



CITY OF KIRKLAND
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MEMORANDUM

To: Housing Strategy Advisory Group

From: Dawn Nelson, Planning Supervisor
Arthur Sullivan, ARCH Program Manager
Mike Stanger, ARCH Housing Planner

Date: September 22, 2017

Subject: Housing Strategy Plan Update Meeting on September 27, 2017 (File PLN17-00111)

MEETING PURPOSE

The purpose of this Housing Strategy Advisory Group meeting is to begin the process of sorting the strategies that group members identified at the last meeting and potentially add additional strategies. City and ARCH staff will present information and help guide the Advisory Group's discussion.

MEETING OVERVIEW AND BACKGROUND INFORMATION

Meeting Overview

1. Housing Strategy Plan Process and Context
2. Review of Strategies
3. Next Steps
 - A. Community Workshop (date to be determined)
 - B. City Council Committee Check-In (October 9th)
 - C. Human Services Commission Briefing (October 24th)

Following is an annotated outline of the meeting, including references to attached documents. They will be discussed at the meeting and are included so that you might review them ahead of time.

1. Housing Strategy Plan Process and Context

As we near the latter stages of this process, we thought it would be helpful to provide a reminder of its end goal. That end goal is for the group to recommend an updated Housing Strategy Plan. The Strategy Plan is a document that includes a list of actions that the City

should consider to implement the goals of the Housing element of the Comprehensive Plan. It will contain both items that the City has already completed and will continue to monitor and items for future action that may take many years to accomplish. A primary objective is to identify high priority actions the City should consider in the next three to five years.

2. Review of Strategies

The majority of time at the last meeting was spent having the group create a large matrix on the wall of strategy ideas. The information provided during that exercise is aggregated in Attachment 1. Each row represents one of the sheets that were posted on the wall by the advisory group members. The Strategy column refers to the Kirkland Strategy Matrix provided in the last meeting packet. Staff categorized the items where a strategy had not been identified by the author (those cells are shaded gray). The Description column is a brief summary that corresponds to the bold-type labels in the Strategy column of the Kirkland Strategy Matrix. The blue shaded columns for Panel and Focus Groups identify where a strategy had also been identified by an individual in one of those groups. Attachment 2 is a synopsis of the information provided in Attachment 1.

Attachment 1 is provided as a PDF and as an Excel spreadsheet. In the PDF version, the task force's comments are sorted by column D, the Kirkland Strategy Matrix number. The Excel spreadsheet is formatted with the filter tool so that you can filter or sort the data in a way that makes sense to you. You can click on the arrow on the label which gives you two options. One is to sort all the data in the spreadsheet by the information in that column. For example, if you click on the Population column heading you can sort the data by population served. The second is that you can select a subset of data by choosing to display only certain categories. For example, you could show only those responses that address the "All" category under Population.

Staff will work with the group at the meeting to start to organize or prioritize the strategies that are identified in Attachment 1 and also whether there are any additional strategies the advisory group wants to consider. During that process, we will be seeking supporting and qualifying statements related to individual comments. In addition, we will be requesting input on any additional information the group needs in order to refine or prioritize strategies. For example, is there additional information related to housing needs or particular strategies that would help the group. By the end of the meeting the goal is to have the advisory group's initial thoughts on potential priority strategies. This information will be used in the forums identified below.

3. Next Steps

A. Community Workshop

Staff is working with Kathy Cummings, the City's Communications Program Manager, on ideas for a workshop to engage the broader Kirkland community in identifying housing needs that the City should address and strategies to address them. We will provide information at the meeting and request input from the group on format, objective and role of advisory group members.

B. City Council Committee Meeting Check-In

Staff will be briefing the City Council Planning and Economic Development committee on the progress to date and next steps for the Housing Strategy update. Staff would like to invite one or two group members to attend the meeting on October 9th at 3:00. The update should take about 15 to 20 minutes.

C. Human Services Commission Briefing

Staff will also be briefing the Human Services Commission at their October 24th meeting. Kimberly Scott, a member of the HSAG, is on the Commission.

Attachments

1. Aggregation of HSAG Strategy Ideas from 8/30/17 HSAG meeting
2. Synopsis of HSAG Strategy Ideas from 8/30/17 HSAG meeting

