



**CITY OF KIRKLAND**  
**Planning and Building**  
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## **MEMORANDUM**

**To:** Kurt Triplett, City Manager

**From:** Adam Weinstein, AICP, Director, Planning and Building  
Allison Zike, AICP, Deputy Planning and Building Director  
Janice Swenson, Senior Planner

**Date:** November 29, 2022

**Subject:** K2044 COMPREHENSIVE PLAN UPDATE – STATUS UPDATE  
FILE NO: CAM22-00023

## **RECOMMENDATION:**

It is recommended that City Council receive a briefing from staff on the status of the 2044 Comprehensive Plan update. This item was originally scheduled to be presented to the Council at the November 15, 2022 Council meeting. However, due to the length of that meeting the topic was deferred to the December 13 Council meeting. The memo and attachments are the same as those included in the November 15 Council packet. A representative from the consultant team of Broadview Planning and ECONorthwest will provide an overview of two reports they have completed to initiate an equitable and inclusive Comprehensive Plan update process and assist with our long-range planning efforts:

- Community Engagement Plan prepared by Broadview Planning (Attachment 1)
- Equity Review and Engagement Program report prepared by ECONorthwest (Attachment 2)

## **BACKGROUND DISCUSSION:**

### **A. Introduction**

In 2022-2024, the City of Kirkland is conducting a state-mandated update of the [Kirkland Comprehensive Plan](#) with a target completion in fall of 2024. The Comprehensive Plan is a citywide guide for how we as a community will manage growth over the next 20 years. The last major update was in 2015 for the horizon year of 2035. For this update, the new horizon year is 2044. The update process is an opportunity to reflect on what people value about Kirkland today, the kind of community we aspire to become, and create a policy roadmap to achieve that vision.

On [April 19, 2021](#), the City Council received an overview of the Comprehensive Plan update planned work program and agreed on the key themes to be interwoven into the Plan and the planning process:

*Key Themes for Comprehensive Plan Update:*

- Advancing Diversity, Equity, Inclusivity & Belonging (DEIB) initiatives from the City's adopted DEIB 5-year roadmap
- Promoting sustainability to address human health, economic opportunity, climate change, greenhouse gas emissions, and environmental protection
- Ensuring affordable housing options for all
- Developing accessible and mobile connections within Kirkland and to the regional transit system
- Advocating resiliency to future emergencies and fiscal planning for a thriving local economy
- Guiding innovation, technology, and resilience in six areas: Transportation & Mobility, City Infrastructure, Digital Transformation, Built Environment, and Community Engagement

The [K2044 Comprehensive Plan update project webpage](#) provides background information about the Comprehensive plan, update process, Kirkland's job and housing growth targets, schedule, educational resources, and how people can get involved in the process. The webpage will be updated throughout the process.

A key factor in the K2044 Comprehensive Plan update is that the City, after adoption of the NE 85<sup>th</sup> Street Station Area Plan and Missing Middle Housing code amendments, is expected to have more than sufficient capacity to meet the population (housing) and employment targets for 2044 adopted in the King County Countywide Planning Policies. Although changes in land use designations are possible, they would not be warranted solely to meet population and employment targets. Therefore, community discussions surrounding the K2044 update could be focused less on various growth alternatives (e.g., focusing growth around corridors or in centers) and more on themes such as connected open space, mobility, equity, and walkability.

**B. Progress to date**

*1. Initial Review of Each Element*

Staff teams have conducted an initial review of each Element or chapter of the Plan (Housing, Transportation, Environment, Land Use, etc.) for consistency with regulatory requirements of the State Growth Management Act (GMA), Puget Sound Regional Council (PSRC) Vision 2050 Growth Strategy Multi-Planning Policies, King County Countywide Planning Policies, as well as our local City Council priorities.

*Scope of Policy Changes: Minor to Moderate*

Based on the initial scan of each Element, we do not anticipate a major re-write of the Plan; rather, the update is likely to include only minor to moderate policy changes and revisions to incorporate recommendations from the equity gap analysis discussed in the section below (see Attachment 2). The Elements with the most changes will likely be the Housing Element for pending codification of GMA housing goals (RCW 36.70A.070) related to House Bill (HB) 1220 and the Transportation Element to incorporate the updated Transportation Master Plan that will be occurring simultaneously with the Comprehensive Plan update. HB 1220 requires cities to evaluate policies and regulations to accommodate the City's population of low and very low-

income households, identify and undo racially disparate impacts, address housing displacement and exclusion, identify areas and communities that are at a higher risk of displacement, establish anti-displacement policies, and undertake other changes. More direction is expected from the Washington State Department of Commerce and King County in late 2022 and early 2023.

Functional plans updated since 2015 will also be incorporated into the Comprehensive Plan such as the recently adopted Parks, Recreation and Open Space Plan (PROS Plan), Sustainability Master Plan, and soon-to-be-adopted Surface Water Master Plan. Staff will continue this work in 2023 to dive deeper into each Element to identify study issues or potential policy changes to discuss with the Planning Commission, other Boards and Commissions, and the community.

#### *Planning for Employment and Housing Growth Targets*

With the recently adopted NE 85<sup>th</sup> Street Station Area Plan, a majority of our planned housing and employment growth is targeted for transit-oriented development within the Station Area surrounding the future Bus Rapid Transit station. The environmental analysis process for the Comprehensive Plan update will likely focus less on where to allocate significant additional housing and jobs growth, and more on *how* growth for the city should occur in a manner that advances the Council-identified key themes for this update. The emphasis may be on new innovative strategies to create more affordable housing and increase production of missing middle housing types, implementing policy changes for our equity, inclusion and belonging efforts (DEIB 5 Year Roadmap), and improving mobility in the community. The community engagement process may generate additional new ideas to explore, and a future phase of the planning process will determine which ideas to advance for further study.

#### *2. Community Engagement Plan (CEP)*

Broadview Planning consultants worked with City staff to develop a Community Engagement Plan (CEP, Attachment 1) for the Comprehensive Plan and Transportation Master Plan updates. A key goal of the community outreach and engagement strategy will be to conduct an equitable, inclusive process with an emphasis on engaging key stakeholders who have been historically underrepresented in previous planning efforts. This focus includes community members who identify as Black, Indigenous, and People of Color (BIPOC), Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual (LGBTQIA+), youth, seniors, low-income households, people experiencing homelessness, and immigrant communities including people facing language barriers. One of the first steps will be outreach to these “priority populations” to start recruiting for focus group members to discuss each Element topic area. The City intends to provide stipends for focus group participation.

The CEP recommends a menu of public outreach and engagement activities staff can use, key messaging, suggested survey questions, phrasing, and best practices for community engagement throughout the process. Activities include creating focus groups for each of the Elements, conducting in-person and virtual events and surveys, working with high school classes in the Lake Washington School District, and attending community events. The CEP will also be a guide for future long range planning processes and staff training opportunities. A major theme of the engagement effort will be meeting and engaging with members of the community outside of City Hall – at grocery stores, schools, places of worship, and community events – in order to “meet people where they are” and gain feedback on citywide planning issues. While this update will still include traditional engagement events such as community meetings hosted by the City, less

emphasis will be placed on these formal community engagement events in City Hall, because such events have been more difficult for working people, youth, lower-income households, and others to attend.

Staff in the Planning and Building Department, Public Works Department-Transportation Division, and City Manager's Office-Community Engagement and Outreach Division will coordinate to implement the CEP with other citywide community events during the 2022-2024 timeframe. Below is a sample of the actions staff is working on, with more detail to be presented at the December 13th Council meeting:

*2044 Comprehensive Plan Logo and Branding* – This logo and tagline was developed to brand all printed materials and activities related to the community engagement activities.



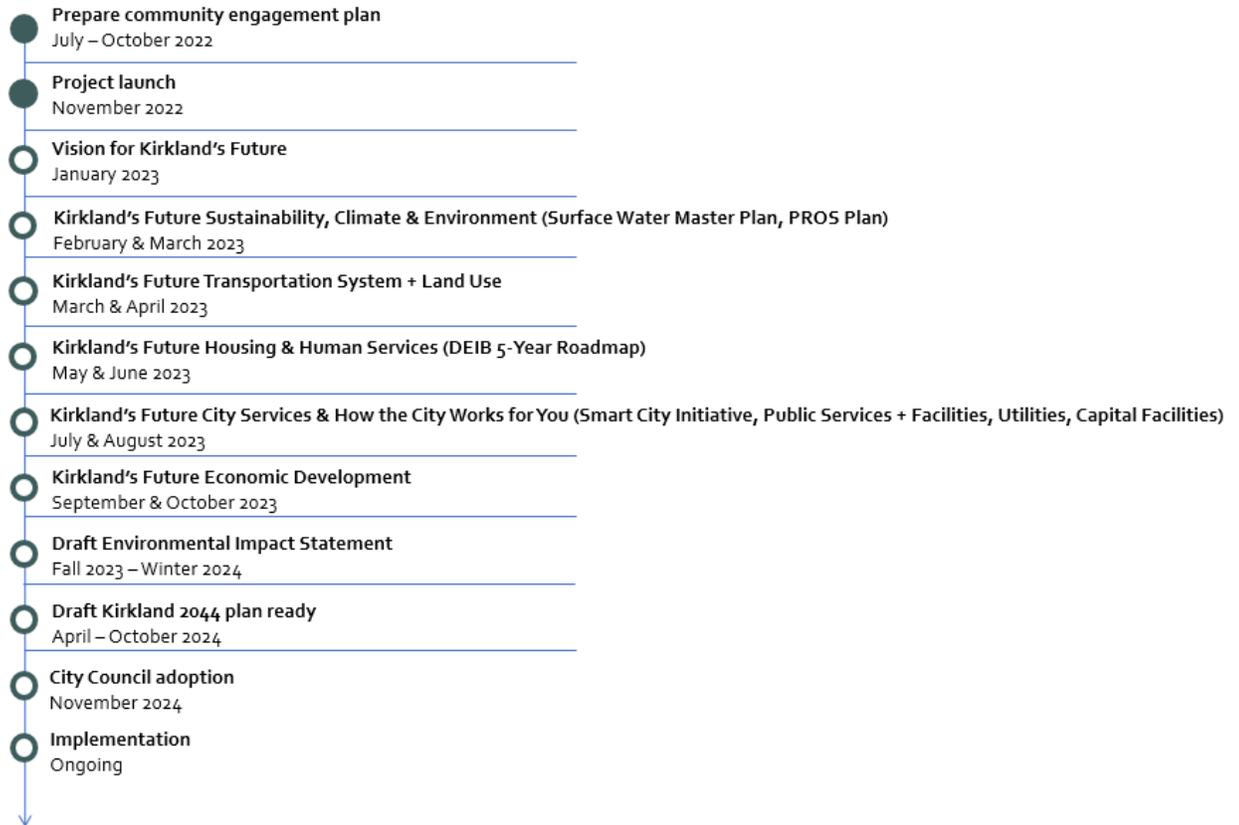
*December 2022 Project Launch* - The major media launch will occur during December to inform the public about the Comprehensive Plan and to direct people to the webpage and provide information about how to get involved in the process. This will include a call to action to register for the Visioning Event and fill out targeted surveys to guide future amendments. Staff will also begin attending community events in December (e.g. Google Lights on CKC, Light Up Kirkland at Juanita Beach Park, Urban Festival & Winter Market at Kirkland Urban) to introduce this project to community members and help people take the Visioning survey ahead of events January.

*January 2023 Visioning Event and Process* - A visioning process will begin in January with a virtual event (tentative date is January 11<sup>th</sup>), pop-up engagement meetings within the community, and additional surveys - with the goal of having people assess if the city's existing [Vision Statement and Guiding Principles](#) still reflect the community's common values and to identify issues or concerns the community would like to see addressed with the Comprehensive Plan update process. The outcome of this process could result in a revised Vision Statement and Guiding Principles to guide revisions to policies in the General Elements.

*Early 2023 Recruitment for Focus Groups and Community Engagement around each Element* - Throughout 2023, we will establish focus groups for each Element and community engagement opportunities (housing, transportation, sustainability-environment, etc.) along with specific outreach to priority populations. The results of these activities will help guide potential policy changes to each Element.

Below is a preliminary schedule for community engagement topics and activities that are planned for 2023-2024.

### Kirkland 2044 timeline



### 3. ECONorthwest Equity Review and Engagement Program Report

Goal 4.2 of the City's *Diversity, Equity, Inclusion, and Belonging 5 Year Roadmap* includes an implementation item to "identify and utilize an equity-centered third-party review process for the City's Comprehensive Plan and other long-range planning processes".

ECONorthwest consultants (supported by Broadview Planning) were retained to conduct an equity gap analysis of the existing Comprehensive Plan. Their assessment is contained in the Equity Review and Engagement Program report in Attachment 2.

The Equity Review and Engagement Program report contains a demographic profile of Kirkland, including maps where there are populations living at risk of displacement and higher health risks, an overview of new requirements from the Regional and State levels that cities should consider when planning for equity and inclusion, an equity framework guide, and questions we should consider when updating the Plan. The report also refers to the City's DEIB 5-Year Roadmap recommendations. Report recommendations will be incorporated into the revised Comprehensive Plan Element policies and text.

The list below is a summary of the report recommendations for improvements to consider with our Comprehensive Plan update:

- Increase accessibility of Comprehensive Plan - make it more interactive and user friendly; and easier to search for information.
- Incorporate more accurate recounting of histories of discrimination and Kirkland history - colonialism, slavery/anti-Black racism, the Chinese exclusion, the internment of Japanese during World War II, exclusionary zoning practices.
- Integrate the "Kirkland Native History Document" into the Comprehensive Plan to align with Kirkland's 5-Year DEIB Roadmap (3.5 Policy) and Land Acknowledgment.
- Include an explicit acknowledgement of and remedies addressing historic discrimination,
- Incorporate the Community Engagement Strategy - to connect with hard-to-reach populations. Conduct cultural competency training for staff and community members.
- Expand the Community Profile - to consider future trends; issues that will shape the character and needs of the community.
- Continually integrate equity guidance - as an ongoing activity to integrate equitable planning best practices.
- Develop and incorporate implementation plan and plan performance tools - Using metrics for monitoring, performance measurement, and a strategy for reporting out results (such as a plan scorecard) to help ensure the plan results in measurable actions.
- Revise language within the Comprehensive Plan to be more inclusive - specific examples are given for certain elements.

#### *4. Request For Proposal (RFP) for Environmental Review and Transportation Master Plan consultant services*

A major task of the Comprehensive Plan update is also an update to the Transportation Master Plan (TMP) that will then lead to revisions to the Transportation Element. Public Works Transportation staff are taking the lead on the TMP update with involvement of the Transportation Commission.

A major part of the environmental review 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 implement 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 TMP must support the Land Use Map with adequate transportation facilities.

Unlike with the last major update, an Environmental Impact Statement (EIS) may not be needed as part of the Comprehensive Plan update to analyze the environmental impacts of the anticipated minor to moderate policy changes, as the NE 85<sup>th</sup> St Station Area Plan Final Supplemental EIS recently analyzed a considerable increase to jobs and housing capacity and additional capacity may not be added with this update. Other types of environmental analysis to evaluate potential growth strategies could include issuing an addendum to the 2035 Comprehensive Plan update EIS, a supplemental EIS, adoption of existing EIS documents, or a Determination of Non-Significance. If a comprehensive EIS is not pursued, resources could be allocated to other elements of the planning effort (e.g., more robust public outreach,

improved plan graphics, or exploration of zoning and sustainability programs to advance the Comprehensive Plan vision).

With the above in mind, Planning staff and Public Works Transportation staff will issue a Request For Proposals (RFP) for consultant services to seek the same consultant services to provide both environmental review and transportation consultant services to update the TMP. Anticipated start of work is February-March 2023. Completion of the TMP update is scheduled to be complete in September 2024 or sooner.

#### *5. Department of Commerce Grant Application*

In September, Planning staff submitted an application for a grant to the Washington State Department of Commerce to help reimburse the City for costs to complete the Comprehensive Plan update. The City expects to receive the grant, and based on the City's population, the amount of the grant is for \$175,000: to be disbursed half in 2022 and the remaining amount in 2023.

### **C. Next Steps**

- *Community Initiated Amendment Requests (CAR)*

Community-Initiated Amendment Request (CAR) applications are due to be submitted by December 30, 2022. As part of the Comprehensive Plan update process, CARs for amendments to the Comprehensive Plan, Zoning Map or Zoning Code will be considered. CAR's can be initiated by an individual, property owner, neighborhood organization, or other group. The review process is a two-phase process for consideration by the Planning Commission and City Council. CARs are encouraged to be submitted in advance of the Comprehensive Plan Update so that they can be considered holistically and comprehensively in regard to the plan vision and overarching community objectives.

- *Planning Commission briefing on December 8, 2022*

Staff briefed the Commission on the status of the Plan update and to share the two completed reports for their input review and comment.

- *Data Collection, Community Profile and Land Use Capacity Analysis*

#### Update Community Profile

Building on the ECONorthwest community profile information and other available data, staff will compile a profile of current demographic, racial, housing, economic and land use information to assess possible future trends in population, jobs, housing, the workforce, and household size. This data and mapping information will be important for our work engaging with the community, and particularly for updates to the Housing Element, Human Services Element, and Introduction Chapter.

#### 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 further developable

parcels, and confirms that existing zoning provides adequate growth capacity to accommodate our assigned growth targets over the 20-year planning horizon.

**Questions for City Council discussion and direction:**

- 1. Does Council have any questions or comments on the ECONorthwest equity review report or direction for staff?*
- 2. Does Council have any questions or comments on the Community Engagement Plan, or direction for staff?*

Attachments:

1. Broadview CEP
2. Econorthwest Equity Review Report

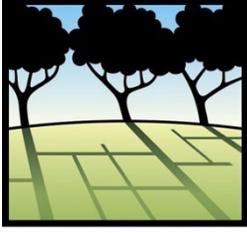
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Kirkland 2044  
Comprehensive Plan Update

**COMMUNITY ENGAGEMENT PLAN**

October 2022



## **BROADVIEW PLANNING**

Broadview Planning, in collaboration with staff at the City of Kirkland and ECONorthwest, prepared this community engagement plan for the City of Kirkland. The project team thanks all those who provided their input and helped inform it.

### **City of Kirkland staff:**

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- Erika Mascorro, Diversity, Equity, Inclusion, Belonging Manager
- Don Robinson, Senior Community Engagement Coordinator
- Adam Weinstein, AICP, Director of Planning and Building
- Allison Zike, AICP, Deputy Director of Planning and Building
- Kim Scrivner, Transportation Planner
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### **Plan development support:**

- Clair Leighton, Broadview Planning
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## **SECTION I. BACKGROUND + PURPOSE**

### **KIRKLAND 2044: OVERVIEW OF KIRKLAND'S COMPREHENSIVE PLAN UPDATE**

In 2022-2024, the City of Kirkland is conducting a major update of its Comprehensive Plan, in compliance with the requirements of Washington State's Growth Management Act (GMA). The Comprehensive Plan is a guide for how Kirkland as a community will provide the public facilities and services to direct and manage growth. The target completion date for the updated Comprehensive Plan is November 2024.

#### Comprehensive Plan update goals and themes

The goals of the Comprehensive Plan update include:

- Conducting an equitable and inclusive community engagement process to revisit the Vision Statement, Guiding Principles, and Plan Elements policies to ensure they express the community's values.
- Ensuring compliance with the GMA, Puget Sound Regional Council Vision 2050 Multi-planning policies, and King Countywide Planning Policies.

Key themes to be woven into Comprehensive Plan update include:

- Advancing the City's Diversity, Equity, Inclusivity & Belonging (DEIB) initiatives<sup>1</sup>
- Promoting sustainability to address human health, economic opportunity, climate change, greenhouse gas emissions, and environmental protection
- Ensuring affordable housing options for all
- Developing accessible and mobile connections to the regional transit system
- Advocating resiliency to future emergencies and fiscal planning for a thriving local economy
- Guiding innovation, technology, and resilience in six areas: Transportation & Mobility, City Infrastructure, Digital Transformation, Built Environment, Community Engagement

Aspirations toward equity, inclusivity, justice, belonging, sustainability, affordability, accessibility, resilience, and innovation cannot be achieved through top-down planning. For this reason, the process for updating the Comprehensive Plan is as important as the plan itself – narrow community engagement historically produces a narrow set of exclusionary policies, whereas expansive community engagement can produce an expansive set of policy options and opportunities.

To inspire stakeholders to cast their minds 20 years into the future, the process for updating Kirkland's Comprehensive Plan is called **Kirkland 2044**. Kirkland 2044 will be an opportunity for key stakeholders to think about the kind of community Kirkland wants to become. It is essential that people who live, work, play, and learn in Kirkland – as well as those who want to – participate in this update process to shape the future city. Kirkland 2044 aims to connect with residents, businesses, City staff, and other key stakeholders to gather qualitative information and stakeholder stories to support technical data. As such, the City of Kirkland hired a consultant team of ECONorthwest (ECONW) and Broadview Planning

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<sup>1</sup> On February 21, 2017, the City Council adopted Resolution R-5240 declaring Kirkland a safe, inclusive, and welcoming community for all people. In July 2022, the City Council accepted the [Diversity, Equity, Inclusion, and Belonging 5-Year Roadmap](#) through Resolution R-5548.

to develop an equity framework and community engagement plan for Kirkland 2044. This community engagement plan was developed alongside the Equity Framework from ECONW and should be viewed as a complementary companion piece.

## COMMUNITY ENGAGEMENT PLAN OVERVIEW

This community engagement plan outlines the strategies and approaches for gathering feedback and input on the Comprehensive Plan, its Vision Statement and Guiding Principles, study elements, Environmental Impact Statement, and the draft plan itself.

### Engagement Goals

The goals of Kirkland 2044 engagement are to:

- Increase participation in the Kirkland 2044 process from all community stakeholders and from priority populations<sup>2</sup>
- Reach stakeholders who want to live in Kirkland but can't
- Ensure that those who participate in Kirkland 2044 activities find them meaningful and resonant with their values
- Ensure that those who participate in Kirkland 2044 activities feel that their voices were heard and understand how their input will be used in the process
- Help the community understand the role of local government in their lives
- Build excitement and expectation among stakeholders to participate in future planning activities and the next Comprehensive Plan update
- Forge durable relationships between the City and priority populations based on trust and respect
- Create a future Kirkland that is stronger, more vibrant, and more inclusive

Engagement can take many forms and inherently includes different approaches, depending upon the objectives of and resources allocated toward engagement efforts. To proactively set expectations among program staff and the community, this community engagement plan relies on the International Association of Public Participation's (IAP2) Spectrum of Participation as a guiding framework (Figure 1).

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<sup>2</sup> Kirkland's *Diversity, Equity, Inclusion, and Belonging 5-Year Roadmap* includes a directive to engage community members underrepresented in civic life, including Black, Indigenous, and People of Color (BIPOC); youth; folks who identify as lesbian, gay, bisexual, transgender, queer, intersex, asexual plus (LGBTQIA+); seniors; low income households; people experiencing homelessness; people with disabilities or accessibility challenges; and immigrant communities including people facing language barriers. Key stakeholders are discussed in Section II.

The IAP2's Spectrum of Public Participation was designed to define the public's role in a public participation process. The Spectrum is used internationally, and it is found in many public participation plans.<sup>3</sup>

The nature of the Kirkland 2044 process lends itself to engagement centered on *informing*, *consulting*, and *involving stakeholders*, but this participation may vary depending upon the stakeholders themselves.

IAP2 Spectrum of Public Participation, adapted from IAP2 International Federation, 2018.

**INCREASING IMPACT ON THE DECISION** 

	<b>INFORM</b>	<b>CONSULT</b>	<b>INVOLVE</b>	<b>COLLABORATE</b>	<b>EMPOWER</b>
<b>PUBLIC PARTICIPATION GOAL</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and/or solutions	To obtain public feedback on analysis, alternatives, and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making power in the hands of the public.
<b>PROMISE TO THE PUBLIC</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

**HOW TO USE THIS ENGAGEMENT PLAN**

This community engagement plan was co-created between the consultant team and City staff over several weeks in Fall 2022. Key City staff convened for a series of eight work sessions, and the consultant team facilitated discussions about engagement objectives, engagement best practices, activities, materials, and key messages, staff capacity, and a timeline for completion.

<sup>3</sup> IAP2. (2018). Core Values, Ethics, Spectrum – The 3 Pillars of Public Participation. Accessed on September 27, 2022, from <https://www.iap2.org/page/pillars>

This co-creation encouraged a spirit of learning while doing and adaptively developing an approach. In that spirit, implementing this engagement plan should emphasize a flexible, adaptive approach with learning opportunities for staff. If an engagement activity is not working, learn and adapt. If a message does not resonate, learn and adapt. If a priority population is not being reached, learn and adapt. This plan is a living document that should guide but not limit engagement.

See section IV for more details about adaptive management.

## **SECTION II. COMMUNITY ENGAGEMENT PROCESS**

### **KEY STAKEHOLDERS FOR THIS ENGAGEMENT PLAN**

Key stakeholders are individuals who have interest in the future of Kirkland. For the Kirkland 2044 Comprehensive Plan update, the definition of stakeholder is expansive:

- Everyone who lives in, works in, plays in, learns in, or visits Kirkland, and
- Everyone who *wants* to live in, work in, play in, learn in, or visit Kirkland but can't.

Beyond this expansive definition, particular energy will be invested in seeking input, feedback, and engagement among a subset of key stakeholders who have been historically underrepresented in previous planning efforts. These priority populations include:

- Black, Indigenous, and People of Color (BIPOC)
- People who identify as lesbian, gay, bisexual, transgender, queer, intersex, asexual plus (LGBTQIA+)
- Seniors
- Low-income households
- People experiencing homelessness
- Youth
- Renters
- People with disabilities or accessibility challenges
- Immigrant communities and people facing language barriers

A list of key stakeholders is included in Appendix A, though this should not be considered an exhaustive list. Like this plan itself, the process of identifying and engaging stakeholders is iterative, and more stakeholders will be added to this list as the engagement process evolves.

### **ACTIVITIES**

Staff identified a suite of possible engagement approaches, including: community-wide discussion series, focus groups with priority populations, attending City- and partner-hosted events, pop-up “tabling” at specific community locations, traditional media, social media, surveys and snap polls, document review, and presentations to City Council and the Planning Commission that were identified by staff to include in the Kirkland 2044 engagement process. Each of these activities is described in more detail below.

### Community-wide discussion series

Each phase will include at least one large open-house style event that asks community members to engage with a particular set of questions or trade-offs. This began with a September 17<sup>th</sup> City Hall for All, will include one visioning event in January and will feature at least one event per element. Each community-wide discussion should include a meeting guide, a PPT presentation that prioritizes dynamic photos and infographic-style presentation of data, a snap poll, and activities that compel participants to engage with the Element focus, City staff, and each other.

### Focused conversations with priority populations

Reflecting Kirkland 2044's emphasis on reaching priority populations, each phase will include several focused conversations with targeted recruitment to these underrepresented groups. Larger community-wide discussions – which tend to attract people more comfortable with City planning processes – will be paired with 2-3 focused conversations with targeted recruitment to priority populations to lift up these underrepresented perspectives. Element leads will be responsible for recruitment and running their own focused conversations (see sidebar at right for recruitment considerations). Each focused conversation should include a facilitator, a notetaker, a focus group guide, a release form, and a plan for compensation.<sup>4</sup>

## RECRUITING PRIORITY POPULATIONS FOR FOCUSED CONVERSATIONS

Historically, large community-wide discussions have tended to attract people comfortable with City planning processes. Kirkland 2044 invests particular energy and consideration into engaging people underrepresented in civic life (so-called “priority populations”). To avoid over-taxing priority populations in an effort to lift up their voices, we recommend recruiting a panel of people who are willing to participate in focused conversations as the City of Kirkland develops and implements plans, policies, and programs.

Recruiting for the panel may include a mix of strategies, including asking local CBOs to nominate their constituents to participate, having City staff with established relationships in priority communities reaching out with a request for participation, or asking people to opt-in to the panel of the community survey, (e.g., “Are you interested in providing more ideas about the future of Kirkland? Which three topic areas are you most interested in?”).

While this panel of 60 – 100 people will be piloted during the Kirkland 2044 engagement process, community members can be engaged in an ongoing way for the City's other outreach and engagement efforts, consistent with the *DEIB 5-Year Roadmap's* call for a community network list

### Briefings at neighborhood association and community organization meetings

Kirkland's Neighborhood Associations and community organizations are a vibrant network of engaged residents, business community and community at large. Kirkland staff will provide notice to these groups that they will provide briefings on the Kirkland 2044 process and focus elements by invitation. Each briefing should include talking points for a 5–10-minute presentation, a snap poll, and informational materials that direct people to the website.

### Attending City- and partner-hosted events

Kirkland is home to many City- and partner-hosted events community events throughout the year, and Kirkland 2044 staff will host tables or booths to “meet people where they are.” Attendance at each event should include visual material corresponding to the focus element, a snap poll, informational materials that direct people to the website, and assorted swag.

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<sup>4</sup> When community members agree to participate in focus groups, compensation should be considered. PSRC has [a model of compensation](#) that can be cribbed. The Change Foundation offers [a decision tool](#) that can guide conversations about how and when to pay participants. More information about paying peer research assistants can be found [here](#).

### Pop-up tabling at specific community locations

Beyond community events, Kirkland 2044 staff will also host pop-up tabling activities at specific community locations, particularly those that draw priority populations (e.g., bus stops, grocery stores, family resource centers, shelters, food banks, houses of worship). Each pop-up tabling opportunity should include visual material corresponding to the focus element, a snap poll, informational materials that direct people to the website, and assorted swag.

### Traditional + social media

Efforts to engage stakeholders through traditional media will range from press releases at key moments in the Kirkland 2044 process to media training and talking points for staff interviewed by local media. Kirkland 2044 staff will also work closely with the City Manager's Office communications team to determine the right cadence for social media activity, to develop copy, polls, and videos to post, and to facilitate community conversations on the City's social media sites.

### Surveys

Kirkland 2044 staff is envisioning at least two community-wide surveys: one will coincide with the visioning phase (Q1 2023), and the other will coincide with the transportation and land use phase (Q2 2023). Surveys should include a narrow set of 10-15 substantive questions, key demographic questions, and an analysis strategy. To increase response rates, respondents may be offered an opportunity to enter a drawing if they complete the survey.

### Curricula

Kirkland 2044 staff is working with the local school district to create curricula that will engage high school students in discussions relevant to the Comprehensive Plan update.

### Snap polls

Each phase of the engagement effort will include 2-3 questions that can be used as a snap polling opportunity everywhere Kirkland 2044 staff can be found. These questions can be taken from the question banks on pages 16-26. Each snap poll should include a narrow set of demographic questions. For example, during the housing and human services phase, one question may ask people whether they are rent, own, or do not have stable housing.

### Document review

To reduce engagement fatigue, each element staff team lead will review recent plans and engagement efforts to identify relevant input/feedback that can be folded into the Kirkland 2044 process. For example, the City has recently completed its biennial community survey, updated PROS plan, housing plan, and several modal plans. These will be reviewed to identify relevant input that can inform the element updates without returning to the community with previous engagement questions that have been asked and answered.

