



CITY OF KIRKLAND
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MEMORANDUM

To: Transportation Commission

From: Joel Pfundt, Transportation Manager
Kim Scrivner, Transportation Planner
Janice Swenson, Senior Planner

Date: July 21, 2022

Subject: K2044 COMPREHENSIVE PLAN AND TRANSPORTATION MASTER PLAN UPDATE FOR 2022-2024, FILE NO: CAM22-00023

I. RECOMMENDATION:

It is recommended that the Transportation Commission receive an overview of the major update to the Comprehensive Plan scheduled for 2022-2024, which includes updating the existing Transportation Master Plan (TMP) and Transportation Element.

Staff seeks input from the Commission on potential study issues with the update and the preliminary scope of work for the TMP update to help staff prepare for the request for proposal (RFP) for transportation consultant services for the TMP and Environmental Impact Statement (EIS).

II. BACKGROUND DISCUSSION:

A. Introduction

In 2022-2024, the City of Kirkland will conduct a state-mandated update of the Kirkland Comprehensive Plan with a target completion date of mid 2024 (the State deadline is December 31, 2024). The Comprehensive Plan is a citywide guide for how we as a community manage growth over the next 20 years (horizon year 2044) in terms of land use and the public facilities and services necessary to support that growth. The update process will be an opportunity to reflect on the kind of community we aspire to become and create a policy roadmap to achieve that vision. The two-year process will involve staff in each department, City Boards and Commissions, and an enhanced community engagement process. For brevity, in this memo we will refer to the Comprehensive Plan update as the K2044 update.

As with the last periodic Comprehensive Plan update in 2013-2015, a major component of the K2044 process is updating the [Transportation Master Plan](#) to fold into updates to the [Transportation Element](#) and transportation impact analysis of land use growth alternative scenarios in an Environmental Impact Statement. This will be an opportunity to re-evaluate how in 20 years we want our multimodal transportation system to function in order to move around the city and support our land use development.

This memo is part “primer” of the context in which we plan within Washington State. The following sections are organized by topics planned for the K2044 update process including the TMP and Transportation Element update process:

- Section III- Requirements- State and Regional: *What we must do based on state, regional, and county-level mandates*
- Section IV- Local Needs: *What we want to accomplish and key themes for the update*
- Section V- Work Program Tasks and Phases: *Key tasks, process, Environmental Impact Statement, Transportation Master Plan update and preliminary scope and phases for how we will conduct the update*
- Section VI- *Next Steps*

Questions for Transportation Commission to discuss and provide direction to staff are included in each section below.

Status of update process

- A [K2044 Comprehensive Plan update](#) project webpage is available on the City’s website for the public to sign up to receive emails about upcoming meetings, community engagement opportunities and to view documents.
- On April 5, 2022, the City Council received a briefing on Comprehensive Plan update process and to comment on the key themes, objectives and community engagement goals for the process. Agreed upon key themes for the process are listed in Attachment 1.
- On April 28, 2022, the Planning Commission received a briefing on Comprehensive Plan update process for their input. Related to transportation issues, the Commission suggested that we need to have a community conversation about safety and if scooters should be allowed as part of our multimodal transportation system.
- Since April, Planning and Public Works Transportation Division staff have been discussing the scope of work for the update to the Transportation Master Plan and process. Transportation Division will take the lead for the TMP update with support from Planning.
- Econorthwest and Broadview consultants will soon be under contract to design a Community Engagement Plan that the City will implement with the Comprehensive Plan update due to be completed in fall 2022. More information about this is discussed below.
- Interdepartmental staff teams are in the process of being organized and assigned to review and scope potential mandatory changes to each Comprehensive Plan Element based on State GMA, regional, county level planning requirements and our local desires for changes.

B. Overview of Existing Comprehensive Plan

The last major update to the Kirkland Comprehensive Plan was in 2015. The [existing Comprehensive Plan](#) contains the City's [Vision Statement](#) - a verbal snapshot of Kirkland in 2035 and [Guiding Principles](#) - forming the foundation for the goals and policies contained in the General Elements (chapters of the Comprehensive Plan). These two components establish an overall goal of maintaining Kirkland as a livable, sustainable, and connected city.

