



CITY OF KIRKLAND
PLANNING AND BUILDING DEPARTMENT
123 FIFTH AVENUE, KIRKLAND, WA 98033
425.587.3600 - www.kirklandwa.gov

MEMORANDUM

Date: January 17, 2018

To: Planning Commission

From: Adam Weinstein, AICP, Deputy Director
Eric Shields, AICP, Director

Subject: Neighborhood Plan Framework (File No. PLN18-00024)

Recommendation

Review the draft Neighborhood Plan Framework and provide comments and suggestions for improvement.

Background

With adoption of the Finn Hill Neighborhood Plan in January 2018, the Comprehensive Plan will contain a total of 16 neighborhood, subarea, or corridor plans. Implementation Strategy NP.1 of the Comprehensive Plan establishes a goal of updating neighborhood plans and business district plans at least once between every two major Comprehensive Plan updates (which happen every 8 years), meaning that an average of two or three plans should be updated every year. Based on current neighborhood expectations for plan updates and limited staff resources, updating the plans in accordance with this desired schedule is challenging. To address this challenge, Implementation Strategy NP.4 states:

Develop a comprehensive template for future neighborhood plans that provides a framework for policies addressing the possible range of issues unique to each neighborhood, recognizing that not all template items will be applicable to all neighborhoods. The intent is to make the neighborhood plans concise and streamlined.

The draft Neighborhood Plan Framework (Attachment 1) is an initial effort at creating the “comprehensive template” for future plan updates called for in Implementation Strategy NP.4. It was crafted based on: feedback from the community on previous neighborhood planning processes; input from active participants in plan updates finalized in 2017 and 2018 (Houghton Everest Neighborhood Center and Finn Hill), including Planning Commissioners and City Councilmembers; and discussions with Planning staff about neighborhood planning best practices and lessons learned from previous neighborhood plan updates.

Framework Summary

The Neighborhood Plan Framework in Attachment 1 was designed to help guide the creation of neighborhood plans in a way that allows for robust public input and efficient plan formulation so that all the City's neighborhood and business district plans can be updated every 8 years. The Framework allows for deviations from the plan template and process, but deviations should happen when there are unexpected circumstances or unique issues surrounding plan development.

The Framework is organized into six key parts:

1. Expectations for Progress: This section presents the "ground rules" for a plan update, with key expectations for neighborhoods and staff relating to key planning topics – ranging from baseline knowledge at the start of the process to public outreach to the overall plan scope.
2. Scope of Work: This section contains a generic scope of work for a neighborhood plan update, identifying key steps in the process, milestones, and means of fostering public input into the planning process. This scope of work would be customized for a new neighborhood planning process, but would serve as a starting point for figuring out an optimal plan update process.
3. Schedule: Schedules are presented for a "minor" plan update (entailing a limited degree of change in the neighborhood over 8 years) and a "major" plan update (entailing more substantial change). The intent is to establish reasonable expectations for the entire plan update process so that the process can be completed in under one year for either minor or major updates.
4. Plan Outline: This section establishes a simplified format for plan updates, which focuses on minimizing narrative text and maximizing the use of illustrative maps and graphics.
5. Cookbook of Policy Questions: The cookbook provides questions (keyed to overarching policies in the Comprehensive Plan) that can be considered to help develop policies for plan updates. The intent is to provide a foundation for neighborhood plan policy development while minimizing redundancy with Comprehensive Plan policies.
6. Additional Ideas for Consideration: Additional ideas to further streamline the process in the future (while supporting robust public involvement) are identified in this section.

Questions for the Commission

Staff would appreciate input from the Planning Commission on the following questions:

1. Does the draft framework strike the right balance between streamlining the overall schedule/scope of work and allowing for public input?
2. Could the meetings identified in the schedule to present the preliminary scope/schedule to the Planning Commission and City Council be eliminated

- since the scope and schedule for each neighborhood plan should be fairly standardized?
3. Are the schedule and scope of work too prescriptive for a process that needs flexibility under certain circumstances?
 4. Is there anything missing from the Framework or changes needed to make it better?