### Synthesizing feedback reflecting what was heard during each phase

To honor people's time and engagement in each phase, each Element staff team lead will synthesize feedback and input that was heard through the engagement for each phase. This will be rolled up into a Reflecting Back video and companion printed piece and posted on the website, social media, other places.

#### Presentations to City Council, the Planning Commission, and other City Boards and Commissions

Periodically throughout the Kirkland 2044 process, City staff will provide updates to City Council, the Planning Commission, and other boards and commissions to describe how the engagement process is unfolding and to provide updates on the development of the Plan. Currently, staff are aiming to provide updates to City Council and the Planning Commission at least quarterly during the first few phases, and communications will ramp up while the environmental review and draft and final plans are being discussed.

#### Regulatory public comment opportunities

The GMA (RCW 36.70A.140) requires early and continual citizen participation in the development and update of comprehensive plans, including standard noticing, public hearing requirements, and approval criteria required by the Process IV review process in the Zoning Code. All public inquiries related to Kirkland 2044 will be forwarded to an assigned staff person for a response and documentation and forwarded as part of the record to the Planning Commission and City Council.

Given the uncertainties of the last few years and ongoing health concerns of some stakeholders, we recommend a flexible approach that can seamlessly accommodate those who want to meet in person and those who want to meet virtually.

## WHERE + HOW TO REACH PRIORITY POPULATIONS

### Black, Indigenous, and people of color

- Ask community-based organizations (CBOs) with strong BIPOC representation to nominate participants for focused conversations; work with faith-based communities to attend events; work with tribal representatives.

### People who identify as LGBTQIA

- Ask CBOs with strong LGBTQIA representation to nominate participants for focused conversations.

### Seniors

- Recruit for participation in focused conversations; visit senior centers and active living facilities; partner with doctors' offices, clinics, and pharmacies to participate in pop-up tabling activities; host free eyeglasses repair and adjustment station at the community events; engage Senior Council.

### Low-income households

- Recruit for participation in focused conversations; partner with grocery stores, other retail locations, ARCH and other low-income housing organizations, and service providers to participate in pop-up tabling opportunities; partnering with schools with families that qualify for free lunch.

### People experiencing homelessness

- Recruit for participation in focused conversations; work with shelters, food banks, service providers, and faith-based communities.

### Youth and their parents

- Develop civics curriculum for area high school students to influence plan; develop a design-your-city game and host game nights at community centers, libraries, and other places where kids frequent; host a time capsule event, Bounce into the Future bouncy house events, City vehicle touch-a-truck events, food truck bonanza, etc.; partner with Seattle Children's Hospital to host a communitywide free helmet fitting and giveaway; engage Youth Council.

### Renters

- Recruit for participation in focused conversations; partner with landlords to host events and distribute information to their tenants; work with ARCH and other low-income housing organizations.

### People with disabilities or accessibility challenges

- Host virtual focused conversations; maintain a robust digital engagement presence; recruit via service providers; ensure all live events are in places that are easy to access.

### Immigrant communities and people facing language barriers

- Recruit for participation in focused conversations; work with faith-based communities to attend events; translate and transcreate all engagement material in language; provide live interpretation at events.

### People who want to live in Kirkland but can't afford to

- Work with employers, unions, and others who employ or represent people who work but don't live in Kirkland (e.g., nurses, teachers, etc.); via faith-based communities; via regional organizations like Eastside for All, Youth Eastside Services, etc.

## MATERIALS

The following materials should be tailored to each stakeholder community and provide information that *they* find helpful.

### [Kirkland 2044 website](#)

The current Kirklandwa.gov website has at least three pages about the Comprehensive Plan, including:

- [Kirkland Comprehensive Plan](#)
- [Kirkland 2044 Comprehensive Plan update](#)
- [Kirkland Comprehensive Plan](#)

Where possible and throughout the Kirkland 2044 engagement process, these should all redirect to a new, simple landing page that is easy for people to remember:

- <https://www.kirklandwa.gov/Kirkland2044>

The website should include simple, aspirational language that avoids use of jargon. For example, instead of describing the Growth Management Act or the Comprehensive Plan, the website should make note of opportunities for “people who care about the future of Kirkland” to join together to “create a vision and roadmap for Kirkland’s future” and “shape how Kirkland looks in 20 years.”

Several options to engage digitally should be included on the website, including snap polls, surveys, links to social media discussions moderated by City staff, reflections on StoryMaps, etc. Upcoming events should also be advertised clearly so people can move from digital engagement to in-person engagement as their time, interest, and accessibility allows. Technical information about the Comprehensive Plan update, the Transportation Master Plan, the Growth Management Act, and any requirements under the GMA should be included toward the end of the website under a FAQ section. Inclusion services should be noted for people with disabilities and/or in need of translation and interpretation services.

### [Videos](#)

A series of videos will be produced by the City’s media team to mark key moments in the Kirkland 2044 process. New videos should be posted as the highlight video on the Kirkland 2044 website, and old videos should be archived on a secondary “What We’ve Done So Far” page. Videos should also be posted on the City’s social media accounts to provide a consistent schedule of communication and to drive people to the Kirkland 2044 website. As many of these videos as possible should be created as ever-green content that can be repurposed for other planning, educational, and outreach activities. A proposed schedule of up to 15 videos is included in Appendix B. However, depending on capacity, these can be ramped down to a core set of 3-5 videos.

### [Informational materials](#)

*Postcard* – A succinct overview of the Kirkland 2044 process should be provided at all in-person events, and it should include a link to the website, other upcoming calls to action, and QR code for translation. This should be updated regularly to reflect upcoming events and relevant calls to action.

*Reflecting Back template* – A Reflecting Back template should be created as a companion piece to the Reflecting Back videos that rolls up all feedback and input that was heard during the previous phase of engagement (see examples of how to summarize feedback below).

*Element white papers* – White papers will be produced for the Planning Commission, and these should be made available to those community members who want to do a deeper dive on any topic area. These white papers will also be the basis for top-line data that will be shared with the community at events.

Swag

Everyone who provides input into the Kirkland 2044 process should have an opportunity to walk away with City swag – mugs, water bottles, shirts, pens, notebooks, key chains, reusable grocery bags, etc. The opportunities are endless, and if swag is branded with the Kirkland 2044 logo and tagline, it may inspire an organic conversation between stakeholders.

Other

To draw the most diverse set of stakeholders possible, consideration should be given to providing all who attend with transportation and/or parking vouchers, food, and childcare, depending upon their needs.

**BE HEARD NEW WEST**

**COVID-19 Recovery Engagement Summary**

**Process**

- July - October 2020
- 2 surveys
- 6 small group discussion sessions
- 36 interviews with seldom-heard voices

**1,300 participants**

**From the Survey**

- 92% Support or somewhat support the City's Recovery Plan Principles
- 79% Say Council Strategic Priorities are equally or more important than pre-COVID
- 83% Support or somewhat support decisive action towards transformation

**Purpose**

To hear from community members about what's important for the City to focus on during COVID-19 recovery, and to seek ideas for building a stronger New Westminster coming out of the pandemic.

**Impacts of COVID**

- More time at home and slowing down
- Community spirit and supporting each other
- More time outdoors
- Isolation and loneliness
- Disrupted routines and lost connections
- Employment and financial impacts

**Feedback**

**What are your big ideas for the future of Minneapolis?**

**community**

**What did we hear?**

- "The city becomes more sensitive to environmental justice issues, particularly in NE Minneapolis, and acts accordingly."
- "I'm hoping we have self-driving cars by 2040 and I'm hoping that this city continues to be #1 for biking, #1 for parks, and #1 for residents who go outside in all weather conditions."
- "Have a variety of TRULY affordable (and livable!) housing options, for singles and families."

**You told us**

it can be difficult to access jobs that are not located nearby.

Currently, more jobs are accessible via a 30-minute car trip, than via a 30-minute mass transit trip.

Working together, we can change this.

**BE HEARD NEW WEST**

**What are your big ideas for the future of Minneapolis?**

**community**

Clockwise from top: Minneapolis 2040 Phase I engagement summary; "You told us..." from Minneapolis 2040; "Be Heard" template from New Westminster.

## KEY MESSAGES

Kirkland 2044 will rely on a set of clear, compelling messages that can be used to explain planning concepts in a way that is understandable for lay audiences, inspires engagement and connection to the Plan, and reflects Kirkland's broader values and priorities. Use of consistent messages across different channels, venues, and messengers will help educate stakeholders and provide clarity about the purpose of engagement while avoiding potential confusion.

Because the aim of engagement is connection, we encourage the use of the [Nature Conservancy's How-To Guide](#) for connected conversations about climate change to guide staff's interactions with the public. The Conservancy's five tips for connected conversations include:

1. **Meet people where they are.** Do this by asking people questions about what they know about city planning processes already, what they've experienced, what they care about now, and what they're concerned about in the future.
2. **Remember that connection outweighs facts.** Facts don't persuade people; connection persuades people. Connection is created through stories, metaphors, and a sense of shared identify. Be willing to talk about how good planning or bad planning has impacted people and places you love.
3. **Start with what's already happening.** Immediacy is powerful, and people are most open to conversations about things that are temporally and geographically close to them. Be ready with a narrative arc, including recent examples that resonate with folks.
4. **Don't forget that the goal is conversation, not conquest.** This is not an argument for you to win. You'll achieve more if you set up your conversation as shared questions based in curiosity rather than a debate where you present the most compelling facts.
5. **Focus on the person across from you.** The person across from you has lived experiences, thoughts, feelings, and needs that you may not agree with or understand, but never forget their humanity and the things that connect you.

Beyond curious and connected conversations, Kirkland 2044 will develop a suite of themes and messages to guide discussions and to answer questions from the community. The following messages are a springboard, but tailored messages will also be developed for use with specific stakeholder groups based on their distinct interests and priorities. These messages should be transcreated to ensure they are resonant in all languages.<sup>5</sup>

1. **Avoid use of the terms Comprehensive Plan, Transportation Management Plan, Growth Management Act, Smart Cities Initiatives, and other terms of art that resonate with planners. Instead, include each of these planning efforts under the umbrella of Kirkland 2044, and frame this as a periodic community conversation. For example:**

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<sup>5</sup> Transcreation is the process of adapting content from one language to another while maintaining the same tone, intent, and style. While translation focuses on replacing words in one language with corresponding words in a new language, transcreation aims to convey the same message and concept in a new language. Transcreation takes more time and expertise but improves communication.

- Every 8 years, our community comes together to create a vision and roadmap for Kirkland’s future.
  - We know growth is coming – more neighbors, more jobs, more housing and transportation options – and Kirkland 2044 will help us guide that growth over the next 20 years.
  - Add your voice to the conversation and help us shape how Kirkland looks in 20 years.
2. **Use active language. As noted in Equity Framework produced by ECONW, “the Comprehensive Plan is filled with action items (goals and policies) the City is committed to implementing, therefore it is important to refrain from passive language and make sure the language used to describe these policies are written in an active manner.” For example:**
- We will implement the Kirkland 2044 vision through policies and plans over the next 20 years.
  - Our community will decide how to build a healthier, more accessible transportation system where everyone is mobile.
  - Everyone should have access to a safe home they can afford. Our community will build more affordable, accessible homes over the next 20 years, and we need your help to decide where to invest in our housing infrastructure.
3. **Use asset-based language. ECONW notes, “To amplify the dignity and agency of minoritized communities, it is important to avoid deficit-based language or words that frame situations and people in a way that prioritizes what is missing or wrong (such as “vulnerable” and “at-risk”) and instead, use asset-based language or phrasing that focuses upon the strengths and potential of these communities.” For example:**
- Historically, our planning processes have privileged some voices over others.
  - To make sure Kirkland is a place where everyone feels like they belong, we are amplifying some voices in our community.
  - This is why we are hosting focused conversations with priority populations.

Refer to the Equity Framework inclusive language section for more on specific language to use.

4. **Avoid the term “community character.” Instead use language such as “physical design,” “urban design,” “community design,” “physical features,” or “community features.” For example:**
- As we grow over the next 20 years, we want to balance preserving beloved community features with targeted investment for jobs and housing.
  - As we welcome new neighbors to Kirkland, our urban design will change.
5. **Provide the most accurate and relevant data possible. However, recognize that abstract numbers are challenging for people to process. Pair data with dynamic photos and infographic-style presentations. For example:**
- When Kirkland was incorporated in 1905, it was home to just 400 people.
  - Today, Kirkland is home to more than 92,000 residents and more than 50,000 jobs.

- Given how much growth is happening throughout the Puget Sound, we expect Kirkland will continue to grow over the next 20 years.
- King County expects Kirkland will be home to 13,200 new housing units and 26,000 new jobs by 2044.

6. **Pair all written and verbal communication with a clear call to action. For example:**

- Register for updates at our website.
- Take a survey to help us shape the vision for Kirkland’s future.
- Ask a question or provide a comment at [Kirkland2044@kirklandwa.gov](mailto:Kirkland2044@kirklandwa.gov)
- Become a Kirkland 2044 Ambassador
- Send an email to [Planningcommissioners@kirklandwa.gov](mailto:Planningcommissioners@kirklandwa.gov)
- Join your neighbors at your next neighborhood association meeting.
- Look for the Kirkland 2044 logo when we’re out at farmers markets, grocery stores, and other pop-up events in the community. We’ll be looking to talk to you!
- Sign up to participate in a focus group.

7. **If people have more specific questions about the planning processes, be prepared to answer their questions, but also direct them to a more technical webpage or a FAQ flyer. For example:**

- **What is Kirkland 2044?** Kirkland 2044 is the major update process of the City’s Comprehensive Plan. This update process will be an opportunity for anyone who cares about the future of Kirkland to join together and think about the kind of community we want to become and believe we can achieve by 2044.
- **What is the Comprehensive Plan?** The Comprehensive Plan is a tool that helps the city proactively respond to growth and change. It is a long-range plan that looks ahead twenty years to anticipate the needs of current and future residents, business owners, workers, and visitors to Kirkland. The plan is organized into sections that cover a range of issues including housing, land use, transportation, utilities, parks, economic development, and more.
- **What is the Transportation Master Plan?** As part of Kirkland 2044, we will be updating the City’s Transportation Master Plan to set policy and to help prioritize future transportation projects needed in Kirkland through 2044. These projects will support safety, mobility, commerce, quality of life, and connectivity for all modes of transportation.
- **Why are these plans important?** Kirkland’s Comprehensive Plan and Transportation Master Plan affects everyone who cares about the future of Kirkland. These plans help maintain our high quality of life by ensuring people have:
  - A variety of housing options that meets their needs at all stages of life.
  - Access to parks and recreational activities.
  - Access to jobs and economic security.
  - Ability to use all kinds of transportation options.
  - Memorable public spaces and cultural opportunities.
- **How are these plans used?** Both the Comprehensive Plan and the Transportation Master Plan are high-level documents that outline the city’s vision and goals and provides policy direction and guidance to achieve them.
- **Why do we need a Comprehensive Plan?** Kirkland’s Comprehensive Plan is required by the State Growth Management Act. The GMA was enacted in 1990 and amended in 1991 in

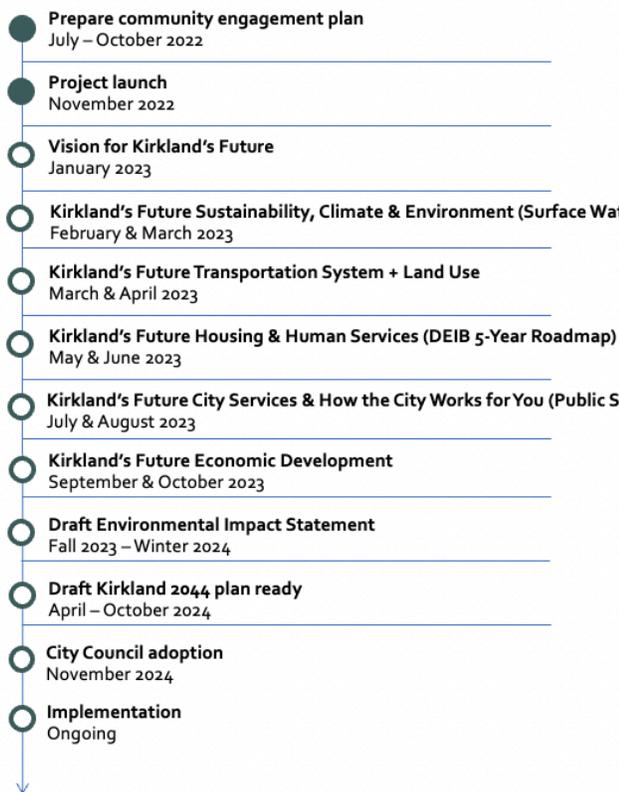
response to rapid population growth and concerns with suburban sprawl, environmental protection, quality of life, and related issues. Kirkland's Comprehensive Plan is a coordinated effort to ensure the City has sufficient capacity of land planned for and zoned to accommodate its housing and job growth targets.

## SECTION III. MULTI-PHASE ENGAGEMENT APPROACH

Kirkland 2044’s engagement approach prioritizes reaching a variety of stakeholders in a variety of ways. Beyond the legal state and local requirements to notify, record, and collect public comments, people expect a variety of opportunities to express their values and opinions and to influence the decisions that are made about the future of their community. With this major update, the City of Kirkland is also striving to lift up voices of those historically underrepresented in planning processes. To achieve these ambitious engagement goals, Kirkland 2044 includes several phases.

Below, a sample timeline is included. It should be updated during each phase of the process to reflect the current phase and how people can meaningfully engage (e.g., upcoming events, links to the website, survey, etc.).

### Kirkland 2044 timeline



To participate, visit [www.kirklandwa.gov/Kirkland2044](http://www.kirklandwa.gov/Kirkland2044) where you can:

- Register for a visioning event on January 11!
- Take our community survey!
- Answer our snap poll!
- See our StoryMap!
- Sign up for a focus group!
- Learn more about Kirkland 2044!

Activities, materials, and questions to guide project management for each phase is included on the next several pages.

**PHASE 6. OFFICIAL LAUNCH**

Lead: Planning

Timeline: November – December 2022

Activities

Action	Lead	Status	Timeline												
			November						December						
Create calendar/schedule of outreach events (City- and other-hosted)	CMO	Ongoing													
Calendar/schedule of pop-up “tabling” opportunities	Planning	Ongoing													
Pilot postcard and PollEverywhere questions at Health Fair on 10/8	Planning														
Alert neighborhood associations and CBOs that staff is open to make presentations	CMO														
Program two visioning questions into PollEverywhere	Planning														
Finalize survey questions and program survey into SurveyMonkey	CMO														
Prepare meeting in a box (e.g., PPT, QR codes to SurveyMonkey and PollEverywhere, etc.)	Planning														
Create visioning StoryMap activity	Planning														
Update /Kirkland2044 webpage with language and activities	Planning														
Begin social media campaign	CMO														
Launch video	CMO														

Materials

- Social media posts/polls
  - Ask people to submit 15-30 second videos of themselves or loved ones responding to visioning questions. Provide fill-in-the-blank prompts for people to respond to. For example, “I love [living/working/playing/learning] in Kirkland because \_\_\_\_\_,” or “I want the next generation to describe Kirkland as \_\_\_\_\_.”
- Survey
- Visioning questions programmed into PollEverywhere
- StoryMap activity with 1-2 reflection questions
- Updated website
- Postcard
- Launch video
  - Record electeds for launch video
  - Create launch video with resident videos
  - Get final approval for launch video
- Press release

**PHASE 1. VISION FOR KIRKLAND'S FUTURE**

Lead: Planning

Timeline: December – January 2022

The Comprehensive Plan Vision Statement is intended to be a snapshot of Kirkland in 2044. After community visioning efforts for the last major update of the Comprehensive Plan, the City intends to pull forward much of the 2035 Vision Statement included below:

*Kirkland is one of the most livable cities in America. We are a vibrant, attractive, green, and welcoming place to live, work, and play. Civic engagement, innovation, and diversity are highly valued. We are respectful, fair, and inclusive. We honor our rich heritage while embracing the future. Safe, walkable, bikeable, and friendly neighborhoods are connected to each other and to thriving mixed use activity centers, schools, parks, and our scenic waterfront. Convenient transit service provides a viable alternative to driving. Diverse and affordable housing is available throughout the city. Kirkland strives to be a model, sustainable city that values preserving and enhancing our natural environment for our engagement and future generations.*

However, the City wants to update and advance the Vision Statement so it is more reflective of the Kirkland community today, as well as Council values, the recent DEIB Roadmap process, and other, more recent, plans and processes. To that end, City staff will spend two months at the end of 2022 engaging the community around the Vision Statement and Guiding Principles.

Activities

Action	Lead	Status	Timeline												
			Dec	Jan											
Update website with emphasis on visioning and visioning activities (survey, poll, StoryMap)	Planning	Not started													
Host a virtual community visioning event on January 11 <sup>th</sup>	Planning	Not started													
Attend events in the community	Planning	Ongoing													
Attend pop-up tabling places in the community	Planning	Ongoing													
Create civic education video (e.g., "Centering Equity")	CMO	Not started													
Weekly social media posts	CMO	Not started													
Analyze survey results	Planning	Not started													
Analyze poll results	Planning	Not started													
Revise vision based on input	Planning	Not started													
Approve final vision	Planning	Not started													
Use Reflecting Back video and print templates to summarize input/explain how it was used	CMO	Not started													
Post videos and summaries on website	Planning	Not started													

### Materials

- Survey
- Visioning questions programmed into PollEverywhere
- StoryMap activity with 1-2 reflection questions
- Updated website
- Postcard
- Swag for all outreach activities
- Meeting guides/activities
- Civic education video (“Centering Equity”)
- Reflecting back video and printed roll-up summary of phase

### QUESTION BANK: VISIONING

- Do you feel like you belong in Kirkland? Why? Why not?
- What one word do you want the next generation to use to describe Kirkland?
- How could you feel more connected to Kirkland?
- How should we welcome new neighbors to Kirkland?
- What about our Kirkland community are you grateful for?
- Share your six-word story for the future of Kirkland!
- What does your ideal Kirkland look like in 2044?
- What makes you feel connected to your neighborhood?
- What common values exist across our community? How do you know?

## PHASE 2. STUDY ELEMENTS

### PHASE 2.1. KIRKLAND'S FUTURE SUSTAINABILITY, CLIMATE + ENVIRONMENT (including Surface Water Master Plan and PROS Plan)

Lead: Planning

Timeline: February – March 2023

#### Activities

Action	Lead	Status	Timeline											
			February					March						
Finalize 2-3 key polling questions	Planning	Not started	■											
Document review to fold in feedback from previous engagement efforts	Planning	Ongoing	■	■	■	■	■	■	■	■	■	■	■	■
Create civic education video (e.g., "Sustainability, Climate + Environment")	CMO	Not started	■											
Update website with element focus, educational videos, and activities	Planning	Not started	■											
Host 1-2 community conversations on sustainability, climate + environment	Planning	Not started		■					■					
Host 2-3 focus groups with priority populations	Planning	Not started			■		■			■				
Attend events in the community	Planning	Not started	■	■	■	■	■	■	■	■	■	■	■	■
Attend pop-up tabling places in the community	Planning	Not started	■	■	■	■	■	■	■	■	■	■	■	■
Analyze poll results and other feedback	Planning	Not started									■			
Use Reflecting Back video and print templates to summarize input/explain how it was used	CMO	Not started										■		
Post videos and summaries on website	Planning	Not started												■

#### Materials

- Visioning questions programmed into PollEverywhere
- StoryMap activity with 1-2 reflection questions
- Updated website
- Postcard
- Swag for all outreach activities
- Meeting guides/activities
- Focus group recruitment strategy + focus group guide
- Civic education video
- Reflecting Back video and printed roll-up summary of phase

## QUESTION BANK: SUSTAINABILITY, CLIMATE + ENVIRONMENT

- Are we doing enough to protect the environment?
- If not, what's missing?
- How do you think your life will be different in 20 years as a result of climate change?
- How should Kirkland prepare for climate change?
- Where do you go during extreme heat events?
- How do you cope when air quality is bad because of smoke from wildfires?
- How can the City help you and your family prepare for climate change?
- What are Kirkland's most important natural environments to preserve for future generations?

## PHASE 2.2. KIRKLAND'S FUTURE TRANSPORTATION + LAND USE

Lead: Transportation & Planning

Timeline: March – April 2023

### Activities

Action	Lead	Status	Timeline									
			Q4 2022			March – April						
Release RFP	Transportation	Not started	■									
Choose consultant team	Transportation	Not started		■								
Onboard consultant team	Transportation	Not started			■							
Document review to fold in feedback from previous engagement efforts	Transportation	Ongoing	■	■	■	■						
Finalize and program survey	Transportation	Not started				■						
Finalize 2-3 key polling questions	Transportation	Not started				■						
Create civic education video (e.g., "Transportation + Land Use")	CMO	Not started										
Update website with element focus, educational videos, and activities	Transportation	Not started					■					
Launch survey	Transportation	Not started					■					
Host 2-3 community conversations on transportation + land use	Transportation	Not started						■		■		
Host 5-8 focus groups with priority populations	Transportation	Not started						■	■	■	■	
Attend events in the community	Transportation	Not started						■	■	■	■	
Attend pop-up tabling places in the community	Transportation	Not started						■	■	■	■	
Analyze survey results	Transportation	Not started										■
Analyze poll results	Transportation	Not started										■
Use Reflecting Back video and print templates to summarize input/explain how it was used	CMO	Not started										■
Post videos and summaries on website	Transportation	Not started										■

### Materials

- Survey
- Visioning questions programmed into PollEverywhere
- StoryMap activity with 1-2 reflection questions
- Updated website
- Postcard
- Swag for all outreach activities
- Meeting guides/activities
- Focus group recruitment strategy + focus group guide

- Civic education video
- Reflecting Back video and printed roll-up summary of phase

### QUESTION BANK: TRANSPORTATION + LAND USE

- How do you get around Kirkland today?
- How do you think your transportation needs will change over the next 20 years?
- Imagine it's 2044: how has the transportation system changed in Kirkland?
- How can Kirkland make our transportation system healthier?
- Where in Kirkland is it easy to get around?
- Where in Kirkland is it hard to get around?
- Do you ever [walk/bike/take the bus/etc.] in Kirkland? Where do you go most often when you're using that mode of transportation? What would make you use that mode of transportation more often?
- How would you describe your ideal [insert major intersection or street]?
- Do you or does anyone in your household have any disability or accessibility challenges? What would make getting around easier for them?
- What places would you walk to if they were located in your neighborhood?
- Imagine it is 2044: a young couple with two kids moves in next door to you. What is the best thing about their new neighborhood?

**PHASE 2.3. KIRKLAND’S FUTURE HOUSING + HUMAN SERVICES + DEIB 5 Year Road Map**

Leads: Planning

Timeline: May – June 2023

Activities

Action	Lead	Status	Timeline											
			May					June						
Finalize 2-3 key polling questions	Planning	Not started	■											
Document review to fold in feedback from previous engagement efforts	Planning	Ongoing	■	■	■	■	■	■	■	■	■	■	■	■
Create civic education video (e.g., “Housing + Human Services”)	CMO	Not started	■											
Update website with element focus, educational videos, and activities	Planning	Not started	■											
Host 1-2 community conversations on housing + human services	Planning	Not started		■					■					
Host 2-3 focus groups with priority populations	Planning	Not started			■		■			■				
Attend events in the community	Planning	Not started	■	■	■	■	■	■	■	■	■	■	■	■
Attend pop-up tabling places in the community	Planning	Not started	■	■	■	■	■	■	■	■	■	■	■	■
Analyze poll results and other feedback	Planning	Not started									■			
Use Reflecting Back video and print templates to summarize input/explain how it was used	CMO	Not started											■	
Post videos and summaries on website	Planning	Not started												■

Materials

- Visioning questions programmed into PollEverywhere
- StoryMap activity with 1-2 reflection questions
- Updated website
- Postcard
- Swag for all outreach activities
- Meeting guides/activities
- Focus group recruitment strategy + focus group guide
- Civic education video
- Reflecting Back video and printed roll-up summary of phase

## QUESTION BANK: HOUSING + HUMAN SERVICES

- Are you satisfied with the housing options available to you in Kirkland today?
- If not, what's missing?
- How can Kirkland make our city's housing options healthier?
- How can Kirkland make our city's housing options fairer?
- What services or service providers are critical for Kirkland?
- What services or service providers do we need more of in Kirkland?
- Are there any services that you leave Kirkland to access? How would your life be different if you could access these services in Kirkland?

**PHASE 2.4. CITY SERVICES + HOW THE CITY WORKS FOR YOU (Elements: Public Services, Public Facilities, Utilities, Capital Facilities)**

Lead: Planning

Timeline: July – August 2023

Activities

Action	Lead	Status	Timeline											
			July					August						
Finalize 2-3 key polling questions	Planning	Not started	■											
Document review to fold in feedback from previous engagement efforts	Planning	Ongoing	■	■	■	■	■	■	■	■	■	■	■	■
Create civic education video (e.g., "City Services + How the City Works for You")	CMO	Not started	■											
Update website with element focus, educational videos, and activities	Planning	Not started	■											
Host 1-2 community conversations on city services	Planning	Not started		■					■					
Host 2-3 focus groups with priority populations	Planning	Not started			■		■			■				
Attend events in the community	Planning	Not started	■	■	■	■	■	■	■	■	■	■	■	■
Attend pop-up tabling places in the community	Planning	Not started	■	■	■	■	■	■	■	■	■	■	■	■
Analyze poll results and other feedback	Planning	Not started									■			
Use Reflecting Back video and print templates to summarize input/explain how it was used	CMO	Not started										■		
Post videos and summaries on website	Planning	Not started												■

Materials

- 2-3 questions programmed into PollEverywhere
- StoryMap activity with 1-2 reflection questions
- Updated website
- Postcard
- Swag for all outreach activities
- Meeting guides/activities
- Focus group recruitment strategy + focus group guide
- Civic education video
- Reflecting Back video and printed roll-up summary of phase

## QUESTION BANK: CITY SERVICES + HOW THE CITY WORKS FOR YOU

- Have you experienced any disruptions in service from any utilities?
- Do you have any public safety concerns about living in Kirkland?
- What role do public and private schools play in our community? How can the City be a better partner to local schools?

## PHASE 2.5. KIRKLAND'S FUTURE ECONOMIC DEVELOPMENT

Lead: CMO Economic Development

Timeline: September – October 2022

### Activities

Action	Lead	Status	Timeline											
			September					October						
Finalize 2-3 key polling questions	CMO	Not started	■											
Document review to fold in feedback from previous engagement efforts	CMO	Ongoing	■	■	■	■	■	■	■	■	■	■	■	■
Create civic education video (e.g., "Economic Development")	CMO	Not started	■											
Update website with element focus, educational videos, and activities	Planning	Not started	■											
Host 1-2 community conversations on economic development	CMO	Not started		■					■					
Host 2-3 focus groups with priority populations	CMO	Not started			■		■			■				
Attend events in the community	CMO	Not started	■	■	■	■	■	■	■	■	■	■	■	■
Attend pop-up tabling places in the community	CMO	Not started	■	■	■	■	■	■	■	■	■	■	■	■
Analyze poll results and other feedback	CMO	Not started									■			
Use Reflecting Back video and print templates to summarize input/explain how it was used	CMO	Not started											■	
Post videos and summaries on website	Planning	Not started												■

### Materials

- 2-3 questions programmed into PollEverywhere
- StoryMap activity with 1-2 reflection questions
- Updated website
- Postcard
- Swag for all outreach activities
- Meeting guides/activities
- Focus group recruitment strategy + focus group guide
- Civic education video
- Reflecting Back video and printed roll-up summary of phase

## QUESTION BANK: ECONOMIC DEVELOPMENT

- What are the most pressing concerns you and your family are facing economically?
- How should Kirkland continue to recover from the pandemic? What does this mean for the economy?
- How can Kirkland be resilient to future economic shocks?
- What opportunities do you need to help you feel financially stable and secure?
- How will your employment needs change over the next 20 years?
- Who are the most important employers in Kirkland? Who should we bring to Kirkland?
- What job training and skills are the most important for Kirkland in the next 20 years?
- How do we share economic growth so that everyone benefits?
- What is the role of the City in creating wealth and opportunities in all communities?

