-family home and $369,000 for a condominium.

Kirkland has housing affordable to moderate-income households, but has significant deficits in housing affordable to low- very low-income households (30% of the area median income; earning $26,000 for a family of 3).

6. ***Kirkland's issues are like those of other East King County communities.***

Data indicate that Kirkland residents, businesses, and workers, in their essence, differ very little from those of other communities that are also forming housing strategies, including Bellevue, Kenmore, Bothell, and Issaquah.

12. Public Outreach

Details of the input gathered from public outreach are listed in Appendices E–G. First, staff posted an on-line survey to gauge the community's sense of housing needs and issues. Over 1,400 responses to the survey were received. Staff also conducted five small group discussions ("focus groups") of typically five to seven people that included separate events for (a) seniors, (b) real estate agents, (c) downtown merchants, (d) college students, (e) English language learners, and (f) safe parking program residents.

In July, the Advisory Group met with six professionals from various parts of the housing industry (for-profit and non-profit developers and King County Housing Authority). The group provided input on the pros and cons of the strategies the Advisory Group was considering.

Finally, the Advisory Group hosted a public workshop in December. Approximately 60 community members gathered for small group discussions on the three areas that the Advisory Group was studying – Neighborhood Character, Housing Supply and Diversity, and Affordable Housing. They also provided input on the strategy ideas that the Advisory Group was considering.

The discussion below outlines the major themes and ideas that emerged from the various public outreach conversations.

1. ***Kirkland needs more housing, especially in places where people can walk to shopping, employment, and transit.***

More housing with walkable access to retailers, restaurants, grocers and other services. would support Kirkland businesses with more customers and potentially produce a labor force that's closer to work. In conjunction with affordable housing incentives, lower-wage workers could save money on rent and transportation.

2. ***Kirkland needs a greater variety of housing types, especially housing units smaller than the single-family homes that have been added most recently.***

More small housing units for homeownership (e.g., condos, duplexes, townhomes) could create opportunities for first-time buyers and down-sizers, create or preserve open space, provide transitions between lower- and higher-density neighborhoods and vary the scale of housing within residential neighborhoods. Accessory dwelling units (ADUs) help homeowners earn money, provide entry-level rental housing, and offer options for older residents to age-in-place (e.g., to keep their homes and rent part of the dwelling, or live independently with adult children), but costs and code complexities have limited the number of ADUs. Kirkland could learn from policies and procedures in other cities with higher rates of ADUs, such as Vancouver, B.C.

Condominiums could make ideal homeownership opportunities and avoid car trips for couples and small families if located in a walkable, mixed-use environment. However, liability issues (which can be fixed by changing state law) have made condo development prohibitively expensive.

3. ***Kirkland needs to be less expensive to build and develop housing.***

Developers would like the City to update regulations and make housing development less land consuming and less expensive; e.g., reduced parking requirements, fewer restrictions on tree removal, be more flexible with ground-floor retail, simplify the code, and make fees known more in advance. In addition, reduce barriers to smaller housing types (e.g., townhomes and duplexes), including in single-family neighborhoods.

Some developers and realtors would support Growth Management Act updates to enable more housing construction. (A statewide review project is underway and will deliver recommendations to the Legislature soon.)

4. ***Faith communities want to be part of the solution.***

Many faith communities are mission-driven and have land to address housing problems. With appropriate zoning, some would be willing to provide affordable housing and/or emergency shelter.

5. ***King County cities can help each other by combining resources to address housing issues that cross City boundaries.***

The major homelessness policies and programs in King County have turned to a "housing-first" orientation. This approach assumes that the most effective way to help people experiencing homelessness is to start by getting them into safe, stable housing followed by addressing income and employment, mental and physical health, and other needs. From that perspective, the City of Kirkland should continue to work aggressively to help fund and provide land for subsidized, low-income housing, including housing for people

12. Public Outreach

with special needs and/or who are homeless. The City also has the power to reduce barriers to affordable rental housing, such as credit and eviction histories and move-in costs.

6. ***Kirkland needs to prepare for changing demographics, including growing populations of senior citizens, immigrants, and college students.***

As Lake Washington Institute of Technology and Northwest University grow, so does the demand for student housing. Students are currently unable to find some of the conventional types of student housing, such as campus residence halls and off-campus boarding houses. Zoning and other local regulatory changes may be needed to enable college students to walk to school.

Kirkland seniors, who are growing in number, typically have fixed incomes but face increasing housing costs—especially difficult for renters, but also a problem for homeowners. They may need less housing, but either want to keep their homes or downsize in the community they know, where their friends, family, and services are. Rent restrictions, property tax limits, and relief on utility bills are common requests from seniors. The City can assist, directly or indirectly, to provide other supports to sustain independent living, including more small-unit housing (especially in a small community environment), help with home and yard maintenance, improving transportation options, assisting with in-home accessibility improvements, and ensuring neighborhood walkability.

Immigrants come to Kirkland and East King County for many reasons. Not all have high-paying tech jobs. Some of these new residents reported that smaller housing types, help with security deposits (lacking a U.S. credit history), and easier-to-find services in their native language would help them get off to a good start, avoid homelessness, become productive, and support their families.

Appendices

APPENDIX A: Housing Strategy Advisory Group Members

Neighborhood Associations

- Bill Blanchard, Finn Hill Neighborhood Alliance
- Kevin Coomer, North Rose Hill Neighborhood Board
- Janet Pruitt, Norkirk Neighborhood Association
- Rodney Rutherford, South Rose Hill/Bridle Trails Neighborhood Association
- Aimee Voelz, Moss Bay Neighborhood Association

Small Businesses

- Brenda Nunes, Keller Williams

Large Businesses

- Kelsey Justus, Astronics

Faith Communities

- Tim King, Northshore Community Church

Educational Institutions

- Mike Potter, Lake Washington Institute of Technology

Kirkland Boards and Commissions

- Kelli Curtis, Houghton Community Council
- Kathy Iverson, Senior Council
- Mike Miller, Planning Commission
- Kimberly Scott, Human Services Commission

Other Community Organizations

- Tom Pendergrass, Kirkland Kiwanis
- Samantha St John, Greater Kirkland Chamber of Commerce
- Troy Thiel, Kirkland Downtown Association

APPENDIX B: Comprehensive Plan Housing Goals and Policies

NEIGHBORHOOD QUALITY

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

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

HOUSING SUPPLY AND VARIETY

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

- **Policy H-2.1:** Maintain an adequate supply of land zoned appropriately for a variety of housing types and densities.
- **Policy H-2.2:** Promote the development of accessory dwelling units on single-family lots.
- **Policy H-2.3:** Create flexible site and development standards, and maintain efficient development and review systems, that balance the goals of reduced housing development costs with other community goals.
- **Policy H-2.4:** Allow a broad range of housing and site planning approaches in single-family areas to increase housing supply and choice, to reduce cost, and to ensure design quality and neighborhood compatibility.
- **Policy H-2.5:** Allow for the maintenance and redevelopment of existing developments that do not conform to current density standards in planned multi-family areas.

AFFORDABLE AND SPECIAL NEEDS HOUSING

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

- **Policy H-3.1:** Strive to meet the City's proportionate share of the county-wide housing needs of very low-, low-, and moderate-income households.
- **Policy H-3.2:** Require affordable housing when increases to development capacity are considered.
- **Policy H-3.3:** Ensure that affordable housing opportunities are not concentrated, but are available throughout the city and especially in areas with good access to transit, employment, and shopping.
- **Policy H-3.4:** Preserve, maintain, and improve existing affordable housing through assistance to residents and housing providers.
- **Policy H-3.5:** Support housing acquisition and creation by private or non-profit organizations, housing authorities, or other social and health service agencies for very low-, low-, and moderate-income residents.
- **Policy H-3.6:** Ensure that regulations do not unduly restrict group homes or other housing options for persons with special needs.
- **Policy H-3.7:** Support a range of housing options and services to move homeless persons and families to long-term financial independence. Support regional efforts to prevent homelessness.

APPENDIX B: Continued

- **Policy H-3.8:** Cooperate at a regional level to increase the base of both public and private support necessary to address local housing needs.
- **Policy H-3.9:** Support housing options, programs, and services that allow seniors to stay in their homes or neighborhood. Encourage universal design improvements that increase housing accessibility.
- **Policy H-3.10:** Support efforts to achieve a geographic balance in siting special needs housing throughout the city and region, including support of housing in jurisdictions that serve residents from elsewhere on the Eastside.
- **Policy H-3.11:** Protect fair and equal access to housing for all persons and prohibit any activity that results in discrimination in housing.

IMPLEMENTATION STRATEGIES

» **H.1:** Adopt an updated housing strategy plan and work program by 2020.

» **H.2:** Inventory multi-family residential properties and encourage preservation of those that are affordable to people with low and moderate incomes.

» **H.3:** Partner with A Regional Coalition for Housing (ARCH) and non-profit housing agencies to site a permanent Eastside women's shelter in Kirkland.

» **H.4:** Consider refinements to regulations by 2020 that:

◊ **H.4.1:** Encourage innovative housing developments.

◊ **H.4.2:** Encourage and/or require the creation of housing affordable for people with low and moderate incomes.

APPENDIX C: Summary of Existing Local Housing Strategies

The following categories come from the Housing Element in Kirkland's 2004 Comprehensive Plan.

NEIGHBORHOOD QUALITY

The City and each neighborhood, save those annexed in 2011, have developed and adopted neighborhood plans that define neighborhood character and design standards.

HOUSING DIVERSITY

This category of the Housing Element encompasses housing affordability and special needs housing as well as housing (structure) types for households of any kind.

- The City has permitted a variety of innovative developments in an attempt to maximize housing choices by:
  - » Creating new regulations for Cottage, Carriage and Two/Three Unit Homes.
  - » Allowing Residential Suites in the Central Business District and Totem Lake.
- The zoning code provides that special needs housing is treated the same as similar single-family or multi-family structures, as per state law.

APPENDIX C: Continued

The City has taken aggressive steps since 2004 to expand affordable housing opportunities, especially in multi-family and mixed-use zones outside the CBD:

- Either low-, moderate-, or middle-income housing is required as a portion of new multifamily developments in many neighborhoods.
- Density bonuses are offered as incentives for voluntarily providing affordable housing in multi-family developments in the Houghton Community Council area, where the mandatory requirements do not apply.
- Multi-family property tax exemptions are offered in all areas where affordable housing is required.
- Multifamily property tax exemptions are offered as an added incentive where affordable housing is not required, such as the CBD.
- The city also grants partial impact fee and permit fee waivers, as well as dimensional standard modifications, for affordable housing.