Attachments

1. Draft Neighborhood Plan Framework
2. Table 2: Conceptual Schedule Neighborhood Plan Update (and Code Amendments)
3. Table 3: Cookbook of Policies

Neighborhood Plan Framework (updated January 17, 2018)



This document is intended to help structure the formulation of neighborhood plans to make them more streamlined while still benefitting from a strong public input component that is reflective of the community's vision. This framework seeks to implement Comprehensive Plan Implementation Strategy NP.4:

Develop a comprehensive template for future neighborhood plans that provides a framework for policies addressing the possible range of issues unique to each neighborhood, recognizing that not all template items will be applicable to all neighborhoods. The intent is to make the neighborhood plans concise and streamlined.

Please note that this framework is not intended to be rigid – if deviations are needed to reflect the specific needs of individual neighborhoods, that's OK. The intent here is to help guide the creation of neighborhood plans so that they reflect the aspirations of Kirkland's neighborhoods, but do so efficiently, with a minimum of redundancy and a focus on the customized needs of the area, so that the City can complete updates of all neighborhood plans within an 8-year timeframe – in time for the next major Comprehensive Plan update.

Table of Contents

1. Expectations for Process
2. Scope of Work
3. Schedule
4. Plan Outline
5. Cookbook of Policy Questions
6. Additional Ideas for Consideration

1. Expectations for Process

Preparation of a neighborhood plan update requires strategic coordination between neighborhood residents and City staff, and this Framework is predicated on key responsibilities and expectations being achieved by the two groups. Table 1 summarizes fundamental expectations for a productive and efficient neighborhood plan update process.

Table 1: Expectations for Process

Expectation	Neighborhood Responsibility	Staff Responsibility
<i>Baseline Knowledge/Education</i>	Come to meetings prepared: read your existing plan, think about ways your plan might change to make it a better guide to the future, and understand what a plan can feasibly achieve and what might be unrealistic, or inconsistent with the Comprehensive Plan. Familiarize yourself with basic principles of land use planning and urban design.	Establish clear expectations with neighborhoods regarding scope of work of update, expectations for input, and expected background knowledge (including baseline knowledge of the existing plan and underlying strengths/weaknesses of the neighborhood). Disseminate online tutorials to help neighborhoods become more familiar with the planning process, and review basic planning principles at initial meetings. Educate the community about the planning process via workshops, lectures and other means before, during, and after the plan formulation process. Consider creation of a neighborhood planning website – a resource that community members can access for baseline education about the City’s plans, planning framework, and planning best practices.
<i>Schedule</i>	Recognize that your neighborhood plan is on a strict timeline so that every neighborhood plan in the City can be updated once every 8 years. Actively help to achieve this schedule by raising issues of concern early in the process.	Clearly communicate expectations regarding schedule, help to identify and address concerns early in the process, and provide for meaningful public feedback.
<i>Public Outreach</i>	Recognize that staff is undertaking thorough public outreach, but that no outreach is as effective as word of mouth. Visit and talk to your neighbors and encourage them to get involved in the planning process.	Undertake a robust public outreach process that reaches members of the community who wouldn’t typically be active participants in a plan update. Find an appropriate balance of technological outreach (e.g., web surveys, email listserves) and in-person meetings to foster meaningful input.
<i>Working Group</i>	Establish a clear and open communication channel between	Establish a clear and open communication channel between staff,

