



CITY OF KIRKLAND
Planning and Building Department
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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: June 15, 2017

Subject: Housing Strategy Plan Update Meeting #4 on June 21, 2017 (File PLN17-00111)

MEETING PURPOSE

The purpose of the fourth Housing Strategy Advisory Group meeting is to begin to review the Housing Strategy Matrix. City and ARCH staff will present information and help guide the Advisory Group's discussion.

MEETING OVERVIEW AND BACKGROUND INFORMATION

Meeting Overview

1. Introductions
2. Review of Strategies
3. Community Outreach Update
 - A. Focus Groups
 - B. Stakeholder Panel
 - C. Survey Questions

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.

2. REVIEW OF STRATEGIES

A draft of the Housing Strategy Matrix is the only Attachment to this memo. It is an aggregation of a master list of strategies that have been compiled by ARCH staff and the existing City of Kirkland Housing Strategy Plan. Time will be spent at the meeting familiarizing the advisory group with the range of strategies available and getting the groups initial insights and questions.

3. COMMUNITY OUTREACH

Based on the conversation at the May 31st meeting and responses to my follow-up e-mail, staff has been working on outreach in the following areas. Further updates will be provided at the meeting.

A. Focus Groups

Staff has reached out to a number of advisory group members for input on specific focus groups and ideas for individuals to contact. Next steps include lining up actual focus group participants and setting meeting dates, times and locations. We are pursuing the following focus groups:

- Large scale and small scale employers
- Higher education students
- Seniors
- Neighborhoods (including both renters and owners)
- Realtors (to get information regarding potential buyers)
- International community (via ESL programs at Lake Washington / non-profits)
- Faith Community and Human Service Agencies

B. Stakeholder Panel

Staff will be reaching out to a variety of for profit and non-profit housing professionals for a stakeholder panel discussion at the fifth Advisory Group meeting. That meeting will be on July 19th from 4:00 – 6:00 pm, based on the overwhelming majority of respondents to my e-mail that are available that day.

C. Survey

Staff is in the process of updating and posting the survey that was included as Attachment 8 in the materials for the May 31st meeting. The objective of the survey will be to get general impressions of local housing needs/issues and responses to some potential specific housing strategies. The City's public information staff will help with advertising the survey. The goal is to have the survey available by June 21st and to have it live for three weeks.