The General Elements are organized by subject area and establish citywide policies related to land use, transportation, environment, housing, etc. The City's functional plans, such as the Sustainability Master Plan, Capital Facilities Plan, Parks, Recreation, Open Space (PROS) Plan, Transportation Master Plan, etc. are adopted by reference and supporting goals and policies incorporated into relevant Elements. The [Implementation Chapter](#) describes implementation strategies related to each Element (see Transportation Element) and many have been codified. There are 13 Neighborhood Plans or Subarea Plans covering specific geographies. The goals and policies in the Comprehensive Plan provide the citywide policy guidance for establishing land use, development regulations, and long-range decision-making regarding capital facilities and public services.

Minor amendments are updated annually, including the Capital Facilities Element, to align revisions to the Capital Improvement Program with the budget; amendments may include land use changes to property acquired by the City for parks and open space or other public use.

C. Summary of K2035 Update

The last major update to the Comprehensive Plan involved a two-year process for the horizon year of 2035 (adopted in 2015). The public outreach tagline was *Kirkland 2035, Your Voice, Your Vision, Your Future*. A major emphasis of the K2035 update was welcoming 31,000 people within the Juanita, Finn Hill, and Kingsgate, annexation area into the city. The extensive public engagement process produced a new Vision Statement and Guiding Principles. Some of the more significant updates included a major rewrite of the Transportation Element to incorporate a new Transportation Master Plan, an updated Parks and Open Space Element to incorporate the updated PROS Plan, and an extensive process to work with the neighborhood associations in revising each neighborhood plan. Citizen amendment request applications for land use changes/rezones were submitted and evaluated.

III. REQUIREMENTS - STATE AND REGIONAL

The K2044 Plan update will need to show consistency with state, regional, and county requirements summarized below. As part of that process, these entities will review drafts and comment the final Plan, once adopted by City Council:

A. Growth Management Act (GMA)

The Growth Management Act (GMA) mandates that cities in King County must plan for growth within the regional planning context, consistent with the GMA, the Puget Sound Regional Council Vision 2050 Regional Growth Strategy Multicounty Growth Policies, and the King Countywide Planning Policies. GMA requirements stated in [RCW 36.70A.020](#) establish 13 goals that must be the basis of all comprehensive plans and development regulations. Requirements for what Transportation Elements must include are described in [RCW 36.70A.70\(6\)](#). In addition, plans must support the Shoreline goals of the Shoreline Management Act stated in RCW 36.70A.480. Cities and counties must revise comprehensive plans and development regulations

every eight years ([RCW 36.70A.130](#)) to ensure consistency with GMA requirements and any amendments.

B. Washington State Department of Commerce

The State [Department of Commerce](#) (DOC) provides guidance to local jurisdictions on updating comprehensive plans and development regulations across Washington. Prior to adoption, cities must notify the DOC of the intent to adopt amendments to their comprehensive plans and zoning codes and send final amendments after adoption for DOC's review and approval for GMA compliance. The DOC has provided checklists that cities must use to ensure compliance. Public Works transportation and planning staff are in the process of reviewing the checklists now as part of our scoping process for the TMP/Transportation Element update.

C. Puget Sound Regional Council (PSRC) Vision 2050 Growth Strategy

PSRC is a regional planning entity, comprising King, Pierce, Snohomish, and Kitsap counties, that helps coordinate regional and local planning efforts. This coordination occurs through countywide planning groups, local jurisdictions, transit agencies, and other entities to ensure that adopted regional policies and provisions are addressed in local plans.

The PSRC [VISION 2050 Growth Strategy \(full plan\)](#) is the shared regional plan for moving toward a sustainable future in the region. The Vision 2050 Regional Growth Strategy contains 16 policies that:

- Promote opportunities for all ([planning for equity](#))
- Increase housing choices and affordability - see the [Regional Housing Strategy, a strong economy](#) and the [Regional Economic Strategy](#)
- Reduce greenhouse gas emissions (see climate change analysis in the 2018 Regional Transportation Plan)
- Keep the region moving - see the 2022-2050 [Regional Transportation Plan](#)
- Restore the health of Puget Sound - see [stormwater and watershed planning](#)
- Protect the network of open space – see the [Regional Open Space Conservation Plan](#) and plan for growth in centers and near transit.
- Promote mixed use transit-oriented planning in designated Urban Growth Centers. See information about [Regional Centers Framework document](#) (2018).

Many of these same growth objectives align with Kirkland's existing Comprehensive Plan or will need to be updated in the new Plan to be consistent with the Vision 2050 Growth Strategy.