The City has also encouraged housing diversity through the following actions:

- Allowing Accessory Dwelling Units (attached and detached) in all residential neighborhoods, with over 120 ADUs permitted through 2012.
- Donating a site to Habitat for Humanity to develop two homes affordable to moderate income households.
- Contributing to the ARCH Housing Trust Fund to help preserve or create over 2,900 units with over 1,900 of low-income affordable housing and close to 1,000 units of moderate-income housing. Almost 400 units have been funded within Kirkland. This has included housing for families, seniors, persons with special needs and homeless persons.

HOUSING CAPACITY

The City has undertaken several projects to increase housing capacity since 2004, including:

- Allowing housing on the site of the South Kirkland Park and Ride.
- Adopting new Rose Hill and Totem Lake Business District Zoning with affordable housing required in exchange for additional building height.
- Creating allowances for small lot single family development in residential zones and preservation of historic residences.
- Adopting Low-Impact Development regulations to allow flexibility in site design and encourage more natural storm water control.

APPENDIX D: Housing Needs

The Advisory Group considered Kirkland's housing needs from several perspectives, mindful of the fact that housing markets are regional in nature. Household types and incomes, jobs and wages, and housing types and prices are a few of the fundamental indicators of supply and demand. The financial burden of housing costs, and homelessness data, are the markers of housing problems. Following is a summary of the data presented to the Advisory Group.

Affordability. Diversity. Character: The Future of Housing in Kirkland

What do we mean by Housing Affordability?

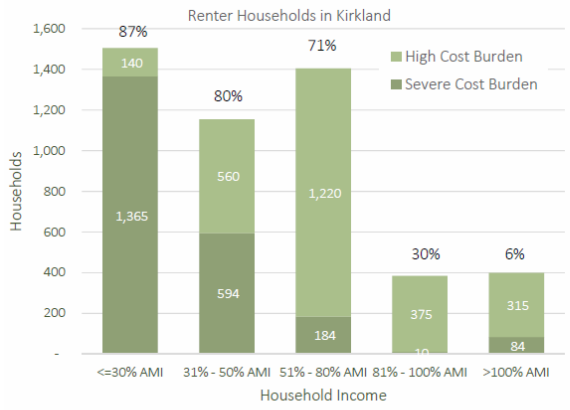
Housing Affordability: Is when resident pays no more than 30% of their income for housing costs, including utilities.

Income Restricted affordable housing refers to housing for which renters or buyers must meet specific income guidelines to be able to live in the unit. Generally defined as a percent of median family income. Targeted to those with very low, low and moderate incomes.

Affordable Rent	$650	$1,075	$1,725	$1,830 Average Kirkland rent	$2,150	
*** Annual Income**	Up to $25,000 (very low income)	$43,000 (low income)	$69,000 (moderate income)	Needs an income of $73,000	$86,000 (median income)	
Affordable Price		$150,000	$260,000	**IN KIRKLAND:** Average Price of Condo: ~$350,000 Average Price of SF House: ~$800,000	$333,000	

* For a Household Family of Three

APPENDIX D: Continued



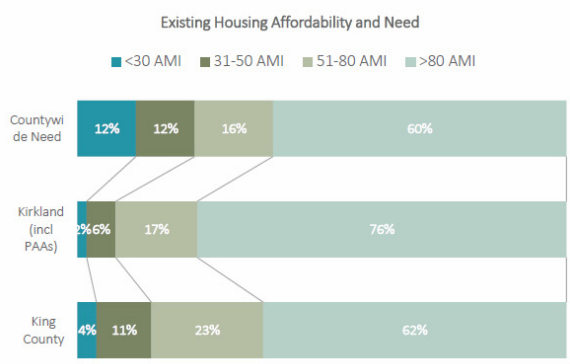
Source: Consolidated Housing Affordability Strategy (CHAS), 2012.

Cost burdened households in Kirkland

16% of low- or very low-income renters in Kirkland live in housing they can afford. 62% (~2,000) are severely cost burdened.

Moderate-income renters are more than twice as likely to be housing cost burdened as middle-income renters.

56% of moderate- or lower-income homeowners are severely cost burdened; compared to 5% of middle- and higher-income homeowners.



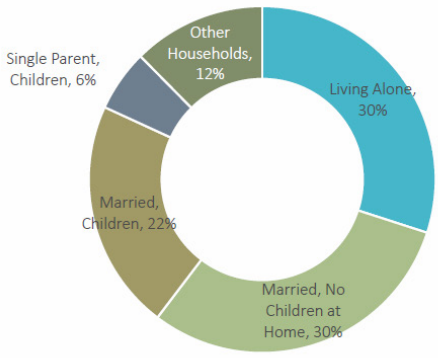
Source: CHAS, 2012.

Existing housing needs & affordability

Kirkland's housing supply appears adequate for moderate-, and higher income households, but—

Deficit of housing affordable to very low-income households—existing supply 2%, need 12%; and for low-income households—supply 6%, need 12%.

- 6,200 units short of current need.
- Doesn't account for affordable housing funded outside Kirkland.



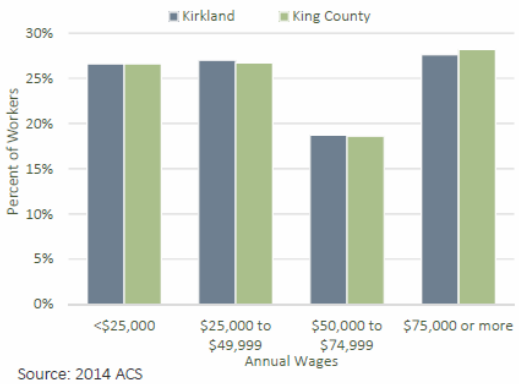
Household types in Kirkland

66% of Kirkland's households have 1 or 2 people (relatively high in East King Co.).

APPENDIX D: Continued

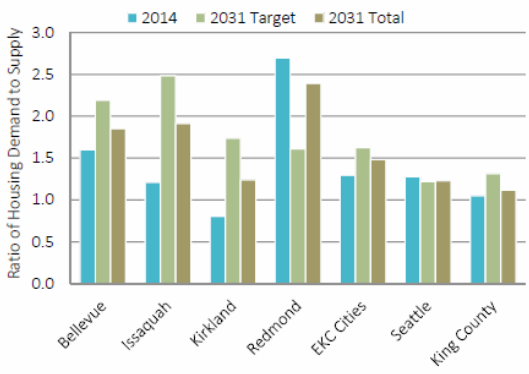
Workforce wages & housing needs

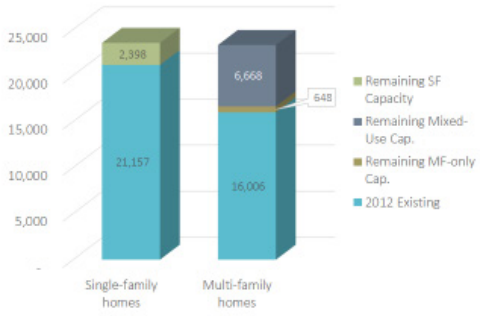
54% of Kirkland jobs pay less than $50K.



Source: 2014 ACS

Kirkland's jobs-housing ratio is creating more pressure on housing supply.





Source: Buildable Lands Report, 2014.

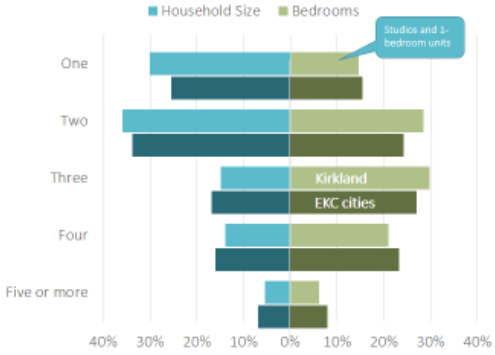
Residential development capacity in Kirkland

Total capacity approx. 46,900 housing units:

45% single-family,
55% multi-family.

Mixed-use multi-family makes up 69% of remaining capacity (2012).

Currently about 64% owner-occupied (similar to EKC overall).



Source: ACS, 2015.

Top bar of each pair represents Kirkland; bottom bar, EKC cities.

Existing household and housing sizes

Many households are living in homes one or more bedrooms greater than their household size.

- 66% of households have 1-2 people, and 43% of housing units have 2 or fewer bedrooms.
- May not be a "problem," but suggests there may be more demand than supply of smaller units.

APPENDIX E: Outreach Findings Summary

Staff arranged six small group discussions ("focus groups"), typically having five to seven people each. In addition, the Advisory Group met with five professionals from various parts of the housing industry (for-profit and non-profit developers and the King County Housing Authority. The group provided input on the pros and cons of the strategies the Advisory Group was considering.

The following are comments of individual participants, and not necessarily reflective of a majority or consensus of the identified groups.

Downtown Merchants

- More apartments affordable to entry-level workers would help, especially if they enable employees to commute without cars.
- Higher densities would help maintain and growing customer base, but traffic congestion limits customers. Get developers to contribute more to road improvements.

English Language Learners (Adult Students)

- Help in their native languages to find affordable housing.
- Help with security deposits and other move-in expenses (while looking for work and to overcome lack of U.S. credit history).
- More small (one- and two-bedroom) homes to buy.

Housing Industry Panel

- Allow conversions to residential use.
- Should look at tree retention rules. Allow some alternative approaches to account for circumstances.
- Look at trees & sustainability holistically—city as a whole vs. each site and long term. (Can replace trees, not all trees the same.) Solar power and other things can create as much or more sustainability benefit.
- Manage parking actively both on-site (developer) and on streets (city). The residents of Arete' have fewer peak hour trips. Redmond's parking strategy works well.
- ADUs: friend in Seattle makes enough rent to cover large part of his mortgage.
- ADUs: target 10%; reduce fees if agree to keep affordable; waive parking requirement.
- ADUs: Impact fees and hookup fees inhibit their production. Expect to see more demand. In new product they appeal to multi-generational families.
- Condos: contact legislators to reform liability laws.
- Channel density to CBD and Totem Lake, and loosen up regulations for condos.
- Be more flexible on types of uses allowed in ground level commercial space (e.g. Redmond allows services such as medical and accounting).
- Predictable fees and permitting process.
- Waive fees for permanently affordable units.
- Re-evaluate growth targets and development capacity?

APPENDIX E: Continued

- Working as a sub-region for funding projects allows you to do larger projects, which can add efficiency. Also allows cities to work together to get regional share of countywide and state resources.
- Land banking—helps small and medium size organizations create successful affordable developments.
- Consider addressing affordability up to 120% AMI.
- Free land from cities, churches, etc.
- Look at land use and development regulations with "fresh set of eyes." Land-consumptive regulations (e.g., critical area, tree retention, street widths, setbacks, parking ratios) have importance, but when all added together impacts ability to use land.
- Reconsider ground floor retail requirements: some developers may prefer affordable units to ground floor retail.
- Look for ways to get more density to create more affordable for-sale housing stock.
- Credit enhancement.