Aggregation of HSAG Strategy Ideas from 8/30/17 Meeting

Population	Comprehensive Plan Goal	Strategy#	Description	Affordability Level	Notes	Panel	Focus Groups
All	Neighborhood Quality	A	Land Use Element		Open "retail" zoning near residential to include other uses that meet the routine needs of residents.	Micro-unit Developer	Senior
All	Neighborhood Quality	A	Land Use Element		Allow for strategic neighborhood commercial development to the extent that it improves neighborhood walkability, especially in dense residential areas.		Senior
All	Neighborhood Quality	A1	Design standards		Maintain strict old growth tree #s to assist in clean air; short lot plats demolish quality of trees.	Private developers	
All	Neighborhood Quality	A1	Design standards		Need set-backs for all housing.		
All	Neighborhood Quality	A1	Design standards		Allow neighborhood associations create a rubrick for evaluating developments against neighborhood design standards to promote livability, possibly inspired by books such as "Pocket Neighborhoods" and "A Pattern Language."		
Families w/ Children	Neighborhood Quality	A2	Land Use Element		Allow for strategic development of multi-family housing near amenities like parks.		
All	Neighborhood Quality	A2	Neighborhood infrastructure & maintenance		In cooperation with neighborhood associations, identify areas targeted for walkability where amenities and infrastructure should be focused.		
All	Neighborhood Quality	A2	Neighborhood infrastructure & maintenance		Provide incentives to build amenities and services needed to improve areas targeted for walkability.		Senior
Families w/ Children	Neighborhood Quality	A2	Neighborhood infrastructure & maintenance		Parks; meet-up places.		
All	Affordability	B	Expand housing choices		Increase housing supply and variety.		
All	Affordability	B1	Increase overall capacity		Prioritize TOD (specifically Totem Lake); partner with HopeLink and Imagine Housing.	MF Developer (TOD)	Real Estate Agent
All	Neighborhood Quality	B1	Increase overall capacity		Find ways to make some increased density acceptable to existing neighborhood residents. (1) Some corner lots rezoned to be triplexes that look compatible with neighborhood. (2) Note: would allow more family units within SF neighborhoods. (3) Different incentives (not sure what) for ADUs that are not over garages--first point under real estate notes. (4) Small SF lots--reduce % size of smaller home; don't allow so many exceptions.		RE Agent; Senior
All	Supply & Variety	B1	Increase overall capacity		Allow smaller lots (4,000 sq ft) near areas targeted for walkability.		Real Estate Agent
All	Supply & Variety	B1	Increase overall capacity		Increase zoning and supply of smaller housing units to increase supply in general.		ELL Student; RE Agent
All	Affordability	B2	Reduce development costs		Reduce impact fees.		
1 & 2-person households	Affordability	B2	Reduce development costs		Reduce efficiency requirements in homes which are naturally efficient through their small size.		
All	Affordability	B2	Reduce development costs		Reduce parking requirements in areas targeted for walkability, and create a plan for residential street parking permits in these areas.	Micro-unit Developer	Real Estate Agent
All	Supply & Variety	B2	Reduce development costs		Prioritize permitting of projects which increase the number of dwelling units.		

Aggregation of HSAG Strategy Ideas from 8/30/17 Meeting

Population	Comprehensive Plan Goal	Strategy#	Description	Affordability Level	Notes	Panel	Focus Groups
All	Supply & Variety	B2	Reduce development costs		Reduce the cost & risk of development (especially for projects which increase the number of residential units) by increasing certainty of development.	Affordable Housing Developer	
Families w/ Children	Neighborhood Quality	B3	Flexible site planning		Design neighborhood development for safe, non-motorized mobility, especially for children. (See "Pocket Neighborhood" styles.)		
All	Supply & Variety	B3	Flexible site planning		Convert some older single-family housing neighborhoods (less efficient) to mixed-density villages of smaller homes and higher density housing with central open areas.	SF Builder	RE Agent; Senior
All	Supply & Variety	B3	Flexible site planning		Enable "missing middle" home styles and "pocket neighborhood" community models, especially in areas targeted for walkability.		
Local workers	Supply & Variety	B3	Flexible site planning	50%			
College Students	Affordability	B4	Expand housing choices		Apartments. ADUs. Dorms.		LWIT Student
All	Supply & Variety	B4	Expand housing choices		Create a program to create and manage an inventory of smaller rentable plots for smaller/portable homes (<400 sq ft).		
All	Supply & Variety	B4	Expand housing choices		Expand all housing supply and variety.		
Families w/ Children	Supply & Variety	B4	Expand housing choices		More 2- and 3-bedroom. Joint space (play), parks, or schools.		
Local workers	Supply & Variety	B4	Expand housing choices		Variety.		
Local workers	Supply & Variety	B4	Expand housing choices		Innovative/incentives for workplace housing. Possible options of companies building temp apts in their buildings.		
Local workers	Supply & Variety	B4	Expand housing choices		Temp housing so they can stay in town while they work.		
1 & 2-person households	Supply & Variety	B4	Expand housing choices		Allow development of micro housing, including congregate housing (such as single room occupancy, dormitories) and Small Efficiency Dwelling Units (SEDUs) as small as 200 sq ft in areas targeted for walkability.	Micro-unit Developer	Safe Parking Resident
1 & 2-person households	Supply & Variety	B4	Expand housing choices	50%			
Families w/ Children	Supply & Variety	B4	Expand housing choices	50%			
Local workers	Supply & Variety	B4	Expand housing choices	50%			Business
College Students	Supply & Variety	B4	Expand housing choices		Great master plan process for Northwest [University].		RE Agent
College Students	Supply & Variety	B4	Expand housing choices		Housing close to schools; zoning, incentives.		
College Students	Supply & Variety	B4	Expand housing choices		Allow for zoning near schools for student housing; i.e., rooms for rent.		RE Agent
College Students	Affordability	C1	Incentives	30%			
Seniors, fixed incomes	Affordability	C1	Incentives	30%			
Seniors, fixed incomes	Affordability	C12	Aging in place		Aging in place assistance.		Senior
Seniors, fixed incomes	Affordability	C12	Aging in place		Property tax & utility tax exemptions should increase income restrictions to \$50,000, \$55,000 per single person, to qualify, as median income is \$50,000 for moderate category.		Senior
Seniors, fixed incomes	Affordability	C12	Aging in place		Tax credits or exemptions.		Senior
Seniors, fixed incomes	Affordability	C12	Aging in place	30%			