PSRC Coordination and Certification Process. PSRC has provided a [Vision 2050 Planning Resources Guide Plan Review Manual](#) (May 2021) for cities and counties to use as a guide for consistency with Vision 2050, the GMA, and Countywide Planning Policies (CPPs). Local jurisdictions must show how their Comprehensive Plans are consistent with these Regional Growth Strategy Plans in order to receive funding for transportation and infrastructure projects.

Planning and Public Works Transportation staff will use the [Vision 2050 Consistency Tools for Local Comprehensive Plans](#) checklists to be sure all requirements are met with revisions to Kirkland's General Elements and Urban Growth Centers. Staff continues to work with PSRC staff

on our Greater Downtown Growth Center application which will include the combined updated Moss Bay and adopted NE 85th Street Station Area Plan.

D. King County Countywide Planning Policies and Growth Targets

On December 14, 2021, the Growth Management Planning Council (GMPC) adopted the [2021 King County Countywide Planning Policies \(CPP\)](#). This link includes a [matrix](#) showing the key revisions to the King County Planning Policies and consistency with the Multi-County Planning Policies since the last update (see transportation policy edits on p.64-70). Plan update needs to align with these changes to the Countywide Planning Policies. The [2021 King County Urban Growth Capacity Report](#) (Buildable Lands Report) describes the status of cities throughout the county and if how they are meeting their housing, employment and land capacity growth targets for 2035 (page 127 shows the dashboard for Kirkland’s growth since 2006 and how we are on track for meeting our jobs and housing growth targets for 2035).

For the year 2044, Kirkland’s allocation of King County’s growth targets is summarized below. Keep in mind that, as shown in the table below, we have capacity in our existing Comprehensive Plan for 13,352 additional housing units and 18,139 additional jobs, which provides significant flexibility to shape our own land use future without worrying about meeting targets, particularly when paired with the additional growth that could occur as part of the Station Area Plan.

Existing Housing Units 2018*	K2035 Plan existing remaining housing unit capacity	Target K2044 new housing units 2019-2044	Existing Jobs 2018*	K2035 Plan existing remaining jobs capacity	Target K2044 new jobs 2019-2044
38,656	13,352	13,200	49,280	18,139	26,490

Source: 2021 King County Urban Growth Capacity Report (Buildable Lands Report) and King County Countywide Planning Policies

Kirkland’s Affordable Housing Targets- In Progress

Consistent with the GMA, the King County Planning Policies establish that cities must plan for and establish our share of affordable housing targets based on a range of income levels. The County and the City are in the process of finalizing the affordable housing targets for Kirkland.

IV. LOCAL NEEDS - KEY THEMES AND OBJECTIVES

For the K2044 update, in addition to the minimum regulatory requirements outlined in Section III, we plan on building on the successes of the previous process and the existing Comprehensive Plan. Relative to the K2035 effort, which integrated significant new area and community members into the Plan, staff anticipates that the scope of changes to the Plan would be primarily moderate in nature (not a rewrite of the entire plan). Long range plans developed during the K2035 update and associated development projects are in the process of being implemented - such as the Totem Lake Business District Plan, redevelopment of the Totem Lake Mall and surrounding capital improvement and park projects, and Kirkland Urban and surrounding development.

Phase I of The NE 85th Street Station Area Plan, NE 85th Street Subarea Plan chapter of the Comprehensive Plan and Form Based Zoning Code regulations, Design Guidelines and implementation projects list is complete, creating a future plan to assist with meeting Kirkland's growth targets in that area to support transit-oriented development around the future Sound Transit Bus Rapid Transit (BRT) station and new I-405 NE 85th Street interchange.

For the K2044 update, emphasis will be on how we can improve multimodal connections to the transit hubs within the city and to regional transit centers, implement the Sustainability Master Plan (and other functional plans adopted since 2015) and how we can become a more equitable, inclusive, and belonging community. Preliminary key themes and objectives for the update are described below.

A. Key Themes and Objectives for the K2044 Update Process

As we conduct the community engagement process and evaluate potential changes to the Comprehensive Plan, staff will consider key themes that would be woven into the updated Plan policies related to: *Advancing Social Justice, Equity, Inclusivity and Belonging, Sustainability, Housing options for all and housing affordability, Mobility Connections to Regional Transit System and Accessibility, Resiliency, and Smart City Initiatives*. These themes and a summary of the key objectives and tasks we hope to accomplish with the K2044 update process are described in Attachment 1. For each objective we will strive to articulate or use metrics for the expected outcomes.