LWIT Students

- Need better and more transit service to and from less expensive housing areas, like Duvall, Carnation, and Mountlake Terrace. (Owning a car is expensive.)
- Help finding roommates who are stable, trustworthy, and safe.
- Affordable land for tiny house.
- Campus housing (if well-managed).
- Re-use vacant or abandoned properties for low-cost housing.
- Financial assistance for periods between jobs.

Real Estate Agents

- Change ADU size limit from percentage of primary residence to a flat number, so that ADUs can be feasible for smaller homes.
- Remove off-street parking requirement and reduce set-backs for ADUs.
- City needs to support more ADUs (standards and public information).
- Rezone corner lots (10,000 sq ft or larger) in some single-family neighborhoods to accept tri-plexes or 4-plexes (with off-street parking).
- Inglewood Center and Kingsgate shopping center would be ideal places for 4- to 5-story mixed-use residential development. [Note: their zoning appears to allow this.]
- Look for public land; e.g., LW Tech.
- City needs to allow higher densities in more areas.
- State needs to pass condo reform.
- Student housing needed near Northwest University. Zoning doesn't allow boarding houses.
- Green-building incentives are good for housing affordability in the future; homes are better built and cheaper to own in the long run.
- Large multi-family properties should be allowed to redevelop with lower parking ratios.
- Fix Buildable Lands system to accurately account for development potential.
- Tweak the Urban Growth Boundary so that more land is available for housing and not as much pressure on Kirkland.

Safe Parking residents

- Transitional housing.
- Communal, affordable housing—small personal refrigerator, shared cooking and bathroom facilities okay.

APPENDIX E: Continued

- Affordable apartments or houses.
- Micro apartments or tiny houses.
- Help with move-in costs (first, last, deposit).
- Help with credit and eviction histories; ordinance to prevent discrimination against.
- Help with car repairs so they can move to housing that is in another state or region where costs of living are lower.
- Protection from rent increases.
- Mental health services.
- Jobs.
- Urban rest stop (showers and laundry), so they can get ready for work.
- Place to store belongings, so they can drive to work without a car full of stuff.
- Raise community awareness of homelessness; "good people, bad circumstances."
- Buy vacant buildings and turn them into shelters.

Seniors

- Co-housing – rental version.
- Small, single-level homes; e.g., "village" of cottages, for a mix of ages.
- ADUs:
  - How can you cash flow improvement cost for senior homeowner?
  - Simplify paperwork, make easier to permit.
- City should buy property, and then get developer who will build moderately priced housing.
- Retail (e.g. grocery, drugstore) within walking distance of homes.
- Property tax and utility tax relief.
- Support programs that assist with staying in house:
  - Yardwork, maintenance, meals; e.g., Friends of Seniors (Sammamish), or Time Bank.
  - Local transportation (Access has limitations) volunteer driver for more than medical.
  - Agency that checks in on seniors (e.g., in past postal workers).
  - Home health care (some have insurance).
- Educate the broader community about housing and what city is doing (people frustrated and don't know city doing stuff).

Faith Organizations Focus Group (Bothell/Issaquah /Bellevue)

- Maintaining manufactured housing opportunity (and condition). Understand pressure to redevelop with other uses
- ADUs possibly.
- Smaller homes $200,000 - $400,000.
- More basic living arrangements (boarding house, dorm, small studio unit)
- Need a variety of housing solutions.
- More basic living arrangements (boarding house, dorm) legislated out of codes.

APPENDIX E: Continued

Human Services Focus Group (Bothell/Issaquah/Bellevue)

- Vancouver BC took action to stop foreign investors.
- Source of income discrimination. Housing Choice Voucher-holders turned away by landlords.
- Tenants need legal assistance. People with eviction histories (usually owe lots of money; language barriers can limit ability to understand leases, know rights and pursue options to address). Tenants afraid to complain for fear of eviction. Outreach to tenants
- Inclusionary housing programs to include affordable mixed with market rate.
- Manufactured housing has been a relatively affordable option for families.
- More modest ("generic") housing.
- Single Room Occupancy housing; include community spaces, and combine with other types.
- Support homeownership programs, including small units, so lower-income families can build wealth.
- Housing that supports a sense of community among families. Outdoor and community spaces, variety of unit types, services; e.g., Easternwood.
- Support Landlord-Liaison program-- support to landlords for renting to lower income (e.g. provide insurance against rent payment, damage).
- Attract more manufacturing jobs and other jobs (including those that hire disabled and minorities). A family of 4 needs at least $75,000 to afford housing.

APPENDIX F: City of Kirkland Housing Survey Summary Report

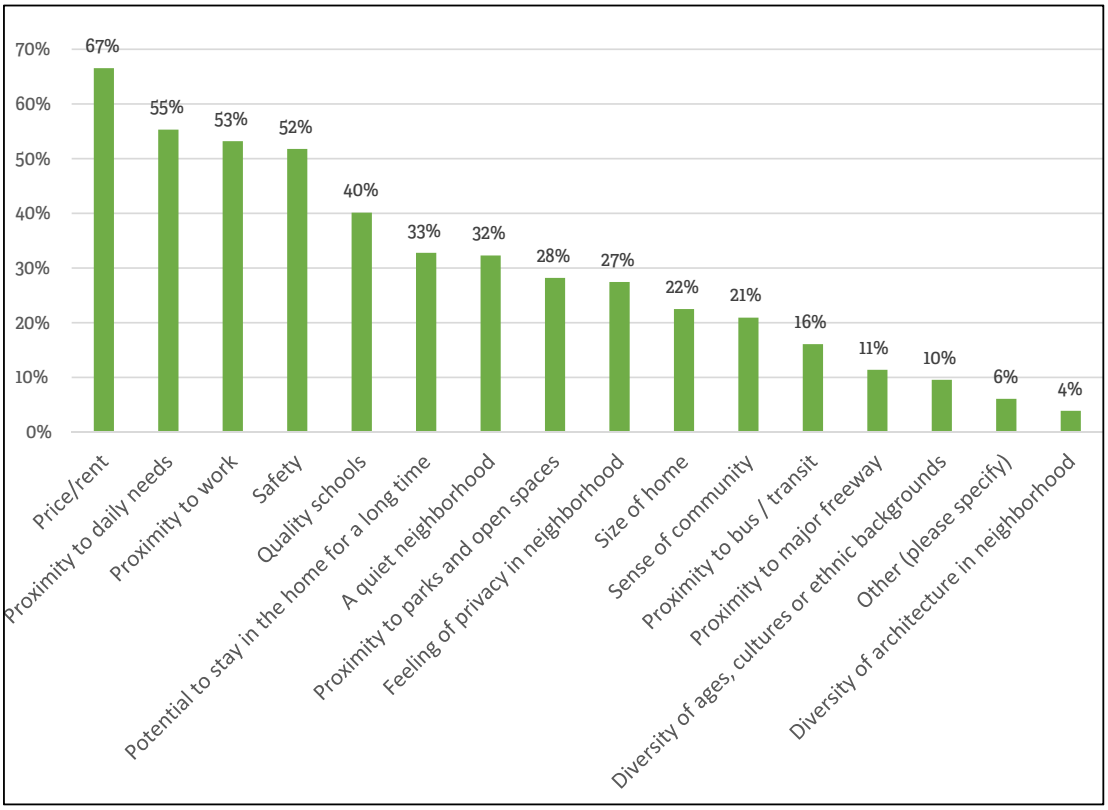
As part of the Housing Strategy Plan Update process, City staff prepared and posted a twelve-question electronic survey to get public input on local housing issues. The goal was to hear from a wide variety of community members. The link to the survey was distributed through a variety of channels, including:

- Housing Strategy Advisory Group members who were encouraged to shared it with their email contacts;
- The City of Kirkland Facebook page;
- Various local news outlets including This Week, the City's E-Newsletter, the Kirkland Reporter and Kirkland Views; and
- City List-Serv groups, such as KAN and the Green Kirkland Partnership.

The survey was available for one month and garnered 1,468 responses. The results are summarized on the next few pages, in the order the questions appeared in the survey. The Housing Strategy Advisory Group used the survey results to help identify gaps in the City's housing stock as well as strategies to help fill those gaps in the future.

APPENDIX F: Continued

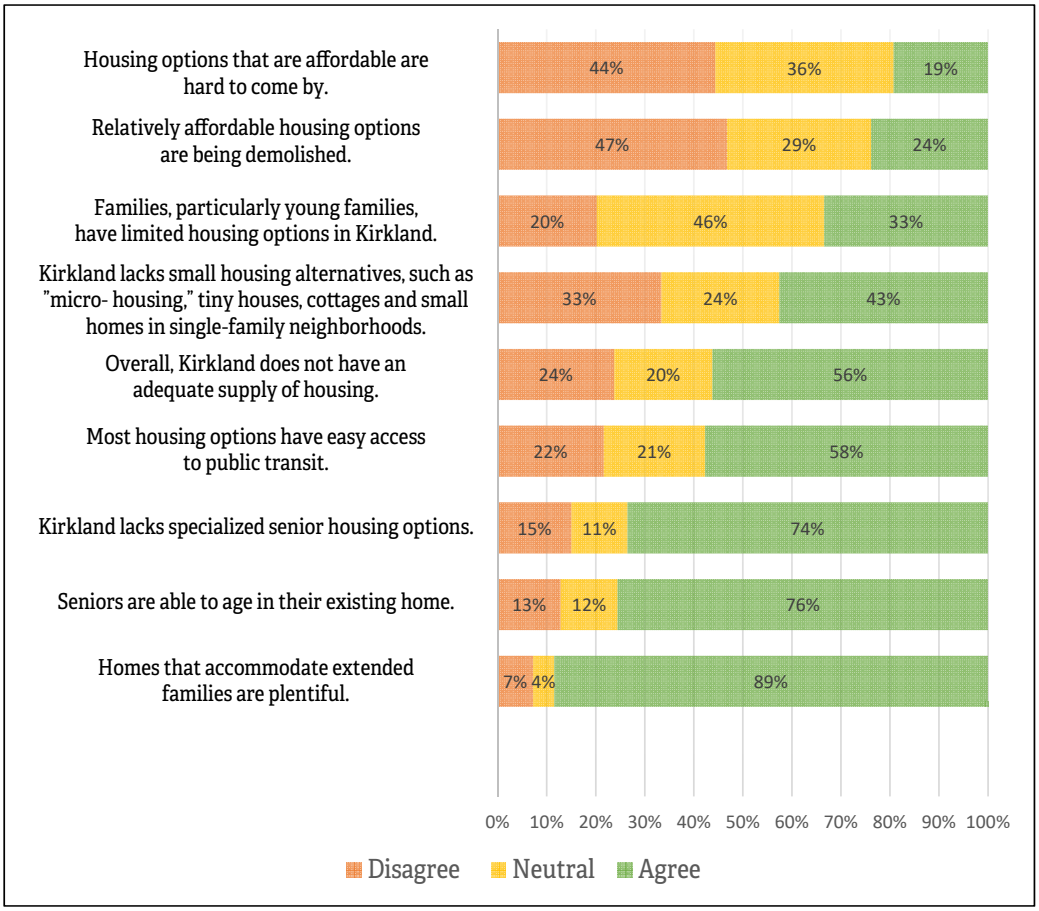
Q1. When looking for a place to live, what are your top five most important factors?