<i>(comprising the neighborhood association chair, vice chair and possibly 1-2 other members)</i>	the Working Group and neighborhood members. The Working Group should actively seek to reconcile competing ideas so staff has clear direction on the plan update, and take “ownership” of the plan. The Working Group will also be expected to present the plan at public meetings, including to Planning Commission, City Council and the Houghton Community Council, as warranted.	the Working Group, and neighborhood members. Make sure that decisionmaking is transparent and that major drafts of plan updates are presented in a public forum.
<i>Vision</i>	Think broadly about what your vision is for your neighborhood, focusing on big-picture ideas and not plans for specific properties. Consider the need for plan amendments from the perspective of the entire neighborhood, not just the issues that you’re most interested in.	Help reach consensus on a vision for the neighborhood, maintaining a focus on overarching ideals for the future of the neighborhood.
<i>Plan Drafts</i>	Understand that any up-front work conducted by staff on administrative drafts of plans is intended to help guide the planning process and not presuppose the outcome. Help staff build a plan that’s reflective of the community’s vision by communicating ideas about plan changes early in the process, and being sensitive to legal, economic, and other constraints on plan formulation.	Transparently identify and communicate: a) changes that have been made to an existing plan; b) the rationale for the changes; and c) the derivation of those changes (i.e., public comment, Comprehensive Plan policies). Be upfront when there is competing direction on plan changes and clearly describe how the plan was changed.
<i>Plan Scope</i>	This is the community’s plan, and it should reflect the aspirations of the neighborhood, but keep in mind that the Comprehensive Plan provides an overarching vision for the City, and neighborhood plans should be consistent with that vision. The plan should not replicate or repeat policies in the Comprehensive Plan.	Foster a plan development process that is generated by the neighborhood, and educate the neighborhood about City-wide policies in the Comprehensive Plan and elsewhere that should guide the formulation of the plan.

2. Scope of Work

This section includes a generic scope of work for a major neighborhood plan update. This scope of work should be customized for a specific plan update, but provides a starting point for identifying key steps in the process, milestones, and opportunities and methods for public input. Some ongoing tasks (e.g., some internal meetings, creation of a project website) are not explicitly listed here, but are important to the overall process.

Task 1: Internal Kick-off Meetings. Planning staff will hold several meetings with representatives of different City departments to discuss expectations regarding the scope of work, planned projects in the vicinity, necessary background data, and the overall schedule for the project. (Deliverables: agendas, list of information needs)

Task 2: Prepare Preliminary Scope/Schedule/Outreach Plan. Planning staff will prepare a preliminary scope of work and schedule, using the materials in this framework. The scope of work will also include a detailed public outreach plan, designed to foster meaningful, focused input while reaching members of the community that may not be typically actively involved in a neighborhood planning project. (Deliverables: scope of work, schedule, public outreach plan)

Task 3: Prepare Background Data. As part of this task, Planning staff will begin to collect data background data and compile a fact sheet about the neighborhood and base map. The fact sheet could include information on neighborhood traffic, environmental resources, tax revenue generation, and other data to help understand how the neighborhood functions in the City as a whole. Data collection and compilation will extend across all the subsequent tasks. (Deliverables: fact sheet, base map)

Task 4: External Project Kick-off Meeting. Planning staff will meet with the Working Group (comprising the neighborhood association chair, vice chair and possibly 1-2 other members) to discuss expectations regarding the project schedule, public outreach plan, and overall process. (Deliverables: meeting agenda)

Task 5: Present Preliminary Scope/Schedule to Planning Commission (and Houghton Community Council, if warranted). This task will involve a check-in with the Planning Commission and Houghton Community Council (HCC), if warranted, to confirm the overall scope of work and project schedule. The Planning Commission's/HCC's overarching objectives for the planning process (both substance and process) should be discussed at this meeting. (Deliverables: draft scope/schedule)

Task 6: Present Preliminary Scope/Schedule to City Council. As a follow-up to the previous task, Planning staff revise the scope of work and schedule to reflect comments made by the Planning Commission and HCC, and present the scope of work and schedule to City Council. Further revisions may be made based on comments by City Council. The City Council's overarching objectives for the planning process (both substance and process) should be discussed at this meeting. (Deliverables: final scope/schedule)

Task 7: Attend Neighborhood Association Meeting. Planning staff and the Working Group will attend a neighborhood association meeting to describe the overall planning process, expectations for the scope of work and schedule from both staff and the

neighborhood, and seek input on big-picture thoughts related to the neighborhood plan update. (Deliverables: handouts)