ATTACHMENT

Housing Strategy Matrix

| STRATEGY MATRIX | | | | | | GAP AREAS | | | | | | | | | | Other Criteria | | | | | | | | |
|--|--|---|---------------------|---------------|--------------------------|--------------|--------------|----------|---------|-------------|------------|-------------------|--------------|--------------|------------------|----------------|------------|--------------|-----------------------|---------------|--|----------|-----|----------|
| Strategy | Examples | 2007 Strategy Plan Outline | Comp Plan Reference | Activity Type | 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) | Impact | Timeliness | Public Input | Progress 2007-Present | 2017 Priority | | | | |
| A. NEIGHBORHOOD QUALITY: Maintain and enhance the unique residential character of each city neighborhood. | | | | | | | | | | | | | | | | | | | | | | | | |
| A.1 | Design Standards Incorporate neighborhood character and design principles into standards for new development [H-1.1]; address how new development can occur in a manner compatible with existing neighborhood character, particularly when sited on smaller lots or at greater densities than surrounding development [H-2.4, and under H-1.1]. | *Address issues such as scale and bulk, setbacks that reinforce those of surrounding residences, and landscape buffers (where appropriate). | | H-1.1 (text) | Regulatory | | | | | | | | | | | | | | | | | | | |
| | | *Greater attention to building and site design, such as building bulk, roofline variation, garage and parking location, and landscaped buffers. | | H-2.4 (text) | Regulatory | | | | | | | | | | | | | | | | | | | |
| | | *Evaluate design character issues as part of Community Character Element. Includes items such as: | A.2.a. | H-1.1 | Regulatory | | | | | | | | | | | | | | | | | | | |
| | | **Incentives for pitched roofs -- S-F homes. [Monitor?] | A.2.a.(1) | | | | | | | | | | | | | | | | | | | | | |
| | | **"Mega-house" standards. [Monitor?] | A.2.a.(2) | | | | | | | | | | | | | | | | | | | | | |
| | | **Review codes to encourage residential development in existing business districts. [Monitor?] | A.2.a.(3) | | | | | | | | | | | | | | | | | | | | | |
| *Revise horizontal façade regulations. [Monitor?] | A.2.b. | | | Regulatory | | | | | | | | | | | | | | | | | | | | |
| | *Provide pedestrian and transit connectivity and safe, attractive & usable public spaces. | | | Regulatory | | | | | | | | | | | | | | | | | | | | |
| A.2 | Neighborhood Infrastructure Improvements & Maintenance. | *Greater regular infrastructure maintenance in residential neighborhoods. | | | Funding | | | | | | | | | | | | | | | | | | | |
| | | *New pedestrian and transit connectivity and safe, attractive & usable public spaces. | | | Funding | | | | | | | | | | | | | | | | | | | |
| A.3 | Neighborhood Beautification. | *Promote and/or support a neighborhood enhancement program (e.g., Bellevue). | | | Community | | | | | | | | | | | | | | | | | | | |
| A.4 | Environmentally Sensitive Site Planning. Preserve natural drainage, vegetation, and other natural features. | * Expedite permit for green certified housing | | H-2.4 (text) | Regulatory | | | | | | | | | | | | | | | | | | | |
| | | *LID regulations allow clustering and lot size averaging. (see B.3) | | | | | | | | | | | | | | | | | | | | | | |
| A.5 | Sustainable Development & Construction. | *Greater encouragement/Require energy efficiency and other means of sustainability in new housing. | | | Other Support/Regulatory | | | | | | | | | | | | | | | | | | | |
| A.6 | Rental Property Maintenance. | *Rental property inspection program. | | | Regulatory | | | | | | | | | | | | | | | | | | | |
| | | *Greater code enforcement. | | | Regulatory | | | | | | | | | | | | | | | | | | | |
| | | *Allow existing non-conforming M-F densities to be maintained or redeveloped. [Monitor?] | A.1.d. | | Regulatory | | | | | | | | | | | | | | | | | Pre-2007 | | |
| B. HOUSING SUPPLY & VARIETY: Ensure that Kirkland has a sufficient quantity and variety of housing to meet projected growth and needs of the community. | | | | | | | | | | | | | | | | | | | | | | | | |
| B.1 | Create opportunities for increased residential capacity. Maintain an adequate supply of land zoned appropriately for a variety of housing types and densities. | *Allow smaller lots in single-family areas. [Monitor?] | A.1.a. | H-2.1 | Regulatory | | | | | | | | | | | | | | | | | Pre-2007 | | |
| | | *Evaluate PUD procedures. | A.1.b. | | Regulatory | | | | | | | | | | | | | | | | | | --- | |
| | | *Allow rounding of M-F units at a lower fraction. [Monitor?] | A.1.c. | | Regulatory | | | | | | | | | | | | | | | | | | | Pre-2007 |
| | | *Revise zoning map to be consistent with the Comprehensive Plan. [Monitor?] | A.1.f. | | Regulatory | | | | | | | | | | | | | | | | | | | |