**PHASE 3. KIRKLAND 2044 EIS**

Lead: Janice Swenson

Timeline: Fall 2023 – Winter 2024

Activities

Action	Lead	Status	Timeline								
			Fall 2023				Winter 2024				
Update website with EIS material	Planning	Not started	■								
Create civic education video (e.g., "EIS")	CMO	Not started	■								
Finalize 2-3 polling questions	Planning	Not started	■								
Host 1-2 community conversations on EIS	Planning	Not started		■				■			
Host 2-3 focus groups with priority populations	Planning	Not started			■		■		■		
Attend events in the community	Planning	Not started	■	■	■	■	■	■	■	■	■
Attend pop-up tabling places in the community	Planning	Not started	■	■	■	■	■	■	■	■	■
Analyze poll results and other feedback	Planning	Not started							■		
Collate all formal public comments and forward to Planning Commission	Planning	Not started								■	
Use Reflecting Back video and print templates to summarize input/explain how it was used	CMO	Not started								■	
Post videos and summaries on website	Planning	Not started									■

Materials

- 2-3 questions programmed into PollEverywhere
- StoryMap activity with 1-2 reflection questions
- Updated website
- Swag for all outreach activities
- Reflecting Back video and printed roll-up summary of process

**PHASE 4. DRAFT + FINAL KIRKLAND 2044 PLAN**

Lead: Planning

Timeline: April – November 2024

Activities

Action	Lead	Status	Timeline									
			Spring	Summer	Fall							
	Planning	Not started										
Create civic education video (e.g., "EIS")	CMO	Not started										
Finalize 2-3 polling questions	Planning	Not started										
Host 1-2 community conversations on EIS	Planning	Not started										
Host 2-3 focus groups with priority populations	Planning	Not started										
Attend events in the community	Planning	Not started										
Attend pop-up tabling places in the community	Planning	Not started										
Analyze poll results and other feedback	Planning	Not started										
Host City Hall for All-style event with draft plan	Planning	Not started										
Adopt plan	Planning	Not started										
Use Reflecting Back video and print templates to summarize input/explain how it was used	CMO	Not started										
Post videos and summaries on website	Planning	Not started										

Materials

- 2-3 questions programmed into PollEverywhere
- StoryMap activity with 1-2 reflection questions
- Updated website
- Swag for all outreach activities
- Meeting guides/activities
- Reflecting Back video and printed roll-up summary of process

## **SECTION IV. ADAPTIVE MANAGEMENT + EVALUATION**

### **HOW THIS PLAN WILL BE IMPLEMENTED AND MANAGED ADAPTIVELY**

An adaptive management approach for this engagement is founded on the following principles:

- Communication and collaboration among Kirkland 2044 team members is imperative to ensure this plan continues to meet the needs of City staff and the community of Kirkland.
- Maintaining a flexible approach to decisions and outcomes allows team members to be open, honest, and curious about what's working and what's not.
- Working together to identify tactics that are not working sets the stage for taking actions to correct or change tactics, as needed.
- Thinking creatively and experimenting with strategies will allow the team members to proactively identify new and underserved communities and unidentified partnerships.

We recommend two tools that are critical for adaptive management:

- First, **weekly team check-in meetings** facilitate an adaptive approach to managing a project with as many moving parts as Kirkland 2044. A core team should aim to meet weekly to discuss how the process is unfolding, upcoming events and activities, whether messaging should be tweaked, how to better reach priority populations, and other challenges as they arise.
- Second, **a risk register** is an important component of project management that incorporates a risk-tolerant, nimble, and adaptive mindset in its approach. All projects involve risk, especially those with considerable interface with the community. It's possible to minimize the likelihood and impact of threats to the success of this engagement plan by anticipating risks broadly, identifying specific risks, preparing for predicted risks, and developing a risk management process for dealing with unpredictability. A risk register is a shared file that is facilitated by the project manager and shared amongst the project team, and it serves as both a risk management tool (practical) and a risk management framework (theoretical) to guide the project from conception through evaluation. See Appendix E for a risk register template that can help the project team consider issues, threats, and risks to Kirkland 2044.

### **HOW TO MEASURE SUCCESS**

Learning from experience and capturing ideas for change are keys to a successful public engagement project. As a living document, this plan should be evaluated on a regular basis to ensure goals are met, there are adequate staff and budget resources, timelines are accurate, and messaging continues to resonate with stakeholders.

The following evaluation questions are included to begin to think about how to evaluate Kirkland

Objective	Evaluation question	Metric
<b>Increase participation from all communities</b>	How many people participated in each engagement effort?	Number of people engaged at each phase of engagement
	How many people who respond to 2024 community survey say they participated in some Kirkland 2044 activity?	Proportion of respondents who participated in Kirkland 2044 activity
<b>Increase participation from priority populations</b>	How many people from priority populations participated in each engagement effort?	Number of people who represent priority populations engaged at each phase of engagement
	How many people from priority populations who respond to 2024 community survey say they participated in some Kirkland 2044 activity?	Proportion of respondents from priority population who participated in Kirkland 2044 activity
	How effectively were priority populations reached throughout the Kirkland 2044 process?	Staff assessment of each phase's engagement efforts and how priority populations were or were not effectively engaged
<b>Those who participate in engagement events find them meaningful and resonant with their values</b>	How many people who participated in Kirkland 2044 activity found engagement meaningful and resonant with their values?	Proportion of participants who evaluate activities positively
<b>Plan update is richer and more equitable because it includes meaningful insights from a variety of stakeholders</b>	How many people see their voices reflected in the draft and final plan?	Number of people who participate in Phase 3 and 4 engagement activities who see one of their ideas/suggestions included in the plan
	How well does the final plan adhere to recommendations in the Equity Framework?	Staff assessment of final plan and adherence to recommendations in Equity Framework
<b>Provide responses to residents, media, and elected officials in a timely manner</b>	How responsive was City staff to comments or inquiries?	Proportion of comments and inquiries that were responded to within 5 business days

2044, but these should be expanded upon as the process is adaptively managed.

Evaluation questions and metrics to assess whether Kirkland 2044 achieved its objectives.



## **APPENDIX A. KEY STAKEHOLDERS**

See attached Excel file.

## **APPENDIX B. PROPOSED SCHEDULE OF VIDEOS**

A proposed schedule of up to 15 videos is included below, though it can be ramped up, ramped down, or changed depending on capacity of staff and how engagement unfolds.

As noted, capacity may not accommodate all videos. When culling video options, reflecting back videos can be eliminated in favor of digital summaries. To minimize demands on staff, the seven civic engagement videos can feature PPT presentations from live events instead of a more formal lecture series with experts. At a minimum, a launch video (#1), a centering equity video (#2), and a summary video (#15) are advisable.

**1 – December 2022: LAUNCH VIDEO.** The first video should be an official launch video with a succinct welcome message from key elected officials, followed by a series of future-oriented clips from the public. An early social media campaign can elicit these clips from the public via social media, asking them to record themselves responding to the following prompts: “I love [living/working/playing/learning] in Kirkland because \_\_\_\_\_” or “I want the next generation to describe Kirkland as \_\_\_\_\_.”

**2 – November 2022: CENTERING EQUITY.** Given the focus on Kirkland’s recent 5-year DEIB Roadmap, an early video should describe how equity is a central theme of Kirkland 2044. As an example, see Centering Equity from Seattle here: <https://engage.oneseattleplan.com/en/projects/centering-equity>

**3 – December 2022: REFLECTING BACK: VISION.** Looping back to tell the public what was heard in the previous phase is an opportunity to demonstrate that input is heard and considered, whether or not it makes its way to the final plan. After each phase, a brief video of what was heard and how it will be included should be produced. Summarizing what was heard during the visioning phase can conclude with the new Vision Statement and Guiding Principles.

**4 – January 2023: CIVIC EDUCATION: TRANSPORTATION + LAND USE.** Each focus element will mark an opportunity to provide civic education on important topics. These videos can include City staff topic experts, external experts, and Council, and emphasis should be ensuring these are ever-green videos that can be integrated into future efforts. This civic education video should spotlight transportation and planning experts interviewed by Councilmembers who highlight key opportunities, constraints, and trade-offs in long-range transportation planning and that should be well-known by lay audiences.

**5 – February 2022: REFLECTING BACK: TRANSPORTATION + LAND USE.** Summarizing what was heard during this phase can conclude with the ways input will be integrated with other transportation plans and rolled up into the Transportation Management Plan and the Land Use Element, as well as ways to continue providing input into the focus areas.

**6 – March 2023: CIVIC EDUCATION: HOUSING + HUMAN SERVICES.** This civic education video should spotlight housing, health, and human services experts interviewed by Councilmembers who highlight key opportunities, constraints, and trade-offs in planning for a range of housing and services and that should be well-known by lay audiences.

**7 – April 2023: REFLECTING BACK: HOUSING + HUMAN SERVICES.** Summarizing what was heard during this phase can conclude with the ways input will be rolled up into the Housing and Human Services Elements, as well as ways to continue providing input into the focus areas.

**8 – May 2023: CIVIC EDUCATION: SUSTAINABILITY, ENVIRONMENT + CLIMATE.** This civic education video should spotlight environmental and sustainability experts interviewed by Councilmembers who highlight key opportunities, constraints, and trade-offs in planning for the environment and climate change and that should be well-known by lay audiences.

**9 – June 2023: REFLECTING BACK: SUSTAINABILITY, ENVIRONMENT + CLIMATE.** Summarizing what was heard during this phase can conclude with the ways input will be integrated with the PROS Plan and rolled up into the Natural Environment Element, as well as ways to continue providing input into the focus areas.

**10 – July 2023: CIVIC EDUCATION: CITY SERVICES + HOW THE CITY WORKS FOR YOU.** This civic education video should spotlight experts in public services, facilities, utilities, and capital facilities. This may be an opportunity to interview frontline City staff that people may see in their parks, in their neighborhoods, and in their communities.

**11 – August 2023: REFLECTING BACK: CITY SERVICES + HOW THE CITY WORKS FOR YOU.** Summarizing what was heard during this phase can conclude with the ways input will be rolled up into the Public Services, Facilities, Utilities, and Capital Facilities Elements, as well as ways to continue providing input into the focus areas.

**12 – September 2023: CIVIC EDUCATION: ECONOMIC DEVELOPMENT.** This civic education video should spotlight economic development experts interviewed by Councilmembers who highlight key opportunities, constraints, and trade-offs in planning for economic development and that should be well-known by lay audiences.

**13 – October 2023: REFLECTING BACK: ECONOMIC DEVELOPMENT.** Summarizing what was heard during this phase can conclude with the ways input will be rolled up into the Economic Development Element, as well as ways to continue providing input into the focus areas.

**14 – November 2023: CIVIC EDUCATION: ENVIRONMENTAL IMPACT STATEMENT.** This civic education video should spotlight EIS experts interviewed by Councilmembers who highlight the purpose the EIS, the regulatory requirements of the EIS, how the EIS will be considered by the Planning Commission, and other key topic areas that should be well-known by lay audiences, as well as ways to provide input into the EIS.

**15 – May 2024: SUMMARY VIDEO.** A final video should feature all the work that went into the final plan, including all the outreach and engagement that helped shape the plan. Particular emphasis should be placed on what was heard from the public and how it was integrated – or not – into the final plan. A commitment should be made to continue the community conversation over the next several years as the plan is implemented.

## **APPENDIX C. RISK REGISTER**

See attached Excel file.

**BIPOC, Cultural, Youth, Senior, Renters, People with Disabilities, Faith Groups, Business Orgs**

Stakeholder Category	Stakeholder	Primary Contact Name	Email	Phone	Additional Contacts	Stakeholder Notes	Website
BIPOC Groups	Right to Breathe Committee	James Whitfield and Kalika Curry	<a href="mailto:jamesw@betheculture.com">jamesw@betheculture.com</a> and <a href="mailto:kalikacurry@hotmail.com">kalikacurry@hotmail.com</a>				
BIPOC Groups	Eastside Race & Leadership Coalition	Ken Wong	<a href="mailto:wongk@bsd405.org">wongk@bsd405.org</a>	425.456.4293			
Cultural	King County Promotores Network	Mercedes Cordova-Hakim	<a href="mailto:mercedes@promotoresnetwork.org">mercedes@promotoresnetwork.org</a>	206-280-9055			<a href="http://promotoresnetwork.org">promotoresnetwork.org</a>
	Center for Ethical Leadership	Alice Fong	<a href="mailto:ms.alicefong@gmail.com">ms.alicefong@gmail.com</a>				
BIPOC Groups	Muckleshoot Tribe	Laura Murphy	<a href="mailto:laura.murphy@muckleshoot.nsn.us">laura.murphy@muckleshoot.nsn.us</a>	206-280-9055			
BIPOC Groups	Indivisible Kirkland	Heather McKnight	<a href="mailto:heather@ikwa.info">heather@ikwa.info</a>				<a href="http://eastsideembrace.weebly.com">eastsideembrace.weebly.com</a>
BIPOC Groups	Indivisible Kirkland	Sara Franklin	<a href="mailto:sarah@ikwa.info">sarah@ikwa.info</a>				
BIPOC Groups	Indivisible Kirkland	MJ Carlson	<a href="mailto:marjoriecarlson@gmail.com">marjoriecarlson@gmail.com</a>				
BIPOC Groups	Indivisible Kirkland	Kirsten Hansen	<a href="mailto:hansen.kirsten.io@gmail.com">hansen.kirsten.io@gmail.com</a>				
BIPOC Groups	Eastside for all	Debbie Lacy- Executive Director	<a href="mailto:debbie@eastsideforall.org">debbie@eastsideforall.org</a>	206-709-3948			
BIPOC Groups	Global Diversity Partners	Jonathan Stutz- HS Commissioner	<a href="mailto:jmstutz@gmail.com">jmstutz@gmail.com</a>				
BIPOC Groups	Eastside Pride	Susan Vossler	<a href="mailto:vosslers66@gmail.com">vosslers66@gmail.com</a>				
BIPOC Groups	Eastside Pride	Diana Zhang	<a href="mailto:dzhang339@gmail.com">dzhang339@gmail.com</a>				
BIPOC Youth	African American Student Advocacy Program (AASAP) - Juanita HS						
BIPOC/Senior	SeaMar	Clemencia Robayo	<a href="mailto:ClemenciaRobayo@seamarchc.org">ClemenciaRobayo@seamarchc.org</a>	2067648044			
BIPOC/Senior	Chinese Information Service Center (CISC)	Stephen Lam		2069578558			
BIPOC	Duwamish Tribe	Ken Workman-Director	<a href="mailto:kman6@mindspring.com">kman6@mindspring.com</a>				
BIPOC/Senior	Indian Association of Western Washington (IAWW)	Lalita Uppala	<a href="mailto:executivedirector@iaww.org">executivedirector@iaww.org</a>				
Cultural	King County Promotores Network	Mercedes Hakim	<a href="mailto:mercedes@promotoresnetwork.org">mercedes@promotoresnetwork.org</a>				
Cultural	King County Promotores Network	Gabriela Lopez Vazquez-HS Commissioner	<a href="mailto:glopzy@outlook.com">glopzy@outlook.com</a>				
Cultural	Bellevue College	Sapan Parekh - Associate Director of Rise Learning Institute	<a href="mailto:sapan.parekh@bellevuecollege.edu">sapan.parekh@bellevuecollege.edu</a>				
	Leadership Eastside	Rex Rempel	<a href="mailto:rex.rempel@lwtechn.edu">rex.rempel@lwtechn.edu</a>				
Education	LWSD ASB Project; Curriculum; Events	Matt Livingston can contact principles					
Education	Lake Washington School District	Matt Livingston	<a href="mailto:mlivingston@lwsd.org">mlivingston@lwsd.org</a>				
Education	Lake Washington Institute of Technology	Dr. Amy Morrison Goings-President	<a href="mailto:amy.morrison@lwtech.edu">amy.morrison@lwtech.edu</a>	425-739-8200			
Education	School District equity teams	Matt can contact principles					
Education	Northwest University						
Education	Lake Washington School District	Jeff DeGallier - Principal, John Muir Elementary	<a href="mailto:jdegallier@lwsd.org">jdegallier@lwsd.org</a>		general # 425-936-2640		
Faith	Muslim Community and Neighborhood Association (MCNA)	Mohamed Bakr - Co-Founder	<a href="mailto:bakr.mohamed@gmail.com">bakr.mohamed@gmail.com</a>				
Faith	Muslim Association of Puget Sound	Imam Mohammed Joban - Imam	<a href="mailto:imam@mapsredmond.org">imam@mapsredmond.org</a>				
Faith	Muslim Association of Puget Sound	Ustad Adam Jamal - Asst. Imam	<a href="mailto:Adam.Jamal@mapsredmond.org">Adam.Jamal@mapsredmond.org</a>				
Faith	Muslim Association of Puget Sound	Mahmood Khadeer - President	<a href="mailto:president@mapsredmond.org">president@mapsredmond.org</a>				
Faith	Muslim Association of Puget Sound	Irma Hanna - Women's Affairs Secretary	<a href="mailto:women@mapsredmond.org">women@mapsredmond.org</a>				
Faith	Eastside Interfaith Social Concerns Council	Linda Hillesheim - President	<a href="mailto:eastsideinterfaith@gmail.com">eastsideinterfaith@gmail.com</a>				
Faith	Ismaili Faith Group	Tasnim Rehamani	<a href="mailto:tasnimrehamani.wrc@gmail.com">tasnimrehamani.wrc@gmail.com</a>				
Faith	St. Louise Catholic Church	Ma Berenice Brambila - Pastoral Assistant for Hispanic Ministry /Ministerio Hispano (Para Reconciliación, Comunión, Confirmación para niños y adultos)	<a href="mailto:Berenice@stlouise.org">Berenice@stlouise.org</a>	425-747-4450 x5474			
Faith	Muslim Community Resource Center (MCRC)	Nickhath Sheriff	<a href="mailto:nicky@mrcseattle.org">nicky@mrcseattle.org</a>				
Faith	Lakeside Christian	Vince Armfield - Pastor	<a href="http://vince@lakesidechristian.net">vince@lakesidechristian.net</a>				

Faith	Fostering Interfaith Relationships on the Eastside (FIRE)	Toby Nixon	<a href="mailto:TNixon@kirklandwa.gov">TNixon@kirklandwa.gov</a>		<a href="mailto:info@fire-wa.org">info@fire-wa.org</a>	
Faith	Kirkland Interfaith Network (KIN)	Toby Nixon	<a href="mailto:TNixon@kirklandwa.gov">TNixon@kirklandwa.gov</a>			
Faith	IMAN Center	Jawad Khaki - President	<a href="mailto:jawad_khaki@iman-wa.org">jawad_khaki@iman-wa.org</a>			
Faith	Kirkland Jewish Community (KJC) group	Bob Low - Member	<a href="mailto:r.low@comcast.net">r.low@comcast.net</a>			
Faith	YMCA of Seattle (Kirkland Teen Union Building)					
Homeless	Congregations for the Homeless	David Bowling - Executive Director	<a href="mailto:davidb@cfhomeless.org">davidb@cfhomeless.org</a>	425-749-8369		
Homeless	The Sophia Way	Angela Murray - Executive Director	<a href="mailto:angela@sophiaway.org">angela@sophiaway.org</a>	425-463-6285	Eric Ballentine; eric.b@sophiaway.org; Dietre Clayton; dietra@sophiaway.org	
Homeless	LifeWire	Rachel Krinsky - Executive Director	<a href="mailto:rachelek@lifewire.org">rachelek@lifewire.org</a>	425-562-8840 ext 228		
Homeless	Eastside Homeless Advisory Committee (EHAC)	Christy Stangland - co chair	<a href="mailto:cstangland@bellevuewa.gov">cstangland@bellevuewa.gov</a>			
Housing	King County Housing Authority	Stephen Norman - Executive Director	<a href="mailto:StephenN@kcha.org">StephenN@kcha.org</a>	206-574-1190		
Housing	King County Housing Authority	Cara Ianni - Educational Programs Coordinator	<a href="mailto:Caral@kcha.org">Caral@kcha.org</a>	206-574-1293		
Housing	King County Housing Authority	Ted Dezimmer - Senior Resident Services Manager	<a href="mailto:TedD@kcha.org">TedD@kcha.org</a>	206-574-1285		
Housing	King County Housing Authority	Dan Watson	<a href="mailto:danw@kcha.org">danw@kcha.org</a>			
Housing	King County Housing Authority	Elizabeth Westburg - Senior Resident Services Manager	<a href="mailto:ElizabethW@kcha.org">ElizabethW@kcha.org</a>	206-574-1186		
Housing	ARCH	Lindsay Masters - Executive Manager	<a href="mailto:lmasters@bellevuewa.gov">lmasters@bellevuewa.gov</a>		(425) 861-3676 General #	
Housing	Imagine Housing	Villette Nolon - Executive Director	<a href="mailto:villetten@imaginehousing.org">villetten@imaginehousing.org</a>	206-890-2852		
Housing	DASH (District Alliance for Safe Housing)	Koube Ngaaje - Executive Director		202-462-3274		
Housing	Community Homes, Inc. - People with Disabilities	Vicki Isett - Executive Director	<a href="mailto:vicki@community-homes.org">vicki@community-homes.org</a>	425-443-7210		
Housing	HERO House - People with Disabilities	Kailey Fiedler-Gohlke - Executive Director	<a href="mailto:Kaileyf@heroohouse.org">Kaileyf@heroohouse.org</a>	425-614-1282		
Housing	New Bethlehem Project - Homeless	Amber North - Program Manager	<a href="mailto:AmberN@ccsww.org">AmberN@ccsww.org</a>			
Housing	Helen's Place (Sophia Way)	Molly Bowen - Program Manager	<a href="mailto:Molly.b@sophiaway.org">Molly.b@sophiaway.org</a>			
Housing	Eastside Legal Assistance	Patricia Bowen	<a href="mailto:patricia@elap.org">patricia@elap.org</a>			
	Eastside Legal Assistance	Danielle Caldwell	<a href="mailto:danielle@elap.org">danielle@elap.org</a>			
	Eastside Legal Assistance	Jerry Kroon	<a href="mailto:jerry@elap.org">jerry@elap.org</a>			
	Move Redmond	Kelli Refer	<a href="mailto:kellir@moveredmond.org">kellir@moveredmond.org</a>			
Human Services	Eastside Human Services Forum					
LGBTQ Youth	Gay Student Alliance (GSA) - Juanita HS					
Low Income	Hopelink	Cindy Donohue	<a href="mailto:cdonohue@hopelink.org">cdonohue@hopelink.org</a>			
	Hopelink	Camille Hardeman	<a href="mailto:chardeman@hopelink.org">chardeman@hopelink.org</a>			
	Hopelink	T. Pole	<a href="mailto:tpole@hopelink.org">tpole@hopelink.org</a>			
Low Income	Catholic Community Services	Amber North - Program Manager	<a href="mailto:amberN@ccsww.org">amberN@ccsww.org</a>		Gillian Parke; GillianP@ccsww.org	
Low Income	Salthouse Church	Pastor Sara Wolbrecht	<a href="mailto:saraw@salthousechurch.org">saraw@salthousechurch.org</a>			Please reference that David W. at COK Provided contact information
Low Income	Safe parking programs					
Low Income	LaQuinta (when it opens)					
Human Services	City of Kirkland	Amanda Judd, Human Services Coordinator-Wellbeing	<a href="mailto:ajudd@kirklandwa.gov">ajudd@kirklandwa.gov</a>			
Older Adults	City of Bellevue (Bellevue Network on Aging)	Dan Lassiter - Community Services Supervisor	<a href="mailto:dlassiter@bellevuewa.gov">dlassiter@bellevuewa.gov</a>	425-452-4470		
Older Adults	Peter Kirkland Community Center (PKCC)	Loni Rotter	<a href="mailto:lrotter@kirklandwa.gov">lrotter@kirklandwa.gov</a>	425-587-3333		
Older Adults-Housing	Imagine Housing--Athene and Kirland Plaza properties	Jay Brown and Nellie Fishburn (email together) - Case Managers	<a href="mailto:jayb@imaginehousing.org">jayb@imaginehousing.org</a> ; <a href="mailto:nellief@imaginehousing.org">nellief@imaginehousing.org</a>	425.576.5190 x16	Villette Nolon - President & CEO <a href="mailto:villetten@imaginehousing.org">villetten@imaginehousing.org</a>	
Older Adults	Assisted Living or Senior Housing Facilities					
People with Disabilities	Disability Rights Washington	Anna Zivarts - Director of Disability Mobility Initiative	<a href="mailto:annaz@dr-wa.org">annaz@dr-wa.org</a>			

People with Disabilities	Highland Community Center - Bellevue	Kim Indurkar - Community Services Supervisor	<a href="mailto:kindurkar@bellevuewa.gov">kindurkar@bellevuewa.gov</a>			
People with Disabilities	PTSA for students w/ disabilities	Jennifer Carls				
People with Disabilities	BSF Transition Program - graduates					
People with Disabilities	Puget Sound Personnel	Sara McIlvaine, M.Ed - Executive Director	<a href="mailto:sara@pspwork.com">sara@pspwork.com</a>	425-562-1231, Ext. 0		
People with Disabilities	Puget Sound Personnel	Cathy Ann Mallman - Operations Director	<a href="mailto:cathyann@pspwork.com">cathyann@pspwork.com</a>	425-562-1231, Ext. 1		
People with Disabilities	AtWork!	Chris Brandt - Director	<a href="mailto:chrisb@atworkwa.org">chrisb@atworkwa.org</a>	425-274-4001		
People with Disabilities	PROVAIL	Michael Hatzenbeler - Director	<a href="mailto:mikeh@provail.org">mikeh@provail.org</a>	206-826-1044		
People with Disabilities	Community Homes, Inc.	Vicki Isett - Executive Director	<a href="mailto:vicki@community-homes.org">vicki@community-homes.org</a>	425-443-7210		
People with Disabilities	IKRON	Tisza Rutherford				
People with Disabilities	Bellevue College					
People with Disabilities	EasterSeals of Washington	Cathy Bisailon - Director	<a href="mailto:cathyb@wa.easterseals.com">cathyb@wa.easterseals.com</a>			
People with limited english proficiency - immigrant and refugee						
Youth	Boys & Girls Club of Kirkland					
Youth	WRAP Around Services	Jeannie Anderson - Lake Hills Elementary School	<a href="mailto:janderson@bellevuewa.gov">janderson@bellevuewa.gov</a>	425-456-5312		
Youth	WRAP Around Services	Cecelia Martinez Vasquez - Stevenson Elementary School	<a href="mailto:cmartinezy@bellevuewa.gov">cmartinezy@bellevuewa.gov</a>	425.456.6014		
Youth	Jubilee Reach	Randy Eng - Executive Director	<a href="mailto:info@jubileereach.org">info@jubileereach.org</a>	(425) 746-0506		
Youth	Eastside Pathways	Stephanie Cherrington - Executive Director	<a href="mailto:stephanie@eastsidepathways.org">stephanie@eastsidepathways.org</a>		<a href="https://www.linkedin.com/in/stephanie-m-cherrington-560678/">https://www.linkedin.com/in/stephanie-m-cherrington-560678/</a>	
Youth	Eastside Pathways - School Readiness	Chris Enslin - School Readiness Facilitator	<a href="mailto:chrisensl@hotmail.com">chrisensl@hotmail.com</a>		<a href="mailto:info@eastsidepathways.org">info@eastsidepathways.org</a>	
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Youth	Friends of Youth	Angela De La Hoz-Director DEI	<a href="mailto:angelad@friendsofyouth.org">angelad@friendsofyouth.org</a>	425-665-8645		
Youth	Youth Eastside Services	David Downing - Chief Operating Officer	<a href="mailto:davidd@youtheastside.org">davidd@youtheastside.org</a>		Bellevue main office 425-747-4937	
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Youth	Childcare Resources	Kathryn Flores - CAO	<a href="mailto:flores@childcare.org">flores@childcare.org</a>		general # 206-329-1011	
Youth	Sustainability Ambassadors	Peter Donaldson: Director of Learning	<a href="mailto:peter@sustainabilityambassadors.org">peter@sustainabilityambassadors.org</a>	206-227-9597		
Youth Council	Regula Schubiger		<a href="mailto:rschubiger@kirklandwa.gov">rschubiger@kirklandwa.gov</a>			
Youth, Adults, Seniors, People with Disabilities	Sports Teams - baseball, soccer, swimmers					
Youth, Adults, Seniors, People with Disabilities	Movement of Advocacy for Youth					
Youth, People with Disabilities	EasterSeals of Washington	Cathy Bisailon - Director	<a href="mailto:cathyb@wa.easterseals.com">cathyb@wa.easterseals.com</a>			
<b>Renters/Property Management</b>						
<b>Renters Rights Group</b>						
Service & Faith-Based Organizations	A Regional Coalition for Housing (ARCH)	Raquel Rodriguez	<a href="mailto:RRodriguez@bellevuewa.gov">RRodriguez@bellevuewa.gov</a>		Lindsay Masters; LMasters@bellevuewa.gov	