Task 8: Conduct Visioning Workshop. Planning staff and the Working Group will conduct a visioning workshop to help ascertain the type and degree of change that is desired in the neighborhood. (Deliverables: handouts, presentation materials, draft vision statement)

Task 9: Release Map-Based Neighborhood Survey. Working collaboratively, with Planning staff taking the lead, Planning staff and the Working Group will produce and disseminate a map-based neighborhood survey to identify information about existing conditions (which could include walk routes, gathering places, connectivity and environmental issues) and areas where change is desired. (Deliverables: neighborhood survey, and notifications about survey)

Task 10: Prepare Draft Plan #1. Based on information gathered at the previous meetings, the neighborhood survey, the visioning workshop, and background research, Planning staff will prepare Draft Plan #1. Depending on the volume of changes, Draft Plan #1 may be a mark-up version of the existing neighborhood plan. (Deliverables: Draft Plan #1)

Task 11: Present Draft Plan #1 to Neighborhood Group. Planning staff and the Working Group will present Draft Plan #1 to the neighborhood group, and will seek input on this first draft of the revised plan. The format of the meeting should take into account expected participation and the level of change in the draft document, but could take the form of listening sessions, topical/small group discussions, story boards, and/or large group discussion. Any Citizen Amendment Requests (CARs) desired for the neighborhood area should be submitted by no later than this point in the process, but will not be acted on until the end of the planning process so that the planning vision can guide any desired land use/zoning amendments. Planning staff will collect all public comments received at the neighborhood group meeting and share them on the project website. (Deliverables: handouts, presentation materials)

Task 12: Submit Written Comments on Draft Plan #1. Planning staff will convey comments from the neighborhood group meeting to the Working Group. The Working Group will provide another round of review, taking into account input from the Neighborhood Group meeting, and provide one set of written comments on Draft Plan #1 to City staff. These comments should seek to resolve contradictory comments (Deliverables: comments on Draft Plan #1)

Task 13: Release Neighborhood Survey #2. Working collaboratively, with Planning staff taking the lead, Planning staff and the Working Group will produce and disseminate a second neighborhood survey to help resolve specific questions and refine Draft Plan #1. (Deliverables: neighborhood survey, and notifications about survey)

Task 14: Prepare Draft Plan #2. Based on written and verbal comments collected from the neighborhood and Working Group since publication of Draft Plan #2, along with data from neighborhood survey #2, Planning staff will prepare Draft Plan #2. (Deliverables: Draft Plan #2)

Task 15: Present Draft Plan #2 to Neighborhood Group. Planning staff and the Working Group will present Draft Plan #2 to the neighborhood group, and will seek input on this second draft of the revised plan. The format of the meeting should take into account expected participation and the level of change in the draft document, but could take the form of listening sessions, topical/small group discussions, story boards, and/or large group discussion. Planning staff will collect all public comments received and share them on the project website. (Deliverables: handouts, presentation materials)

Task 16: Planning Commission/HCC Study Session. Planning staff and the Working Group will present Draft Plan #2 to the Planning Commission and HCC, as warranted, in a study session. The focus of the meeting will be confirming that the plan is on the right track and identifying areas where the plan could be improved. (Deliverables: presentation materials)

Task 17: Prepare Draft Plan #3 and Code Amendments. Based on written and verbal comments collected from the neighborhood, the Planning Commission, and HCC, if warranted, since publication of Draft Plan #2, Planning staff will prepare Draft Plan #3 and associated amendments to the Zoning Code. (Deliverables: Draft Plan #3)

Task 18: Publish State Environmental Policy Act (SEPA) Addendum. This scope of work assumes that an Addendum to the Environmental Impact Statement (EIS) prepared for the Kirkland 2035 Comprehensive Plan Update would be the appropriate level of environmental documentation for a neighborhood plan update. An Addendum typically comprises a short report analyzing changes to a plan that do not result in new significant environmental effects. Planning staff would prepare such an Addendum as part of this task. (Deliverables: Addendum)