It is no real surprise that housing cost and location were the three highest rated responses to the question "When looking for a place to live, what are your top five most important factors?" Safety and schools were the next highest rated items. Other factors that rated above a 25% response relate to quality of life issues – potential to stay in the home for a long time, quiet, privacy and nearby parks and open space.

APPENDIX F: Continued

Q2. How would you rate the following statements for Kirkland today?



In this question, survey takers were asked to respond on a five-point scale for each of the statements related to their perception of Kirkland as it currently exists. The possible responses were:

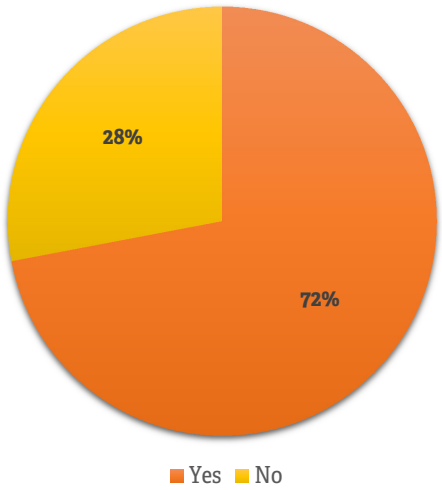
- Strongly Disagree
- Disagree Somewhat
- Neutral Agree Somewhat
- Strongly Agree

In the results charted above, the categories of Strongly Disagree and Disagree Somewhat were aggregated into the Disagree category, while the categories of Agree Somewhat and Strongly Agree were combined into the Agree category.

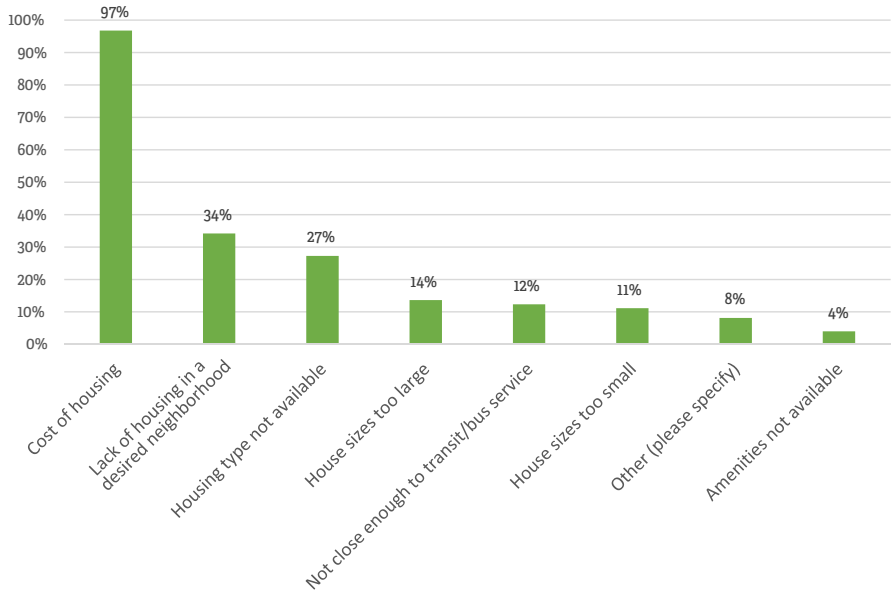
The responses to this series of questions, along with the following two questions, indicate that the supply and variety of housing currently available in Kirkland is not optimal to support a community that is diverse in age, income and family size.

APPENDIX F: Continued

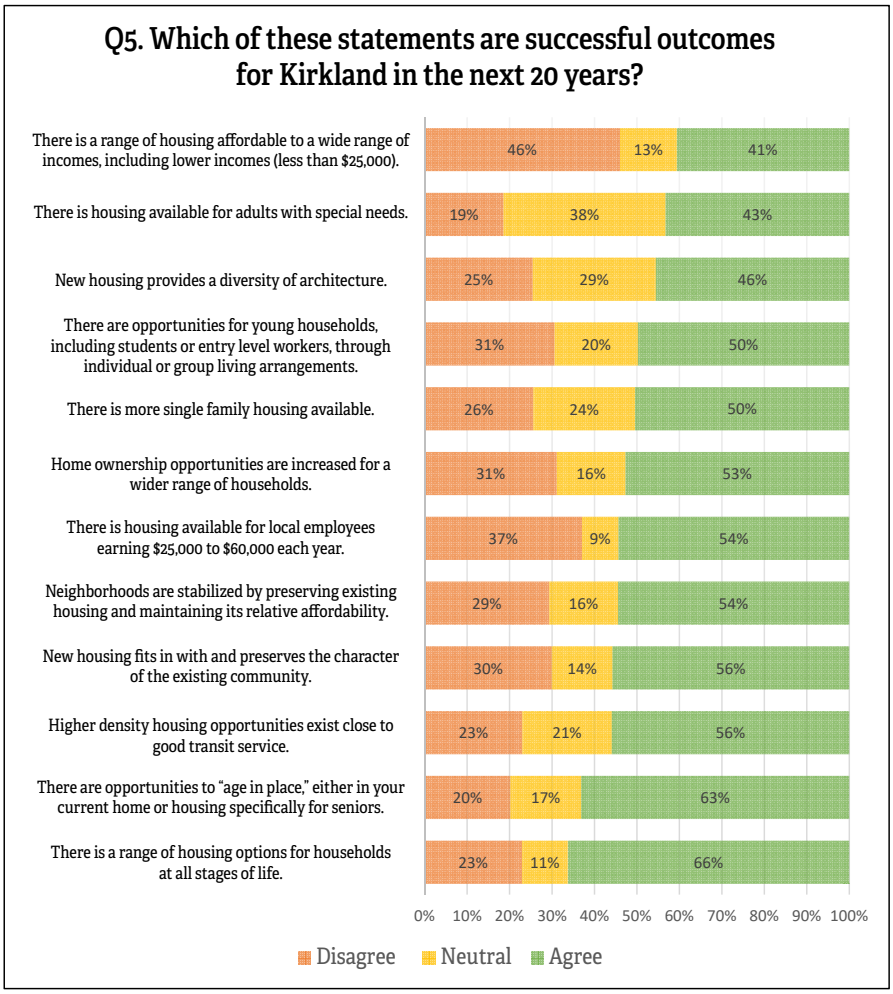
Q3. Have you or anyone you know, had trouble finding a place to live in Kirkland in the last five years?



Q4. If Yes, what kept you, or someone you know, from finding a place to live? Select all that apply.



APPENDIX F: Continued

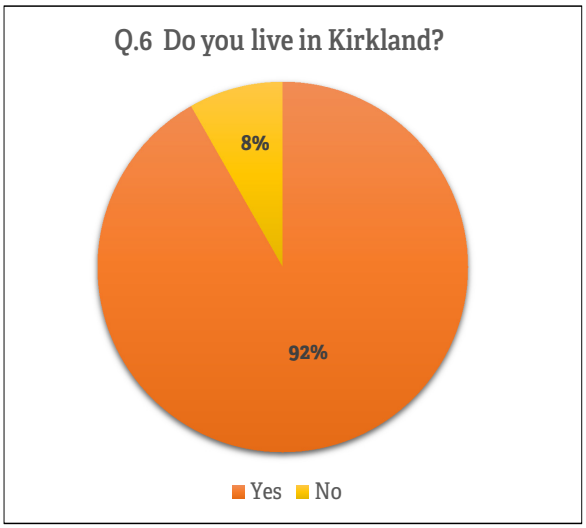


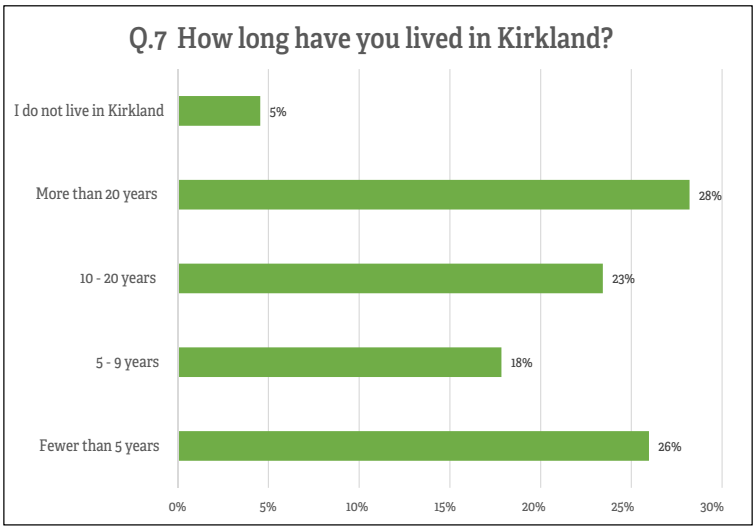
In this question, survey takers were asked to respond on a five-point scale for each of the statementsrelated to what would represent success for Kirkland in 20 years. The possible responses were:

- Strongly Disagree
- Disagree Somewhat
- Neutral Agree Somewhat
- Strongly Agree

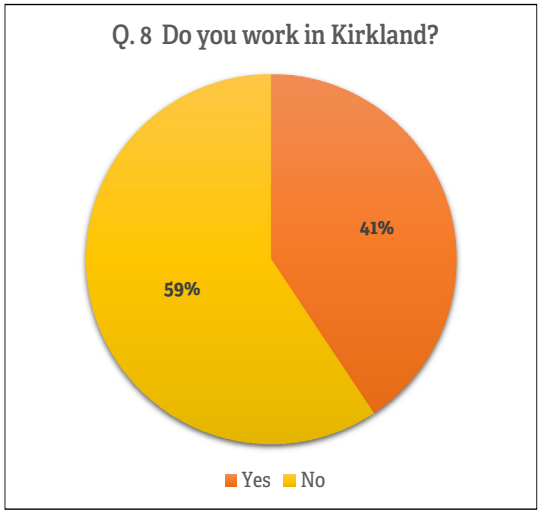
In the results charted above, the categories of Strongly Disagree and Disagree Somewhat were aggregated into the Disagree category, while the categories of Agree Somewhat and Strongly Agree were combined into the Agree category. The responses indicate a community that wants to provide more variety in its housing stock to ensure a more diverse population.