**Cities, SEPA, Neighborhoods, Business, Transportation, Others**

Stakeholder Category	Stakeholder	Primary Contact	Email	Phone	Additional Contacts	Stakeholder Notes	Website
Youth	Youth Council	Regula Schubiger, staff contact	<a href="mailto:rschubiger@kirklawwa.gov">rschubiger@kirklawwa.gov</a>				
Utilities	Olympic Pipeline	Kenneth Metcalf	<a href="mailto:kenneth.metcalf@pb.com">kenneth.metcalf@pb.com</a>	425-981-2575			
Utilities	Puget Sound Energy	Kerry Kriner, Planner	<a href="mailto:kerry.kriner@pspe.com">kerry.kriner@pspe.com</a>	425-462-3821			
Utilities	Seattle City Light	Mary Davis	<a href="mailto:mary.davis@seattle.gov">mary.davis@seattle.gov</a>	206-684-3328			
Transportation/Transit/Ped/Bike	Feet First	Rachel Schaeffer	<a href="mailto:rachel@feetfirst.org">rachel@feetfirst.org</a>				
Transportation/Transit/Ped/Bike	King County Metro Transit	Crace Carlson	<a href="mailto:ccarlson@kingcounty.gov">ccarlson@kingcounty.gov</a>				
Transportation/Transit/Ped/Bike	Cascade Bicycle Club	Vicky Clarke	<a href="mailto:vicky@cascade.org">vicky@cascade.org</a>	206-620-0454			
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Transportation/Transit/Ped/Bike	Kirkland Greenways	Greg Gunther; Faith Debolt	<a href="mailto:greg.gunther@gmail.com">greg.gunther@gmail.com</a>				
Transportation/Transit/Ped/Bike	Transit Riders Union		<a href="mailto:contact@transitriders.org">contact@transitriders.org</a>	206-651-4282			
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Transportation/Transit/Ped/Bike	Transportation Choices Coalition	Keiko Budech	<a href="mailto:keiko@transportationchoices.org">keiko@transportationchoices.org</a>				
Transportation/Transit/Ped/Bike	Interlaken Trailblazers Walking Club Bellevue, WA		<a href="mailto:interlakentrailblazers@gmail.com">interlakentrailblazers@gmail.com</a>				
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Transportation/Transit/Ped/Bike	Cascade Bike	Vicky Clark	<a href="mailto:vicky@cascadebicycleclub.org">vicky@cascadebicycleclub.org</a>	206-620-0454			
Transportation/Transit/Ped/Bike	WA Bikes						
Transportation/Transit/Ped/Bike	Evergreen Trails	Mike Westra, Director	<a href="mailto:mwestra@evergreenMTB.org">mwestra@evergreenMTB.org</a>				
Special Interests	KDOG						
Special Interests	Little League Baseball						
Special Interests	Bridle Trails Park Foundation		<a href="http://bridletrails.org">http://bridletrails.org</a>				
Special Interests	Equine Advisory Group	Jane Plut	<a href="mailto:xdocplut@hotmail.com">xdocplut@hotmail.com</a>				
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Special Interests	Kirkland Performance Center	Jeff Lockhart-Executive Director	<a href="mailto:jeff@kpcenter.org">jeff@kpcenter.org</a>				
Special Interests	Kirkland Heritage Society	Loita Hawkinson	<a href="mailto:hawksls@ix.netcom.com">hawksls@ix.netcom.com</a>				
Special Interests	Master Builders Association	Lindsay Masters					
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Regional/State Agencies	Mukleshoot Tribe	Karen Walter - Fisheries Division - Habitat Program	<a href="mailto:kwalter@muckleshoot.nsn.us">kwalter@muckleshoot.nsn.us</a>	253-876-3116			
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Regional/State Agencies	Department of Ecology	Environmental Review	<a href="mailto:separegister@ecy.wa.gov">separegister@ecy.wa.gov</a>	360-407-6904		PO Box 47703 Olympia, WA 98504	
Regional/State Agencies	Department of Natural Resources	SEPA Center	<a href="mailto:sepacenter@dnr.wa.gov">sepacenter@dnr.wa.gov</a>	360-902-8632		1111 Washington Street SE, PO Box 47015	
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Regional/State Agencies	Department of Parks (Bridle Trails)	Matt Birkliid- Ranger	<a href="mailto:matthew.birkliid@parks.wa.gov">matthew.birkliid@parks.wa.gov</a>				
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Neighborhood Associations	Evergreen Hill Neighborhood	Johanna Palmer	<a href="mailto:johanna@thepalmers.com">johanna@thepalmers.com</a>	425-823-1385			
Neighborhood Associations	Market Neighborhood	Susan Dietz	<a href="mailto:suedietz23@gmail.com">suedietz23@gmail.com</a>				
Neighborhood Associations	Norkirk Neighborhood	Jane Ainbinder, Chair; Huan Zou Vice-Chair	<a href="mailto:huanzou@gmail.com">huanzou@gmail.com</a> ; <a href="mailto:laneainbinder@gmail.com">laneainbinder@gmail.com</a>				
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Neighborhood Associations	North Rose Hill Neighborhood	Robert Iracheta and Susan Davis, Co-chairs	<a href="mailto:robert.iracheta@gmail.com">robert.iracheta@gmail.com</a> ; <a href="mailto:susandavis@live.com">susandavis@live.com</a>				
Neighborhood Associations	S. Rose Hill/Bridle Trails Neighborhood	Chris Kagen and Craig Brown, Co-chairs	<a href="mailto:chris.kagen@gmail.com">chris.kagen@gmail.com</a> ; <a href="mailto:Craigbrown@gmail.com">Craigbrown@gmail.com</a>				
Neighborhood Associations	Everest Neighborhood	Dave Aubry, Chair; Owen Paulus, Vice Chair	<a href="mailto:daaubry@hotmail.com">daaubry@hotmail.com</a> ; <a href="mailto:owen_paulus@hotmail.com">owen_paulus@hotmail.com</a>				
Neighborhood Associations	Central Houghton Neighborhood	Larry Toedtli	<a href="mailto:larry.toedtli@comcast.net">larry.toedtli@comcast.net</a> ; <a href="mailto:centralhoughton@gmail.com">centralhoughton@gmail.com</a>				
Neighborhood Associations	Finn Hill Neighborhood	Scott Morris	<a href="mailto:scott@finnhillalliance.org">scott@finnhillalliance.org</a>				
Neighborhood Association	Moss Bay Neighborhood	Aimee Voelz; Amanda Judd, Co-Chairs	<a href="mailto:avoelz@yahoo.com">avoelz@yahoo.com</a> ; <a href="mailto:amandajudd@gmail.com">amandajudd@gmail.com</a>				
Federal Government	Army Corps of Engineers	Seattle District - PO Box 3755 Seattle, WA 98124	<a href="mailto:matthew_j_bennett@usace.army.mil">matthew_j_bennett@usace.army.mil</a>	206-764-3742			
Federal Government	Federal Highway Administration						
Environmental	Park Rangers/Green Kirkland Partnership	Jodie Galvan, staff	<a href="mailto:galvan@kirklawwa.gov">galvan@kirklawwa.gov</a>				
Environmental	Park Board		<a href="mailto:parkboard@kirklawwa.gov">parkboard@kirklawwa.gov</a>				
Environmental	Washington State Parks & Recreation Commission		<a href="mailto:commission@parks.wa.gov">commission@parks.wa.gov</a>				
Environmental	King County Natural Resources & Parks	Kelly Heintz: Environmental Policy and Initiatives Unit	<a href="mailto:christie_true@kingcounty.gov">christie_true@kingcounty.gov</a> ; <a href="mailto:kelly_heintz@kingcounty.gov">kelly_heintz@kingcounty.gov</a>	206-477-6478			
Environmental	Seattle & King County SEPA Coordinator	Rhonda S. Kaetzel - Public Health - Seattle & King County	<a href="mailto:Rhonda.Kaetzel@kingcounty.gov">Rhonda.Kaetzel@kingcounty.gov</a>				
Environmental	King Conservation District	General contact email	<a href="mailto:district@kcd.org">district@kcd.org</a>	425-282-1900			
Environmental	Eastside Audobon Society		<a href="mailto:office@eastsideaudubon.org">office@eastsideaudubon.org</a>	425-576-8805			
Environmental	Department of Natural Resources	Ben Thompson: Urban and Community Forestry Program Manager	<a href="mailto:ben.thompson@dnr.wa.gov">ben.thompson@dnr.wa.gov</a>	360-485-8651		Daria Gosztyla@dnr.wa.gov Jess Lloyd: jessica.lloyd@dnr.wa.gov	
Environmental	Natural Areas Association	Kelly Heintz: Board Member	<a href="mailto:kelly_heintz@kingcounty.gov">kelly_heintz@kingcounty.gov</a>	206-477-6478			
Environmental	Sustainability Ambassadors	Peter Donaldson: Director of Learning	<a href="mailto:peter@sustainabilityambassadors.org">peter@sustainabilityambassadors.org</a>	206-227-9597			
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Education	Lake Washington Institute of Technology	College Foundation					
Education	Lake Washington Institute of Technology	Dr. Amy Morrison-President	<a href="mailto:amy.morrison@lwtechn.edu">amy.morrison@lwtechn.edu</a>				

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Education	UW Bothell	Dr. Kenyon Chan - Chancellor	<a href="mailto:chancellor@uwb.edu">chancellor@uwb.edu</a>	(425) 352-5221		
Education	Northwest University	Teresa Gillespie - Dean, School of Business & Management	<a href="mailto:teresa.gillespie@northwestu.edu">teresa.gillespie@northwestu.edu</a>	(425) 889- 5290		
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Education	Lake Washington School District No. 414	Lynne Pyke, Budget Manager	<a href="mailto:lpkye@lwsd.org">lpkye@lwsd.org</a>	425-936-1108		
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City	Redmond	Jeff Churchill- Planning Manager	<a href="mailto:jchurchill@redmond.gov">jchurchill@redmond.gov</a>			
City	Woodinville	Robert Grombach	<a href="mailto:robertg@ci.woodinville.wa.us">robertg@ci.woodinville.wa.us</a>			
City	Bellevue	Thara Johnson	<a href="mailto:tjohnson@bellevuewa.gov">tjohnson@bellevuewa.gov</a>			
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Boards/Legislative/Governmental	Human Services Commission	Jen Boone, staff contact	<a href="mailto:humanservicescommission@kirklandwa.gov">humanservicescommission@kirklandwa.gov</a>			
Boards/Legislative/Governmental	Senior Council	Betsy Maxwell, staff contact	<a href="mailto:SCouncil@kirklandwa.gov">SCouncil@kirklandwa.gov</a>			
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## INTRODUCTION

- A cornerstone of adaptive management is the recognition that all projects involve risk, especially those with considerable interface with the community.
- We can minimize threats to this project by anticipating risks broadly, identifying specific risks, preparing for the risks we predict, and developing a risk approach for those we can't predict.
- A risk register is an important component of project management that incorporates a risk-tolerant, nimble, and adaptive mindset in its approach.
- It should serve as both a risk management tool (practical) and a risk management framework (theoretical) to guide the project from conception through evaluation.
- A risk register is a shared file (e.g., a Word document, an Excel workbook, etc.) that is facilitated by the project manager and shared amongst the project team.
- We have elected to use this Excel workbook so it remains a live tool that can be proactively managed and adapted over time.
- We believe this risk register will evolve, as the issues, threats, and risks the program faces will change as it grows and develops.
- More than anything, this tool will help us discuss risks proactively, which will prepare us to confront both known and unknown risks as they emerge.

## HOW TO USE THIS TOOL

Process

Below, we have outlined our process for developing and using this risk register.

**1. Define our risk approach.**

In our commitment to adaptive management and continuous learning, we decide to identify, analyze, and prioritize risks to the project. We seek to answer the following questions:

- How are we going to identify and analyze risks to the project?*
- How will we decide what to do in the event a risk becomes a reality?*
- What is the communication plan for a risk event?*
- Which stakeholders should be kept apprised of project risks?*

**2. Use our risk approach to populate our risk register with risk events and the potential impact of those risks.**

Next, we begin to collaboratively identify possible risk events for our project, which forms the basis of our project's risk register.

\* NOTE: Perfection is often the enemy of the good. We don't aim for a comprehensive list of perfectly-anticipated risks.

Instead, we recognize that this is an ongoing, iterative process, and we commit to revisiting our risk register at least quarterly and as risks emerge.

**3. Analyze, prioritize, and assign risk.**

After we identify a discrete number of risks, we begin to analyze them.

While there are many approaches to analyzing risk, many organizations will grade risks based on impact and probability, and use those two scores to prioritize risks.

Those risks which score high on both probability and impact are logically prioritized in risk approaches, while those that score low on both probability and impact are deprioritized.

\* NOTE: Luck favors the prepared. Creating your risk register will give you the chance to work out solutions to risks, which can improve your approach at the outset of a project.

**4. Monitor and adjust accordingly.**

Now, we keep our risk register up to date, adding or removing risk events as necessary as the project unfolds.

We recognize that a real value-add of this tool is the risk-focused conversations it inspires with the project team.

\* NOTE: Again, this is an adaptive management tool for managing the project. Adaptive management requires revisiting the risk register with the project team on a monthly or quarterly basis and as new risks emerge.

**5. Resolve risks and make note of what works and what doesn't.**

When a risk is resolved, we will close it. This gives us more control over our risk approach, allows us to allocate resources more efficiently, and fosters better communications with the project team and stakeholders.

\* NOTE: If a risk event occurs, pay attention to it. Identify what happened, how you responded to it, how it impacted the project, etc.

All of these insights can make you more effective at risk management in future projects.

Your risk register doesn't just prepare you for the future. It also records your responses to risks as they occur so you can learn from them and create more effective solutions or mitigation efforts for the future.

Definitions

Below, we have provided definitions and instructions for populating the risk register.

**Current Status**

*This column should be populated with the risk's current status.*

- Open: The risk is currently open but is not yet an issue.
- Active: The risk is an active issue
- Closed: The risk is no longer considered an active project threat and can be closed with or without resolution.

\* NOTE: Do not delete a risk when it is closed.

Keep it in your risk register so it can be reviewed at each phase of the project and at the end of the project.

**Risk Impact**

*Potential impact of risk if it did become project issue.*

- High: Risk that has the potential to greatly impact project cost, schedule, or performance.
- Medium: Risk that has the potential to slightly impact project cost, schedule, or performance.
- Low: Risk that has relatively little impact on project cost, schedule, or performance.

\* NOTE: Risk impact should be discussed and determined amongst the project team and in consultation with other relevant stakeholders.

Consensus is not the objective; open dialogue about risks is the objective.

**Probability of Occurrence**

*Estimated likelihood that risk will become project issue.*

- High: Greater than 70% probability of occurrence.
- Medium: Between 30% and 70% probability of occurrence.
- Low: Below 30% probability of occurrence.

\* NOTE: Probability of occurrence should be discussed and determined amongst the project team and in consultation with other relevant stakeholders.

Consensus is not the objective; open dialogue about risks is the objective.

**Risk Map**

*This is a calculated field based on the values selected for both Risk Impact and Probability of Occurrence.*

- Red: MH (Medium Probability, High Impact), HM (High Probability Medium Impact), HH (High Probability, High Impact)
- Yellow: LH (Low Probability, High Impact), MM (Medium Probability, Medium Impact), HL (High Probability, Low Impact)
- Green: LL (Low Probability, Low Impact), LM (Low Probability, Medium Impact), ML (Medium Probability, Low Impact)

\* NOTE: Before risks emerge, prioritize red risks over yellow and green, and yellow over green.

As risks emerge, prioritize them as resources and capacity allow.

**Risk Description**

*Broadly, what is the risk and why is it a risk?*

*Describe the risk and relevant stakeholders as succinctly as possible.*

**Risk Category**

*What type of risk is this?*

*Currently, we have categories that include capacity, coordination, logistics, representativeness, tribal governments, communications, expectations, & fit. Other categories should be added as they emerge.*

**Response Strategy**

*How will you prevent the threat from becoming an risk?*

*Describe an appropriate strategy to prevent the risk from materializing.*

**Triggers**

*How will you know when to execute your response strategy and when to execute your contingency plans?*

*Describe triggers that would indicate the requirement to transition from one to another.*

**Contingency Plan**

*Should the response strategy be insufficient, what is your contingency plan?*

*Describe what you will do and how you will do it, including any additional stakeholders who should be brought in at this point.*

**Risk Owner**

*As the program grows, we can assign different people responsible for different risks so they can monitor and anticipate risks in a proactive way as part of their job responsibilities.*

*Broadly, the risk owner can decide to:*

*Share the risk: this involves mitigating the effects of a risk by offloading the response to a third party, such as an insurer. This is also known as "risk transfer."*

Control the risk: this is the typical response for risks such as budget and schedule overages. Padding budgets or scheduling times may accommodate them without causing disruption.

Avoid the risk: you can avoid certain risks altogether by altering plans, policies, and procedures, or by bringing in different stakeholders or subject matter experts.

Accept the risk: some risks are unavoidable, and if they aren't detrimental to the success of your project, it is inefficient to waste resources trying to share, control, or avoid these. Deprioritize instead.

### Response Notes

*Make notes so that you can revisit your risk approach and ask yourself: What worked? What didn't? What can I learn that will allow me to adjust my risk approach in the future?*



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# City of Kirkland Comprehensive Plan Equity Review and Engagement Program

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October 31, 2022

Prepared for: City of Kirkland

Final Report

We acknowledge that the Southern Salish Sea region lies on the unceded, and ancestral land of the Coast Salish peoples, the Duwamish, Muckleshoot, Puyallup, Skykomish, Snoqualmie, Snohomish, Suquamish and Tulalip tribes and other tribes of the Puget Sound Salish people, and that present-day City of Kirkland is in the traditional heartland of the Lake People and the River People. We honor with gratitude the land itself, the First People—who have reserved treaty rights and continue to live here since time immemorial—and their ancestral heritage.

[- City of Kirkland Land Acknowledgement](#)

# Acknowledgements

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ECONorthwest, with help from Broadview Planning, and staff at the City of Kirkland, prepared this report for the City of Kirkland. The project team thanks all those who provided their input and helped inform the findings of this report.

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# 1. Introduction

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In partnership with the City of Kirkland, a consultant project team, led by ECONorthwest and supported by Broadview Planning, assisted the City of Kirkland in the delivery of a review of equity related gaps in its existing Comprehensive Plan. This gap analysis will help inform the City’s Comprehensive Plan periodic update (to be completed by the end of 2024), pursuant with the Washington State Growth Management Act (GMA)).<sup>1</sup>

The overarching purpose of the Equity and Engagement Program Review for the City of Kirkland’s Comprehensive Plan Update is to support equitable planning. The City of Kirkland has a critical opportunity to assess how local planning can mitigate displacement of vulnerable populations, support inclusive engagement, and improve access to resources and opportunities for the whole community. According to the American Planning Association, “Planning for social equity means recognizing planning practices that have had a disparate impact on certain communities and actively working with affected residents to create better communities for all.”<sup>2</sup>

Social equity has become a highly prioritized issue for review and incorporation in planning efforts. Washington State’s Growth Management Policy Board prioritized social equity as a critical regional issue for incorporation in the Puget Sound Regional Council (PSRC) VISION 2050. The City has a critical opportunity to assess how local planning can mitigate displacement of vulnerable populations, support inclusive engagement, and improve access to opportunities for the whole community.

The City has already begun to recognize the importance of equity through various measures in the past few years. In 2017, the City Council adopted a resolution ([R-5240](#)) that set Kirkland on a path towards becoming a more safe, inclusive, and welcoming community for all people. In 2020, the City passed legislation ([Ordinance R-5434](#)) outlining actions in support of the safety and respect of Black people, including efforts to examine and dismantle institutional and structural racism in Kirkland. In 2022, the City approved a [Diversity, Equity, Inclusion, and Belonging \(DEIB\) 5-Year Roadmap](#), covering a broad range of city functions from leadership, operations and services, plans and budgets, to workplace/force. The Roadmap specifically called for the utilization of an equity-centered, third-party review of the City’s Comprehensive

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*Equity is defined by the Washington State Office of Equity as the process of developing, strengthening, and supporting policies and procedures that distribute and prioritize resources to those who have been historically and currently marginalized. Equity-centered practices thus give considerable attention and resources to low-income and Black, Indigenous, and People of Color (BIPOC) communities.*

*- [City Of Kirkland Diversity, Equity, Inclusion, and Belonging Five Year Roadmap](#)*

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<sup>1</sup> Newly passed legislation (June 9, 2022), referred to as HB 1241, extended the Comprehensive Plan periodic update deadline for King County local jurisdictions by six months to December 31, 2024. This legislation also requires larger counties and cities (cities with a population of more than 6,000 persons as of April 1, 2021) to submit an implementation progress report on key outcomes five years after the review and revision of its Comprehensive Plans.

<sup>2</sup> APA, 2022. <https://www.planning.org/knowledgebase/equity/>. Additionally, if using federal funding for projects, TITLE VI of the Civil Rights Act of 1964 must be adhered to <https://www.justice.gov/crt/fcs/TitleVI-Overview>.

Plan and other long-range planning processes (Goal 4.2). The City also hired a DEIB Manager in June 2022 to help carry out this work.

These efforts signify a commitment to integrating equity considerations into planning. Additional work remains to address equity comprehensively and meaningfully in the City's processes and policies.

Through this project, the consultant team assisted the City of Kirkland in improving its long-range planning by developing an equity-centered public engagement strategy for the Comprehensive Plan update and by analyzing the City's current Comprehensive Plan to identify ways to support equity and inclusion.

- Broadview Planning worked collaboratively with the City to identify opportunities to strategically improve community engagement. They developed an equitable **Community Engagement Plan** outlining the strategies and approaches for gathering feedback and input on the Comprehensive Plan, its Vision Statement and Guiding Principles, study elements, Environmental Impact Statement, and the draft plan itself. The goals of the Kirkland 2044 engagement emphasize a need for increased participation from all stakeholders and priority populations, reaching stakeholders who want to live in Kirkland but can't, and ensuring participation activities are meaningful. They also aim to ensure participants feel heard, explain the role of local government in their lives, build excitement about the future, and build trust to support creating a future Kirkland that is stronger, more vibrant, and more inclusive.
- In partnership with the City, **ECONorthwest reviewed and assessed the City of Kirkland Comprehensive Plan to identify opportunities to address equity.** In addition, ECONorthwest identified language that is or could be considered exclusive or contrary to the City's stated policies for diversity, equity, and inclusion. The approach for this task work is described in the following section.

This report includes:

1. **An Introduction** (this section) highlighting the purpose and approach of this project.
2. **A brief Existing Conditions** section that provides context for the *City of Kirkland* and includes a 2.2. *Key Plans, Policies, & Programs Addressing Equity*.
3. **An Equity Framework and Recommendations** section including 3.1. *Introduction on the Guiding Framework for How to Plan for Equity*, 3.2. *Proposed Equity Planning Framework*, 3.3. *Overarching Improvements to Consider* and 3.4. *Element Specific Comprehensive Plan Updates*.

## 1.1. Approach for the Equity Review of the Comprehensive Plan

The approach for reviewing the plan for gaps - areas to better address equity/inadequacies/ recommended amendments - began with compiling and understanding the existing conditions and efforts of the City to plan equitably. ECONorthwest then undertook an audit of the City's Comprehensive Plan goals, policies, planning processes, and performance metrics to identify opportunities to address equity and identify language that could be improved to promote the City's diversity, equity, inclusion, and belonging goals. This section includes an evaluation of preliminary suggestions to fill gaps and update the Comprehensive Plan. These suggestions include specific strategies and language to be modified as well as process recommendations based on regional requirements and best practices in planning for equity.

Key areas of the Comprehensive Plan identified by staff were examined for how well they follow equity planning guiding policies (such as key PSRC VISION 2050 policies and King County Countywide Planning Policies) along with principles and best practices drawing from the consultants' expertise, and an array of policy guidance resources and literature (such as the American Planning Association Toolkit to Integrate Health and Equity into Comprehensive Plans, 2020; Planning Advisory Services Report 593 Planning with Diverse Communities, the PSRC Planning for the WHOLE Community Toolkit, 2014, etc.).

Periodic updates to Puget Sound region local comprehensive plans must be reviewed for consistency with PSRC policies as a part of the plan certification process. Exhibit 1 lists a selection of key equity policies in a summarized format for local comprehensive plans that are recognized in PSRC's VISION 2050. These policies were reviewed up against the Kirkland Comprehensive Plan to determine consistency and identify gaps to address during the next update cycle in the Equity Framework and Recommendations section of this report<sup>3</sup>

### Exhibit 1. Summary of Key PSRC VISION 2050 Equity Policies for Local Government Planning

Source: PSRC VISION 2050 Note: Full PSRC list of policies related to equity in Appendix A.

	Policy	Description
1)	MPP-RC -2	<i>Prioritize services and access to opportunity for people of color, people with low incomes, and historically underserved communities to ensure all people can attain the resources and opportunities to improve quality of life and address past inequities.</i>
2)	MPP-En-3-4, En-7-8, En-21	<i>Support programs to ensure that all residents, regardless of race, social, or economic status, have clean air, clean water, and other elements of a healthy environment and prioritize the reduction of impacts to vulnerable populations that have been disproportionately affected.</i>
3)	MPP-CC-6, CC-8, CC-Action-3, CC-Action-4	<i>Address impacts to vulnerable populations and areas that have been or will be disproportionately affected by climate change.</i>
4)	MPP-DP-2, Ec-8, Ec-13	<i>Reduce disparities in access to opportunity and expand employment opportunities to improve the region's shared economic future.</i>
5)	MPP-DP-8	<i>Support inclusive engagement to ensure land use decisions do not negatively impact historically marginalized communities.</i>
6)	MPP-H-12, H-Action-6	<i>Identify potential physical, economic, and cultural displacement of low-income households and marginalized populations and work with communities to develop anti-displacement strategies when planning for growth.</i>

<sup>3</sup> Appendix: Regional Equity Planning Policies provides a full list of PSRC identified equity policies.

	Policy	Description
7)	MPP-H-5	<i>Promote homeownership opportunities while recognizing historic inequities in access to homeownership opportunities for communities of color.</i>
8)	MPP-T-9	<i>Identify racial and social equity as a core objective when planning and implementing transportation improvements, programs, and services.</i>
9)	MPP-PS-2, PS-16, PS-22	<i>Promote affordable and equitable access of public services, including drinking water and telecommunication infrastructure, to provide access to all communities, especially underserved communities.</i>
10)	MPP-DP-2, MPP-DP-8	<i>Support inclusive community planning.</i>
11)	MPP-DP-2, Ec-8, Ec-13	<i>Reduce disparities in access to opportunity and expand employment opportunities to improve the region's shared economic future.</i>
12)	MPP-RC-3, DP-18	<i>Reduce health disparities and improve health outcomes.</i>
13)	MPP-H-2-6, H-9	<i>Expand the diversity of housing types for all income levels and demographic groups.</i>
14)	MPP-Ec-1, Ec-3, Ec-4, Ec-7, Ec-9, Ec-16)	<i>Focus retention and recruitment efforts and activities to foster a positive business climate and diversify employment opportunities by specifically targeting:</i> <ul style="list-style-type: none"> <li>▪ <i>Businesses that provide living wage jobs</i></li> <li>▪ <i>Locally, women-, and minority-owned small businesses and start-up companies</i></li> <li>▪ <i>Established and emerging industries, technologies, and services that promote environmental sustainability, especially those addressing climate change and resilience</i></li> </ul>
15)	MPP-T-10	<i>Ensure mobility choices for people with special needs.</i>
16)	MPP-PS-18, PS-20, PS-29, DP-11	<i>Locate community facilities and services, including civic places like parks, schools, and other public spaces, in centers and near transit, with consideration for climate change, economic, social and health impacts.</i>

## 2. Existing Conditions

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The following section provides a summary of the community demographics for the City of Kirkland to help contextualize the subsequent recommendations. Having a well-established understanding of the local context is important for developing context-sensitive policies relevant for the plan area. While this report provides only a few demographic details for building the context of the analysis undertaken, the City should consider a more robust profile in the Comprehensive Plan that will provide both an accurate description of the community while also establishing a baseline by which to understand and measure the impacts of goals, policies and actions undertaken in the Plan. Many of these existing data points have estimates that can also be made available disaggregated by race/ethnicity, age, etc. In the recommendations, suggestions are provided on what additional data the City could add, dependent on the goals and policies developed.

As in other areas of the Puget Sound, Kirkland has been impacted by a history of discrimination based on race and other characteristics. Redlining, restrictive covenants, forced relocation, expulsion and resettlement have impacted past and current residents. While they should not, race and other characteristics continue to predict life outcomes and therefore it is important to monitor the impact that changes to policies have on the communities in Kirkland. A racial and social equity approach requires fully understanding the impact of historic discriminatory policies as well as how the current community is changing and minimizing disparities so that communities within and around Kirkland have improved lives. As PSRC states, “it is not solely a moral approach. It is an effective way to plan for the region’s future.”<sup>4</sup>

### 2.1. City of Kirkland Profile

The City of Kirkland is a desirable place to live, offering a prime location, a well-regarded Lake Washington School District, and various natural and cultural amenities. Kirkland is in East King County, east and along the waterfront of scenic Lake Washington, north of the City of Bellevue, west of the City of Redmond, and south of the Cities of Bothell and Kenmore, in the Puget Sound region. The broader Puget Sound region has grown rapidly over the course of several decades and this growth extended east of the City of Seattle across Lake Washington. Kirkland has grown tremendously since its incorporation in 1905 with a population of 400 and a primary industrial focus on wool milling and shipbuilding. Population growth accelerated rapidly due to various factors, including a series of annexations, the 1970s construction of the Evergreen Point Floating bridge connecting travelers from the City of Seattle to the Eastside communities, and the expansion of the tech industry in the area.<sup>5</sup> The current population in 2022 is 92,900.

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<sup>4</sup> PSRC. (2022). Equity Strategy Workplan. <https://www.psrc.org/sites/default/files/2022-03/equitystrategy-workplan-full.pdf>

<sup>5</sup> The City of Kirkland grew through a series of annexations beginning in the mid twentieth Century. In 1968, the adjacent Town of Houghton converged with Kirkland to become a city with a population of 13,500 people. Between 1974 and 1988,

**Exhibit 2. Kirkland's Growth Targets for Housing and Employment**

Source: 2021 King County Urban Growth Capacity Report (Buildable Lands Report) &amp; King County Countywide Planning

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  (Including Station Area of additional 6,243 units, there is a remaining capacity of 19,595 units)	13,200	49,280	18,139  (Including the Station Area of additional 17,943 jobs there is a capacity of 36,082 jobs)	26,490

Today, the City is a mix of residential and commercial uses, with 14 neighborhoods and a bustling downtown, Totem Lake, and other neighborhood commercial areas. In recent years Kirkland has added services, invested in bike and pedestrian infrastructure, and experienced economic growth associated with shopping, entertainment/cultural attractions, and the tech industry.

The City recently adopted a Subarea plan for the NE 85th St Station Area that added significant capacity for new housing units and jobs near Sound Transit's forthcoming Bus Rapid Transit (BRT) station at the I-405 and NE 85th St interchange. As part of the planning process, the City completed a Supplemental Environmental Impact Statement (published December 2021) and amended the Comprehensive Plan to include a new subarea chapter that adopted the growth capacity for the area. The capacity in the Station Area is such that Kirkland has surplus capacity for housing units and jobs relative to the King County growth targets. As part of the housing growth targets, the City of Kirkland is in the process of developing citywide affordable housing targets for low to moderate income levels.

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various other neighborhoods merged into Kirkland (including Totem Lake, South Juanita, North Rose Hill, and South Rose Hill). In 2009, three additional neighborhoods to the north of Kirkland (Finn Hill, Juanita, and Kingsgate) annexed to Kirkland and this added an additional 33,000 persons in 2011. Kirkland's population doubled from around 40,000 persons in 1990 to 81,480 persons in 2012 (U.S. Census Bureau).