Task 19: Department of Commerce Review Complete. This task involves a 60-day review of the draft neighborhood plan update by the State Department of Commerce. Any substantive comments made by the Department of Commerce on the draft plan would be addressed prior to City Council adoption of the plan. (Deliverables: Response to comments from Department of Commerce)

Task 20: Present Plan/Code Amendments to Other Commissions. Planning staff would present Draft Plan #3 and associated Zoning Code Amendments to City boards and commissions, including the Transportation Commission and Parks Board. Any comments generated by these commissions would be presented to the Planning Commission, HCC, and City Council. (Deliverables: presentation materials)

Task 21: Planning Commission/HCC Public Hearing. At this public hearing, the Planning Commission and HCC, if warranted, would make a recommendation to the City Council regarding adoption of the neighborhood plan update and associated Code amendments. (Deliverables: presentation materials)

Tasks 22-24: City Council/HCC Study Session/Adoption. These tasks would entail the meetings leading up to adoption of the neighborhood plan update and associated Zoning Code amendments. (Deliverables: presentation, final Comprehensive Plan and Zoning Code amendments)

3. Schedule

Table 2 (attached) illustrates a standard process for two tiers of neighborhood plan updates, described below.

1. A Minor Update where a low or moderate level of change is expected to occur over the next 8 years and/or there is a limited scope of issues that need to be addressed in the update. Low or moderate change would include primarily infill development and primary retention of the existing transportation system.
2. A Major Update where a high degree of change is expected to occur over the next 8 years, or when the plan requires substantial editorial work to bring it into conformance with the currently preferred format. A high degree of change would typically include plans for redevelopment of a commercial area with mixed uses, construction of a major new transportation facility (e.g., transit hub), or a desire to change the fundamental land use character of the area.

Table 2 is a model schedule for a minor and major neighborhood plan updates that would take approximately 9 months and 11 months, respectively, to complete (not including adoption meetings). The key difference between a minor and major neighborhood plan update in this framework is that a minor update eliminates one administrative draft of the plan document, a second neighborhood survey, and a study session with the Planning Commission. Completing a neighborhood plan update within a year will require fairly rigid adherence to the milestones in these schedules, but the precise timing of tasks could be adjusted for unusual circumstances. Also, as with other elements of this framework, schedule rigidity should not circumscribe a robust public outreach process or the ability of the plan to reflect the vision of the neighborhood.

4. Plan Outline

This section presents the desired outline for a minor or major neighborhood plan update. This standard template for plan organization establishes a framework for the scope and topics considered in the plan update. Minor deviations from this outline may occur to reflect the particular needs of neighborhoods, but major deviations (e.g., the addition of a new topical section) should only occur when there are unusual circumstances surrounding plan development (e.g., a major threat to a neighborhood, or a substantial change in infrastructure and/or public investment). Ultimately, the plan update should be concise, and descriptive text should be reduced or eliminated in favor of using maps/graphics to illustrate existing conditions and policy priorities.

- I. Overview and Neighborhood Fact Sheet
- II. Vision Statement
- III. Historical Context
- IV. Land Use
 - a. Introduction
 - b. Existing Land Use Map
 - c. Proposed Land Use Map
 - d. Policies
- V. Natural Environment/Parks/Open Space
 - a. Introduction

- b. Existing Natural Features/Parks/Open Space Map
- c. Proposed Natural Features/Parks/Open Space Map
- d. Policies
- VI. Transportation
 - a. Introduction
 - b. Existing Circulation System Map
 - c. Proposed Circulation System Map
 - d. Policies
- VII. Other Topic (one topic of special interest to the neighborhood)
 - a. Introduction
 - b. Existing Conditions Map
 - c. Proposed Conditions Map
 - d. Policies

If changes to development regulations would be required to implement policies in the neighborhood plan update, the plan should be accompanied by an Implementation Plan that provides guidance on needed Municipal Code amendments. Policies in the neighborhood plan update should express the broad vision of the neighborhood and should not be mired in the minutiae of zoning.