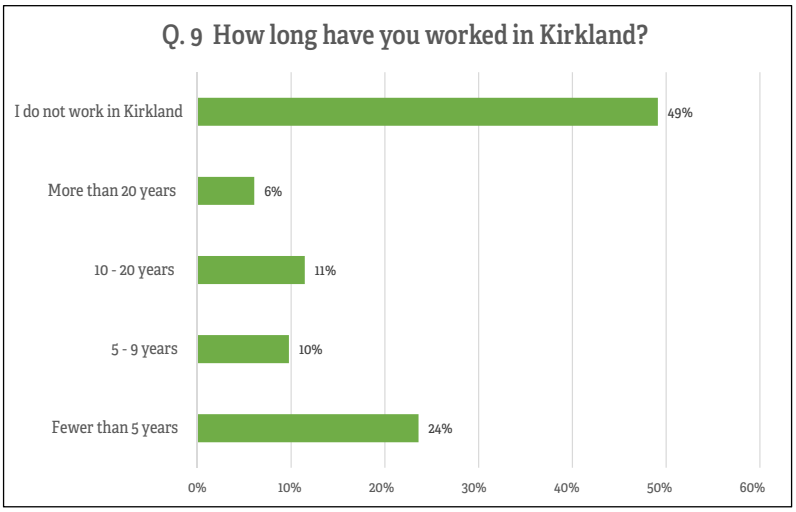
APPENDIX F: Continued





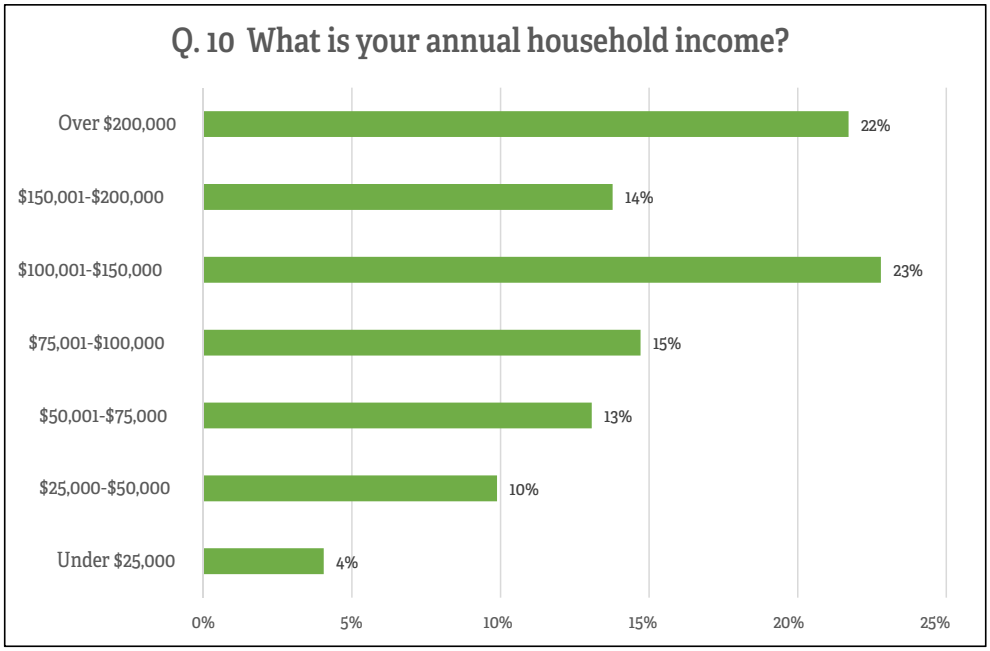
Survey respondents were overwhelmingly Kirkland residents, with responses showing a fairly evenly distributed length of residence.



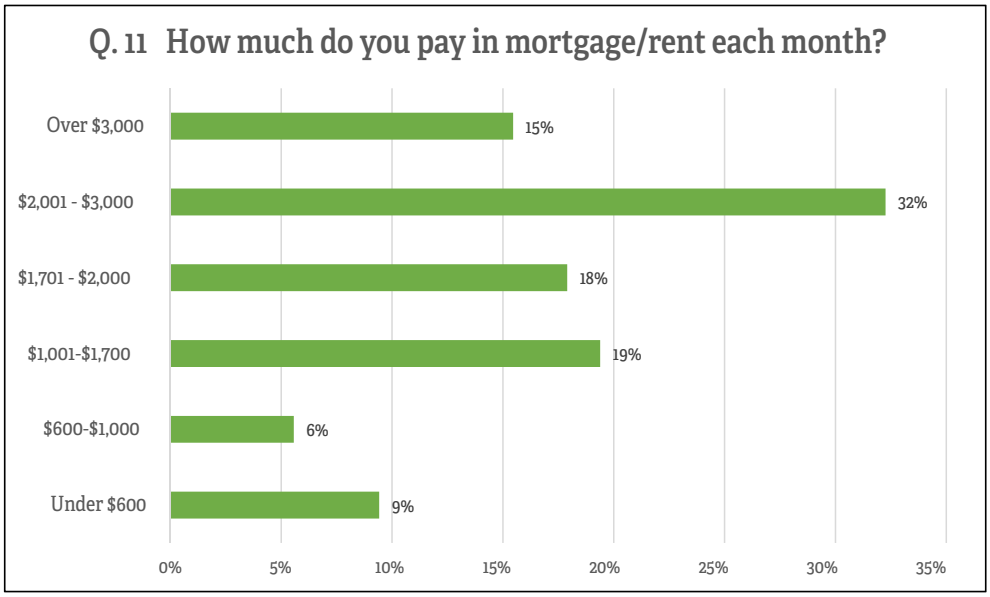


Less than half of the respondents both live and work in Kirkland. This is consistent with other data sources that show 69% of people working in Kirkland commute from elsewhere.

APPENDIX F: Continued

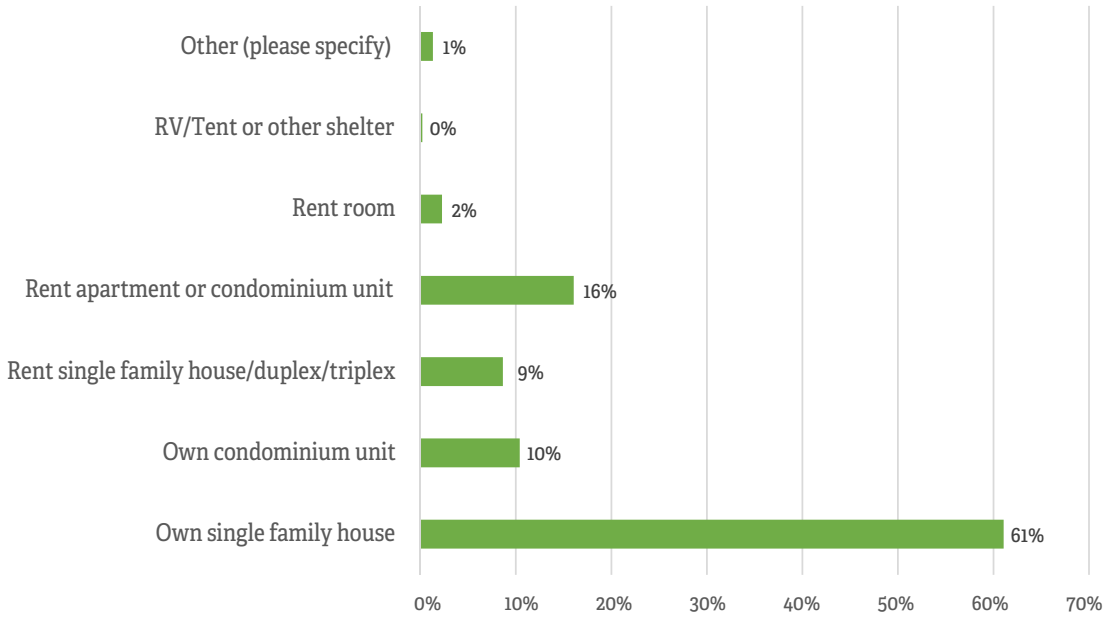


The income mix of respondents is relatively balanced to the overall Kirkland population when compared to other data sources, although there were somewhat fewer respondents at lower income levels. Approximately 54% of all jobs in Kirkland pay less than $50,000 per year.



APPENDIX F: Continued

Q.12 Which of the following best describes your current residence?



The rate of home ownership among respondents (71%) is a bit higher than the current rate for Kirkland, which is 65%.

APPENDIX G: Community Workshop

The Housing Strategy Advisory Group hosted a Housing Workshop on December 2, 2017. It was advertised broadly through the City's social media channels as well as through the newspaper and Advisory Group members. The workshop was designed to give attendees an opportunity to share input on the strategies that the Advisory Group had been reviewing related to the three main housing goals – neighborhood character, housing supply and diversity, and affordable housing. The workshop began with an opportunity for individuals to review display boards of background information. The boards provided a summary of the information that the Advisory Group had been using in its work.

Following a brief welcome from Deputy Mayor Jay Arnold and an introduction to the housing issues being discussed and workshop format overview by Arthur Sullivan, the participants self-selected into breakout groups in one of the three topic areas. Advisory Group members led the 45-minute long discussions based on the questions and background information included in the following pages. At the end of the first breakout session, participants chose a second breakout group on a different topic. Participants were engaged in the conversations and seemed to be glad to have an opportunity to share their thoughts. Notes that were taken during the breakout sessions. The conversations were free-flowing and did not necessarily follow the scripted questions. Below is a very brief synopsis of the conversations in the three topic areas.

A. Neighborhood Character

Participants were supportive of the 10-minute neighborhoods concept. Improved walkability throughout the community and more convenient access to a variety of goods and services are the key components of this concept. The groups noted that an increased sense of community would be a benefit as people had the opportunity to meet their needs without using their cars. They discussed increasing diversity in housing types and prices, as well as opportunities for residents to age in place, as additional strategies to pursue. Ideas to continue the conversation about housing issues through neighborhood associations and collaboration with other City initiatives were identified.

B. Housing Supply and Diversity

The resounding message was to figure out a way to keep what was special about Kirkland neighborhoods, learn from other cities that have already added density gracefully (such as Vancouver, BC and Portland), and to utilize creativity in allowing more housing options to address the missing middle density forms of housing. Participants discussed the desire to reduce the cost/time for developing land, making adjustments to zoning/permitting, encouraging ADUs, small lots, and support for reform to condominium liability laws so that more would be built. Ensuring housing options exist in our community for seniors, service workers, first responders and teachers was a consistent topic.