**Exhibit 3. City of Kirkland Site Location Map**

Source: City of Kirkland

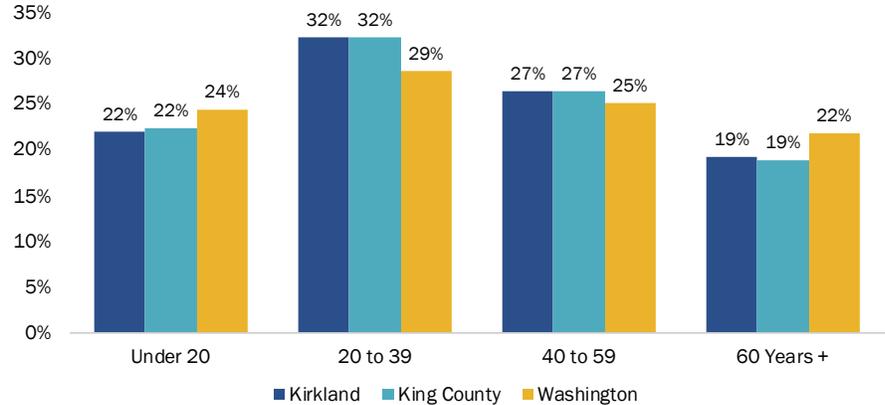


Age

**Kirkland has a similar age distribution as Washington state and King County, with a comparable median age of 37.4 years in 2016-2020. Most residents are of ‘working age’ populations, between the ages of 20 and 59 (fifty nine percent).**

**Exhibit 4. Age Distribution, Regional Comparison, 2016-2020**

Source: U.S. Census Bureau, ACS 5-Year Estimates 2016-2020, Table B01001



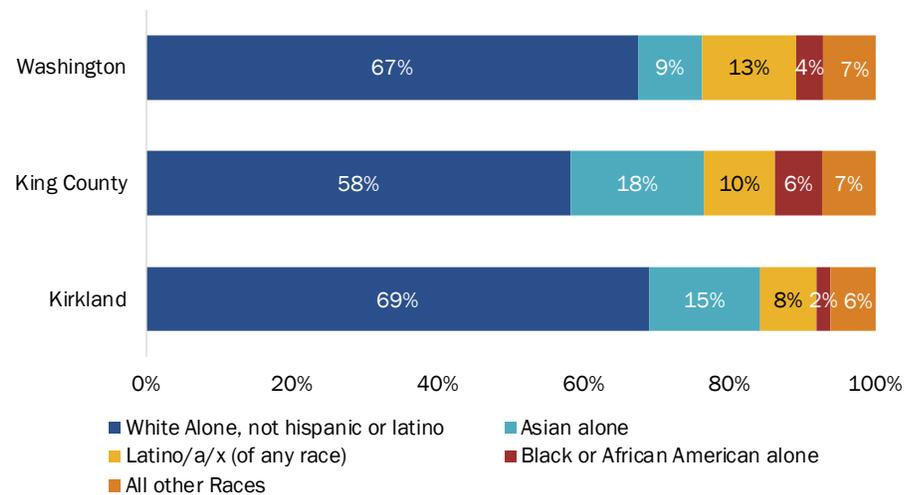
## Race and Ethnicity

Asian alone residents make up 15 percent of the population and this population sector increased by four percent from 2010 to 2020. White residents make up a larger share of Kirkland's population than for King County and the state as a whole. However, the white alone sector decreased by around seven percent from 2010 to 2020.

Exhibit 6 shows slight increases in Black or African American alone, two or more races, and Latino/a/x (of any race) residents since 2010.

### Exhibit 5. Race and Ethnicity, Regional Comparison, 2016-2020

Source: U.S. Census Bureau, ACS 2020 5-Year Estimates, Tables B02001 and B03002.



### Exhibit 6. Race and Ethnicity, Regional Comparison, 2010 and 2016-2020

Source: U.S. Census Bureau, ACS 2020 5-Year Estimates, Tables B02001 and B03002, 2010 P003001, P005001

	Kirkland			King County			Washington		
	2010	2016-2020	% Change	2010	2016-2020	% Change	2010	2016-2020	% Change
Native Hawaiian and Other Pacific Islander alone	0.3%	0.0%	-0.2%	1%	1%	0.0%	1%	1%	0.1%
Some Other Race alone	0.5%	0.4%	-0.1%	0.2%	0.4%	0.2%	0.2%	0.3%	0.1%
American Indian and Alaska Native alone	0.3%	0.1%	-0.2%	1%	0.5%	-0.2%	1%	1%	-0.3%
Black or African American alone	2%	2%	0.2%	6%	6%	0.3%	3%	4%	0.3%
Two or More Races	4%	6%	1.7%	4%	6%	1.6%	4%	5%	1.5%
Asian alone	11%	15%	4.1%	14%	18%	3.7%	7%	9%	1.7%
Latino/a/x (of any race)	6%	8%	1.4%	9%	10%	0.9%	11%	13%	1.7%
White alone, not Hispanic/Latino/a/x	76%	69%	-7.0%	65%	58%	-6.6%	73%	67%	-5.1%

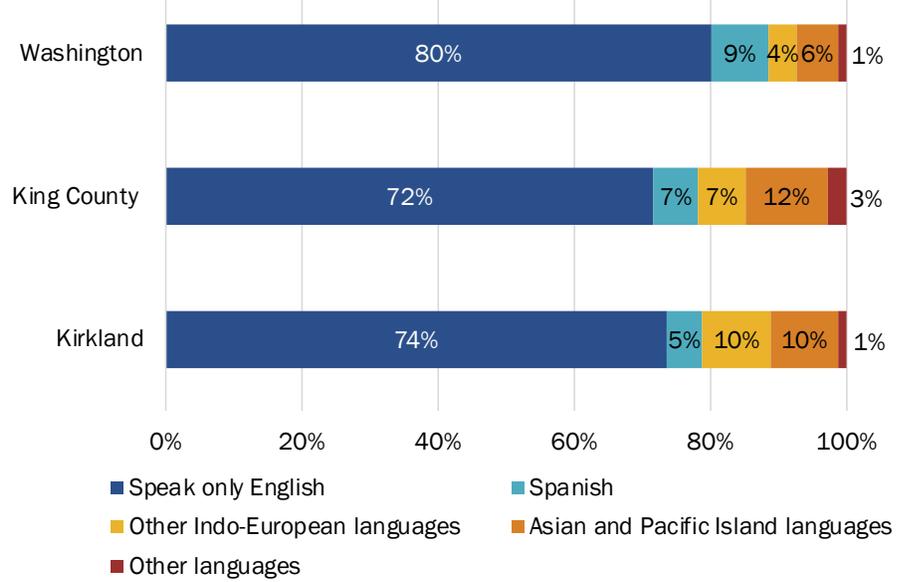
## Language

While English is a dominant language in Kirkland, the percent of the population that “speaks only English” is lower than the State of Washington. Other ‘Asian and Pacific Island’ (10 percent) and ‘Other Indo-European’ (10 percent) languages are also prominent.

Kirkland should consider translating important materials to be more inclusive in its outreach.

**Exhibit 7. Languages Spoken at Home, Regional Comparison, 2020**

Source: U.S. Census Bureau, ACS 2016-2020 5-Year Estimates, Table S1601



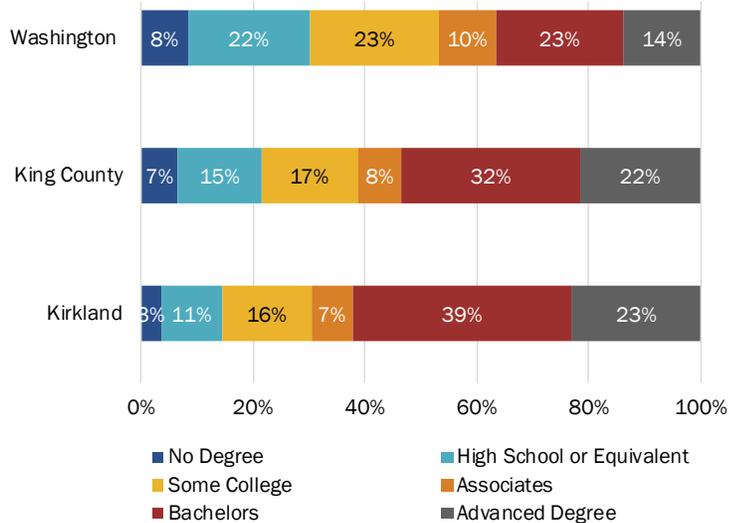
## Educational Attainment

Over the last decade, Kirkland’s population has made gains in educational attainment. Nearly two-thirds of Kirkland’s population has a bachelor’s degree or higher and postsecondary educational attainment has risen in the City since 2012. In 2016-2020, 62 percent of Kirkland’s population had a bachelor’s degree or higher, compared to Washington State’s 37 percent.

Kirkland’s population has a higher share of persons with a bachelor’s degrees and advanced degrees than King County, and Washington State.

**Exhibit 8. Educational Attainment, 2020**

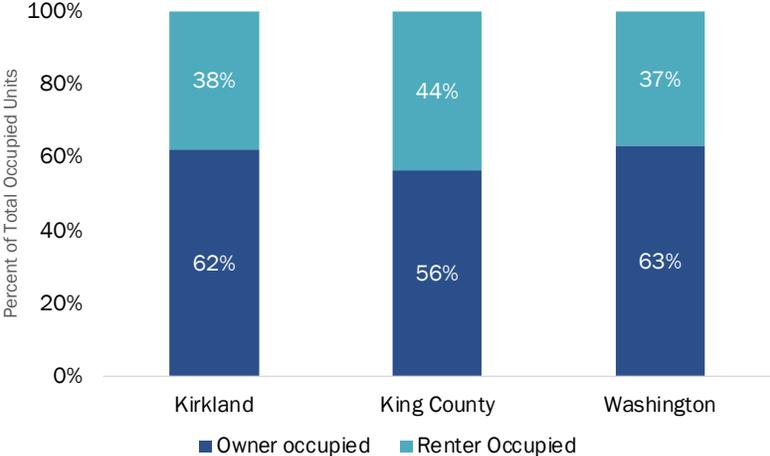
Source: U.S. Census Bureau, American Community Survey, 5-year estimates, 2016-2020 Table B15003



Household Tenure

Around 62 percent of Kirkland residents owned their home in 2016-2020. This is similar to Washington State, but higher than King County. Thirty eight percent of Kirkland’s households are renters.

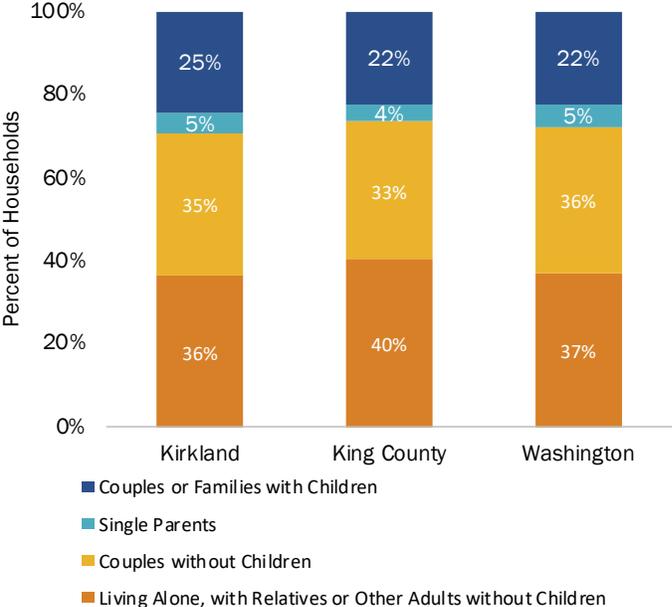
Exhibit 9. Household Tenure, Regional Comparison, 2016-2020  
Source: U.S. Census Bureau, ACS, 5-year estimates, 2016-2020.



Household Composition

The majority of Kirkland residents (71 percent) do not have children. However, Kirkland has a slightly higher share of households with children (at about 30 percent) than both King County (26 percent) and the state of Washington (27 percent). Kirkland’s dominant household composition type (36 percent) includes those living alone either with relatives or with other adults without children.

Exhibit 10. Household Composition, Kirkland, King County and Washington, 2016-2020  
Source: U.S. Census Bureau, ACS 5-Year Estimates 2016-2020 Table B11012



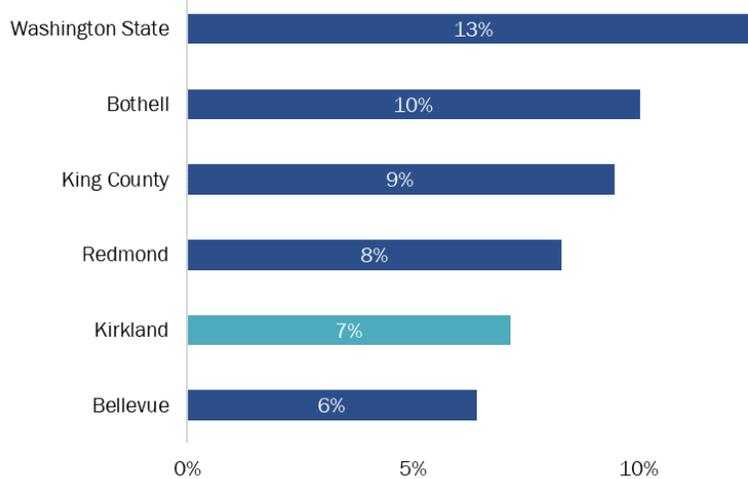
## Households with a Disability

An estimated seven percent of Kirkland residents have a disability. Kirkland has a smaller share of residents with disabilities than the state, King County, Bothell, and Redmond.

Based on estimates from ACS, three percent of residents have an ambulatory difficulty, three percent have a cognitive difficulty, and three percent have an independent living difficulty (Exhibit 12).

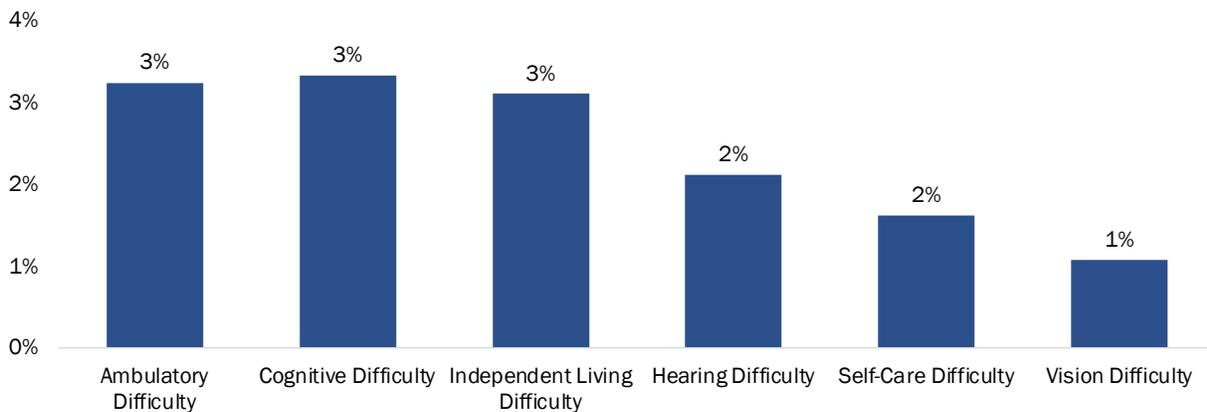
### Exhibit 11. Residents with a Disability, Regional Comparison, 2015-2019

Source: U.S. Census Bureau, American Community Survey, 5-year estimates, 2015-2019 \*Note: 2016-2020 Data was not yet available.



### Exhibit 12. Residents with a Disability, Kirkland, 2019

Source: U.S. Census Bureau, American Community Survey, 1-year estimates, \*Note: 2016-2020 Data was not available.



## Median Household Income

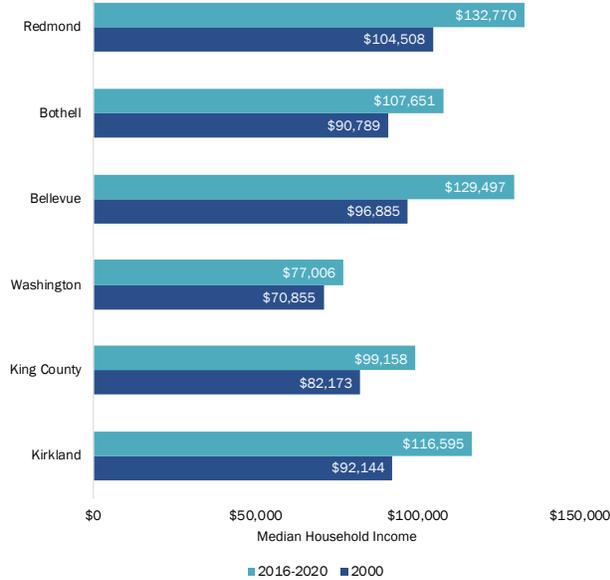
Kirkland is one of the top five wealthiest cities in the state of Washington and one of the top 30 in the United States.<sup>6</sup> Kirkland’s median household income has steadily increased over the last decade. While median incomes are high in Kirkland, housing and other costs of living are also among the highest nationally.

<sup>6</sup> Balk, G. (2019, October 7). *Think Seattle's rich? This Eastside City Tops Census List of richest U.S. cities*. The Seattle Times. <https://www.seattletimes.com/seattle-news/data/think-seattles-rich-this-eastside-city-tops-census-list-of-richest-u-s-cities/>

The five-year median household income for Kirkland was \$116,595 which is comparable to the median household income in Redmond, and much higher than King County (\$99,158) and Washington State (\$77,006).

**Exhibit 13. Inflation adjusted median household income (2020 dollars), Kirkland, Comparison Cities, King County and Washingtons, 1999 - 2020**

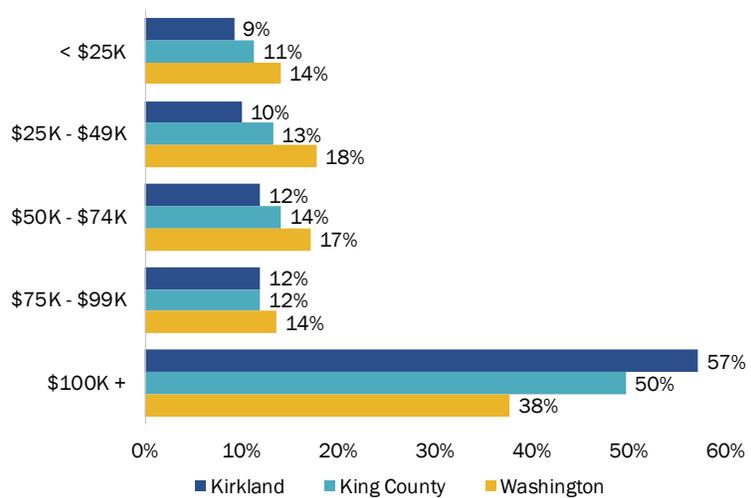
Source: Decennial Census 2000, Table Hct012001and ACS 5 Year Estimates, 2015 -2019, Table B25119



An estimated 57 percent of Kirkland’s households earn an income over \$100,000. Nineteen percent earn under \$50,000 and twenty four percent earn between \$50K and \$100K.

**Household Income Distribution, Kirkland, King County, and Washington, 2016-2020**

Source: ACS 5-Year Estimates 2016-2020 Table B19001



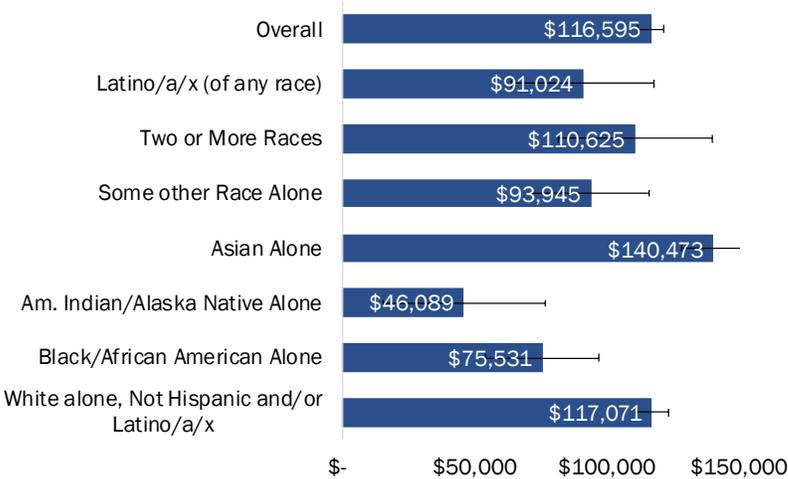
Kirkland’s high median income disguises significant variation across the population. Notably, incomes are higher for Kirkland’s white and Asian populations than for other groups of people, including the City’s Black and Hispanic/Latino populations.

Kirkland’s median income varies widely across race/ethnicity, with Asian households having a median income almost double that of Black households, at around \$140,000.

White householders followed with the second highest median incomes at around \$116,000, while most other race/ethnicities hovered around \$90,000.

**Exhibit 14. Median Household Income by Race/Ethnicity, Kirkland, 2016-2020**

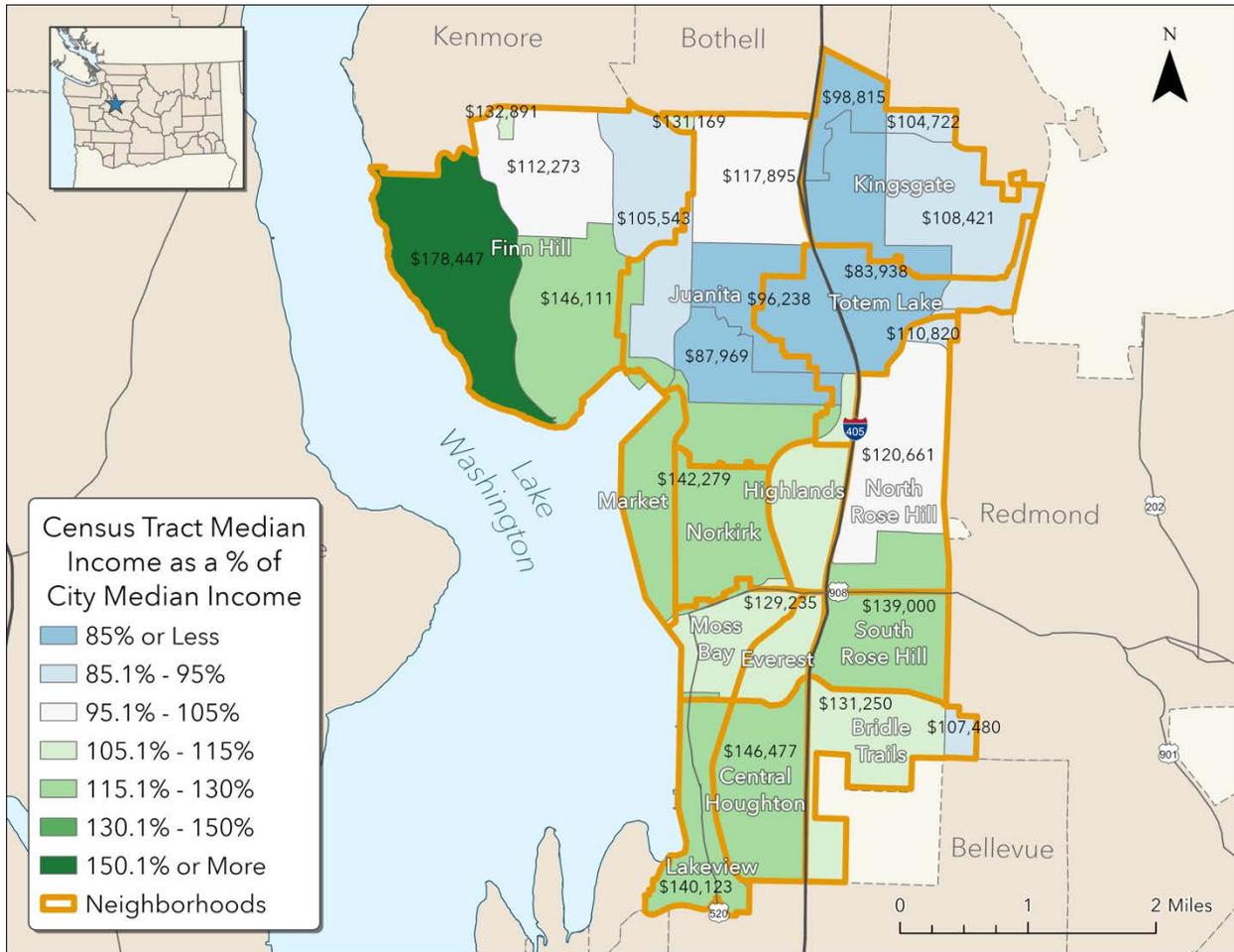
Source: ACS 5 Year Estimates, 2015 -2019, Table B19013 A- I. Margins of error are provided on this chart as black bars.



The following map shows the variation in median household incomes across Kirkland’s neighborhoods. The neighborhoods closer to the waterfront and in the southern portions of Kirkland (nearby Bellevue and Redmond) tend to have higher median incomes (above 115 percent of median income) while the neighborhoods to the north and northeast neighboring Bothell and Woodinville have relatively lower median incomes (105 to less than 85 percent of median income).

**Exhibit 15. Median Household Income Levels, Census Tracts, Kirkland, 2020**

Source: King County Assessments Department, 2020.



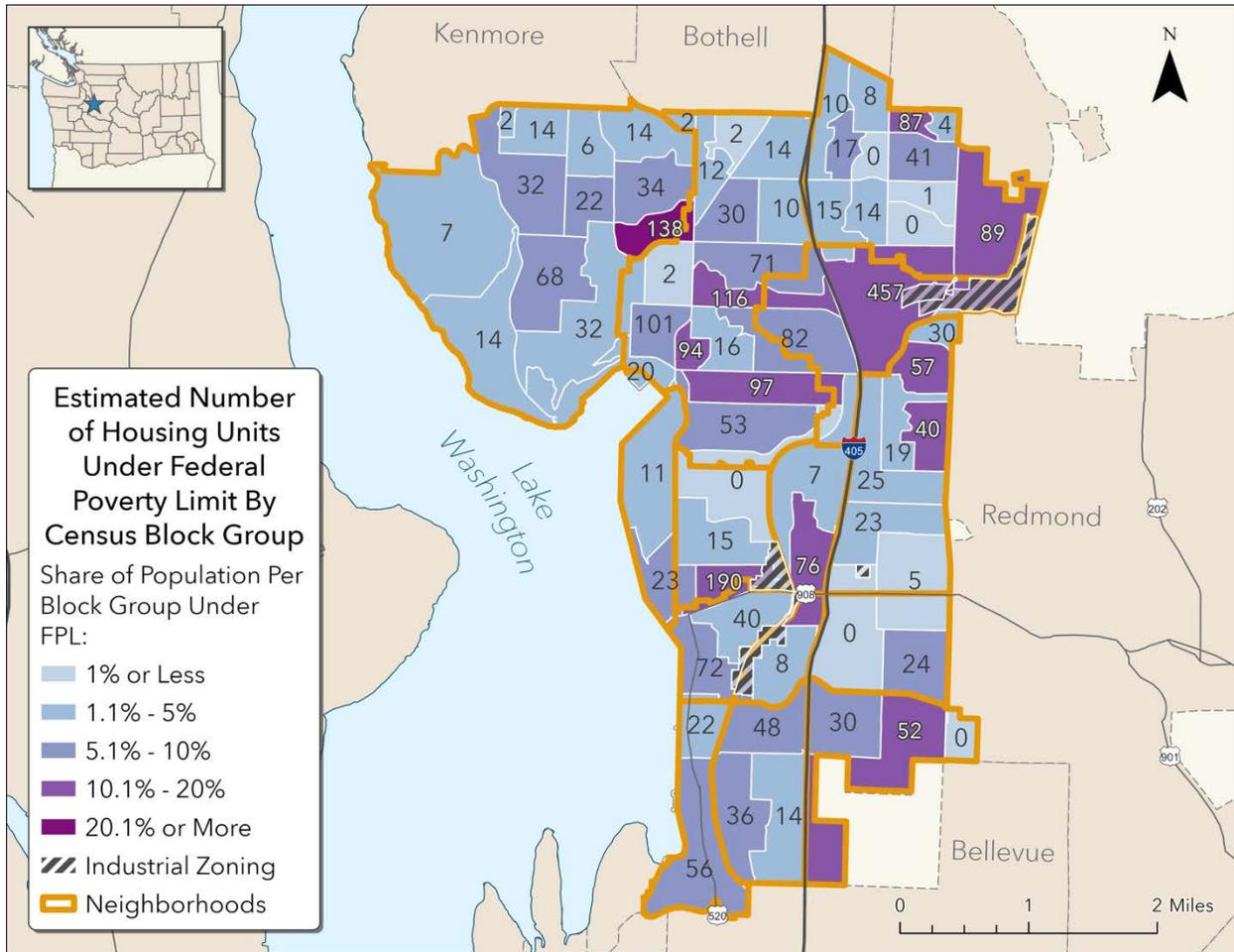
Poverty

Kirkland has a lower share of population living below the federal poverty level (\$23,030 for a family of 3 in 2022) than King County and the state of Washington.<sup>7</sup> Despite its position as one of Washington’s wealthiest cities, Kirkland has pockets of extreme poverty. Parts of Finn Hill, Juanita, and Totem Lake neighborhoods have over ten percent of the population living below the federal poverty level, as do parts of Highlands, Norkirk and Bridle Trails in the central and southern parts of the city. (See map of census tracts below federal poverty level).

<sup>7</sup> Office of the Assistant Secretary for Planning and Evaluation. (Poverty guidelines. Office of the Assistant Secretary for Planning and Evaluation (ASPE). Retrieved August 30, 2022, from <https://aspe.hhs.gov/topics/poverty-economic-mobility/poverty-guidelines> Also following the Office of Management and Budget's (OMB) Statistical Policy Directive 14, the Census Bureau uses a set of money income thresholds that vary by family size and composition to determine who is in poverty.

**Exhibit 16. Map of Share of Population Under Federal Poverty Limit, Kirkland, 2019**

Source: U.S. Census Bureau, American Community Survey, 2019.



**Where are Kirkland Residents Employed?**

The employment in Kirkland varies from manufacturing to services, to information and technical industries. The total number of jobs in Kirkland has increased from 41,808 in 2012 to 44,837 in 2019, a total increase of 3,029 jobs. The industries with the largest share of employment are the Information sector with 15.7 percent, Professional, Scientific, and Technical Services with 12.2 percent and Health Care and Social Assistance with 11.2 percent of the workforce.<sup>8</sup> The industries with the most job growth from 2012 to 2019 are Information Technology, Professional, Scientific and Technical Services, and Construction.

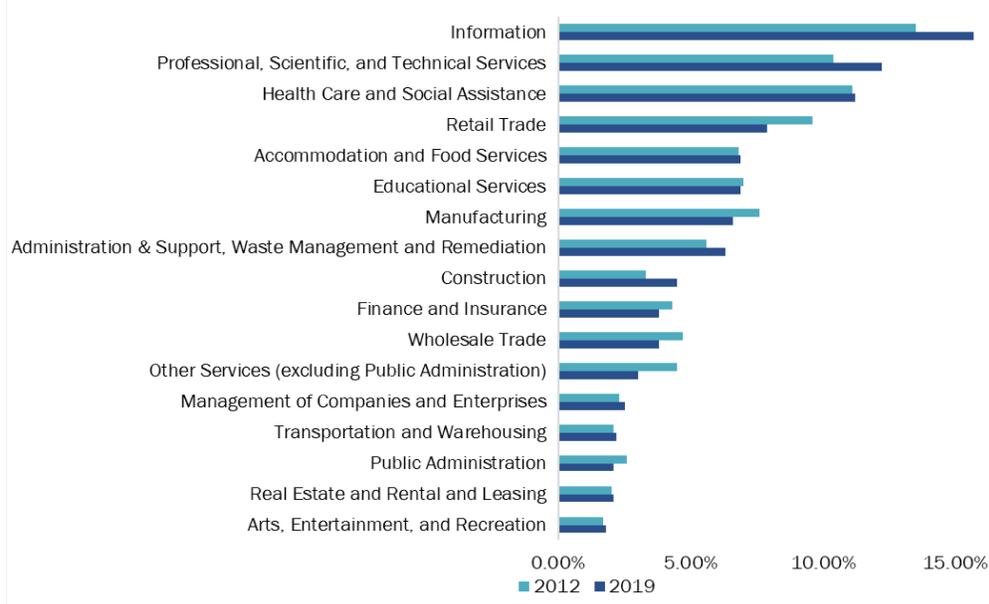
The 2020 Kirkland Census also captured the following information:

<sup>8</sup> Top employers' information is provided below. The Information sector includes industries such as publishing, motion picture/sound recording, internet, telecommunication, and data processing and hosting services.