5. Cookbook of Policy Questions

Every neighborhood plan update should include policies that reflect the aspiration of the neighborhood. These policies should also be supportive of the overarching policies in the Comprehensive Plan. Table 3 (attached) provides a “cookbook” of questions that can be considered as part of neighborhood plan updates, keyed to corresponding Comprehensive Plan policies. This cookbook can be used as a starting point for formulating policies as part of a neighborhood plan update, and special consideration should be given to ensure that neighborhood plan policies don’t restate or conflict with policies already in the Comprehensive Plan. Also, the existing Comprehensive Plan policies in Table 3 are not all-inclusive, but come to mind as policies that could foster neighborhood-specific policies when plan updates are undertaken.

6. Additional Ideas for Consideration

This section lists other ideas for achieving the dual objectives of a high-quality but streamlined neighborhood plan update:

- *Less-frequent Updates for Low Change Neighborhoods.* The City’s current goal of updating all neighborhood plans once every eight years means that an average of about three plans need to be updated every year – a very aggressive timeline for both neighborhood groups and City staff. Could neighborhood plans in areas not experiencing a great degree of change be updated less frequently?
- *Sharing the Work.* Give working group members (or other organizations/entities) responsibility for drafting sections of the plans. Neighborhood plans are inherently time-consuming, and there are a limited number of staff resources to work on plans. If

neighborhood groups (or smaller contingents of neighborhood groups, like a technical working group) can provide initial drafts of plans documents, staff resources could be supplemented and neighborhood plans could be updated more efficiently.

- *Using Consultants.* While consultants require careful supervision and coordination with City staff, retention of consultants to assist with plan updates would also supplement staff resources, and could help advance the planning process and provide additional design and planning expertise to neighborhoods.
- *Combining Neighborhoods.* Under the current approach, one plan is prepared for every neighborhood. An alternate approach would involve combining adjacent neighborhoods with shared characteristics (e.g., commercial districts) into one plan, eliminating the need for redundant meetings and policy language.

Table 2: Conceptual Schedule Neighborhood Plan Update (and Code Amendments)

#	Task	Responsibility	Duration (Weeks)	Months
1	Internal Kickoff Meetings	City	NA	January
2	Prepare Preliminary Scope/Schedule/Outreach Plan	City	2	January
3	Prepare Background Data	City	Ongoing	January
4	External Project Kickoff Meeting	City/Working Group	2	February
5	Present Preliminary Scope/Schedule to PC/HCC	City	3	February
6	Present Preliminary Scope/Schedule to CC	City	3	March
7	Attend Neighborhood Association Meeting	City/Working Group	1	March
8	Conduct Visioning Workshop	City/Working Group	2	April
9	Release Map-Based Neighborhood Survey	City/Working Group	1	April
10	Prepare Draft Plan #1	City	4	May
11	Present Draft Plan #1 to Neighborhood Group	City/Working Group	1	May
12	Submit Written Comments on Draft Plan #1	Working Group	2	June
13*	Release Neighborhood Survey #2	City/Working Group	1	June
14*	Prepare Draft Plan #2	City	3	July
15*	Present Draft Plan #2 to Neighborhood Group	City/Working Group	1	July
16*	PC/HCC Study Session	City/Working Group	2	July
17	Prepare Draft Plan #3 & Code Amendments	City	3	August
18	Publish SEPA Addendum	City	2	August
19	Department of Commerce Review Complete	City	8	August
20	Present Plan/Code Amendments to Other Commissions	City	2	September
21	PC/HCC Public Hearing	City/Working Group	2	September
22	City Council Study Session	City/Working Group	2	October
23	City Council Adoption	City/Working Group	4	December
24	HCC Adoption	City/Working Group	4	December

Notes:

1. "Working Group" = Neighborhood Group Chair, Vice Chair, plus 1-2 other members.
2. Shading = Public Meetings
3. This schedule doesn't include all internal (City) meetings.
4. * = tasks that could be eliminated as part of Minor Neighborhood Plan Update