C. Affordable Housing

Funding for additional affordable housing in the community was identified as a critical need. Sources of funding could include a levy, employers, as well as wealthy residents. Many noted that additional incentives to builders and creative use of vacant or underutilized public properties could be part of the solution. Incentives for creating more Accessory Dwelling Units, such as property tax relief and allowing more units per property, and other small-scale solutions that can be replicated throughout neighborhoods were also identified as a ways to ensure that a variety of opportunities exist to help solve the problem of affordable housing in the community.

APPENDIX G: Continued

■ Housing Strategy Advisory Group WorkshopBreakout Session Questions and Graphics

A. HOUSING STRATEGY: NEIGHBORHOOD CHARACTER

Background statement

It is hard to isolate housing from many other components of a community. This section is how we can look at housing as part of a larger community network to contribute to the overall livability within the city for a variety of household types. Part of the Advisory Group's discussion has been around the concept of creating 10 minute neighborhoods in as wide an area of the city as possible (mixed use centers, transition neighborhoods and single family neighborhoods) By 10 Minute Neighborhoods we mean a community where residents can walk short distances from home to destinations that meet their daily needs.

Questions

(sub-bullets indicate potential answers, which you might use to get the conversation going)

- What community features would enable you to live with one less car? (Help to realize a 10 minute neighborhood) How close would they need to be?
  - » Frequent, efficient transit service
  - » Safe bikeways & walkways
  - » Elementary school
  - » Library
  - » Aquatic facilities (hot tub, swimming pool)
  - » Sports field (baseball, soccer, football)
  - » Tennis court
  - » Basketball court
  - » Grocery
  - » Coffee house
  - » Restaurants
  - » Pub/bar/tavern
  - » Community meals
  - » Bookstore
  - » Child care services
  - » Dog walking/daycare services
  - » Medical facilities
  - » Church

- What community amenities would enable you to live in a smaller home or multi-family home closer to where you need to be each day?
  - » Dog park
  - » Community garden
  - » Outdoor kids play area
  - » Place for kids to play outside where I can watch them from in my home
  - » Covered kids play area
  - » Indoor kids play space

- » Music practice room
- » Guest house
- » Craft/hobby room or maker space

- Are there any small-scale businesses that you think should be allowed in or on the edge of [OR in close proximity of] a single family neighborhood to improve community and walkability?
  - » cafe
  - » maker space
  - » live/work units
  - » corner/convenience store
  - » socially-oriented retail (books, games, music)
- Achieving this 10 minute concept in as many residential areas as possible, would require incorporating some of these concepts in or in close proximity to single family neighborhoods. This may introduce uses that are not traditional available in these areas.
  - » What are the opportunities, limitations and cautions with expanding these ideas into all residential neighborhoods?
  - » Is the best place for this type of conversation to continue through the neighborhood planning process? Are there other ways to continue this discussion?
- Are there cities you've visited that encompass the concepts we've described and would have a feel you'd like to have in Kirkland? What do you like about them?

Graphics

- 10 Minute Neighborhood Concept Diagram
- 10 Minute Neighborhood Heat Map (see attached)
- Blank map for each table to draw on/add notes to

B. HOUSING STRATEGY: HOUSING SUPPLY AND DIVERSITY

Background Statement

Our community is already made up of a variety of different types and styles of housing – single-family homes, townhomes, small and large apartment and condominium buildings. There are also accessory dwelling units (mother in law apartments), cottages and micro-units. But there still are unmet needs, so the challenge in this discussion is to probe if there are ways we can expand such efforts in ways that fit into the community. The focus of this session is to think about the types of housing that might meet the needs of our current and future population.

Questions

- Are there Cities (or neighborhoods in other cities) you have visited that you think did an excellent job at providing density and diversity of housing stock? What stands out about those cities/neighborhoods?
- Following are types of housing that the Advisory Group feel have the potential to fit into the city and help address local housing needs for a wider range of households. They understand these ideas may not fit everywhere and/or may need some guidelines in order to fit into the community.
- Looking at the pictures provided, what types of housing do you think would fit in Kirkland to help increase housing supply for a more diverse population?
  - » What do you like about them and why?
  - » Who do you see living in each type of housing?
  - » Are there any types shown that you don't think would fit in Kirkland and, if so, why
  - » Are there any types of housing that are not on this list that should be considered?

APPENDIX G: Continued

» Are there particular provisions that should be linked to permitting such housing?

Lower Density neighborhoods

- ADU's (accessory dwelling units or "mother-in-law apartments")
- Cottages
- Duplexes and triplexes, including those designed to look like single family residences
- Tiny homes

Transition neighborhoods

- Townhouses or row houses
- Duplexes and triplexes, including those designed to look like single family residences
- Bungalow court
- Boarding homes
- Dorm type housing at colleges/churches
- Micro-housing
- ADU's

Central/mixed use neighborhoods

- Transit oriented development
- Micro-housing
- Dorm type housing at colleges/churches
- Boarding homes

Graphics

- Housing Photo Display (1 or 3 boards depending on space)
- Blank map for each table to draw on/add notes to

C. HOUSING STRATEGY: AFFORDABLE HOUSING

Background Statement

This session is focusing on explicit housing affordability, or affordable housing – that is housing intended to be affordable to a specified income level, generally anywhere from 30% median income ($20 to $28,000) to 80% median income ($53 - $77,000), This is not about general diversity and relative affordability of housing (important but another breakout group topic), but efforts so that those with low or moderate income might be able to manage in our community, as well as how to build upon what the city has been doing. The Advisory Group has been looking at a couple themes within this topic:

First, activities where the city has provided direct assistance for housing that is targeted to specific housing for households at specific income levels or certain populations

- Sources have included a portion of the City's general funds, but have also waived development fees for such projects.
- Have been used for households earning up to $58000 (60% median, family of 4) and other lesser income.
- Been for families, seniors, homeless, and persons with special needs.
- Typically assist community based groups (non-profit or housing authority) in developing housing

Second, city efforts other than direct financial assistance (Reference Background graphic about city

APPENDIX G: Continued

efforts and call out land use requiring many new developments to include housing affordable to households earning $33 - $77,000); or city efforts to help low income or homeless residents with housing costs and services to get into or stay in their housing (e.g. utility and property tax relief or deferrals for seniors). In this area, the Advisory Group has discussed ideas such as:

- Ways to help seniors age in place in their homes such as expanded utility and property tax relief
- Expanding use of relatively affordable smaller housing such as ADU's (it is noted that Mercer Island has ADU's at over 4 times the rate as Kirkland) and micro units.
- Increasing the production of condominiums, a relatively affordable form of ownership housing.

Questions

- Should the city look into increasing efforts to use direct resources to support specific affordable housing? Why or why not?
- If so, thought on what resources should be considered?
  - » Expand general fund
  - » Dedicated funding source from some type of fee or revenue (portion of sales tax from new construction, demolition fee to existing housing, portion of real estate excise tax)
  - » Property tax levy, potentially combined with a larger community levy involving other public needs (e,g, parks, roads)
  - » More actively look at publicly owned land to see if all or portion could accommodate housing and make available at no cost.
- Are there any particular needs/income levels that are more important to focus on, or should the city continue serving a range of different needs (e.g. families, seniors, homeless, persons with special needs)
- What reactions do you have regarding the non-direct assistance ideas being discussed by the Advisory Group?
  - » Are there particular ones that you like? And if so, why?
  - » Are there other ideas that the Advisory Group should consider?

Graphics

- Directly Assisted Housing in Kirkland + Land Use and Federally Assisted + photos (from 11/15/17 PowerPoint)
- Kirkland Affordable Housing Capital Assistance (from 11/15/17 PowerPoint)

APPENDIX H: Housing Strategy Plan Matrix

How the Housing Strategy Plan Matrix is Organized. The Housing Strategy Plan Matrix (Attachment G) supports the goals and policies of the City's Comprehensive Plan Housing Element. The strategies are divided into three main sections:

Section A, Neighborhood Quality, includes strategies that address preserving the quality, character and sustainability of existing housing and neighborhoods.

Section B, Expanded Housing Choices, includes strategies related to addressing overall housing needs, including the overall amount and diversity of housing for a variety of households.

Section C, Housing Affordability, includes strategies to address the needs of a range of incomes, especially moderate- and lower-income households. It also includes strategies for populations that can have specialized housing needs, including the homeless.

Information Included in the Housing Strategy Plan Matrix: The matrix summarizes a variety of information for each strategy.

- Strategies are listed in the first column.
- The second column of the matrix includes one or more examples of more specific actions related to that strategy.
- The next column identifies if the City has previously addressed the strategy or example.
- The fourth column lists if the strategy was determined to be a high priority for the Advisory Group. It also identifies previous actions that should be monitored
- The next series of columns note Gap Areas that were identified and represent unmet needs in the community. They are:
  - » "Household Types" - This includes several columns that call out particular types of households. This section is not inclusive of all households, but calls out certain types of households that were identified by the Advisory Group based on data and public input for special attention. Shading cells in this section indicate that a particular strategy, while it may also address needs of other household types, could be particularly effective addressing housing needs of that particular population.
  - » Affordability" - The matrix includes columns to show whether a given strategy has an impact on housing for various income levels, as well as market-rate housing. Again, shading indicates strategies that could be particularly helpful to certain income levels.
- "Other Criteria:" The Advisory Group also considered several other factors including:
  - » "Timeliness" - This indicates if a strategy could be timely either due to item already on the city's work plan that could relate to the strategy, or the strategy addresses immediate needs that could pass if not acted upon.
  - » "Stakeholder Input" - Indicates if a strategy could address input from one or more of the focus groups or housing panel.