- Women-owned employer firms (reference year 2017) – 686
- Minority-owned employer firms (reference year 2017) – 507

### Exhibit 17. Employment of Kirkland Residents, 2012 and 2019

Source: U.S. Census Bureau, OnTheMap Application, 2012 & 2019.



### Regional Indicators

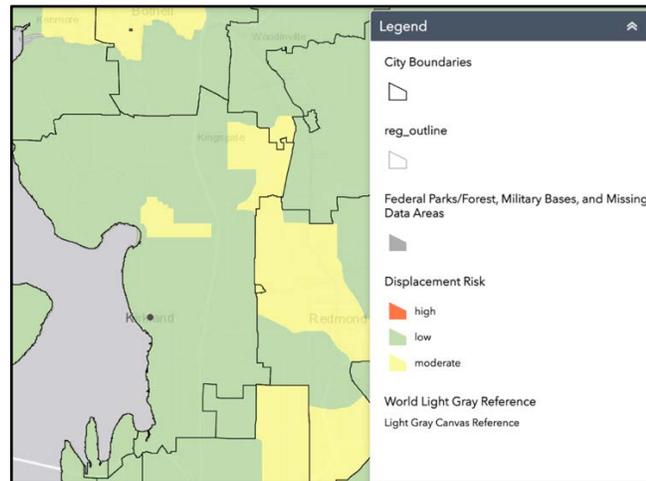
The following maps indicate displacement risk in census tracts in and around Kirkland using available data on socio-demographics, transportation qualities, neighborhood characteristics, housing, and civic engagement. These maps can be useful for understanding how investments may impact communities. However, the data used in these regional-level mapping tools is aging (from 2016) and is not available or synthesized at a neighborhood level. Applying the risk metrics at a more granular level may prove more useful. While these indicators were developed to be applied at the regional level, this displacement risk map highlights some areas in Kingsgate and Juanita that might have moderate risk of displacement. We recommend performing additional local level analysis to better understand risk specific to Kirkland.<sup>9</sup>

<sup>9</sup> PSRC. Displacement Risk Mapping Technical Documentation December 2019, [www.psrc.org/sites/default/files/2022-02/displacementrisk.pdf](http://www.psrc.org/sites/default/files/2022-02/displacementrisk.pdf). Displacement risk typically is determined by a set of socio-demographic indicators, transportation qualities, neighborhood characteristics, housing, and civic engagement, among other factors influencing displacement in a particular context.

Displacement risk can help the City work with residents and businesses to stay in their neighborhoods. A few programs for addressing housing displacement are rental stabilization programs (preserving affordable rentals); renter household support programs (rental assistance, tenant rights); and homeowner household support (low-income and first-time homebuyer programs, home repair programs).

#### Exhibit 18. Displacement Risk,

Source: PSRC, <https://www.psrc.org/our-work/displacement-risk-mapping>

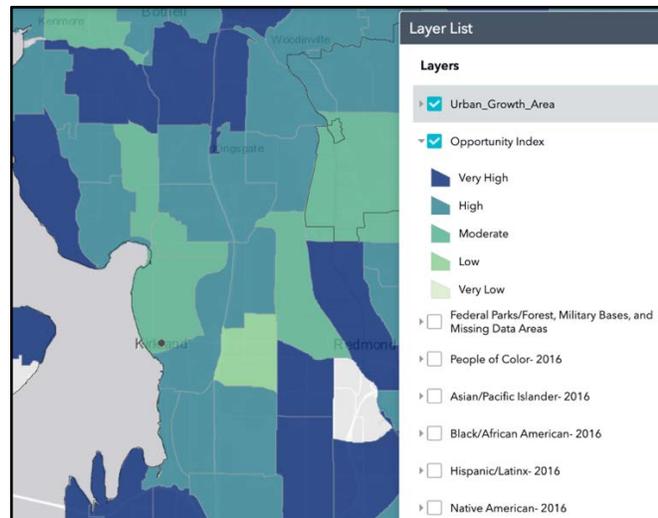


The Opportunity index shows “areas of opportunity” based on an index that combines measures of education, economic health, housing and neighborhood quality, mobility and transportation, and health and environment – it provides an index of areas with conditions that are more likely to place “individuals in a position to be more likely to succeed and excel.”<sup>10</sup>

Public investment in lower opportunity neighborhoods can lead to better outcomes in education, economic stability, and health for residents in these neighbors and for the City as a whole. Areas with low opportunity should be considered for investments.

#### Exhibit 19. Opportunity Index

Source: PSRC, <https://www.psrc.org/our-work/opportunity-mapping>



<sup>10</sup> PSRC. (2019, July). Opportunity Mapping Fact Sheet. <https://www.psrc.org/media/6434>

## 2.2. Key Plans, Policies, & Programs Addressing Equity

Various ongoing planning efforts and initiatives are at play in the State of Washington, the Puget Sound region, King County, and at the City of Kirkland addressing the need for greater support of equity in planning practices. From the state legislature targets aiming at reduced emissions, to the Puget Sound Regional Council (PSRC) VISION 2050 Plan's newly adopted equity planning principles, to city-specific policies and planning efforts surrounding the upcoming Comprehensive Plan update, there are numerous reports, projects, findings, and data points all demonstrating ways the City could improve its Comprehensive Plan to better fill the gaps to support equity. The following section provides a summary of the main relevant plans, programs, and initiatives at the state, region, county, and city level. The state strategies offer overarching guidance that are broader in scale while the region and county offer more detailed guidance and programs relevant to the City. Assessing the progress made at the City level is crucial for building off existing efforts and helpful for identifying key areas to focus on during future planning update processes.

### State of Washington

**In 2019**, HB 1783 was introduced to develop the Washington State Office of Equity, passing into legislature in 2020. The office is created with the intent to “provide a unified vision around equity for all state agencies” and “foster a culture of accountability within state government that promotes opportunity for marginalized communities and will help normalize language and concepts around diversity, equity, and inclusion.”<sup>11</sup>

**In 2020**, the Environmental Justice Task Force, enabled by the Washington State Government, provided recommendations to the governor on prioritizing environmental justice in Washington State Government. A few key recommendations from the report are below:<sup>12</sup>

- Recommended Statewide environmental justice definition: *“The fair treatment and meaningful involvement of all people regardless of race, color, national origin or income with respect to the development, implementation, and enforcement of environmental laws, regulations and policies. This includes using an intersectional lens to address disproportionate environmental and health impacts by prioritizing highly impacted populations, equitably distributing resources and benefits, and eliminating harm.”*
- Measurable Goal Recommendations: *“Measurable goals for reducing environmental health disparities for each community in Washington state and ways in which state agencies may focus their work towards meeting those goals.”*

<sup>11</sup> HOUSE BILL 1783, <https://lawfilesexext.leg.wa.gov/biennium/2019-20/Pdf/Bills/House%20Passed%20Legislature/1783-S2.PL.pdf?q=20220927093259>

<sup>12</sup> Environmental Justice Task Force. (2020). *Environmental Justice Task Force Recommendations for Prioritizing EJ in Washington State Government*. Washington State Governor and Legislature. Retrieved from [https://healthequity.wa.gov/Portals/9/Doc/Publications/Reports/EJTF%20Report\\_FINAL\(1\).pdf](https://healthequity.wa.gov/Portals/9/Doc/Publications/Reports/EJTF%20Report_FINAL(1).pdf)

- Model Policy Recommendations: *“Model policies that prioritize highly impacted communities and vulnerable populations for the purpose of reducing environmental health disparities and advancing a healthy environment for all residents.”*
- Environmental Health Disparities Map Recommendations: *“Guidance for using the Washington Environmental Health Disparity Map to identify communities that are highly impacted by EJ issues with current demographic data.”*
- Community Engagement Recommendations: *“Best practices for increasing meaningful and inclusive community engagement that takes into account barriers to participation that may arise due to race, color, ethnicity, religion, income, or education level.”*

Following the release of the Environmental Justice Task Force report, Governor Inslee released a policy brief (December 2020) stating “a historic commitment to diversity, equity and inclusion” that included a commitment to investing in environmental justice, specifically acknowledging climate change as an environmental harm that disproportionately affects vulnerable populations.<sup>13</sup> These legislative reports and actions provide model actions and policies that can serve as guidance and reference at the local jurisdiction level.

In 2022, legislature designated \$7.5 million for the Washington Department of Commerce to provide Middle Housing Grants to cities<sup>14</sup>. The jurisdictions must take action to authorize such housing types on 30% of lots that are zoned ‘single family residential.’ Jurisdictions must also have a racial equity analysis and anti-displacement policies in place (RCW 36.70A.070(2)(e)-(h).

## Regional

Along with state level guidance, regional level plans provide guidance and support to local jurisdictions. The Puget Sound Regional Council is the designated Metropolitan Planning Organization and the Regional Transportation Planning Organization for King, Kitsap, Pierce, and Snohomish counties. PSRC has a range of regional plans and several of these address equity in planning including VISION 2050 (adopted in 2020).<sup>15</sup>

A new feature of PSRC’s updated VISION is to address equity. VISION 2050 (adopted in 2020) recognizes racial equity and access to opportunity as crucial regional issues and the plan certification process asks local jurisdictions to respond to how racial equity was considered in the planning process and addressed in the plan.<sup>16</sup> The newly adopted VISION includes several Goals and Policies intended to advance social equity and it calls for member governments to develop and implement a regional equity strategy.<sup>17</sup> PSRC recognizes that equitable outcomes

<sup>13</sup> Washington Governor Jay Inslee. (2020). A historic commitment to diversity, equity and inclusion. Retrieved from [https://www.governor.wa.gov/sites/default/files/Equity\\_PolicyBrief\\_Dec%2014.pdf](https://www.governor.wa.gov/sites/default/files/Equity_PolicyBrief_Dec%2014.pdf)

<sup>14</sup> Washington Department of Commerce, Planners' Update Newsletter, Commerce Periodic Update Grants, 2022. <https://content.govdelivery.com/accounts/WADOC/bulletins/31739e3>

<sup>15</sup> PSRC Planning for the WHOLE community toolkit: <https://www.psrc.org/our-work/planning-whole-communities-toolkit>

<sup>16</sup> PSRC. (2021). VISION 2050 Planning Resources, Plan Review Manual.

<sup>17</sup> Note: *The regional equity strategy that will be developed is anticipated to include tools and resources to inform policy, best practices for centering equity in local planning work, and guidance on how to measure outcomes and develop mechanisms to prioritize funding to address equity. This initiative will establish an equity advisory group and will include the development of an equity impact dashboard to evaluate decisions.*

are important and that data should be used to highlight areas of concern and progress. In addition, PSRC calls for authentic engagement with marginalized communities since it is imperative to develop a more holistic understanding of problems and solutions. Inclusive engagement should include historically underrepresented communities. PSRC also points out how strategies are necessary to ensure marginalized groups do not suffer from undue burdens and that they equitably enjoy community benefits.

Periodic updates to Puget Sound region comprehensive plans, including the City of Kirkland's, must be reviewed for consistency with PSRC VISION 2050 policies as a part of the plan certification process. This review also helps to determine conformity with transportation planning requirements in the Washington State mandated Growth Management Act.

Another PSRC plan to recognize is the Growing Transit Communities Strategy (2013) since it provides guidance on how to promote thriving and equitable transit communities and provides guidance for local plans. This plan recognizes the need to better meet the demand for affordable housing and jobs located within walking distance of transit and it supports equitable transit-oriented development. Most new market-rate housing can be unaffordable to low and moderate-income households and these households could be at risk of displacement (particularly if they are renting homes). Strategies should be developed that support mixed income housing development built near transit, minimize displacement, and preserve and produce diverse housing types affordable to the full spectrum of income levels. As a part of the Sustainable Communities Regional Grant funding requirements, HUD required the completion of a Fair Housing Equity Assessment which was completed for the Central Puget Sound Region in 2014 and, while ageing, provides insights into existing conditions for fair housing the Puget Sound.<sup>18</sup>

## King County

In 2015, King County adopted the Equity Impact Review Process. The tool “merges empirical (quantitative) data and community engagement findings (qualitative) to inform planning, decision-making and implementation of actions which affect equity in King County.”<sup>19</sup> King County's method integrates similar considerations as the Government Alliance on Race and Inequality's (GARE) toolkit used by local governments for analyzing and addressing policies, practices, and procedures to reduce inequities.<sup>20</sup>

<sup>18</sup> PSRC. (2014, January). Fair Housing Equity Assessment for the Central Puget Sound Region. Retrieved from <https://www.psrc.org/sites/default/files/2022-03/fairhousingequityassessment.pdf>

<sup>19</sup> King County Equity Impact Review Checklist, 2015. [https://kingcounty.gov/~media/elected/executive/equity-social-justice/2016/The\\_Equity\\_Impact\\_Review\\_checklist\\_Mar2016.ashx?la=en](https://kingcounty.gov/~media/elected/executive/equity-social-justice/2016/The_Equity_Impact_Review_checklist_Mar2016.ashx?la=en)

<sup>20</sup> Curren R., Nelson, J., Marsh, D.S., Noor, S., Liu, N. “Racial Equity Action Plans, A How-to Manual.”: Haas Institute for a Fair and Inclusive Society, University of California, Berkeley, 2016. Government Alliance on Race and Inequality – GARE Racial Equity Action Plans Toolkit.

**Exhibit 20. King County's Equity Impact Review Process**

Source: Equitable development, King County, 2016



The King County Equity Review Process integrates equity into the planning process to achieve outcomes where distributional, process, and cross-generational impacts are equitable.

- **Distributional equity:** Fair and just distribution of benefits and burdens to all affected parties and communities across the community.
- **Process equity:** Inclusive, open, and fair access for all stakeholders to decision processes that impact community and operational outcomes.
- **Cross-generational equity:** Promotes policies that create fair and just long-term distribution of benefits and burdens including equitable income, wealth, and health outcomes.

King County established its Strategic Plan For Equity And Social Justice, 2016-2022 created in collaboration with employees and community partners. This plan maps out actions and change to guide pro-equity policy direction, decision-making, planning, operations and services, and workplace practices. The plan advances pro-equity policies covering six areas of governance: leadership, operations and services; plans, policies and budgets; workforce/workplace; community partnerships; communication/education; and facility and system improvements.<sup>21</sup>

**Exhibit 21. King County Investment Prioritization**

Source: King County Equity And Social Justice Strategic Plan 2016-2022.



<sup>21</sup> King County. (2022, May). Equity and Social Justice Strategic Plan. Retrieved from <https://kingcounty.gov/elected/executive/equity-social-justice/strategic-plan.aspx>

Additionally, the King County Countywide Planning Policies (CPPs) were updated in 2021 via Ordinance 19384 and ratified by cities in 2022.<sup>22</sup> These were updated to reflect changes to the regional policy framework and new priorities addressing equity and social justice. These policies create a shared and consistent framework for growth management planning for all jurisdictions in King County help to implement Growth Management Act and PSRC's VISION 2050. The city comprehensive plans are developed from the framework that the CPPs create.<sup>23</sup> The 2021 update includes the guiding principle of “centering social equity and health,” stating: *“centering equity and health in the CPPs will continue through improvements to policies and resource allocation that explicitly counter and remedy disparities in determinants of equity and are informed by those most affected by these disparities. The policies’ collective vision for the county’s shared future will have a significant effect on local plans that shape how jurisdictions allocate public resources and set policy to achieve a future where everyone enjoys a safe and healthy place to live, work, and play.”*<sup>24</sup>

## City of Kirkland

The City of Kirkland has continued to develop policies and initiatives that guide and promote equity in public services. The Safe, Inclusive, And Welcoming City Resolution (R-5240) was adopted to Kirkland’s Council on February 21<sup>st</sup>, 2017. This resolution both affirms the declaration that Kirkland is a safe, inclusive, and welcoming city and lays out tangible next steps for how the City and its community can work together to ensure such safety, inclusiveness, and welcoming character of Kirkland. Key to this resolution are Sections 1, 2, and 3 that detail the City of Kirkland’s commitments to review and evaluate its current policies and programs to ensure a just city; codify department policies focused on non-discrimination, religious affiliation, and immigration status; and invite community engagement to further discuss Kirkland’s shared values and practices of diversity and inclusion.

In 2020, the City of Kirkland Council passed Resolution R-5434 which outlined several actions in support of the safety and respect of Black people, including efforts to examine and dismantle institutional and structural racism in Kirkland.<sup>25</sup> The City primarily committed to improving police accountability but also extended its efforts to advance more inclusive engagement efforts – i.e., reaching out to Kirkland groups that have not traditionally been as involved in public discourse. Funding was provided for this plan of action and the use of this funding is guided by community feedback. The City Manager was directed by R-5434 to develop transparency strategies, accountability strategies, community engagement strategies, and funding strategies.

In late 2020 Kirkland published its report on the reflections and lessons learned from the Welcoming Kirkland Initiative completed in the spring of 2019. This initiative was led by Leadership Eastside (LE) who were contracted by Kirkland to design and implement a

<sup>22</sup> Ordinance 19384. King County Council: Clerk of the Council. (2021).

<sup>23</sup> King County Countywide Planning Policies. (2021, July).

<sup>24</sup> King County. (2021). King County Countywide Planning Policies.

<https://kingcounty.gov/~media/depts/executive/performance-strategy-budget/regional-planning/CPPs/2021-CPPs-Adopted-and-Ratified.ashx?la=en>

<sup>25</sup> City of Kirkland. (2020, August). Resolution R-5434. <https://www.kirklandwa.gov/files/sharedassets/public/city-managers-office/pdfs/resolution-r-5434.pdf>

community engagement project. This specific initiative was intended to respond to concerns of People of Color in general and their unwelcoming and inequitable experiences within the community. Key lessons learned from this initiative include that while there is a strong community commitment to anti-racism, structural racism (specifically anti-Black racism) and inequities continue to persist, therefore, necessitating meaningful structural and policy changes by the city of Kirkland.<sup>26</sup>

The City of Kirkland Council Goals of 2021-2022 lists the current policy and service priorities for the city. These goals are informed by the values of encouraging regional partnerships, efficiency, accountability, and incorporating community and civic engagement. These top goals for the city include an Inclusive and Equitable Community, Vibrant Neighborhoods, Community Safety, Supportive Human Services, Balanced Transportation, Abundant Parks, Open Spaces, and Recreational Services, Attainable Housing, Financial Stability, Sustainable Environment, Thriving Economy, and Dependable Infrastructure.<sup>27</sup> This report also provides progress metrics for some of Kirkland's yearly Work Plans (2013-2020), noting projects Kirkland has completed, are still underway, and deferred. These goals and workplans are meant to be reviewed yearly and updated based upon community input and other external changes.

As a part of the Welcoming Kirkland Initiative, a Diversity, Equity, Inclusion, And Belonging 5-Year Roadmap was adopted in 2022.<sup>28</sup> The plan is organized by six goal areas covering: Leadership, operations and services (Area 1); plans, policies, and budgets (Area 2); workplace and workforce (Area 3); community partnerships (Area 4); communication and education (Area 5); and facility and system improvements (Area 6). This plan has similar themes as the King County strategic plan outlined above. All relevant aspects of the Five-Year Diversity, Equity, Inclusion and Belonging Roadmap are important to recognize for this project. This plan was approved by the City Council in July 2022 and the City hired a DEIB Manager in June 2022 to help carry out this work.<sup>29</sup>

The following section addresses Goal 4.2 *Comprehensive Plan and Other Long-Range Planning Processes*, "The City's Comprehensive Plan and other long-range planning efforts guide City Council, leadership, and staff in various decisions related to Kirkland's future. Ensuring that the perspectives, insights, and voices of underrepresented groups and communities are included in the creation and review of such plans helps them be reflective of Kirkland's diverse community. As such, the City will identify and utilize an equity-centered third-party review process for the City's Comprehensive Plan and other long-range planning processes."

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<sup>26</sup> City of Kirkland. (2020, November). *Reflections and Lessons Learned*. Welcoming Kirkland Initiative. Retrieved from <https://www.kirklandwa.gov/files/sharedassets/public/city-managers-office/pdfs/wki-lessons-and-commitments.pdf>

<sup>27</sup> City of Kirkland. (2021). *City Council Goals*. City of Kirkland Washington. Retrieved from [https://www.kirklandwa.gov/files/sharedassets/public/city-managers-office/pdfs/2021-2022\\_council-goals\\_final.pdf](https://www.kirklandwa.gov/files/sharedassets/public/city-managers-office/pdfs/2021-2022_council-goals_final.pdf)

<sup>28</sup> City of Kirkland. (2022, July). *Diversity, Equity, Inclusion, And Belonging Five Year Roadmap*. Retrieved from [https://www.kirklandwa.gov/files/sharedassets/public/city-managers-office/roadmap-as-adopted\\_1.pdf](https://www.kirklandwa.gov/files/sharedassets/public/city-managers-office/roadmap-as-adopted_1.pdf)

<sup>29</sup> *City Welcomes Erika Mascorro as Kirkland's First DEIB Manager*. (2022, June). Retrieved from <https://www.kirklandwa.gov/Whats-Happening/News/City-Welcomes-Erika-Mascorro-Diversity-Equity-Inclusion-and-Belonging-Manager>

## 3. Equity Framework and Recommendations

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### 3.1. Introduction on the Guiding Framework for How to Plan for Equity

Using an equity framework to guide the update of a Comprehensive Plan can help ensure that the City’s proposed goals, policies, and practices remedy past systemic harms, reduce disparities, and meet the diverse needs of its residents.

Planning for equity does not stifle community growth; rather it works to: (1) create and extend opportunities to each member of the community; (2) recognize and help to build the capacity of each member of the community; (3) acknowledge and take action when the attributes of inequity are present; and (4) adopt new approaches to planning that fully embrace equity.<sup>31</sup> An equity-for-all planning approach should evaluate policies, practices, and engagement strategies for potentially disparate impacts and unintended outcomes and incorporate metrics for the performance of plans.

ECONorthwest proposes a multifaceted approach for the development of a guiding Equity Framework to analyze Kirkland’s Comprehensive Plan. This approach builds on various existing frameworks and draws from well-regarded best practices, including toolkits from Government Alliance on Race and Inequality’s (GARE), local and regional guidance on equity in comprehensive planning, inclusive language guidance, and the City’s own work on equity.

King County’s method integrates similar considerations as the Government Alliance on Race and Inequality’s (GARE) toolkit used by local governments for analyzing and addressing policies, practices, and procedures to reduce inequities.<sup>32</sup> According to GARE, racial equity is realized when race can no longer be used to predict life outcomes, and outcomes for all groups are improved. A results-based accountability framework is used to guide the analysis of workforce demographics, hiring, retention, and promotion; contracting practices; jurisdiction commitment, leadership, and management; community access and partnership; and data,

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#### What is Equity?<sup>30</sup>

An equitable *outcome* is one where race, or other social and cultural markers like gender and sexuality, would no longer predict one’s life outcomes (for instance, in health, socioeconomic advantages, educational access, life expectancy, etc.). Achieving equitable outcomes remains challenging because racial, ethnic, and other disparities have persisted for generations.

To work toward equitable outcomes, equity can also be imagined as a process, a series of actions intended to better identify, question, and disrupt historically oppressive structures, and work to create alternative structures that are based in equality and equal opportunity. An equitable process also ensures that those impacted by policies and practices are meaningfully involved in their creation and implementation.

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<sup>30</sup> ECONorthwest. (2021). ECONorthwest’s Equity Framework V.1, 2021.

<sup>31</sup> American Planning Association. Planning for Equity Policy Guide. (2019).

<sup>32</sup> Curren R., Nelson, J., Marsh, D.S., Noor, S., Liu, N. “Racial Equity Action Plans, A How-to Manual.”: Haas Institute for a Fair and Inclusive Society, University of California, Berkeley, 2016. Government Alliance on Race and Inequality – GARE Racial Equity Action Plans Toolkit.

metrics, and on-going focus on improvement within a local government. At a basic level, a GARE plan would include the following elements:

- **Outcomes:** *Community level conditions the jurisdiction is aiming to impact. Outcomes are a future state of being resulting from a change at the jurisdiction, department, or program level. Strong outcomes articulate a clear improvement or define how much improvement will take place.*
- **Actions:** *They are the specific things a jurisdiction will do to achieve the outcomes.*
- **Performance Measures:** *A quantifiable measure of how well an action is working. Different types of measures include 1) Quantity—How much did we do? 2) Quality—How well did we do it? 3) Impact—Is anyone better off? Community indicators could also be included to measure impact in the community, using data that has been disaggregated by subpopulation.*

The outcomes are akin to a vision and the performance measures and community indicators ideally should be structured to help test whether outcomes are achieved. The challenge of implementation can be supported by gaining stewardship and leadership buy-in and by prioritizing clear communication helping to normalize racial equity and build a shared understanding. Additionally, Race Forward calls for past and current inequities to be acknowledged (PSRC, 2019).

## 3.2. Proposed Equity Planning Framework

ECONorthwest recommends that Kirkland use the following framework and list of questions to guide future revisions of Kirkland’s Comprehensive Plan and other plans through an equitable approach. This framework integrates key guidance from GARE, King County’s Equity Impact Review Process, other key resources, and ECONorthwest expertise. This proposed multifaceted equity framework includes a simple planning process approach supported by a list of questions for consideration. This framework assumes that the scope of the planning effort is defined.

**1) The proposed equity framework begins with an assessment to understand the existing community circumstances through equity focused data analysis and high-level community engagement.** The analysis should disaggregate data analysis by race (particularly related to housing, transportation, health, etc.) or other priority populations as much as possible. The city profile in the existing conditions section of this report provides an example for what can be analyzed primarily using U.S. Census and PSRC data. This step is important since it helps to understand community trends and identify priority populations that might have been historically underserved in previous planning efforts.<sup>33</sup> Understanding the community will provide foundational information about the context and will inform community involvement.

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<sup>33</sup> Potential priority populations: Black, Indigenous, and People of Color (BIPOC); people who identify as lesbian, gay, bisexual, transgender, queer, intersex, asexual plus (LGBTQIA+); seniors; low-income households; People experiencing homelessness; youth; renters; people with disabilities or accessibility challenges; and immigrant communities and people facing language barriers (Kirkland 2044 Community Engagement Plan). Steps 1 and 2 of the proposed Equity Framework are similar to steps 1 and 2 in King County’s Equity Impact Review Process (2016).

At this early stage, the community engagement should focus on identifying stakeholders, organizations, and community groups and could involve brief interviews or conversations with internal and external stakeholders to help plan out future engagement and learn insights from past community engagement efforts.

**2) The second part of the framework involves setting equity goals and outcomes and defining the project approach.** This step is important since it helps to ensure the planning process is guided by priorities. Goals such as supporting distributional equity, defined as fair and just distribution of benefits and burdens to all affected parties across a community (King County), could be discussed and defined along with outcomes.<sup>34</sup> Typically goal setting benefits from stakeholder involvement. The evaluation and review approach should be defined.<sup>35</sup>

**3) The third part consists of reviewing existing policies, identifying changes, and when applicable, evaluating different options for how to change the plan.** This step consists of a review of the existing policies and planning to determine their effectiveness, relevancy, and opportunities for improvement. Relevant equity guiding policies and best practices should be reviewed also for their application to the planning effort (recognizing PSRC's VISION 2050, King Countywide Planning Policies, Kirkland's DEIB Roadmap, etc.). When applicable, policy option evaluation could be needed for changes that require more resources and more significant changes. These options could be evaluated for how well they promote equity and address other practical considerations such as feasibility of implementation, resource requirements, and tradeoffs. Policy changes should support Kirkland's DEIB Roadmap recognized values encouraging regional partnerships, efficiency, accountability, and incorporating community and civic engagement. The proposed changes could be developed and reviewed by those impacted by them (or by representatives of community organizations) through targeted community engagement to support process equity.

**4-5) The final parts of the equity framework process involve making changes and updates to the plan (part four) based on the information gathered in previous steps and monitoring performance to determine whether additional updates should be made (part five).** The final step should consider the integration of performance measures (as noted by GARE) that helps to measure how well key actions and policies are working.

**Community engagement should continue throughout the planning process (key guidance is provided in the Kirkland 2044 Community Engagement Plan).** Involving communities impacted by the plan/policy consistently throughout the project and providing clear and transparent communication will help produce more equitable results.

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<sup>34</sup> GARE defines outcomes as a future state resulting from a change at the jurisdiction.

<sup>35</sup> For example, ECONorthwest's review of the Comp Plan provided in this approach emphasized the need to review relevant equity policies in Kirkland's DEIB Roadmap, PSRC VISION 2050, and King Countywide planning policies along with opportunities to integrate more inclusive language.

## Proposed City of Kirkland Equitable Planning Process

**Part 1: Understand your community by analyzing the best available data and engaging the community and members.**

**Part 2: Establish equity goals and outcomes and define the project approach.**

**Part 3: Assess the existing policies, programs, and metrics associated with the plan; identify changes; and when applicable, evaluate options for how well they promote equity and other key goals.**

**Part 4: Gain approval of the plan which can include goals, policies, strategies, and performance metrics.**

**Part 5: Review performance and monitoring metrics to address whether a new plan update process should commence.**

**Community engagement** should continue throughout the planning process to incorporate community perspectives and input, learn about experiences, promote shared learning, build trust, and support the advancement of community supported strategies and policies. We recommend integrating guidance provided in the Kirkland 2044 Community Engagement Plan.

Equity should be considered a process, or a series of actions intended to better identify, question, and disrupt historically oppressive structures, and work to create alternative structures that are based in equality and equal opportunity. Using an equity framework means paying disciplined attention to race, ethnicity, and other social and cultural markers (e.g., gender and sexuality) that are subject to social stratification when identifying research questions, collecting, and analyzing data, making recommendations, and developing policy. This process seeks to alleviate disparities among different populations while also recognizing the importance of individual rights. Used appropriately and consistently, it provides a mechanism for understanding and operationalizing equity.<sup>36</sup>

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<sup>36</sup> ECONorthwest's Equity Framework V.1, 2021.