Table 3: Cookbook of Policies

Existing Comprehensive Plan Policy	Questions to Generate Neighborhood Plan Policies
<u>Community Character Element</u>	
Policy CC-4.4: Maintain and enhance connections between neighborhoods and to the waterfront, parks, and the Cross Kirkland Corridor/Eastside Rail Corridor.	<ul style="list-style-type: none"> • Where might additional pedestrian, bike, visual, or other connections be developed and how might they integrate with existing parks and transportation corridors?
Policy CC-4.6: Preserve and enhance natural landforms, vegetation, and scenic areas that contribute to the City's identity and visually define the community, its neighborhoods and districts.	<ul style="list-style-type: none"> • What are key natural and scenic assets in the neighborhood? • How might their visibility and protection be enhanced?
Policy CC-4.7: Enhance City and neighborhood identity through features that provide a quality image that reflects the City's unique characteristics and vision.	<ul style="list-style-type: none"> • What makes the neighborhood unique and how might these unique qualities be enhanced? • What gateways does the neighborhood have and how might a sense of arrival/departure at those gateways be created?
<u>Environment Element</u>	
Policy E-1.2: Manage activities affecting air, vegetation, water, and the land to maintain or improve environmental quality, to preserve fish and wildlife habitat, to prevent degradation or loss of natural features and functions, and to minimize risks to life and property.	<ul style="list-style-type: none"> • What environmental threats exist in the neighborhood and how might those be addressed? • What environmental opportunities exist in the neighborhood and how might those be leveraged to create environmental and economic benefits?
Policy E-1.3: Manage the natural and built environments to achieve no net loss of the functions and values of each drainage basin; and proactively enhance and restore functions, values, and features.	<ul style="list-style-type: none"> • Are there degraded and undergrounded waterways in the neighborhood (both on public and private property)? • How might those be restored?
Policy E-2.1: Strive to achieve a healthy, resilient urban forest with an overall 40 percent tree canopy coverage.	<ul style="list-style-type: none"> • How might the tree canopy be enhanced in the neighborhood? • Are there significant tree stands that could benefit from further protection?

Policy E-4.10: Promote preservation and adaptive reuse of existing structures.	<ul style="list-style-type: none"> • What can be done to make it easier to repurpose older buildings?
<u>Land Use Element</u>	
Policy LU-1.3: Encourage attractive site and building design that is compatible in scale and in character with existing or planned development.	<ul style="list-style-type: none"> • How are buildings arranged in the neighborhood in relation to the street? • How might those patterns be improved? • Where might taller buildings be appropriate in the neighborhood to generate pedestrian activity? • How can architecture and design be used to enhance the identity of the neighborhood?
Policy LU-1.4: Create effective transitions between different land uses	<ul style="list-style-type: none"> • What are parts of the neighborhood where transitions between land uses require special attention, and what might those transitions look like if areas are redeveloped?
Policy LU-2.2: Facilitate infill development and encourage redevelopment of underutilized land.	<ul style="list-style-type: none"> • Are there opportunity sites in the neighborhood, and what is the vision for those sites?
Policy LU-3.2: Encourage residential development within commercial areas.	<ul style="list-style-type: none"> • What commercial areas in the neighborhood might be suitable for transitioning to mixed-use environments with housing? • What might that housing look like?
Policy LU-4.5: Allow neighborhoods to propose small scale neighborhood-oriented commercial uses within residential areas to meet local needs and reduce reliance on vehicle trips to meet daily needs.	<ul style="list-style-type: none"> • Are there residential neighborhoods where small-scale commercial uses could be supported (e.g., retail, live/work uses)? • Where might those commercial uses be located and what might they look like?
Policy LU-5.2: Maintain and strengthen existing commercial and mixed use areas by focusing economic development within them.	<ul style="list-style-type: none"> • What targeted investments or policies would enhance the economic vitality of existing commercial and mixed use areas in the neighborhood?
<u>Housing Element</u>	
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.	<ul style="list-style-type: none"> • What types of affordable housing would most effectively enhance the livability of the neighborhood? • What are some neighborhood opportunities for an enhanced supply of affordable housing – including affordable by design/market-rate housing?
Policy H-2.4: Allow a broad range of housing and site planning approaches in single-family	<ul style="list-style-type: none"> • What housing types are missing from the neighborhood and how might those be integrated into the existing fabric?