| STRATEGY MATRIX | | | | | | GAP AREAS | | | | | | | | | | Other Criteria | | | | | |
|--|--|--|---------------------|---------------|------------------------|--------------|--------------|----------|---------|-------------|------------|-------------------|--------------|--------------|------------------|----------------|------------|--------------|-----------------------|---------------|--|
| Strategy | Examples | 2007 Strategy Plan Outline | Comp Plan Reference | Activity Type | 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) | Impact | Timeliness | Public Input | Progress 2007-Present | 2017 Priority | |
| | | *Evaluate potential for Transit-Oriented Development (TOD) at park-and-ride lots. | A.1.g. | Regulatory | | | | | | | | | | | | | | | Ongoing | | |
| B.2 | Reduce Development Costs. 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. | *Simplify permit process for zero-lot-line homes. | A.3.a. | Regulatory | | | | | | | | | | | | | | | Pre-2007 | | |
| | | *Evaluate timelines for permit review, and adopt required permit timelines established by the Land Use Regulatory Reform Act. | A.3.c. | Regulatory | | | | | | | | | | | | | | | | Pre-2007 | |
| | | *Further evaluate additional timelines for permit review. | A.3.d. | Regulatory | | | | | | | | | | | | | | | | Pre-2007 | |
| | | *Allow concurrent review of discretionary approvals (e.g., zoning and PUD applications) and building permits. | A.3.e., A.3.f. | Regulatory | | | | | | | | | | | | | | | | Pre-2007 | |
| | | *Evaluate development regulations for their potential impact on housing costs. | B.2.c. | Regulatory | | | | | | | | | | | | | | | | Pre-2007 | |
| | | **Design review process. | | | | | | | | | | | | | | | | | | | |
| | | **Development charges. | | | | | | | | | | | | | | | | | | | |
| | | *Reduce the number of housing projects subject to SEPA; categorical exemptions, planned action EIS, etc. | | H-2.3, H-2.4 | Regulatory | | | | | | | | | | | | | | | | |
| | | *Building codes to allow prefabricated and new building technologies (e.g., cross-laminated timber). | | H-2.3, H-2.4 | Regulatory | | | | | | | | | | | | | | | | |
| | | *Modify height limits and codes to maximize wood frame construction; e.g., allow 6-story wood frame, or increase 65-ft limits to 75 or 85 ft. | | H-2.3, H-2.4 | Regulatory | | | | | | | | | | | | | | | | |
| | | *Off-street parking policies: | | H-2.3, H-2.4 | Regulatory | | | | | | | | | | | | | | | | |
| | | **based on transit access/right size parking | | | | | | | | | | | | | | | | | | | |
| | | **Parking benefit district/"cap and trade" program. | | | | | | | | | | | | | | | | | | | |
| *Ensure utility charges are known early in the permit process. | | | | | | | | | | | | | | | | | | | | | |
| *Site and development standards: | | | | | | | | | | | | | | | | | | | | | |
| **Infrastructure: street widths, curbs and sidewalks. | | | | | | | | | | | | | | | | | | | | | |
| **Setbacks. | | | | | | | | | | | | | | | | | | | | | |
| B.3 | Flexible Site Planning. Allow a broad range of housing and site planning approaches in single-family areas. | *Provide more flexibility in (i) site development standards and (ii) short platting (e.g., lot averaging, set-backs). | A.3.b. | Regulatory | | | | | | | | | | | | | | | Pre-2007 | | |
| | | **Smaller lots. | | | | | | | | | | | | | | | | | | Pre-2007 | |
| | | *Allow cottages, multiplexes that look like single-family homes, and small lot single-family homes in all zones. | A.3.h. | | H-1.1, H-2.4, IS H.4.1 | | | | | | | | | | | | | | | | |
| | | **Cottages. | | | | | | | | | | | | | | | | | | | |
| | | **Compact single-family homes. | | | | | | | | | | | | | | | | | | | |
| **Zero-lot-line homes. | | | | | | | | | | | | | | | | | | | | | |
| **Common-wall housing. | | | | | | | | | | | | | | | | | | | | | |
| B.4 | Expand Housing Choices. | *Review the zoning code for barriers to innovative or unconventional housing types that may fill housing needs not currently met in Kirkland, such as: | | | | | | | | | | | | | | | | | | | |
| | | **Boarding homes. | | | | | | | | | | | | | | | | | | | |
| | | **"Tiny houses." | | | | | | | | | | | | | | | | | | | |
| | | ** micro/eco-units | | | | | | | | | | | | | | | | | | | |