## Questions to Consider

While this isn't an exhaustive list, these questions are a good starting place to evaluate the equitable goals and impacts of future update revisions. These questions and additional resource materials should be frequently re-visited and expanded upon, as centering equity necessitates an ongoing process of evaluation, pivoting, and re-evaluation

- How could Kirkland's plan better acknowledge previously identified equity issues in the framing of policies or actions? The role planning or policies have played in the past (or present) in creating and perpetuating discriminatory practices impacting communities of color, women, and persons with disabilities (for example) is important to recognize. For example, zoning was initially intended to separate incompatible land uses, has been used to exclude certain population groups from single-family neighborhoods and to exclude multifamily rental housing from certain neighborhoods that might have more amenities.
- Does Kirkland's Comprehensive Plan retrace relevant history of how its laws, policies and practices have maintained inequities and disparities? Does the plan include reformed policies that remedy and/or redress such history?<sup>37</sup>
- Does Kirkland's Comprehensive Plan describe how community engagement input, garnered inclusively, has informed its policies and decision-making? Is Kirkland incorporating perspectives from those directly affected by the policy? Did city staff meet with representatives of communities that have been subject to historical injustices, different racial identities, or those most impacted by housing and other struggles? If possible, has Kirkland investigated collecting this perspective using qualitative forms of data, such as interviews, stories, etc. or by contacting community organization representatives working with persons affected by the issues and possible actions?
- Do Kirkland's policies, planning processes, and engagement activities help build community capacity to help inform actions and decisions?
- Does Kirkland's Comprehensive plan use culturally appropriate demographic descriptors in discussing racial and ethnic groups and other marginalized identities? Are culturally accessible materials available particularly for materials communicating important information or for community engagement?
- Do Kirkland policies/goals explicitly focus on equity, and to what extent?

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The Seattle Civil Rights and Labor History Project housed at the University of Washington has created a database of racial deed restrictions in King County using files from the King County Recorder's Office and King County Archives. As of October 2022, they have uncovered racial deed restrictions that apply to around 30,000 properties in the County.

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<sup>37</sup> Additional information describing discriminatory housing practices in Washington State: [www.commerce.wa.gov/news/report-black-indigenous-and-people-of-color-bipoc-would-need-to-buy-more-than-140000-houses-to-achieve-parity-with-white-homeownership-in-washington-state/](http://www.commerce.wa.gov/news/report-black-indigenous-and-people-of-color-bipoc-would-need-to-buy-more-than-140000-houses-to-achieve-parity-with-white-homeownership-in-washington-state/)

- Does the plan consider whether there are or might be disparate impacts upon marginalized communities with certain actions or policies? Do policies identify strategies to mitigate these potential impacts?<sup>38</sup>
- Will Kirkland’s policies lead to or inform recommendations for public policy, public or private investments, or allocation/prioritization of resources that could have disparate or disproportionately negative impacts on marginalized groups?
- How has Kirkland addressed who would benefit or be burdened by a given policy decision, and what are the potential consequences of the policy. Has the City identified feasible ways to avoid harmful consequences?

### 3.3. Overarching Improvements to Consider

#### 1. Increase Accessibility of the Comprehensive Plan

The plan is an extensive document, making it difficult to search and look up the definitions of terms. Improvements should be considered to make the plan more user-friendly, easy to navigate, and accessible. The City should integrate features to make the Comprehensive Plan more accessible to a broad range of people. Creating a user-friendly plan is important since this ensures all people can access the content easily. Education, examples, definition of terms, and visual aids should be integrated to broaden understanding on important planning items.

#### 2. Incorporate More Accurate Recounting of Histories of Discrimination and Kirkland Native History

Include a history of how colonialism, slavery/anti-Black racism, the Internment of Japanese residents, and other relevant practices of exclusion, such as racially restrictive covenants and exclusionary zoning, affected (directly or indirectly) the history of Kirkland. The Comprehensive Plan should include a historic description of how these events and/or discriminatory practices impacted Kirkland’s establishment and growth as a city. It is vital that this history is acknowledged and remedied throughout the Comprehensive Plan.

The *Kirkland Native History Document* should be integrated into the Comprehensive Plan (such as the Introduction chapter), to be more explicit in accurately depicting Kirkland’s history and acknowledging the colonization and its ongoing impact upon relevant Indigenous groups. This revision will better align with Kirkland’s 5-Year DEIB Roadmap, 3.5 Policy – Native History Document and Land Acknowledgment, “...As such, staff will continue to collaborate with local tribal communities to complete the Indigenous history of Kirkland project, with associated land acknowledgement statement, and integrate the document with relevant plans and programs, such as the 2044 Comprehensive Plan update, neighborhood plans, wayfinding signage, and public art.”

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<sup>38</sup> For example, emergency preparedness planning calls for jurisdictions to focus on ways to effectively plan ahead for populations more at risk to be adversely impacted by disasters, evacuations, or emergencies including persons with disabilities or impairments, children and older adults, those with economic disadvantages or without housing, and those geographically or culturally isolated. Displacement impacts and minimization efforts should be considered.

### 3. Include an Explicit Acknowledgement and Remedies of Discrimination

There is a general lack of explicit acknowledgement of discriminatory systems of oppression (such as racism), current or historical. It is recommended that Kirkland include more in-depth acknowledgements of how intersecting discriminatory systems and practices have shaped the City and how Kirkland plans to remedy them throughout its policies. Racial and social equity – or planning for it – should be a defined objective of this comprehensive plan.

### 4. Detail the Inclusion of Community Engagement Strategy

Review the guidance provided by the equitable Community Engagement Plan outlining the strategies and approaches for gathering feedback and input on the Comprehensive Plan, its Vision Statement and Guiding Principles, study elements, Environmental Impact Statement, and the draft plan itself. The goals of the Kirkland 2044 Engagement Plan emphasize a need for increased participation from all stakeholders and priority populations, reaching stakeholders who want to live in Kirkland but can't, and ensuring participation activities are meaningful. They also aim to ensure participants feel heard, help them understand the role of local government in their lives, build excitement about the future and build trust to support creating a future Kirkland that is stronger, more vibrant, and more inclusive. Other tips to consider are to describe how community engagement has informed the creation of policies within the Comprehensive Plan. Effective communication strategies should be developed using a variety of communication channels to broaden its reach, translated as needed, and delivered consistently/clearly with compassion and respect. Community liaisons should be considered particularly when trying to connect with hard-to-reach populations. Culturally competence training should be provided, when needed.

### 5. Expand the Community Profile

As the City plans for its future growth over the next 20 years, it is important to consider future trends and issues that will shape the needs of the community. Baselines should be established for the policies that are meant to enact change. This could include the following but should be customized based on the specific policies of concern (additional detail on data to collect or to monitor is provided in the following section). The City should consider disaggregating data by race/ethnicity and other characteristics useful for comprehending disparities in the access to services, infrastructure, and housing opportunities.

**Exhibit 22. Basic Community Profile Details to Consider**

Demographic Characteristics	Economic Characteristics	Housing Characteristics
<ul style="list-style-type: none"> <li>• Population and growth trends</li> <li>• Race /Ethnic</li> <li>• Age distribution</li> <li>• Average household size</li> <li>• Average household income</li> <li>• Household composition</li> <li>• Migration trends</li> <li>• Languages spoken</li> <li>• Ability level, different needs</li> <li>• Distribution and concentration of groups, such as low-income populations, elderly persons, religious, racial or ethnic groups, and persons with disabilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Unemployment trends</li> <li>• Workforce characteristics and wage trends</li> <li>• Business sector type (small, large businesses, cultural anchors) and major employers and industries</li> <li>• Workforce programs and educational training facilities</li> <li>• Commuting characteristics and access to multimodal transportation systems and access to public transit</li> </ul>	<ul style="list-style-type: none"> <li>• The age, type, and condition of structures</li> <li>• Vacancy rates and trends</li> <li>• Length of residency</li> <li>• The extent and availability of low-income housing in the affected community (both subsidized or rent restricted and naturally occurring)</li> <li>• Tenure (rent versus own)</li> <li>• Access to existing housing with special accommodations such as transitional housing, emergency housing, or assisted living accommodations</li> <li>• Access to needed community services and facilities (such as healthcare services, parks facilities)</li> </ul>

**6. Continually Integrate Equity Guidance**

Centering equity in planning should be considered an ongoing activity. The plan should continuously be reviewed to integrate equitable planning best practices including the integration of existing and familiar equity assessments, and other equity materials staff have developed and utilized. Examples include the Moss Bay and Everest Neighborhood Plan Update Equity Impact Assessment (2021); the Neighborhood Plan Equity Review Process (2020); and the Kirkland Native History Document (2022).

**7. Develop and Incorporate Implementation Plan and Plan Performance Tools**

Consider establishing a results-based accountability framework for monitoring important planning strategies. The Government Alliance on Race and Inequality (GARE) guidance calls for plans to consider improvements to monitor and evaluate how to make meaningful progress towards achieving goals. According to GARE, racial equity is realized when race can no longer be used to predict life outcomes, and outcomes for all groups are improved. The City could consider monitoring, performance measurement, and strategy for reporting out results (such as with a plan scorecard) to help ensure the plan results in measurable actions rather than gathering dust on a shelf. The metrics used for monitoring should be carefully selected to ensure the monitoring activities are feasible and supported by the staff carrying out the monitoring. Monitoring efforts will be more effective if they are not too time-consuming (efficient), complicated, costly, and if they are kept to a concise set of actions.

## 8. Revise Language within the Comprehensive Plan to be More Inclusive

### Accessibility of Language

Is the plan designed with public consumption in mind and does it incorporate accessibility considerations?<sup>39</sup> The plan should be available in or translated to relevant languages.

### Inclusive Language and Assumptions

It is important to review what is being assumed/presumed in the Comprehensive Plan. What are hidden assumptions around community, vulnerability, etc.? When possible, the plan should use specific descriptors to clearly convey meaning and fuller understanding.

### Passive versus Active Language

The Comprehensive Plan is filled with action items (goals and policies) the city is committed to implementing, therefore it is important to refrain from passive language as much as possible. For example, in the General Chapter, consider replacing the word "heard" with "considered" within the GP-2.2 Policy: *"Utilize a broad range of public involvement techniques, community forums and communications to ensure that opportunities exist for all public views to be heard."* This way, this policy is invested in not just passively listening to community needs but ensuring a diversity of community perspectives are considered.

### Asset-Based Language

To amplify the dignity and agency of minoritized communities, it is important to avoid deficit-based language or words that frame situations and people in a way that prioritizes what is missing or wrong and instead, use asset-based language or phrasing that focuses upon the strengths and potential of these communities as much as possible. For example, in the deficit-based phrase "Our mission is to give voice to the voiceless," an asset-based framing would read as the following: "Our mission is to amplify the voices in our community."

### Exhibit 23. Inclusive Language Table<sup>40</sup>

Avoid using the following text	Suggested inclusive text
Consider replacing the word "Character" especially within the Comprehensive Plan's "Community Character" Chapter.	Community character is a broad and therefore challenging concept to understand consistently across different people, thus it is important to describe what this is referring to more specifically. Whose "character" is being preserved? Why is such preservation important for the future of the City of Kirkland? Consider using different language such as "physical design," "urban design," "community design," "physical features," or "community features."
Remove and replace "special needs"	This language is outdated and should be replaced with "people with disabilities." <sup>41</sup>

<sup>39</sup> <https://www.section508.gov/create/documents/>

<sup>40</sup> Additional resources: DC Fiscal Policy Institute Style Guide for Inclusive Language, (2017, December), *DCFPI Style Guide for Inclusive Language*. Association for Career & Technical Education (ACTE) Inclusive Language Guide Milgram, L. (2022), *Developing a richer workforce through inclusive communication*.

<sup>41</sup> Additional resource: Brown, L. (2022). *Ableism/Language*.

Avoid using the following text	Suggested inclusive text
Remove and replace language such as “homeless people”	Sometimes it is more inclusive to use “people-first” language instead of “identity-first” language, which means to place the person first before its characteristics such as: “people experiencing houselessness” or “people without houses” instead of “homeless people.” This edit is important as it better acknowledges that human are complex beings and that there are many facets that make us who we are as individuals.
Replace language for “multi-family” and “single-family”	Using the term “single family” when describing homes/housing types is inaccurate since not all households are families, not all desire to be families, etc. The shift is toward focusing on form and not occupants, for example: “single detached homes,” “single unit detached housing,” “multi-dwelling units” and “multi-unit dwellings” etc. Another option could include single dwelling. <sup>42</sup>
Replace words like “Citizen” and “citizenry”	Using the word “citizen” within the community Comprehensive Plan excludes non-citizen residents within the community. Replace throughout with suitable descriptors of the community. E.g., community members, community, resident, public, local etc.
Replace “Senior citizens”	Define the population. Consider specifying who this is, APA recommends "population over 65" etc. <sup>43</sup> AARP has recommended using the term “older adults” rather than referring to these populations as “the elderly,” for example.
Replace language around “vulnerable residents” and “Minority population”	The language of “minority population” and “vulnerable connote that these populations are inherently minor, inferior, vulnerable etc., when, these communities have been historically minoritized through exclusion and discrimination. Accurate phrases depend on the context or the group; but appropriate terminology could include “communities of color” or “marginalized communities” for example. <sup>44</sup> Kirkland’s DEIB 5-Year Road Map uses the language of “marginalized communities,” therefore Introduction and following chapters should be consistent. <sup>45</sup>

<sup>42</sup> Forsyth, A. (2001). Sexuality and space: Nonconformist populations and planning practice. Journal of Planning Literature, 15(3), 339-358.

<sup>43</sup> American Psychological Association. (2021). Inclusive language guidelines.

<sup>44</sup> National Association of Hispanic Journalists asks newsrooms to drop the use of “minority” when referencing communities of color. MAHJ. (2020, August 4).

<sup>45</sup> Kirkland DEIB Roadmap: *Kirkland includes a diversity of community members who share a common interest in Kirkland being the best place to live, work, play, pray, and learn. Black, Indigenous, and people of color (BIPOC); immigrants and refugees; English language learners; LGBTQIA+ people; renters; people of lower income; people with disabilities; older adults; youth – Kirkland community members who identify as one or more of these demographic categories have valuable perspectives, lived experiences, and insights that strengthens Kirkland’s civic life. Historically, the processes and practices of the City of Kirkland government have contributed to challenges in many communities in Kirkland to feel welcome and that they belong. Several of the objectives in the Roadmap are intended to identify and dismantle systemic barriers to meaningful inclusion of community members who identify as one or more of the above demographic categories. The Roadmap includes use of the term “marginalized communities”, “marginalized community”, and “marginalized community member” to describe the above communities – and others – who have historically been marginalized from full participation in civic life, specifically regarding public participation with City government.*

### 3.4. Element Specific Comprehensive Plan Updates

This section includes a summary of how the City’s current Comprehensive Plan addresses equity planning strategies, and it identifies areas with room for improvement. This analysis will help inform the City’s Comprehensive Plan periodic update (to be completed by the end of 2024), pursuant with the Washington State Growth Management Act (GMA)).<sup>46</sup>

Through this project, the consultant team will assist the City of Kirkland in improving its long-range planning by developing an equity-centered public engagement strategy for the Comprehensive Plan update and by analyzing the City’s current Comprehensive Plan to identify ways to support equity and inclusion.

This review and the associated recommendations focus on the elements identified by staff as target elements and include: IV. Community Character, VI. Land Use, VII. Housing, VIII. Economic Development, IX. Transportation and XII.B. Human Services. The goals, policies, planning processes, and performance metrics have been reviewed to identify opportunities to further address equity and identify language that is or could be considered exclusive or contrary to the City’s stated policies for diversity, equity, and inclusion. Based on the results, the following sections include an evaluation of preliminary suggestions to fill gaps and make revisions.

#### Element Review

##### Community Character

The community character element outlines the public policies necessary to support the desired outcome of a welcoming, diverse, and inclusive social fabric of the Kirkland community. This element includes four goals in support of a strong sense of community, historic preservation/enhancement, livability, and enhancement of the built and natural environment.

Key improvements within this chapter and policies include 1) a clearer definition of what “community character” means and why such character is an equitable goal for Kirkland to pursue, 2) a new chapter title to reflect this new clearer explanation of what “community character” truly entails, 3) the integration of explicit acknowledgements of the impacts of structures and systems of racism and discrimination, and 4) an inclusion of clearer language around systemic, structural, and interpersonal accountability necessary to cultivate a sustainable diverse and inclusive community culture.

Community character is a broad and therefore challenging concept to understand consistently across different people, thus it is important to describe what this is referring to more specifically. *Whose “character” is being preserved? Why is such preservation important for the future of*

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<sup>46</sup> Newly pass legislation (June 9, 2022), referred to as HB 1241, extended the Comprehensive Plan periodic update deadline for King County local jurisdictions by 6 months to December 31, 2024. This legislation also requires larger cities with more than 6,000 persons as of April 1, 2021, to submit an implementation progress report on key outcomes five years after the review and revision of its Comprehensive Plans.

*the City of Kirkland?* Therefore, to help improve the specificity of this chapter, the City of Kirkland should consider renaming this chapter's title, keeping in mind the purpose and intent of the chapter. To help in the brainstorm, ECONorthwest has started a list of potential titles, including:

- “Arts, Culture, and Community Design”
- “Urban Design”
- “Arts, Culture, and Public Health”

An alternative to renaming the chapter would be to integrate the applicable provisions into other related Elements. Additionally, within this chapter there is no explicit mention of racism or an acknowledgement of the ways Kirkland's history of racial discrimination impacts its communities, particularly communities of color. Nor does this chapter explicitly incorporate policies that denote a commitment to combating systemic, institutional, and interpersonal racism and other forms of discrimination. Any effort dedicated to celebrating, protecting, and encouraging diversity and inclusion, must proactively address and navigate the challenges that come with such diversity.

An overarching goal is to better align this chapter's language and policies with the verbiage and goals included in Kirkland's Diversity, Equity, Inclusion and Belonging (DEIB) 5-Year Roadmap. This alignment can help facilitate the framework necessary to create a strong social fabric for the kind of community character Kirkland's Comprehensive Plan and vision desire.

An assessment of the chapter and future policies should consider the following questions<sup>47</sup>:

- Does the plan address internal mechanisms of accountability that will be used by the City of Kirkland to ensure it is held accountable to implementing these policies?
- Does the plan consider all aspects of the social determinants<sup>48</sup> of health within its policies around community safety and quality of life?
- Does the plan acknowledge past and current structures of oppression (racism, sexism, ableism, homophobia, xenophobia, etc.) regarding poverty rates, access to cultural services, affordability of services, etc., and its disproportionate impacts upon BIPOC communities and other underserved communities? Moreso, does the plan address possible localized and specific community-centered remedies within its policies?
- Do these policies address *root (structural)* causes of the various inequities within the city? Are these policies reactionary and/or preventative?

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<sup>47</sup> Based off GARE's Racial Equity Toolkit

<https://www.racialequityalliance.org/resources/racial-equity-toolkit-opportunity-operationalize-equity/>

<sup>48</sup> Braveman, P., & Gottlieb, L. (2014). The social determinants of health: it's time to consider the causes of the causes. *Public health reports (Washington, D.C.: 1974)*, 129 Suppl 2(Suppl 2), 19–31.

<https://doi.org/10.1177/003335491412915206>

- Does the plan integrate past community engagement to inform its policies in social networks, schools, community and business organizations, history preservation, built environment, and natural resources?

Improvements to Consider:

Revisions to existing policies:

- *Policy CC – 1.1: Support Diversity in our Population*
  - Strengthen the achievement of Policy CC-1.1’s goal by adding explicit language, goals, policies that specifically address and cultivate ways to navigate the challenges that come with diversity. For example, adding language like “fostering a safe, inclusive, and welcoming community where everyone belongs includes being able to appropriately respond to incidents of hate and bias that may occur” to align with the Kirkland’s DEIB 5-Year Roadmap goal of 12.2 Coalition Against Hate & Bias.
  - Strengthen by adding explicit language from Kirkland’s DEIB 5-Year Roadmap goals around 5.1 King County: Leading with Race Processes.
- *Policy CC – 1.4: Encourage and develop places and events throughout the community where people can gather and interact.*
  - Strengthen this policy by including language about supporting the development of “accessible areas,” which can address the importance of these parks, buildings, and centers being ADA accessible.
  - Note caution around the specific goal of integrating public art into office, retail, and multifamily projects, especially of BIPOC artists and how this can lead to the tokenization of BIPOC art and culture (especially in predominately white spaces).
    - Strengthen policy by addressing culturally inequitable practices within the public art process (i.e., cultural appropriation, biases, stereotypes) and cultivating more inclusive practices such as community involvement, diverse representation, and the emphases on local heritage.<sup>49</sup>
    - Updating this policy to recognize DEIB Resolution 5434: Section 3: C.) *Evaluating whether public art, public symbols, special events and City programming in Kirkland are welcoming to all community members; D.) Expanding the diversity of public art, symbols, events and programming to be more inclusive.*
- *Policy CC – 1.5: Work towards a safe, crime-free community.*
  - Consider ways to strengthen this policy by expanding the definition of safety to include having one’s basic needs met and adding language and actions of how the city will specifically address the underlying causes of crime (poverty, lack of resources, etc.).

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<sup>49</sup> Walsh, P. (2020). Cultural Equity in the Public Art Field. *Americans for the Arts*. <https://www.americansforthearts.org/by-program/reports-and-data/legislation-policy/naappd/cultural-equity-in-the-public-art-field>

- This policy should be updated by integrating goals from Kirkland’s DEIB 5-Year Roadmap, such as 2.2 Community Responder Program, 2.4 School Resource Officer Program Evaluation, the 2.5 Community Court Pilot Program, and the DEIB Resolution 5434: Section 2: *The City Manager is further directed to develop Accountability strategies to allow the community and the Council to understand the City’s current police use of force policies and identify possible changes to such policies.*
- *Goal CC – 2: Preserve and enhance Kirkland’s historic identity.*
  - This goal already aligns with PSRC Vision 2050: MPP-DP-6: *Preserve significant regional historic, visual, and cultural resources, including public views, landmarks, archaeological sites, historic and cultural landscapes, and areas of special character.*
  - Strengthen by noting the importance of preserving buildings, structures, historical records, and intangible cultural heritage of Kirkland’s history that are difficult to face but important to learn from – may include histories of colonization, slavery, racism, gender discrimination, etc.
  - Strengthen by better aligning goal with the diversity elements of the King County’s 2021 Countywide Planning Policies - DP-42 policy, *“Preserve significant historic, visual, archeological, cultural, architectural, artistic, and environmental features, especially where growth could place these resources at risk. Support cultural resources and institutions that reflect the diversity of the community. Where appropriate, designate individual features or areas for protection or restoration. Encourage land use patterns and adopt regulations that protect historic resources and sustain historic community character while allowing for equitable growth and development.”*
- *Policy CC – 2.5: Encourage the use of visual and oral records to identify and interpret the history of the City of Kirkland.*
  - This policy already aligns with PSRC Vision 2050: MPP-DP-6: *Preserve significant regional historic, visual, and cultural resources, including public views, landmarks, archaeological sites, historic and cultural landscapes, and areas of special character.*
  - This policy could be enhanced by specifically mentioning the intention to actively seek and compensate the efforts to collect oral records from leaders and elders within BIPOC communities and other marginalized community members, to combat the historical white dominant institutional practice of one-sided history (creating counternarratives).
- *Policy CC – 3.1: Identify and monitor specific indicators of quality-of-life for Kirkland residents.*
  - Strengthen by expanding the traditional set of indicators through targeted community engagement and surveying residents on what are important indicators for quality of life and ways to improve it and gain additional demographic information to detect certain populations with disproportionate impacts on their quality of life.

- Consider using GARE’s Results-Based Accountability<sup>50</sup> framework [REDACTED] GARE’s approach begins with establishing the desired results of the community and then working backwards towards the means of implementing such result. Beginning with community desired results also help set up community informed metrics of success.
  - Informing the revision of this policy through targeted community outreach can help align this policy with PSRC Vision 2050’s MPP-RC-2 Policy: *Prioritize services and access to opportunity for people of color, people with low incomes, and historically underserved communities to ensure all people can attain the resources and opportunities to improve quality of life and address past inequities.*
- *Policy CC – 4.4: Maintain and enhance connections between neighborhoods and to the waterfront, parks, and the Cross Kirkland Corridor/Eastside Rail Corridor.*
  - Strengthen the policy description by eliminating ableist language around the “ability to walk or bike” and replacing it with more inclusive language such as “the ability to use multiple avenues of active, accessible, and truly affordable transportation methods” between main neighborhood connections within the city.
- *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.*
  - Strengthen by explicitly noting the importance of equitably preserving and enhancing the green spaces within historically underserved communities (which could include majority BIPOC neighborhoods) – especially given how such historic practice of inequitably distributing green spaces, vegetation, and tree canopies within predominantly white and wealthier communities that has caused the disproportionate heat surface exposures<sup>51</sup> faced by these minoritized communities.
  - Strengthen by aligning policy or adding a new policy that aligns with PSRC Vision 2050: MPP-En-15: *Provide parks, trails, and open space within walking distance of urban residents. Prioritize historically underserved communities for open space improvements and investments.*
  - This policy can also be better aligned with King County’s 2021 Countywide Planning Policies, DP-43 policy; *“Create and protect systems of green infrastructure, such as urban forests, parks, green roofs, and natural drainage systems, in order to reduce climate-altering pollution and increase resilience of communities to climate change impacts. Prioritize neighborhoods with historical underinvestment in green infrastructure,”* and DP-44 policy, *“Design communities, neighborhoods, and individual developments using techniques that*

<sup>50</sup> Racial Equity: Getting to Results (p. 7), [https://www.racialequityalliance.org/wp-content/uploads/2017/09/GARE\\_GettingtoEquity\\_July2017\\_PUBLISH.pdf](https://www.racialequityalliance.org/wp-content/uploads/2017/09/GARE_GettingtoEquity_July2017_PUBLISH.pdf)

<sup>51</sup> Benz, S. A., & Burney, J. A. (2021). Widespread race and class disparities in surface urban heat extremes across the United States. *Earth's Future*, 9, e2021EF002016. <https://doi.org/10.1029/2021EF002016>

*reduce heat absorption, particularly in regional and countywide centers and residential neighborhoods with less tree canopy and open spaces.”*

- *Policy CC – 4.11: Minimize impacts on residential neighborhoods.*
  - Strengthen by adding an equitable approach to minimizing noise, lighting, glare, and odor impacts upon marginalized communities who historically have been inequitably burdened by such negative impacts.
  - PSRC Vision 2050: MPP-En-8: *Reduce impacts to vulnerable populations and areas that have been disproportionately affected by noise, air pollution, or other environmental impacts.*

#### New policies/goals

- Consider adding a policy around instituting better community access, particularly for people with disabilities to align with PSRC Vision 2050: MPP-T-10: *Ensure mobility choices for people with special needs.*

#### Land Use

The land use element focuses on describing the mix of land uses and the expected growth for the City. The element aspires to address challenges associated with planning for employment growth, land use development patterns, minimize traffic, protection of environmentally sensitive areas, and how to respond to siting of new regional facilities.

The Land Use section is the primary section possibly encompassing racially exclusive and discriminatory land use practices (such as racially restrictive covenants in property deeds). Addressing this necessitates ongoing careful review of policies and definitions, paying attention to what types of land uses are allowed and where policies could result in discriminating against certain types of diverse housing suited for different populations (such as the City’s work to allow middle housing types in more neighborhoods).

As an ongoing effort to identify additional housing diversity opportunities, additional suitability analysis could be completed to identify areas of opportunities to allow for more diverse housing and land development serving the population more inclusively that would promote responsible growth management and not cause harm to environmentally sensitive land or residents due to unhealthy living condition or unsafe environmental conditions.<sup>52</sup>

A key King Countywide (KC) policy (H-6, see below) recommends that cities explain the *extent to which that history is still reflected in current development patterns, housing conditions, tenure, and access to opportunity*. This policy goes further by calling for the city to recognize *local policies and regulations that result in racially disparate impacts, displacement, and exclusion in housing, including zoning that may have a discriminatory effect, disinvestment, and infrastructure availability*. Additional analysis would be needed to understand where there could be higher risk for the displacement

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<sup>52</sup> The State of Washington Environmental Health Disparities Map (EHD) is an existing interactive tool primarily created by the State of Washington Department of Health that ranks environmental health disparities by census tract (it combines comprehensive data available to rank Washington communities according to health risk) and identifies highly impacted communities (largely useful for climate action planning). Source: <https://doh.wa.gov/data-statistical-reports/washington-tracking-network-wtn/climate-projections/clean-energy-transformation-act>

of lower-income housing and lower-resourced businesses and to detect where there might be disparities, particularly associated with race/ethnicity. This type of analysis could be proposed as an ongoing exercise for the monitoring of potential updates that should be made to the Comprehensive Planning.

The City of Kirkland's Comprehensive Plan update should be reviewed for consistency with the King Countywide Planning policies and PSRC's VISION 2050 policies. These policies were reviewed and those with specific guidance related to equity and how to regulate development, urban growth, avoid displacement, annex land, and the use of land are provided at the end of this chapter review.

In addition to the guiding county and regional policies, an assessment of the element and future policies should consider the following considerations:<sup>53</sup>

- For whom does the future development opportunity exist?
- Use pictures to help visualize expected density ranges. Illustrate what your density ranges (e.g., neighborhoods) should look like and be inclusive in the diversity of persons included in pictures.
- How is the existing land use categorized? Are people of color and immigrant community stakeholders involved in making that designation?
- Are redevelopment opportunities intended for people who currently live in the area – or for others?
- Are all cultures accounted for in future development determinations? What are the implications?

Improvements to Consider:

Revisions to existing policies:

- The use of the term, “**character**” is used in several areas throughout the chapter.
  - In the introduction, there is a statement about how *over the next 20 years, the real challenge for the community will be how to preserve existing community character in the face of continued population and employment growth*. In addition, this term is referenced on page 54 in reference to protecting the residential character of the community. Also, this statement in the introduction negatively frames growth by implying that population growth is a threat to the community when it can be a way to provide more needed employment and housing opportunities.
  - The term “community character” is subjective, broad, and nebulous and tends to be a challenging concept to understand consistently, thus it is important to describe what this is referring to more specifically and replace this term with something more relatable. Also, it is important to consider whose “character” is being preserved?

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<sup>53</sup> Source that informed these questions: GARE Planning for Equitable Development: Land Use, Housing, Parks and Transportation guidance <https://metro council.org/Handbook/PlanIt/Files/Workshop-GARE-Land-Use-02.aspx>

- The term, character, is used again under the Land Use Concept (B) section in the introduction. This could be replaced with another more relatable term or removed.
- This term is used again in Policy LU-1.3 (*Encourage attractive site and building design that is compatible in scale and in character with existing or planned development*), in LU-2.1, and LU-4.1.
- In particular, “character” is emphasized under Land Use Policy 4-4 noting that the “*protection of community character is a theme woven throughout the Land Use Element*” and that this concept is “*most clearly expressed through the Neighborhood Plans*” to help provide “*direct specific consideration of the unique characteristics of neighborhoods, as described in the Neighborhood Plans, before committing to major area-wide residential land use changes.*” Providing more specific clear guidance on a vision for a community through neighborhood plans can be very helpful. However, this could be updated to emphasize the need to promote community goals and inclusive involvement in the creation of these community goals.
- *Goal LU-1: Manage community growth and redevelopment to ensure: an orderly pattern of land use; a balanced and complete community; maintenance and improvement of the City’s existing character; and protection of environmentally sensitive areas.*
  - The phrase “balanced and complete community” could be further elaborated to be less subjective. Character is referred to in this policy (see above suggestion).
- *Goal LU-2: Promote a compact, efficient, and sustainable land use pattern in Kirkland that: supports a multimodal transportation system that efficiently moves people and goods; minimizes energy use, greenhouse gas emissions, and service costs; conserves land, water, and natural resources; and provides sufficient land area and development intensity to accommodate Kirkland’s share of the regionally adopted population and employment targets.*
  - This policy could be expanded to include the preservation of “cultural” resources and support of new “cultural” resources.
- Policy LU-3 discusses the need to ensure an adequate supply of housing units and commercial floorspace to meet the required growth targets. This section lists the growth target housing units. These growth targets will need to be updated to include the updated/current targets provided by King County (in compliance with PSRC) along with household income ranges to ensure the city’s growth targets allow it to meet the need for affordable housing for households with low-, very low-, and extremely low-incomes more inclusively (KCPP DP-13). Additional housing strategy and policy development work could be needed to help identify ways to meet these diverse housing needs, including the needs of renters and populations desiring to age-in-place.
- The Transportation element review emphasizes the need for the city to consider the integration of the term, “active transportation” where applicable in goals and policies since this broadens the modes of transportation to more inclusively integrate modes that do not rely entirely on a car to travel between origin and destination. Active transportation can include walking, wheelchairs, electric wheelchairs, scooters, biking,

skateboarding, roller-skating, using public transit, or driving to an intercept lot to use another form of travel. There are a few Land Use related policies that only recognize walking and biking that should be reviewed for updates (such as LU 3.1, LU 3.9, LU 7.2).