Questions for Transportation Commission discussion

- *Does the Commission support the key themes for the K2044 process as outlined in Attachment 3?*
- *Are there particular issues or topics that the Commission would like to include in the Plan update?*

V. K2044 WORK PROGRAM AND PHASING

This section describes the major tasks or milestones and phasing for the K2044 update.

A. City Organizational Structure for Update Process

Planning staff will take the lead coordinating interdepartmental staff meetings, community engagement activities, ensuring regulatory compliance, and coordinating study sessions with Boards and Commissions. To assess needed revisions to each Element, planners will be paired with staff from other departments specializing in specific topic areas. For example, coordinating with staff in the Transportation Division to update the Transportation Master Plan/Transportation Element. Together, staff will use checklists to ensure consistency with regulatory requirements and the City's objectives and themes for the process. Study sessions will be held with the Transportation Commission and other Boards and Commissions and City Council throughout the process.

B. Community Outreach and Engagement

Planning staff will partner with the City Manager's Office and Econorthwest-Broadview consultants to develop an Equity Review and Engagement Program for the Comprehensive Plan update that city staff will implement. The two key tasks for the consultant include:

1. Design a community outreach and engagement strategy that is equitable and inclusive; and,
2. Review the existing Comprehensive Plan for consistency with the 5- Year Roadmap and recent City initiatives related to equity, including R-5240 (Safe, Inclusive, and Welcoming) and R-5434.

The goal is to deliver a meaningful and innovative community engagement process that simultaneously 1) informs the K2044 plan; and 2) embodies the Council Goal for an "Inclusive and Equitable Community" by ensuring that all voices belong in this community conversation and will be heard.

The engagement plan will incorporate recommendations from the draft *Diversity, Equity, Inclusion and Belonging 5 Year Roadmap*. With help from the consultant, the plan will involve the (to be developed) recommendations for citywide guidelines for engaging community members underrepresented in civic life, including Black, Indigenous, and People of Color (BIPOC), youth, LGBTQIA+, seniors, low-income households, people experiencing homelessness, disabilities, and immigrant communities including people facing language barriers. To help guide this work, staff will conduct an equity impact assessment at the beginning and end of the process, with updates and adjustments during the process.

The intent is that the City undertakes an engagement process that builds on the work of R-5434, creates equitable and inclusive outcomes and achieves the broadest possible community participation in revising the Plan (including the Transportation Master Plan process), with a particular emphasis on involving those who have not traditionally participated. This anticipates using existing City outreach platforms, methods, and networks, as well as exploring other techniques of engagement, such as in-language events, honoraria payments, and trusted messenger outreach. Staff will build on what was learned from community engagement strategies for the previous K2035 process, current long- range planning efforts, R-5434 engagement, and other recent projects. Although the specific techniques will be identified by summer 2022, options for engagement include in-person or virtual workshops, open houses, town halls, focus group stakeholder meetings, surveys, project webpages, interactive portals for comments, community events, and a virtual City Hall lobby.

Questions for Transportation Commission discussion and direction:

- *What additional expectations does the Commission have for the **community engagement process**?*
- *Do you have ideas for a logo or tagline? Such as, Kirkland 2044, Your Voice- Your Future?*

C. Visioning Process

One of the first community engagement phases will be to conduct a visioning process (ideally in the fall) to assess if the city's existing Vision Statement and Guiding Principles still reflect the community's common values and study issues the community would like to see addressed with

the Comprehensive Plan update. The outcome of this process will result in a revised Vision Statement and Guiding Principles to guide revisions to policies in the General Elements (including the Transportation Master Plan and Transportation Element).

D. Data Collection, Community Profile and Land Use Capacity Analysis

Update Community Profile

Staff will compile a profile of current information that provides an overview of the community in 2022 and use that information to update the 2015 Community Profile. This document is a snapshot of the City focusing on demographic, housing, economic, land use and transportation (source: TMP) information. By comparing this data over time, Kirkland can see how it has changed and take into consideration possible future trends in population, jobs, housing, the workforce, and household size. Several data resources will be used to accomplish this task including the 2020 U.S. Census, American Community Survey, ESRI, Office of Financial Management, and other recognized sources. Early estimates from the U.S. 2020 Census data shows Kirkland with a population of 92,175 (6th largest city in King County and 12th largest city in the State). Population forecasts are under development.