Aggregation of HSAG Strategy Ideas from 8/30/17 Meeting

Population	Comprehensive Plan Goal	Strategy#	Description	Affordability Level	Notes	Panel	Focus Groups
All	Affordability	C13	Affordable housing preservation		Inventory existing affordable multi-family properties and purchase or provide incentives to owner to maintain affordability.		
Seniors, fixed incomes	Affordability	C13	Affordable housing preservation		Additional fees to contractor for demolition of existing modest homes.		
All	Affordability	C2	Accessory dwelling units		Promote the benefits of ADUs.		RE Agent
All	Affordability	C2	Accessory dwelling units		Increase flexibility of building and using ADUs.		RE Agent; Senior
All	Affordability	C2	Accessory dwelling units		Increase incentives for increasing ADUs (waive permit fees).	SF Builder	Senior
All	Affordability	C2	Accessory dwelling units		Promote more ADU development via incentives and fast-track permits.		RE Agent; Senior
College Students	Affordability	C2	Accessory dwelling units	30%	ADUs.		
Seniors, fixed incomes	Affordability	C2	Accessory dwelling units		Affordable & easy fees to initiate an ADU.		RE Agent; Senior
Seniors, fixed incomes	Affordability	C2	Accessory dwelling units		Assistance in getting ADUs in place. Simplify regulations, process; help facilitate builder partnerships or financing (similar to solar leases perhaps).		RE Agent; Senior
Seniors, fixed incomes	Affordability	C2	Accessory dwelling units	30%	ADUs.		
All	Affordability	C3	Local revenue		Encourage all Eastside cities to expand expenditures to ARCH.		
All	Affordability	C3	Local revenue		Partner with other Eastside cities to increase development or acquisition of affordable units (via increased ARCH contributions).	Affordable Housing Developer	
Local workers	Affordability	C3	Local revenue		\$		
All	Affordability	C4	Other support to affordable housing providers		Aggressively identify underdeveloped property or city-owned property to donate or lease to affordable housing non-profit developers.	Affordable Housing Developer	Senior
All	Affordability	C4	Other support to affordable housing providers		Waive permit and other fees for affordable housing developers.	Affordable Housing Developer	
All	Affordability	C4	Other support to affordable housing providers		Guarantee loans for affordable housing developers.		
All	Affordability	C5	Other (indirect) support for affordable housing		City and schools work to approve students to live w/ seniors. Students get free or reduced rent in exchange for helping with chores.		LWIT Student
Local workers	Affordability	C5	Other (indirect) support for affordable housing		Pilot an employer-assisted housing program for workforce housing.		
College Students	Affordability	C5	Other (indirect) support for affordable housing		Encourage innovative partnerships between public/private institutions; i.e., LWIT, churches.		Real Estate Agent
All	Supply & Variety	C6	Legislation/other resources		Reduce speculation in idle real estate -- and incentivize appropriate (re-)development -- by shifting property taxes away from improvements and focus entirely on land value.		