areas to increase housing supply and choice, to reduce cost, and to ensure design quality and neighborhood compatibility.	
<u>Economic Development Element</u>	
Policy ED-1.2: Encourage a broad range of businesses that provide goods and services to the community.	<ul style="list-style-type: none"> • Are there services that are missing from the neighborhood? • How could such services be encouraged to locate in the neighborhood?
Policy ED-1.7: Encourage home-based businesses that are compatible with neighborhood character.	<ul style="list-style-type: none"> • Are there ways to address neighborhood needs by fostering home-based businesses?
<u>Transportation Element</u>	
Policy T-1.1: Improve the safety of walking in Kirkland.	<ul style="list-style-type: none"> • What walk routes in the neighborhood currently feel uncomfortable and how could they be improved? • What changes to the physical environment would enhance the walkability of the neighborhood?
Policy T-2.1: Make bicycling safer.	<ul style="list-style-type: none"> • How easy and safe is it to navigate around the neighborhood by bike, and how could biking be improved?
Policy T-2.3: Build a network of greenways.	<ul style="list-style-type: none"> • Are there missing links in the existing greenway system through the neighborhood? • Might it be possible to bridge those gaps by enhancing informally-used pathways or through other means?
Policy T-3.1: Plan and construct an environment supportive of frequent and reliable transit service in Kirkland.	<ul style="list-style-type: none"> • What land use or design changes could be implemented in the neighborhood to support transit use?
Policy T-3.3: Integrate transit facilities with pedestrian and bicycle networks.	<ul style="list-style-type: none"> • Are there routes that could be created in the neighborhood to make it easier to access transit?
Policy T-4.3: Position Kirkland to respond to technological innovations, such as electric vehicles and autonomous vehicles.	<ul style="list-style-type: none"> • How might the neighborhood respond to transportation innovations in the future (e.g., self-driving cars, increased car share, electric vehicles)?
Policy T-4.4: Take an active approach to managing on-street and off-street parking.	<ul style="list-style-type: none"> • Are there areas in the neighborhood where parking areas are overutilized or underutilized? • In the overutilized areas, how might parking be better managed? In the underutilized areas, how might area used for parking be repurposed on a limited or long-term basis?

Policy T-4.7: Mitigate negative impacts of motor vehicles on neighborhood streets.	<ul style="list-style-type: none"> • Are streets in the neighborhood comfortable for walking or biking? • What could be improved?
Policy T-5.4: Develop transportation improvements tailored to commercial land use districts such as Totem Lake, Downtown and neighborhood business areas.	<ul style="list-style-type: none"> • Is the neighborhood commercial district easy to travel around? • What could make travel within and to/from the commercial district better?
Policy T-6.6: Create an equitable system that provides mobility for all users.	<ul style="list-style-type: none"> • For whom is the transportation system in the neighborhood (streets, trails, signs, transit, cars) harder to access and use than others? • How might this be improved?
<u>Parks, Recreation and Open Space</u>	
Policy 4.1: Trail System. Develop a network of shared-use pedestrian and bicycle trails to enable connections within parks and between parks, nearby neighborhoods, public amenities, and major pedestrian and bicycle routes identified in the Active Transportation Plan.	<ul style="list-style-type: none"> • Are there trails in the neighborhood that could be enhanced to serve more than one kind of user (e.g., sidewalks that could be converted into bike paths separated from the street)?
Policy 7.2: Natural Area Restoration and Management. Restore and manage City-owned or managed natural areas to protect and enhance their ecological health, sensitive habitats and native species.	<ul style="list-style-type: none"> • Can existing parks be enhanced to promote ecological functions while better serving the neighborhood?