Update Land Capacity Analysis

Another important database is the City's land capacity analysis. The capacity analysis assesses current zoning, development trends, and assessed value of land to estimate whether existing zoning provides adequate growth capacity to accommodate projected growth over the 20-year planning horizon. Kirkland is on track to meet our growth targets for housing and employment for the current horizon year of 2035.

Staff will conduct a revised land capacity analysis and GIS mapping effort to graphically show existing land use, vacant and potential further developable land, land use in relation to transit centers, and 10-minute neighborhood map analysis. It will form the initial base data to determine if we currently have capacity to accommodate our growth targets and used for BKR transportation model.

E. Community Initiated Amendment Requests (CAR)

Known as Community-Initiated Amendment Requests (CARs), amendments to the Comprehensive Plan, Zoning Map or Zoning Code can be initiated by an individual, property owner, neighborhood organization, or other group. With the K2035 update, 30 CAR applications were received requesting changes in land use/rezoning of property. Of those, 13 requests were approved to be included in the update process. For the K2044 process, CAR applications will be accepted with a submittal due date of December 1, 2022. Review of the CAR's will be conducted simultaneously with the Comprehensive Plan update. CAR's have a two-phase review process by the Planning Commission and City Council.

F. Environmental Compliance (SEPA) EIS

When the City conducted its last GMA-required Comprehensive Plan update it also prepared an Environmental Impact Statement (EIS) to comply with the State Environmental Policy Act (SEPA). The purpose of an EIS is to assist the public and decision-makers in considering decisions on the Comprehensive Plan and development regulations. The K2044 EIS will look at the broad city-wide analysis of potential impacts associated with amendments to the Plan or associated zoning actions. It will provide both a qualitative and quantitative analysis of

environmental impacts of various land use and transportation alternatives. A new EIS based on the revised Comprehensive Plan has the added benefit that it can reduce or eliminate detailed SEPA review for future code and plan updates. The public is given an opportunity to help scope the EIS and comment on the draft EIS before finalized.

G. Transportation Master Plan Update

A major part of the EIS will assess our transportation network (facilities, level of service, etc.) to be consistent with the land use plan at the appropriate funding and performance levels. The GMA specifically requires that the Transportation Element be “consistent with and implements the land use element.” Consistency means that the transportation plan be sufficient in scope (projects, funding, and level of service) to carry out the Land Use Element. The Transportation Master Plan (TMP) must support the Land Use Map with adequate transportation facilities. The PSRC Regional 2050 Transportation Strategy Plan document will be used as a guide. The diagram below illustrates this relationship between land use and transportation elements.



Consultant Services - Technical consulting services will be used to assist the City with the EIS and TMP. Funding in the amount of \$500,000 for the Comprehensive Plan update, including the EIS (estimated budget of \$200,000) and Transportation Master Plan (TMP) (estimated budget of \$300,000), is approved in the 2021-2022 Planning Department budget. Planning and Public Works Department Transportation staff will coordinate with a consultant(s) to complete this work. The existing TMP has a good foundation, and therefore, it is anticipated that limited changes will be made to the TMP and policies in the Transportation Element.

Preliminary Scope of Work for TMP - Below is a simplified scope of work for the consultant and the City to analyze with the update of the TMP & Transportation Element:

- Integrate results of various planning efforts, including:
 - Kirkland Transit Implementation Plan (KTIP)
 - Active Transportation Plan Update (ATP)
 - Vision Zero Action Plan
 - Safer Routes to School (SRTS) Action Plans

- NE 85th St Station Area Plan
- Intelligent Transportation System Plan
- Neighborhood Greenways Design Guidelines
- Sound Transit ST3
- North Eastside Mobility Project
- Minor refinement of the Goals and Policies to incorporate Kirkland’s Complete Streets policy, better incorporate equity principles and address what has already been accomplished.
- Perform multimodal transportation modeling to evaluate the performance of the transportation network. This will assist the City in preparing the TMP to be consistent with the land use plan at the appropriate funding levels and system performance level
- Analyze Kirkland Transit Capacity to help to what extent transit capacity and service need to increase to meet the City’s vision. This is guidance from the KTIP Resolution approved on March 19, 2019, and would be based on regional transit planning efforts, such as the Metro Connects Long Range Transit Plan, Metro North Eastside Mobility Project, and Sound Transit ST3
- Establish cross sections for each functionally classified street corridor to define right of way width, include widths for sidewalks, bicycle facilities, separation/planters, parking (if applicable) and travel lanes
- Identify multimodal intersection improvement projects through an evaluation process
- Create a prioritized, fiscally constrained, multimodal 20-year transportation plan project list, including brief project scope descriptions and planning level cost estimates
- Update performance measures
- Identify a city truck route system

Development of the Transportation Master Plan & Transportation Element will be guided by the Transportation Commission.