Aggregation of HSAG Strategy Ideas from 8/30/17 Meeting

Population	Comprehensive Plan Goal	Strategy#	Description	Affordability Level	Notes	Panel	Focus Groups
All	Supply & Variety	C6	Legislation/Other resources		Reform condo development liability to encourage more condo development.	MF Developer	Real Estate Agent
All	Affordability	C7	Direct support to renters		Limit rental increases to an annual percentage increase and not every 6 months; like 1%--5%.		Safe Parking Resident
All	Affordability	C7	Direct support to renters		Require apartments to make parking optional to tenants.		
All	Supply & Variety	C8	Promote opportunities for homeowners		Pursue state condo and UGA reform.		Real Estate Agent
1 & 2-person households	Supply & Variety	C8	Promote opportunities for homeowners		Fix condo liability.	MF Developer	
1 & 2-person households	Supply & Variety	C8	Promote opportunities for homeowners		Legislative--building more condos, townhomes.	MF Developer	RE Agent
Homeless	Supply & Variety	C9	Prevent & relieve homelessness		Create pathways out of being homeless--places where they can get back on their feet; i.e. free rent for 3-4 months.		
Homeless	Supply & Variety	C9	Prevent & relieve homelessness		Transitional housing; [e.g.] tiny homes at churches.		Safe Parking Resident
Immigrants, Refugees	Supply & Variety	C9	Prevent & relieve homelessness		Rapid turnover housing. Urgent housing. Vehicle/trailer housing. Safe, secure.		Safe Parking Resident
Homeless	Affordability	C9	Prevent & relieve homelessness		Tiny homes for singles or couples.		Safe Parking Resident
Seniors, fixed incomes	Affordability	C9	Prevent homelessness	30%			
Families w/ Children	Neighborhood Quality		Land Use Element		Zone or incentives for all inclusive neighborhoods--food, daycare, park, bus route.		
People w/ disabilities	Neighborhood Quality		Land Use Element		Transit. Food. Health services.		
Families w/ Children	Neighborhood Quality		Transportation Element		Consider traffic flow; build neighborhoods with multiple outlets.		
All	Neighborhood Quality				Quality is all.		
All	Supply & Variety				Better understand why people are staying in home if too big. We cannot create stock if we do not understand reasons. (1) Cost--new rent/mortgage too much, or cannot afford to fix home to sell. (2) Giving up something--memories, yard, pets, amenities, friends. (3) Nothing to buy in \$ range or location. (4) Family--may have kids, parents move in.		
1 & 2-person households	Affordability				Similar to college students and local workers.		
Families w/ Children	Affordability				Incentivize neighborhood planning/pocket parks reducing need for large yards.		
Seniors, fixed incomes	Affordability				Increase supply of single-level living choices such as cottages within \$350,000-\$400,000 price.		
1 & 2-person households	Supply & Variety				Bonus in mixed-use for adding residential.		
Immigrants, Refugees	Supply & Variety				Guides; communication help in understanding options, processes. Partner w/ agencies that currently provide.		ELL Student
People w/ disabilities	Supply & Variety				Daycare and activities to help this group.		
Seniors, fixed incomes	Supply & Variety				Allow for joint venture rebuild to multi-unit where appropriate.		

Synopsis of HSAG Strategy Ideas August 30, 2017 Meeting

- 86 notes were provided.
- 44% were filed under “All,” and only “Seniors, fixed incomes” (14%) got more than 10%. (See Cross-tab table below.)
- Affordability (45%) and Supply & Variety (39%) got far more attention (notes) than Neighborhood Quality.
- Among Affordability:
 - 16% mentioned funding and 21% some other type of financial assistance (e.g., reducing fees or taxes).
 - 10% mentioned reducing some form of land use or permitting regulation.
 - 3 advocated controls on landlords.
 - Specific affordability levels were mentioned on 10 notes (26%).
- ADUs were mentioned on 10 notes.
- 10 favored smaller units (other than ADUs); 4 of these mentioned condos.
- 2 explicitly said to increase density (as distinguished from just building smaller units or faster w/in existing capacity, for example).
- Among Supply & Variety:
 - 4 (from the same person, I think) wrote “50%” AMI on Expanding Housing Choices for local workers, 1 & 2-person households, families with children; and another on Flexible Site Planning for local workers—so, apparently meant to provide more affordable housing, but not sure they were meant for income eligibility.
- 4 mentioned housing related to homelessness.

Cross-tab:

	Neighborhood Quality	Supply & Variety	Affordability	Total
“All”	9	12	17	38
Seniors, fixed incomes		1	11	12
Families w/ children	5	2	1	8
1 & 2-person households		5	2	7
College students		3	4	7
Local workers		8	2	7
Homeless		2	1	3
Immigrants, refugees		2		2
People w/ disabilities	1	1		2
Total	15	33	38	86

Matrix tally:

		Count
A1	Design standards	3
A2	Neighborhood infrastructure & maintenance	3
B1	Increase overall capacity	4
B3	Flexible site planning	3
B4	Expand housing choices	16
B5	Reduce development costs	5
C1	Incentives	2
C2	Accessory dwelling units	8
C3	Local revenue	3
C4	Other support to affordable housing providers	3
C5	Other (indirect) support for affordable housing	3
C6	Legislation/other resources	2
C7	Direct support to renters	2
C8	Promote opportunities for homeownership	3
C9	Prevent & relieve homelessness	4
C13	Affordable housing preservation	2
C12	Aging in place	4
	Land Use Element	5
	Transportation Element	1
Unsure		10