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| C. AFFORDABLE AND SPECIAL NEEDS HOUSING: Promote affordable and special needs housing throughout the city for all economic segments of the population. | | | | | | | | | | | | | | | | | | | | | |
| C.1 | Incentives in exchange for providing affordable housing. [H-3.2] | *Expedite permit review for projects with affordable component. | A.4.b. | Regulatory | | | | | | | | | | | | | | | | | |
| | | *Consider refinements to existing land use regulations that encourage and/or require the creation of housing affordable in new development. | A.4.a | IS H.4.2 | Regulatory | | | | | | | | | | | | | | | Pre-2007 | |
| | | *Reduced parking requirements (with affordable housing conditions). | | | Regulatory | | | | | | | | | | | | | | | | |
| | | *Reduced or waived ground floor commercial space requirement in mixed-use zones. | | | Regulatory | | | | | | | | | | | | | | | | |
| | | * Property tax exemption (MFTE) for new housing with affordable in mixed use zones | | | | | | | | | | | | | | | | | | | |
| | | *Review requiring affordable housing when increases to development capacity for sites or neighborhoods are considered. | | H-3.2 | Regulatory | | | | | | | | | | | | | | | | |
| C.2 | Accessory Dwelling Units. Promote the development of accessory dwelling units (ADUs) on single-family lots. | *Promote community education program for ADUs through education efforts, including fliers/technical assistance. | B.2.g. | Community | | | | | | | | | | | | | | | | Pre-2007 | |
| | | *Allow ADUs in single-family zones. [Monitor?] | A.1.e. | | | | | | | | | | | | | | | | | | Pre-2007 |
| | | *Review regulations that minimize procedural requirements and address neighborhood compatibility. | | | | | | | | | | | | | | | | | | | |
| | | * Review application/permitting procedures | | | H-2.2 | Regulatory | | | | | | | | | | | | | | | |
| | | **Utility hook-ups. | | | | | | | | | | | | | | | | | | | |
| | | **Permit fees. | | | | | | | | | | | | | | | | | | | |
| | | **"Clemency" program to legalize existing ADUs. | | | | | | | | | | | | | | | | | | | |
| *Prohibit ADUs for short-term rental. | | | | | | | | | | | | | | | | | | | | | |
| | | *Set local goal for ADUs; e.g., 5% of single-family lots within 10 years. | | | Planning | | | | | | | | | | | | | | | | |
| | | * Continue using City General funds for affordable housing and special needs housing | | | | | | | | | | | | | | | | | | Pre-2007 | |
| | | *Continue using CDBG funds for affordable housing and special needs housing. | B.1.a. | | Fiscal | | | | | | | | | | | | | | | Pre-2007 | |
| C.3 | Local Revenue. Establish a regular local source of funding for affordable housing programs. | *Explore potential other local revenue sources that could be targeted toward housing on a regular basis (e.g., general funds, portion of local taxes). | B.1.c. | | | | | | | | | | | | | | | | | | |
| | | **Local housing levy. | | | | | | | | | | | | | | | | | | | |
| | | **Growth Fund (sources resulting from new growth; e.g., sales tax). | | | | | | | | | | | | | | | | | | | |
| | | **Transfer tax on capital gains ("anti-flipping"). | | | | | | | | | | | | | | | | | | | |
| | | **Property taxes generated by properties sold by public entities for private development. | | | | Fiscal | | | | | | | | | | | | | | | |
| | | **Tax on all cash residential transactions | | | | | | | | | | | | | | | | | | | |
| | | **Hotel tax on short-term rentals. | | | | | | | | | | | | | | | | | | | |

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| | | **Commercial development linkage fees. | | | | | | | | | | | | | | | | | | | | |
| | | * In-lieu fees from new private development | | | | | | | | | | | | | | | | | | | | |
| C.4 | Other support to affordable housing providers. [under H-3.1; H-3.5] | *Waive some or all permit and/or impact fees for affordable housing. Evaluate the cumulative costs of impact fees, permit fees, and hook-up fees. | B.1.d. | Fiscal | | | | | | | | | | | | | | | | | | |
| | | *Consider selling or leasing appropriate surplus land at below-market value for affordable housing. | B.1.e | Fiscal | | | | | | | | | | | | | | | | Ongoing | | |
| | | **Conduct inventory of public property for potential availability for housing and other public uses, and update regularly. | B.2.a. | Other Support | | | | | | | | | | | | | | | | | Pre-2007 | |
| | | *Acquire land in Kirkland for development of housing to serve households earning 60% or less of the county median income. | B.1.f. | Fiscal | | | | | | | | | | | | | | | | | | |
| | | **Revolving land acquisition fund; i.e., REDI fund. | | Fiscal | | | | | | | | | | | | | | | | | | |
| | | *Revolving loan fund to support 4% tax credit projects. | | Fiscal | | | | | | | | | | | | | | | | | | |
| | | *Pay or waive some utility and/or infrastructure costs for affordable housing. | B.1.g. | Fiscal | | | | | | | | | | | | | | | | | | |
| | | *Explore non-cash forms of financial assistance (e.g., providing loan guarantees for affordable housing). | B.2.d. | H-3.5 (text) | Other Support | | | | | | | | | | | | | | | | | |
| C.5 | Provide Other (indirect) support for affordable housing. | * Identify and support local and regional projects' funding applications to other funders. | C.6. | Other Support | | | | | | | | | | | | | | | | | | |
| | | *Work with local banks to coordinate better financing for affordable housing. | B.2.b. | H-3.5 (text) | Other Support | | | | | | | | | | | | | | | | | |
| | | *Explore opportunities to encourage private and other public donation of resources, including land, for affordable housing. | B.2.e. | H-3.5 (text) | Other Support | | | | | | | | | | | | | | | | | |
| | | *Continue membership in ARCH. | C.2. | Intergovernmental | | | | | | | | | | | | | | | | | Pre-2007 | |
| | | *Increase usage of Housing Choice Vouchers (KCHA). | | Other Support | | | | | | | | | | | | | | | | | | |
| | | *Explore opportunities to use underutilized properties, especially non-profit/faith organization owned, for affordable housing. | | IS H.3 | Regulatory, Other Support | | | | | | | | | | | | | | | | | |
| | | *Support effort to site a permanent Eastside women's shelter in Kirkland. | | IS H.3 | Funding | | | | | | | | | | | | | | | | | |
| | | *Support efforts to increase private "social investment" funds for affordable housing | | | Other Support | | | | | | | | | | | | | | | | | |
| | | *Analyze the potential city role in employer assisted housing. Work with local employers to study model programs. | B.2.f. | Other Support | | | | | | | | | | | | | | | | | | |