APPENDIX H: Housing Strategy Plan Matrix

Strategy	Examples	Previously Addressed	2018 Priority	College Students	Young Adults	1 & 2-person	Homeless	Seniors	English-ltd	Homeowners	Very Low (30 AMI)	Low (50 AMI)	Mod (80 AMI)	Middle (120 AMI)	Timeliness	Stakeholders
A. NEIGHBORHOOD QUALITY: Maintain and enhance the unique residential character of each city neighborhood.																
Public Infrastructure in Neighborhoods	* In cooperation with neighborhoods, identify areas targeted for walkability where amenities and infrastructure should be focused.		High													
	* Open Spaces: Incentivize neighborhood planning/pocket parks, reducing need for large yards. Create open spaces, including trail network, that encourage social gathering.															
	* Design neighborhood development for safe, non-motorized mobility, especially for children. Create pedestrian and transit connectivity															
	* Greater regular infrastructure maintenance in residential neighborhoods.															
Support services in neighborhoods	* Zone or incentives for all inclusive neighborhoods--food, daycare, park, meet-up places, transit.		High													
	* Allow for strategic neighborhood commercial development to the extent that it improves neighborhood walkability, especially in dense residential areas.															SR, Builder
Multi-unit (not detached single unit) near amenities	* Allow for strategic development of multi-family housing near amenities like parks.		High													
Design Standards Incorporate neighborhood character and design principles into standards for new development.	*Address issues such as scale and bulk, setbacks that reinforce those of surrounding residences, and landscape buffers (where appropriate).		Monitor													
	*Greater attention to building and site design, such as building bulk, roofline variation, garage and parking location, and landscaped buffers. ** Evaluate design character issues as part of Community Character Element (e.g. such as pitched roofs, mega-house standards)															
	*Review codes to encourage residential development in existing business districts.															
	*Revise horizontal façade regulations.															
Neighborhood Beautification.	*Continue to Promote / support a neighborhood enhancement program.															
Environmentally Sensitive Site Planning. Preserve natural drainage, vegetation, and other natural features.	* Expedite permit for green certified housing		Monitor													RE
	*LID regulations allow clustering and lot size averaging. (see B.3)															
	* Maintain trees to assist in clean air; (short plats can diminish quality of trees).															
Sustainable Development & Construction.	*Greater encouragement/Require energy efficiency and other means of sustainability in new housing structures..		Monitor													
Rental Property Maintenance.	*Rental property inspection program.															
	*Greater code enforcement.															
	*Allow existing non-conforming Multifamily densities to be maintained or redeveloped.		Monitor													

Key for Stakeholder Entries

RE:	Realtors	NP:	Affordable housing (non-profit) developer
SR:	Seniors	HS:	Human service providers
Builder:	Private Developer	ELL:	English as second language residents
Merchant:	Local businesses	LWIT:	Students at Lake Washington Institute of Technology
		Safe:	Residents in safe parking program

APPENDIX H: Housing Strategy Plan Matrix

STRATEGY MATRIX				GAP AREAS												
Strategy	Examples	Previously Addressed	2018 Priority	College Students	Young Adults	1 & 2-person	Homeless	Seniors	English-ltd	Homeowners	Very Low (30 AMI)	Low (50 AMI)	Mod (80 AMI)	Middle (120 AMI)	Timeliness	Stakeholder
B. EXPANDED HOUSING CHOICES: Ensure that Kirkland has a sufficient quantity and variety of housing to meet projected growth and needs of the community.																
Housing opportunities for a greater diversity of households in lower density residential neighborhoods and transition neighborhoods. Find ways to make some increased density acceptable to existing neighborhood residents such as: some corner lots to be triplexes that look compatible with neighborhood; ADUs; small SF lots with smaller home. Also, some empty nesters and aging residents will want affordable options to remain in Kirkland. Regulations allowing such housing must balance providing some level of flexibility with having sufficiently clear provisions to ensure that the intended outcomes of smaller and less expensive housing will be achieved.	*Review the zoning code to increase opportunities for innovative or unconventional housing types that may fill housing needs not currently met in Kirkland, such as: ** "Tiny houses" ** Cottages (single-level living choices) that are reasonably priced. ** Multiplexes that look like single-family homes ** Smaller lots (4,000 sq ft) near areas targeted for walkability or with nearby (parks).		High												RE, Senior, Builder, ELL, Faith, Safe, LWIT
	* Convert portions of older single-family housing areas located close to transit, arterials or other amenities (e.g. park, trails, commercial development) to mixed-density villages, smaller homes or clustered housing with central open areas.															RE / SR Builder
	** Consider adoption of form-based codes in transition areas to enable flexible and innovative residential development models															
	* Encourage multi-bedroom home styles affordable to middle-income families.															HS
	* Create a program to create and manage an inventory of smaller rentable plots for smaller/portable homes (<400 sq ft).															
Increase overall housing and choices in TOD/Centers Identify specific location of 'TOD' areas in City. Considerations in identifying such areas include: transit access, arterials and opportunities for other non-motorized trips (e.g. walking, bicycle). A high proportion of working Kirkland residents commute to other cities, and a high proportion of people working in Kirkland commute from outside the city. It is timely to advance housing needs in tandem with regional planning and transit investments.	* Review the zoning code in areas targeted for walkability for barriers to innovative or unconventional housing types that may fill housing needs not currently met in Kirkland, such as: ** Small efficiency units. **Boarding homes. ** Single-Room Occupancy / student housing.		High monitor													Faith, HS, Safe, LWIT
	* Mandate and incentivize the inclusion of residential uses in mixed-use developments. Examples of incentives include additional height, reduced setbacks, reduced parking and tax breaks.															
	* Evaluate potential for Transit-Oriented Development (TOD) at park-and-ride lots, especially to partner with local affordable housing providers to provide affordable housing. ** Prioritize TOD with affordable housing, (specifically Totem Lake); partner with local housing groups such as HopeLink and Imagine Housing.		Timely													Merchant RE

APPENDIX H: Housing Strategy Plan Matrix

STRATEGY MATRIX				GAP AREAS												
Strategy	Examples	Previously Addressed	2018 Priority	College Students	Young Adults	1 & 2-person	Homeless	Seniors	English-ltd	Homeowners	Very Low (30 AMI)	Low (50 AMI)	Mod (80 AMI)	Middle (120 AMI)	Timeliness	Stakeholder
B. EXPANDED HOUSING CHOICES: Ensure that Kirkland has a sufficient quantity and variety of housing to meet projected growth and needs of the community.																
Reduce Development Costs.	* Reduce the time & risk of development by maximizing certainty of development regulations as early in process as possible. For example, ensure utility charges are known early in the permit process.		Monitor													Builder, NP
	* Maximizing certainty of development regulations as early in process as possible. For example, ensure utility charges are known early in the permit process.		Monitor													
Maintain efficient development and review systems that balance the goals of housing affordability and variety through reduced housing development costs while meeting other community goals.	* Explore opportunities to reduce time and risk of development that also contribute toward achieving city goals to increase housing diversity and affordability, such as: **Expidite permits for projects that achieve City affordability and variety strategies		High													
	** Establish a graduated impact fee system that has higher fees for larger, more expensive homes, and lower fees for smaller, less expensive homes.															
	*Off-street parking policies: **based on transit access/ walkability / right size parking		Monitor													Builder RE
	**Parking benefit district/"cap and trade" program.															
	*Simplify permit process for zero-lot-line homes.															
	*Allow concurrent review of discretionary approvals (e.g., zoning and PUD applications) and building permits.															
	*Evaluate development regulations for their potential impact on housing costs. **Design review process. **Development charges (e.g. permits, impact fees, utilities) ** Parking Requirements															
	*Reduce the number of housing projects subject to SEPA; categorical exemptions, planned action EIS, etc.															
	*Update building codes to allow prefabricatred and new building technologies (e.g., cross-laminated timber).															
	*Modify height limits and building codes to maximize wood frame construction; e.g., allow 6-story wood frame, or increase 65-ft limits to 75 or 85 ft.															
	*Site and development standards: **Infrastructure: street widths, curbs and sidewalks. **Setbacks.															
Workplace Housing	* Innovative/incentives for workplace housing. Possible options of companies building apartments in their buildings.															
	* Temp housing so workers can stay in town while they work.															
Housing for students	* Allow for zoning near schools for student oriented housing; e.g. rooms for rent, small units, dorms ** Zoning incentives and other incentives to support. ** Master plan process for Northwest University.															

APPENDIX H: Housing Strategy Plan Matrix

STRATEGY MATRIX				GAP AREAS												
Strategy	Examples	Previously Addressed	2018 Priority	College Students	Young Adults	1 & 2-person	Homeless	Seniors	English-ltd	Homeowners	Very Low (30 AMI)	Low (50 AMI)	Mod (80 AMI)	Middle (120 AMI)	Timeliness	Stakeholder
C. HOUSING AFFORDABILITY AND SPECIAL NEEDS HOUSING - INDIRECT ASSISTANCE: Promote affordable and special needs housing throughout the city for all economic segments of the population.																
Aging in Place. Support housing options, programs, and services that allow seniors to stay in their homes, neighborhood or community.	*Encourage forms of housing that support remaining (downsizing) in existing neighborhood or community.	■	High					■								SR
	** Clustering and/or "innovative" housing types:	■						■								■
	** ADU's (See ADU strategy below)	■						■								■
	*Evaluate the barriers to "down-sizing" (e.g., cost of alternative housing, resource to fix up to sell, family circumstance, life style—memories, yard, pets, amenities, friends) and what could create more interest in down-sizing.	■						■								■
	* Evaluate and revise standards for utility tax and property tax relief, such as exemptions, deferrals, caps, pass through benefit to renters, and portability to another property in the City.	■						■			■	■				SR
	*Encourage universal design improvements that increase housing accessibility.							■			■	■				
	* Identify and support programs to assist people with aging in place (e.g. meals, maintenance)							■								SR
	** Continue using CDBG funds for the single-family housing repair and weatherization program.	■						■			■	■				■
Accessory Dwelling Units. Promote the development of accessory dwelling units (ADUs) on single-family lots.	*Promote community education program for ADUs through outreach efforts, including fliers/technical assistance.	■	High	■	■			■								
	*Review regulations and permitting costs. Minimize procedural requirements and address neighborhood compatibility.			■	■			■								RE, Builder, SR
	**Utility hook-ups.			■	■			■								SR
	**Affordable Permit fees.			■	■			■								■
	** Adopt "Clemency" program for existing ADUs.	■		■	■			■								■
	** Fast Track permitting			■	■			■								■
	* Review if any type of incentives can be offered.			■	■			■								
	** Facilitate financing	■		■	■			■								
	* Identify and implement strategies of other communities with high rates of ADU development, such as allowing more than one ADU per property.	■		■	■			■								
	* Incentivize ADU construction for long term, affordable rentals by creating property owner rebates, financing for ADU construction and/or property tax rebates.			■	■			■							■	
	*Set goals for the number of ADUs to be developed in a specified period of time.		Monitor	■	■			■								
Promote Opportunities for Homeownership.	*Removing barriers to condo development		High							■					■	Builder
	** Remove barriers to condominium development, including amendments to the state Condominium Act.		Legis.							■					■	RE
	** Adopt provisions to allow fee-simple ownership of attached units instead of condominium ownership (more difficult to finance).	■								■						■
	*Allow manufactured housing in all residential zones.	■								■						
	*Culturally appropriate homebuyer education and financial products.								■	■						
	* Explore ways to increase condominiums with FHA approval.									■						
	*Explore ways to support nontraditional ownership models; e.g., land trusts, "sweat equity" programs, limited equity condominiums, and co-ops.									■			■			HS