Questions for Transportation Commission discussion and direction:

- *Does the Commission have suggestions for additions or comments on the preliminary TMP scope of work or additional study issues?*

H. 2022-2024 Work Program Phases and Schedule

The illustration below describes the key phases of the K2044 Comprehensive Plan update process for 2022-2024 with an adoption date of May 2024 (prior to the state deadline of December 31, 2024).

Timeline and Project Phasing 2022-2024



VI. NEXT STEPS:

Following discussions with the Transportation Commission, the next steps in the process include:

- Summer-Fall 2022
 - Public Works Transportation and Planning staff will refine the scope of work for the TMP
 - Prepare the request for proposal (RFP) for consultant services for the TMP and EIS and undertaking the consultant selection process
- Fall 2022-
 - Staff will begin to review and scope potential policy changes to each Element.
 - Begin community outreach and engagement for the Visioning Process and identify study issues for each Element
- 2023-2024 Study sessions will be held with Boards and Commissions to discuss potential changes to each element.
- Throughout the process there will be study sessions with the Transportation Commission

Attachments:

1. Key themes and objectives for K2044 update

Cc: File: CAM22-00023

Kirkland 2044 Comprehensive Plan Update

Key Themes and Objectives - May 2022

The following are key themes and objectives for the Comprehensive Plan update process in 2022-2024 as endorsed by the City Council and Planning Commission. These themes and objectives may be adjusted as we receive community input during the process.

A. Key themes for the K2044 update process

As we conduct the community engagement process and evaluate potential changes to the Comprehensive Plan, the following key themes that would be woven into the updated Plan policies.

- **Advance Social Justice, Equity, Inclusivity and Belonging**
 Integrate social justice, equity, and health into our Plan policies and text within all Elements, to be more equitable, inclusive, and welcoming as a community especially for our Black, Indigenous and People of Color (BIPOC) and Lesbian, Gay, Bisexual, Transgender, Intersex, Queer/questioning, Asexual (LGBTQA+), low income, and other historically underserved communities, including the following specific actions:

 1. Integrate the recommendations of the soon to be adopted *Equity Plan of Record 5-year Roadmap to a Diverse, Equity, Inclusion and Belonging Action Plan* into the Plan;
 2. Establish an innovative and robust equity and inclusion plan for the process to ensure an equitable and inclusive process and outcomes;
 3. Review all existing and draft text for potential exclusionary language and revise accordingly. Where feasible, explain how potential policy changes may impact people's everyday lives regarding potential increased costs for transportation, utilities, housing;
 4. Integrate the above into the Community Engagement Plan Process; and
 5. Add the adopted local Land Acknowledgement regarding the First People of Kirkland to the Plan and historical informational text to recognize our First People contributions, historical places, and community names.
- **Sustainability**
 Integrate the adopted Sustainability Master Plan strategies into all Plan Elements to address personal health, climate change, greenhouse gas emission reduction goals, environmental protection and creating and preserving open/green spaces/natural areas for the future.
- **Housing options for all and housing affordability**
 Ensure consistency with the Regional Housing Strategy. Integrate the adopted Kirkland Housing Strategy Plan and Missing Middle Housing program into the Plan, seek new strategies to increase affordable housing options, and if needed implement code amendments to achieve housing goals.
- **Mobility Connections to Regional Transit System and Accessibility**
 Improve mobility, accessibility, safety, and non-motorized pedestrian and bicycle connections between land uses and major transit hubs within the city, to the I-405/NE 85th Street BRT/Stride Station, and regional transit facilities.
- **Resiliency**
 Ensure that the community learns from the pandemic and plans for future emergencies, pandemic response resiliency, and responsible fiscal planning to ensure a sustainable and thriving community. Continue to observe changes resulting from the pandemic in areas like

transportation, parks, and commercial uses and how they might influence key themes and objectives (see Resiliency theme)

- **Smart City Initiatives**

Use technology to meet the needs of a growing city, by developing the city's very first Smart City Master Plan (SCMP) in partnership with all city departments. Led by the Resilience and Technology Officer, the SCMP will guide the city's effort in advancing City Council goals through innovation, technology advancement, and resilience. The SCMP will have six areas of focus: Transportation & Mobility, City Infrastructure, Digital Transformation, Built Environment, Community/Civic Engagement.