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| C.9 | Prevent and Relieve Homelessness. 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. | *New housing with on-site services for homeless families and individuals. | | H-3.7 | Fiscal | | | | | | | | | | | | | | | | | |
| | | *Landlord Liaison Project. | | | | | | | | | | | | | | | | | | | | |
| | | *Resources for homeowners facing foreclosure: **Homeowner counseling programs. | | | | | | | | | | | | | | | | | | | | |
| | | **Pool for higher risk home repair loans or homeowners with temporary financial hardships. | | | | | | | | | | | | | | | | | | | | |
| | | *Tenant relocation assistance (consistent with state law). | | | Fiscal & Regulatory | | | | | | | | | | | | | | | | | |
| C.10 | Geographic Equity. 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. | *Ensure that regulations do not unduly restrict group homes or other housing options for persons with special needs. | | H-3.6, H-3.10 | Regulatory | | | | | | | | | | | | | | | | | |
| | | *Ensure codes provide opportunities for special needs housing. | A.4.c. (part) | | Regulatory | | | | | | | | | | | | | | | Pre-2007 | | |
| | | *Work cooperatively with providers and other jurisdictions to achieve regional fair share balance and to maximize housing resources. Includes working with non-profit groups and the Housing Authority in creating affordable housing. | C.1. | H-3.10 | Intergovernmental | | | | | | | | | | | | | | | | Pre-2007 | |
| C.11 | Fair Housing. Protect fair and equal access to housing for all persons and prohibit any activity that results in discrimination in housing. | *Review group homes standards for consistency with the federal Fair Housing Act. | A.4.c. (part) | H-3.11 | | | | | | | | | | | | | | | | | | |
| C.12 | Aging in Place. Support housing options, programs, and services that allow seniors to stay in their homes or neighborhood. [H-3.9] | *Encourage universal design improvements that increase housing accessibility. | | H-3.9 | Other Support | | | | | | | | | | | | | | | | | |
| | | *Clustering and/or "innovative" housing types: (See B.3) | | | Regulatory | | | | | | | | | | | | | | | | | |
| | | *ADU's (See C.2) | | | | | | | | | | | | | | | | | | | | |
| | | *Continue using CDBG funds for the single-family housing repair and weatherization program. | B.1.b. | H-3.4 (text) | Fiscal | | | | | | | | | | | | | | | | | |
| C.13 | Affordable Housing Preservation. Preserve, maintain, and improve existing affordable housing. [H-3.4] | *Allow existing developments with non-conforming densities to maintain, remodel, and rebuild their properties and retain the same number of housing units, when located in planned-multifamily areas. | | H-2.5 | Regulatory | | | | | | | | | | | | | | | Pre-2007 | | |
| | | *Transfer of Development Rights (TDRs). | | | Regulatory | | | | | | | | | | | | | | | | | |
| | | *Conduct inventory of existing multi-family residential properties and encourage preservation of those that are affordable. | B.2.h. | H-3.4 (text), and IS H.2 | | | | | | | | | | | | | | | | | | |
| | | *Acquire existing multifamily properties, based on strategic opportunity (e.g., location, condition, growth areas). | | | Fiscal | | | | | | | | | | | | | | | | | |
| | | *Continue using CDBG funds for the single-family housing repair program. | B.1.b. | H-3.4 (text) | Fiscal | | | | | | | | | | | | | | | Pre-2007 | | |
| C.14 | Public Information. | *Undertake an educational campaign to increase awareness of housing issues, including special needs housing, and to address negative perceptions related to homelessness. | D.6. | | Community | | | | | | | | | | | | | | | | | |