APPENDIX H: Housing Strategy Plan Matrix

STRATEGY MATRIX				GAP AREAS												
Strategy	Examples	Previously Addressed	2018 Priority	College Students	Young Adults	1 & 2-person	Homeless	Seniors	English-ltd	Homeowners	Very Low (30 AMI)	Low (50 AMI)	Mod (80 AMI)	Middle (120 AMI)	Timeliness	Stakeholder
Promote Opportunities for Homeownership.	*Removing barriers to condo development		High							■					■	Builder
	** Remove barriers to condominium development, including amendments to the state Condominium Act.		Legis.							■					■	RE
	** Adopt provisions to allow fee-simple ownership of attached units instead of condominium ownership (more difficult to finance).	■								■						■
	*Allow manufactured housing in all residential zones.	■								■						
	*Culturally appropriate homebuyer education and financial products.								■	■						
	* Explore ways to increase condominiums with FHA approval.									■						
	*Explore ways to support nontraditional ownership models; e.g., land trusts, "sweat equity" programs, limited equity condominiums, and co-ops.									■			■			HS
City Incentives in exchange for providing affordable housing	* Land use provisions linking additional development capacity with affordable housing.	■										■	■			HS
	**Consider refinements to existing land use regulations that encourage and/or require the creation of affordable housing in new development.	■	Monitor									■	■			
	** Prioritize requiring affordable housing when increases to development capacity for sites or neighborhoods are considered	■	As needed									■	■			
	** Consider linking affordable housing (e.g. in-lieu payments) to increases in capacity for commercial development		High									■	■			
	** Identify opportunities for linking with usage of Housing Choice Vouchers (administered by KCHA) with required affordable housing		Timely									■	■		■	
	*Reduced parking requirements for affordable housing units.	■									■	■	■			NP
	*Reduced or waived ground floor commercial space requirement in mixed-use zones.	■											■	■		Builder
	* Property tax exemption (MFTE) in mixed use zones for new housing that includes a portion of affordable housing	■	Monitor									■	■			
	*Expedite permit review for projects with affordable component.										■	■	■			
Support to Renters.	*Tenant counseling:															
	**Specialized assistance for those with language barriers or mental illness.								■		■	■	■			ELL
	**Community service officers; i.e., civilian intermediaries to resolve conflicts among landlords and tenants.										■	■	■			HS
	*Tenant protections:															
	**Broader protections from source-of-income discrimination.	■									■	■	■			HS
	**Longer noticing requirments to vacate when multiple tenants displaced.										■	■	■			Safe
	**Just Cause Eviction notice.										■	■	■			
	**Local portability of tenant screening reports.										■	■	■			
	**Limits to, or process for, rent increases to existing residents.										■	■	■			
	* Assistance with finding reliable roommates.			■	■	■	■				■	■	■			LWIT
	*Limit conversions of rental housing to condominiums.										■	■	■			
Fair Housing. Protect fair and equal access to housing for all persons and prohibit any activity that results in discrimination in housing. Support efforts to achieve a geographic balance in siting special needs housing throughout the city and region.	*Ensure that regulations do not unduly restrict group homes or other housing options for persons with special needs.	■					■	■				■	■	■		
	*Ensure codes provide opportunities for special needs housing.	■					■	■			■	■				
	* Monitor local housing market for racial discrimination practices.															
	*Review group homes and other regulatory standards for consistency with the federal Fair Housing Act.								■		■	■				
Affordable Housing Preservation. Preserve, maintain, and improve existing affordable housing. [H-3.4]	*In multifamily areas, allow existing developments with non-conforming densities to maintain, remodel, and rebuild their properties and retain the same number of housing units.	■											■	■		
	*Transfer of Development Rights (TDRs) to preserve aff. housing.											■	■			
	*Conduct inventory of existing multi-family residential properties and encourage preservation of those that are relatively affordable.	■									■	■				
	** Assist organizations to acquire multifamily properties to preserve their relative affordability, (See Direct Assistance).	■										■	■			
	*Continue using CDBG funds for the single-family housing repair (See Direct Assistance)	■									■	■				

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	** Prioritize requiring affordable housing when increases to development capacity for sites or neighborhoods are considered	■	As needed									■	■			
	** Consider linking affordable housing (e.g. in-lieu payments) to increases in capacity for commercial development		High									■	■			
	** Identify opportunities for linking with usage of Housing Choice Vouchers (administered by KCHA) with required affordable housing		Timely									■	■		■	
	*Reduced parking requirements for affordable housing units.	■									■	■	■			NP
	*Reduced or waived ground floor commercial space requirement in mixed-use zones.	■											■	■		Builder
	* Property tax exemption (MFTE) in mixed use zones for new housing that includes a portion of affordable housing	■	Monitor									■	■			
	*Expedite permit review for projects with affordable component.										■	■	■			
Support to Renters.	*Tenant counseling:															
	**Specialized assistance for those with language barriers or mental illness.								■		■	■	■			ELL
	**Community service officers; i.e., civilian intermediaries to resolve conflicts among landlords and tenants.										■	■	■			HS
	*Tenant protections:															
	**Broader protections from source-of-income discrimination.	■									■	■	■			HS
	**Longer noticing requirments to vacate when multiple tenants displaced.										■	■	■			Safe
	**Just Cause Eviction notice.										■	■	■			
	**Local portability of tenant screening reports.										■	■	■			
	**Limits to, or process for, rent increases to existing residents.										■	■	■			
	* Assistance with finding reliable roommates.			■	■	■	■				■	■	■			LWIT
	*Limit conversions of rental housing to condominiums.										■	■	■			
Fair Housing. Protect fair and equal access to housing for all persons and prohibit any activity that results in discrimination in housing. Support efforts to achieve a geographic balance in siting special needs housing throughout the city and region.	*Ensure that regulations do not unduly restrict group homes or other housing options for persons with special needs.	■					■	■				■	■	■		
	*Ensure codes provide opportunities for special needs housing.	■					■	■			■	■				
	* Monitor local housing market for racial discrimination practices.															
	*Review group homes and other regulatory standards for consistency with the federal Fair Housing Act.								■		■	■				
Affordable Housing Preservation. Preserve, maintain, and improve existing affordable housing. [H-3.4]	*In multifamily areas, allow existing developments with non-conforming densities to maintain, remodel, and rebuild their properties and retain the same number of housing units.	■											■	■		
	*Transfer of Development Rights (TDRs) to preserve aff. housing.											■	■			
	*Conduct inventory of existing multi-family residential properties and encourage preservation of those that are relatively affordable.	■									■	■				
	** Assist organizations to acquire multifamily properties to preserve their relative affordability, (See Direct Assistance).	■										■	■			
	*Continue using CDBG funds for the single-family housing repair (See Direct Assistance)	■									■	■				
Public Information.	*Undertake an educational campaign to increase awareness of housing issues, including special needs housing, and to address negative perceptions related to homelessness.															Safe

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C. HOUSING AFFORDABILITY AND SPECIAL NEEDS HOUSING - DIRECT ASSISTANCE: Promote affordable and special needs housing throughout the city for all economic segments of the population.																
Local Revenue. Establish a regular local source of funding for affordable housing programs. Align City expenditures for affordable housing with the strategies identified in this report	* Continue using City General funds for affordable housing and special needs housing		High													NP
	*Continue using CDBG funds for affordable housing and special needs housing.															SR
	*Explore dedicated local revenue sources targeted toward affordable housing on a regular basis.		High													NP
	**Local housing levy.		Timely													
	**Growth Fund (sources linked to new growth; e.g., sales tax).															
	**REET		Legis.													
	**Property taxes generated by properties sold by public entities for private development.															
	**Tax on all cash residential transactions/ transfer tax on capital gains ('anti-flipping')															
	**Hotel tax on short-term rentals.															
	**Commercial development linkage fees.															
	** In-lieu fees from new private development (Residential and Commercial - See Incentives)															
	* Work with AWC [Association of Washington Cities], SCA [Sound Cities Association] and other housing groups for state legislation to expand funding options for cities (e.g. REET, home demolition fees) for affordable housing.		Legis.													
Provide other non-monetary support for affordable housing	*Waive some or all permit and/or impact fees for affordable housing.															NP
	*Consider selling or leasing City-owned land that is no longer needed for its orginal purpose or other public purposes at below-market value for affordable housing.		High													RE
	**Conduct inventory of public property for potential availability for housing and other public uses, and update regularly.															
	** Evaluate incorporating affordable housing into city developments (e.g. fire station, parking)															
	*Explore non-cash forms of financial assistance (e.g., providing loan guarantees for affordable housing).															NP
	* Assist housing providers in their efforts to create affordable housing															NP
	** Support funding applications to other regional funders.															
	** Increase usage of Housing Choice Vouchers (KCHA).															
	** Encourage innovative partnerships between public/private institutions (e.g. Lake Washington School District, Lake Washington Institute of Technology, faith organizations). For example, lots for tiny houses.		High													
	** Work with local banks to coordinate better financing for affordable housing.															
	** Support efforts to increase private "social investment" funds for affordable housing															
	** Explore opportunities to use underutilized properties, especially non-profit/faith organization owned, for affordable housing.															NP
	*Explore opportunities to encourage private and other public donation of resources, including land, for affordable housing.															NP, SR, RE
	*Analyze the potential city role in employer assisted housing. Work with local employers to study and implement model programs.															

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Uses of local resources: Housing Development/Operation	* Review and update the range of types and affordability of housing receiving direct assistance and whether resources should be used for direct assistance to residents (e.g. relocation assistance, down payment loan)	■			■	■	■	■		■	■	■	■			NP
	** Support range of affordable housing needs (ARCH Housing Trust Fund)	■			■	■	■	■		■	■	■	■			
	** Types of Households served: Families, seniors, homeless, persons with special needs.	■			■	■	■	■		■	■	■	■			Safe
	** Coordinate funding with other cities to maximize local aff. housing	■			■	■	■	■		■	■	■	■			
	* Prevent and Relieve Homelessness	■					■				■	■				
	** New housing with on-site services for homeless families and individuals.	■					■				■	■				Safe
	** Support effort to site Eastside women's shelter in Kirkland.	■					■				■	■				
	** Landlord Liaison Project.						■				■	■				
	**Housing for people exiting incarceration.						■				■	■				
	*Acquire existing multifamily properties, based on strategic opportunity (e.g., location, condition, growth areas).	■									■	■	■			
	*Pay or waive some utility and/or infrastructure costs for aff. housing.										■	■	■			
	*Acquire land in Kirkland for development of housing to serve households earning 60% or less of the county median income.										■	■	■			
	** Revolving land acquisition fund; i.e., REDI fund.	■									■	■	■			
	*Revolving loan fund to support 4% tax credit projects.										■	■	■			
Uses of local resources: Assistance to Residents	*Resources for homeowners:									■						
	** Down payment assistance program.	■								■			■			
	**Homeowner counseling programs.									■			■	■		
	**Pool for higher risk home repair loans or homeowners with temporary financial hardships							■		■			■			
	** CDBG funds for the single-family housing repair and weatherization program.	■						■		■			■			
	*Tenant relocation assistance (consistent with state law).							■			■	■				

HOUSING STRATEGY PLAN

City of Kirkland, Washington