B. Objectives for the K2044 update process

Below is a list of the key objectives and tasks we hope to accomplish with the Comprehensive Plan update. For each objective, we will strive to articulate or use metrics for what the expected outcomes:

- Meet State, Regional, and County requirements; complete by December 31, 2024
- Use the current plan as the foundation; do not undertake a complete re-write of plan
- Plan for our allocated housing and employment growth targets. Based on the capacity of current zoning and with the preferred Station Area Plan direction, it is anticipated that there will not be a significant need to increase densities in other parts of the City to meet growth targets
- Conduct a visioning process to evaluate if the Vision Statement and Guiding Principles express the community's values and embody the desired future
- Explore strategies to proactively increase affordable housing and access to reliable, affordable, quality childcare options, especially for the lower income community and future residents who may want to live in Kirkland, not just those who live here now. Seek ways to retain our middle income so our seniors (and others) don't get priced out of leaving their homes because of high taxes. Many of the ideas from the Affordable Housing Strategy Plan have been implemented including, requirements for a minimum set-aside of 10% affordable housing units with new multi-family development and adoption of Missing Middle Housing regulations. How can we do more?
- Conduct a robust, equitable, and inclusive public engagement process so the entire community feels welcome and heard including involving people with disabilities. Improve on the feedback loop used in 2015 to report to the community what we heard, how that influenced policy, and how the major changes will impact them on a day- to -day basis (in plain language)
- Revise text and policies throughout the Plan to plan for a more equitable and inclusive future where all Kirkland residents have access to housing, transportation, education, childcare, employment choices, and open space amenities regardless of their race, ethnicity, or income
- Continue to focus future growth in our two urban centers (Totem Lake, Greater Downtown Kirkland (including the NE 85th Subarea Plan)) and neighborhood commercial districts around transit hubs to leverage regional transit infrastructure and more effectively integrate land use and transportation
- Improve mobility and connectedness around the city, to and from transit facilities, non-motorized corridors, and greenways
- Incorporate recently updated functional plan policy changes into the related General Elements (such as PROS Plan, Surface Water Master Plan, Sustainability Master Plan)

- As part of our sustainability efforts, incorporate the HB 1099 recommendations to improve the state’s climate response through updates to Comprehensive Plans (HB 1099 did not pass the Washington State House of Representatives).
- Strategize on economic development post pandemic and increasing employment opportunities with a focus on making employment/job growth more broad-based and providing access to economic growth to all members of the community (i.e., more of an equity focus)
- Incorporate the NE 85th Street Station Area Plan policies (when adopted) into the Plan to support job growth and transit-oriented development
- Update the 10-minute neighborhood analysis
- Explore innovative planning principles (e.g., Smart Cities)
- Evaluate the existing Implementation Strategies for what we have accomplished since 2015; how are we doing, and what do we still need to do?
- Evaluate what are our next steps to become a “Complete City”, i.e., completing all sidewalks; underground overhead utilities; improve aesthetics and art in community?
- Evaluate how do we look at standardizing our approach to neighborhood centers to have what they need for success and establish consistent urban design principles?
- Proactively find solutions for increasing school and childcare capacity issues
- Proactively seek ways to provide “universal wireless access”
- Neighborhood Plans- Make limited changes to all the neighborhood plans that have been recently updated, including text revisions for consistency with our equity and inclusion efforts and city- wide policies. In 2023-2024, conduct separate processes to update the Juanita and Kingsgate Neighborhood Plans. Have a community conversation about, long term, switching to update all neighborhood plans with the major citywide Comprehensive Plan update (every 8 years). This will allow a more wholistic approach and should ensure that the plans are updated even more frequently that current cycle.

C. Implement City Council Goals

In addition to the above themes and programs, staff will consider how potential changes to the Plan will further the City Council’s adopted goals (2021-2022):

- Inclusive and Equitable Community
- Vibrant Neighborhoods
- Community Safety
- Supportive Human Services
- Balanced Transportation
- Abundant Parks, Open Space & Recreational Services
- Attainable Housing
- Financial Stability
- Sustainable Environment
- Thriving Economy
- Dependable Infrastructure