#### Metrics to Consider

- The City should consider conducting spatial analysis (using tools such as Geographic Information System) to help examine opportunities for being more inclusive in serving diverse community needs especially by providing a broader range of housing development. This analysis should be developed to consider ways to promote health and access to opportunity that helps resolve racially and environmentally disparate outcomes. It should also center residents with the highest needs in providing and enhancing opportunities for employment, safe and convenient daily physical activity, social connectivity, protection from exposure to harmful substances and environments.
- Displacement risk analysis and race/social justice focused analysis useful for identifying disparities in investment. KCPP points out that historical underinvestment tends to occur in communities of color.

#### Considerations Associated with the Land Use Implementation Actions

- *LU.1: Create open space network maps, identify missing links, and develop preservation techniques.*
  - This is a helpful implementation action that could also be applicable for the Parks and Recreation Chapter in addition to the Land Use Chapter. This information could be compared to community demographic characteristics associated with household income, poverty rates, race/ethnicity, age, and abilities to consider equitable access to parks and recreational facilities.
- *LU.2: Collaborate with King County to study options for Transit Oriented Developments (TOD) at the park and ride lots.*
  - The City could consider studying ways to promote equitable TOD. Equitable TOD (ETOD) has been defined as compact development, frequently including a mixture of development with multi-modal access to jobs, neighborhood-serving stores and other amenities that also serves the needs of low- and moderate-income people. Essentially, ETOD is a policy, process and a development form that plans and supports built environment investments that serve the needs of existing community members while enabling future growth. ETOD is centered on the people who live, work and create in communities of color and in low-income communities that are served by existing or planned high-capacity transit service, whether bus and/or rail. ETOD can be an important strategy to create a healthy, climate resilient and equitable future for all while also generating economic value and providing public services more cost effectively. The preservation and creation of dedicated affordable housing in high opportunity neighborhoods is a leading approach to promoting

equitable TOD.<sup>54</sup> Action should be commenced to identify prominent barriers to equitable TOD such as single-use zoning.

- Sound Transit’s light rail, expanding throughout the region, has integrated key ETOD policies. Washington State enacted Statute RCW 81.112.350 which requires Sound Transit to offer 80 percent of its surplus property that is suitable for housing to qualified entities to develop housing affordable to families who must reserve at least 80 percent of the units for people at 80 percent of area median income or less (known as the 80-80-80 rule). Sound Transit’s Equitable TOD Policy, adopted in 2018, includes consideration of the potential displacement impacts on existing businesses and individuals and a commitment to affordable housing. As of early 2021, the Agency is planning to surplus 10 properties for equitable TOD and under the 80-80-80 rule, 337 affordable housing units have already been built near transit and 963 are in the planning phase.

#### King Countywide Planning Policies (KCPP) and PSRC Guiding Policies Relevant to Land Use Topics and Equity

- **KCPP Equity:** *The Countywide Planning Policies coordinate planning for a more equitable future where all King County residents have access to housing, transportation, education, employment choices, and open space amenities regardless of their race, social, or economic status. Through their comprehensive plans, jurisdictions will create targeted policies and strategies unique to their local circumstances to achieve this goal.*
- **FW-7 Develop and use an equity impact review tool** *when developing plans and policies to test for outcomes that might adversely impact Black, Indigenous, and other People of Color communities; immigrants and refugees; people with low incomes; people with disabilities; and communities with language access needs. Regularly assess the impact of policies and programs to identify actual outcomes and adapt as needed to achieve intended goals.*
- *The KCPP **Urban Growth Area** section describes how urban form and development within the Urban Growth Area are important settings to provide people with access to jobs and housing, choices to engage in more physical activity, eat healthy food, and minimize exposure to harmful environments and substances. Access to sidewalks and pathways, healthy food, and open space is not shared equally across the urban area. **Historical underinvestment in neighborhoods where Black, Indigenous, and other People of Color communities have been concentrated and exclusion of these communities from high opportunity areas persists today.** The stability and sustainability of the Urban Growth Area depend on fostering development patterns that provide access to opportunity for all.*
- **DP-3: Develop and use residential, commercial, and manufacturing land efficiently in the Urban Growth Area to create healthy, vibrant, and equitable urban communities with a full range of urban services, and to protect the long-term viability of the Rural Area and Natural Resource Lands. Promote the efficient use of land within the Urban Growth Area by using methods such as:**
  - a) *Directing concentrations of housing and employment growth to high opportunity areas like designated centers and transit station areas, consistent with the numeric goals in the Regional Growth Strategy;*

<sup>54</sup> Enterprise. (2015). Promoting Opportunity through Equitable Transit-Oriented Development (eTOD): Barriers to Success and Best Practices for Implementation.

- *b) Encouraging compact and infill development with a mix of compatible residential, commercial, and community activities;*
- *c) Providing opportunities for greater housing growth closer to areas of high employment to reduce commute times;*
- *d) Optimizing the use of existing capacity for housing and employment;*
- *e) Redeveloping underutilized lands, in a manner that considers equity and mitigates displacement; and*
- *f) Coordinating plans for land use, transportation, schools, capital facilities and services.*
- ***KCPP DP-6: Adopt land use and community investment strategies that promote public health and address racially and environmentally disparate health outcomes and promote access to opportunity. Focus on residents with the highest needs in providing and enhancing opportunities for employment, safe and convenient daily physical activity, social connectivity, protection from exposure to harmful substances and environments, and housing in high opportunity areas.<sup>55</sup>***
- ***KCPP DP-30: Evaluate proposals to annex or incorporate urban unincorporated land based on the following criteria, as applicable:***
  - *Conformance with Countywide Planning Policies including the Urban Growth Area boundary;*
  - *The ability of the annexing or incorporating jurisdiction to efficiently provide urban services at standards equal to or better than the current service providers;*
  - *The effect of the annexation or incorporation in avoiding or creating unincorporated islands of development;*
  - ***The ability of the annexing or incorporating jurisdiction to serve the area in a manner that addresses racial and social equity and promotes access to opportunity; and***
  - *Outreach to community, the interest of the community in moving forward with a timely annexation or incorporation of the area.*
- ***KCPP Housing policy H-6: Document the local history of racially exclusive and discriminatory land use and housing practices, consistent with local and regional fair housing reports and other resources. Explain the extent to which that history is still reflected in current development patterns, housing conditions, tenure, and access to opportunity. Identify local policies and regulations that result in racially disparate impacts, displacement, and exclusion in housing, including zoning that may have a discriminatory effect, disinvestment, and infrastructure availability. Demonstrate how current strategies are addressing impacts of those racially exclusive and discriminatory policies and practices. The County will support jurisdictions in identifying and compiling resources to support this analysis.***
- ***KCPP Siting Public Capital Facilities policy PF-25: Consider climate change, economic, equity, and health impacts when siting and building essential public services and facilities.***

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<sup>55</sup> A similar point about promoting opportunities for housing and employment throughout the Urban Growth Area and within all jurisdictions in a manner that ensures racial and social equity is brought up again under KCPP DP-12f.

- **PSRC, Policy MPP-CC-6, CC-8, CC-Action-3, CC-Action-4:** *Address impacts to vulnerable populations and areas that have been or will be disproportionately affected by climate change.*
- **PSRC, Policy MPP-DP-2, Ec-8, Ec-13:** *Reduce disparities in access to opportunity and expand employment opportunities to improve the region's shared economic future.*
- **PSRC, Policy MPP-PS-18, PS-20, PS-29, DP-11:** *Locate community facilities and services, including civic places like parks, schools, and other public spaces, in centers and near transit, with consideration for climate change, economic, social and health impacts.*

## Housing

The housing element of the Comprehensive Plan centers the importance of preserving neighborhood character, promoting an adequate supply of housing in a variety of housing densities and types, and providing housing affordable to people at every income level. This chapter includes policies intended to help achieve the aforementioned goals, photos that highlight various housing types, and data that shed light on existing conditions related to demographic composition and housing and affordability needs and gaps.

Numerous guiding documents were consulted while reviewing the Housing Element, namely the Puget Sound Regional Council (PSRC) VISION 2050, the King County Countywide Planning Policies (2021), the City of Kirkland Diversity, Equity, Inclusion, and Belonging (DEIB) Five Year Roadmap (2022), the 2019 King County Analysis of Impediments to Fair Housing Choice, and the King County Equity and Social Justice (ESJ) Strategic Plan (2015).

The Housing Element of Kirkland's Comprehensive Plan contains different examples of policies and statements that are not aligned with the goals of the guiding documents and best practices in equitable and inclusive planning. Recommendations for areas of improvement and specific revisions are detailed below.

**Acknowledge the History of Racism in Housing.** This chapter does not acknowledge the history of racism and discrimination in housing that has resulted in deeply rooted structural inequities related to housing access and stability, which in turn has impacts on health and wellbeing, education, economic opportunities, and social and cultural connectedness. Reaching more equitable outcomes in housing will require a foundational understanding of how our communities were shaped by racially exclusive zoning practices and discriminatory land use and housing policies and practices. Additionally, more equitable outcomes are impossible to achieve without building relationships and accountability with those most directly impacted by this legacy as we approach future planning efforts.

- *DEIB 5 Year Roadmap 3.5: Acknowledging and sharing an authentic history of place is a key component to creating a welcoming, inclusive, and belonging community. Giving voice to the history of the Indigenous People who resided in present-day Kirkland and understanding their contributions and challenges with Kirkland's past helps the City move forward in a more equitable way. As such, staff will continue to collaborate with local tribal communities to complete the Indigenous history of Kirkland project, with associated land acknowledgement*

*statement, and integrate the document with relevant plans and programs, such as the 2044 Comprehensive Plan update, neighborhood plans, and wayfinding signage.*

- *King County CPP H-6: Document the local history of racially exclusive and discriminatory land use and housing practices, consistent with local and regional fair housing reports and other resources. Explain the extent to which that history is still reflected in current development patterns, housing conditions, tenure, and access to opportunity. Identify local policies and regulations that result in racially disparate impacts, displacement, and exclusion in housing, including zoning that may have a discriminatory effect, disinvestment, and infrastructure availability. Demonstrate how current strategies are addressing impacts of those racially exclusive and discriminatory policies and practices. The County will support jurisdictions in identifying and compiling resources to support this analysis.*

**Lead with Racial Equity Using Data and Community Touchpoints.** The housing element of the Comprehensive Plan should more directly address the challenges that race and place present in the context of housing. This will require both better data and more community touchpoints to support race forward and context specific strategies. The City could consider collaborating with A Regional Coalition of Housing (ARCH), King County, or other partners/sources of support to gain housing data analysis (including select data disaggregated by race) useful for promoting a more equitable approach to meeting housing needs and informing policy updates in the housing element of the Comprehensive Plan.<sup>56</sup> The City’s Housing Strategy Plan completed in 2018 could also serve as a resource. Additionally, when possible, using racially disaggregated data to better understand gaps in access to housing affordability and safe and accessible housing can sharpen focus areas for implementation of these policies.

- *King County Equity and Social Justice Strategic Plan: “Focusing on the people and places where needs are greatest – such as low-income communities, communities of color and immigrant and refugee populations.”*
- *Kirkland DEIB Five Year Roadmap 5.1: Collective impact with other governmental and community partners is best achieved through strategic alignment of priorities for equity and social justice. King County has demonstrated that its approach is to “lead with race” in King County’s implementation of its Equity and Social Justice Strategic Plan. To best leverage strategic alignment, the City will align Kirkland’s equity efforts with King County’s approach to “lead with race” related to prioritizing categories of equity.*
- *Kirkland DEIB Five Year Roadmap 17.1: City will standardize a consistent source of aggregated data from various sources that can be used by all departments to identify areas in the City of lower income, higher rates of residence by communities of color, and/or of limited English language proficiency to ensure equitable investments are made throughout the city. A timeline*

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<sup>56</sup> Census data helps provide insights on housing cost-burden, household tenure (rent versus own), and other housing metrics. The National Equity Atlas provide this information at the county-level using IPUMS data for King County: <https://nationalequityatlas.org>. The King County Analysis of Impediment to Fair Housing might be another helpful resource.

should be developed to help carry out this policy. An expanded version of the analysis that ECONorthwest provided in Existing Conditions section could be considered.

- King County Countywide Planning Policies H-4: *Conduct an inventory and analysis in each jurisdiction of existing and projected housing needs of all segments of the population and summarize findings in the housing element.*
- King County Countywide Planning Policies H-9: *Collaborate with populations most disproportionately impacted by housing cost burden in developing, implementing, and monitoring strategies that achieve the goals of this chapter. Prioritize the needs and solutions articulated by these disproportionately impacted populations.*
- King County Countywide Planning Policies H-10: *Adopt intentional, targeted actions that repair harms to Black, Indigenous, and other People of Color households from past and current racially exclusive and discriminatory land use and housing practices. Promote equitable outcomes in partnership with communities most impacted.*

At a high level, the key equity-driven improvements identified in this chapter would be to:

- Focus on how race and place affect outcomes in housing and how to close service gaps for more equitable outcomes.
- Ground housing needs assessments in racially disaggregated data whenever possible and build relationships with the communities who have been most impacted by discriminatory policies.
- Contextualize present day housing conditions within the history of racism and discrimination in housing, planning, and related fields. Identify root causes for present day disparities and inequities. Acknowledge how white communities have historically benefitted through systemic investments into their quality of life, health, and wealth while communities of color were excluded.
- Shift priorities from the preservation of historically exclusionary concepts such as “neighborhood quality” and “community character” and emphasize the importance of ensuring affordable, accessible, healthy, and safe housing for all.
- Improve the City’s efforts to preserve existing affordable housing stock and mitigate displacement of vulnerable residents and services.
- Develop housing policies/strategies useful for addressing the housing needs of renters since this helps the City inclusively addresses diverse housing needs. Typically, strategies center on preserving the existing affordable housing stock, supporting housing stability, promoting the development of multifamily housing and mixed-use development, rental household support program programs (rental assistance, tenant rights), etc.<sup>57</sup> Those renting housing should be engaged since this can help the City develop more effective strategies. The Kirkland 2044 Community Engagement Plan includes renters as a part of key stakeholders who have been historically

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<sup>57</sup> The [King County Tenant Protection Access Plan](#) could provide additional guidance.

underrepresented in previous planning efforts. This engagement plan offers engagement strategies to reach out to these key stakeholders such as by recruiting their participation in focused conversations, partnering with landlords to host events, and working with ARCH and other low-income housing organizations.

- General notes on language:
  - Avoid using the terminology “special needs” since it can be subject to varying interpretations, patronizing, and lacks specificity.
    - Being more specific about the needs of people helps to avoid overly broad categorization which in turn clarifies the focus for subsequent actions. Consider replacing “special needs housing” with more specific language such as housing for people with mental or physical disabilities, housing for people escaping domestic violence, housing for people transitioning out of homelessness, housing for people transitioning out of the carceral system, etc. depending on the context and intent.
    - If the intent is to describe all people who are not served by traditional housing types, then consider directly stating this need. This may draw the focus back to the fact that many traditional or conventional housing types do not serve and have excluded diverse communities instead of framing the needs of diverse communities as the problem.
  - Think critically about language that can be coded or is used euphemistically to perpetuate exclusion.
    - Replace “preservation of neighborhood quality” or “maintain residential character” with language that ensures that all people have access to a high quality of life and have affordable, accessible, healthy, and safe housing.
  - Be direct and bold in stating both root causes as well as who is impacted downstream and use language that names the people that are intended to be served more explicitly.
  - Avoid violent language and phrases that are derived from war or weaponry.
    - Replace phrases like “combatting homelessness” to better convey intent such as ensure that people who are unhoused or precariously housed have access to live in stable housing.
  - Move towards more humane and empathic language.
    - Replace “efficiency units for the mentally ill” with housing suited to the needs of neurodivergent people, people in mental health crisis, or other more descriptive terms depending on the context and intent.
  - Look out for deficit-based or disempowering descriptors and consider more neutral or direct descriptors.
    - Replace “victims of domestic violence” with “survivors of domestic violence.”

- Avoid centering people represented by dominant culture at the expense of everyone else. For instance, using the language of “family household” and “other households” centers the dominance of families despite the fact that most households are not a married couple with children at home.
  - Replace “[#] family households and [#] other households” with households with related family members, single member households, and households of two or more unrelated adults

In addition to the guiding county and regional policies, an assessment of the element and future policies should consider the following:<sup>58</sup>

- Does the plan acknowledge and address impediments to fair housing?
- How does the housing chapter acknowledge and address gaps in choice, place and opportunity?
- Does the plan use an expansive consideration for housing-cost burden that incorporates cost of transportation to employment opportunities, goods and services at no more than 30-40% of monthly income spent on housing and transportation?

Improvements to Consider:

Revisions to existing policies:

- Update the existing conditions and housing needs-related data analysis findings in the beginning of the chapter.
  - Incorporate updated King County Housing Needs Analysis or other up-to-date analysis including trend analysis focused on examining potential disparities over time and centering equity where possible.
  - Include racially disaggregated data where possible, especially to identify geographic segregation and disparities in health outcomes, income and wealth, access to education and employment, homeownership, cost-burdened rates, and housing stability.
- Revise housing goals and policies to promote equitable outcomes for all and align with PSRC Vision 2050 and King County Countywide Planning Policies housing goals.
  - *Goal H-1: Maintain and enhance the unique residential character of each City neighborhood.*
    - Replace with a goal that emphasizes the importance of everyone having access to healthy, safe, accessible, and affordable housing
    - Suggested replacement goal language: Provide a full range of affordable, accessible (including both rental and ownership options), healthy, and safe housing choices to all residents, specifically improving housing choice in historically exclusive and high opportunity areas.

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<sup>58</sup> Source that informed these questions: GARE Planning for Equitable Development: Land Use, Housing, Parks and Transportation guidance <https://metro council.org/Handbook/PlanIt/Files/Workshop-GARE-Land-Use-02.aspx>

- *Policy H-1.1: Incorporate neighborhood character and design principles into standards for new development.*
  - Remove this policy. This policy may conflict with the goals for streamlined development processes (MPP-H-11) and reducing barriers to development of housing types beyond low density residential (PSRC H-Action-7).
  - Suggested additional policy language: Enhance the application of tools such as multifamily property tax exemption program (strengthen the existing program), inclusionary/incentive zoning (strengthen the existing program), and other affordable housing incentives and tools to provide additional affordable housing units meeting current and future needs. As with any new policy, tool options should be evaluated for its effectiveness in meeting goals and to optimize program usage.
  - Suggested additional policy language: Plan for residential neighborhoods that protect and promote the health and well-being of residents by supporting equitable access to parks and open space, safe mobility options, healthy food, robust educational opportunities, and a healthy environment.
- *Goal H-2: Ensure that Kirkland has a sufficient quantity and variety of housing to meet projected growth and needs of the community.*
  - Revise to emphasize the quality of the housing stock in addition to increasing the quantity, importance of preserving existing affordable housing stock, and to prevent the involuntarily displacement of vulnerable residents and services (MPP-H-12).
  - Suggested goal language: Preserve, improve, and expand the quantity and quality of housing in Kirkland to meet the needs of present and future communities while preventing the displacement of vulnerable residents and services.
- *Policy H-2.1: Maintain an adequate supply of land zoned appropriately for a variety of housing types and densities.*
  - Replace this policy. This policy does not acknowledge the need for equity or disruption of historically exclusive and discriminatory land use and zoning patterns.
  - Suggested policy language: Ensure that the City is zoned in ways that do not perpetuate segregation or exclusion, promote improved quality of life of all residents, especially those who have been historically discriminated against by planning and zoning decisions, and that meet the needs of Kirkland's current and future housing needs, specifically providing pathways to opportunity by connecting housing, transit, and jobs.
- *Policy H-2.2: Promote the development of accessory dwelling units on single-family lots.*

- Accessory Dwelling Units (ADUs) provide another housing option that is important to communities. While ADUs offer a minimal increase in the housing diversity of homogenous single-detached housing areas, they do not provide the range of diverse housing options needed to serve all residents.
- Suggested policy language: Expand housing capacity for moderate density housing to bridge the gap between detached single-unit housing and higher density development, including internal and detached ADUs, multiplexes, townhomes, cottage courts, and cooperative housing.
- *Policy H-2.5: Allow for the maintenance and redevelopment of existing developments that do not conform to current density standards in planned multifamily areas.*
  - This policy does positively improve the opportunity for the preservation of existing affordable multi-unit residential structures, but additional safeguards may be needed to protect tenants from displacement.
  - Suggested policy language: Provide regulatory and financial support for the preservation of existing affordable housing developments (considering both naturally occurring affordable housing and subsidized affordable housing) and legal and programmatic protections to mitigate displacement risks.
- *Goal H-3: Promote affordable and special needs housing throughout the City for all economic segments of the population.*
  - Revise language to clarify who is intended to be served, consider using a lens for race and place.
  - Suggested goal language: Address gaps in the supply of affordable housing, giving priority to very low- and low-income households, BIPOC communities, people with disabilities, and people who are unhoused, living in unstable housing, or transitional living situations.
- *Policy H-3.11: Protect fair and equal access to housing for all persons and prohibit any activity that results in discrimination in housing.*
  - Update the descriptive language around this policy to include all legally protected classes.
  - Federally protected: Race, color, national origin, religion, sex (including gender identity and sexual orientation), disability, familial status
  - State of Washington protections: Creed, Marital Status, Veteran/Military Status, Use of Service or Assistive Animal, Source of Income
  - King County protections: Age, Ancestry
- Suggested additional policy language: Support county work to address the barriers to Fair Housing identified in the King County Analysis of Impediments to Fair Housing Choice.

## New Policies/Goals:

Additional considerations to improve alignment with Pacific Sound Regional Council Vision 2050, the King County Countywide Planning Policies, the Kirkland DEIB 5 Year Roadmap, and other local plans would be to:

- Improve the distribution of resources to reach historically excluded communities by altering the current funding practices for Neighborhood Associations and adopting a more equitable approach that includes community-based organizations that are led by BIPOC communities, low-income communities, renters, and people with disabilities.
- DEIB 5 Year Roadmap 10.2: *The City has provided for several years grants to Kirkland's neighborhood associations that in totality represent the geographic extent of Kirkland. Although neighborhood associations provide valuable community building activities, opportunities for other groups to seek funding for community building would help foster a more welcoming culture and sense of belonging across the community. As such, staff will develop formal opportunities for funding of community building activities beyond the Neighborhood Matching Grant Program for diverse community events or similar programs that celebrate Kirkland's diversity.*
- DEIB 5 Year Roadmap 11.2: *The active participation of community members in seeking to make a difference in the civic life of the community, including having the ability, agency, and opportunity to be involved in decision-making processes that affect them, is foundational for transparent and responsive government. Although the City provides various opportunities for engagement, additional work focused on community members from groups underrepresented in civic life, including Black, Indigenous, and People of Color (BIPOC), will help foster a community that is more welcoming and promotes a culture of belonging. Therefore, staff is directed to offer trainings to community groups about how the City works and the services it provides, with an emphasis on BIPOC and other groups underrepresented in civic life. Further, the City will encourage, develop, support, and maintain opportunities for robust collaboration between community members, City staff, and City leaders.*
- DEIB 5 Year Roadmap 11.3: *Kirkland's Neighborhood Associations are independent non-profit organizations that serve to enhance the civic life of the Kirkland community. The City recognizes 13 neighborhood association boundaries that encompass the entire geographic area of the City. Neighborhoods are the building blocks of any city, and Kirkland is enriched by these strong civic organizations that work alongside the City to improve the quality of life for everyone in Kirkland. The neighborhood associations are open to all members of the community and often engage longer term residents, particularly those that own their home. Supporting the neighborhood associations in diversity, equity, inclusion, and belonging efforts will help foster a Kirkland that is more welcoming. As such, staff will help increase the diversity of representation on neighborhood association boards and general membership.*
- DEIB 5 Year Roadmap 12.1: *Community feedback collection as part of the City's public processes can seem transactional to some community groups. Although unintended, this impact can sometimes deter further engagement from some community members or groups who would feel more supported by the building of relationships before the City requests*

*information from them. To support this, staff will operationalize proactive relationship-building with community groups with the goal that the relationships offer mutual benefit.*

#### Metrics to Consider

- Measure outcomes related to housing goals, ensure data are disaggregated by race when applicable.

#### Economic Development

The Economic Development element broadly discusses the importance of supporting the development of a healthy economy locally and within the broader context of the region. It focuses largely on business retention and recruitment and touches lightly on livable wages and workers. Economic development is defined as public and private initiatives that promote job creation and business retention and recruitment, increase goods and services, and provide job training programs, contributing to a strong, sustainable and resilient economy. The city may consider incorporating equitable economic development principles and definitions into the overarching strategy to more holistically address barriers and opportunities for low-income people, communities of color and other disadvantaged communities so that the benefits of growth are more distributed across the community.<sup>59</sup> Often this data is available via Quarterly Workforce Indicators (QWI), Quarterly Census of Employment and Wages (QCEW), Employer Surveys, Longitudinal Employer-Household Dynamics (LEHD), Annual Business Survey (ABS), American Community Survey (ACS) or other Census sources.

There is an emphasis on Kirkland remaining vibrant, sustainable, liveable etc. This language could be adjusted to acknowledge the need to equitably become a more vibrant, sustainable, liveable place for every resident, worker or visitor. Additionally, the element states that *“The mission is to provide a business climate that maintains a healthy economy for jobs and businesses without sacrificing the qualities that make Kirkland a desirable place to live”* this could be amended to reflect that Kirkland has room for improvement while remaining in the positive, i.e. *“The mission is to provide a business climate that maintains a healthy economy for jobs and businesses and **further cultivates** qualities that make Kirkland a desirable place to live **for all.**”*

The existing conditions leading into the goals and policies emphasizes the role of Peter Kirk in the development of the economy; however, this should be aligned with a more comprehensive community history that has recently been documented and recommended. This section should acknowledge Native history and recognize Native persons contributions to present day Kirkland’s economic health.<sup>60</sup> Per the Kirkland Native History document, many First People traditionally fished, gathered, traded, and collected resources for many generations before European colonists arrived in the area now known as Kirkland. These communities utilized efficient technologies for harvesting and preserving food, which supported the development of a rich cultural and spiritual lives. First People were also essential to the successful navigation of

<sup>59</sup> Lee, M. (2017). Equitable Economic Development: The Why and the How Advancing Equitable Economic Development in Milwaukee: Policy and Practice. PolicyLink. Retrieved from [https://www.lisc.org/media/filer\\_public/65/a6/65a6e5f3-ec78-4b3e-a90c-6a38b3153778/mary\\_lee\\_equitable\\_economic\\_development.pdf](https://www.lisc.org/media/filer_public/65/a6/65a6e5f3-ec78-4b3e-a90c-6a38b3153778/mary_lee_equitable_economic_development.pdf)

<sup>60</sup> Kirkland Native History Document. An Enterprise of Resolution R-5434 and the Community Safety Initiative (2020-21). <https://www.kirklandwa.gov/Government/City-Managers-Office/Kirkland-Native-History-Document>

the rivers and open water of this area, including having expertise in crafting and repairing watercraft such as canoes. First People also traded with early European-American homesteads as they developed the town to support Peter Kirk's vision for a steel mill. First Peoples' long legacy of land stewardship, sustainable resource management, complex social and political arrangements, and vibrant cultural heritage in present day Kirkland represent a both a historic foundation and guidance for Kirkland's economic future. This introduction section should also acknowledge past policies that have created a detriment to economic well-being for some members of this community or prevented the furthering of economic health by restricting who could participate in the community (e.g., redlining, restrictive covenants).

When the city considers goals and policies that incorporate race and social equity, the metrics by which they measure performance should incorporate data that can be consistently monitored over time. Therefore, the existing conditions section, while it provides beneficial economic information could be further expanded to include the number of Black, Indigenous, and other people of color business owners, women or LGBTQIA business owners.<sup>61</sup> If this information is not presently available through Kirkland's existing business license program or another viable data source, an action to explore how to acquire this information should be considered. Additionally, when discussing livable wages in the city as part of the goals, this should be defined and worker income across sociodemographic and industry factors should be explored, since these are possible metrics that could be considered for future monitoring.

Goals and policies such as *Policy ED-1.1, Goal ED-5, Policy ED-5.2, Policy ED-5.3, Policy ED-6.2* focus on living wage jobs, increasing opportunity for 'disadvantaged populations,' sustainability and social responsibility and provide a good start for developing more equity focused goals and policies.<sup>62</sup> However, the economic development goals have an outsized emphasis on business and less on workforce, consider how equity could be embedded into additional policies and goals that focus on prosperity for people, and not just businesses.

An assessment of the element and future policies should consider at least the following:<sup>63</sup>

- Does the plan include policies that create opportunity for all people to prosper and enjoy a high quality of life?

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<sup>61</sup> LGBTQIA2S+ is an acronym for Lesbian, Gay, Bisexual, Transgender, Queer and/or Questioning, Intersex, Asexual, Two-Spirit and other identities, more information can be found here: <https://www.glaad.org/reference/terms>

<sup>62</sup> Policy ED-1.1: Support activities that retain and expand existing businesses. Target recruitment activities toward new businesses that provide living wage jobs; Goal ED-5: Foster socially and environmentally responsible businesses; Policy ED-5.2: Promote environmental responsible practices in business development and operations; Policy ED-5.3: Promote socially responsible practices in the private, public, and non-profit sectors... All sectors of the community are encouraged to give back to the community by conducting and supporting community service projects or organizations in helping the disadvantaged or those in need. Such practices may include promoting human rights, fair labor standards, environmental protection and participating in civic initiatives. Businesses can partner with non-profit and human service organizations, philanthropic foundations or other organizations to implement this policy; Policy ED-6.2: Work with businesses, schools and other institutions to sustain a highly educated and skilled workforce through job training and education resources that lead to job opportunities, especially for disadvantaged populations.

<sup>63</sup> Based on GAREs Planning for Equitable Development: Land Use, Housing, Parks and Transportation guidance <https://metro council.org/Handbook/PlanIt/Files/Workshop-GARE-Land-Use-02.aspx> and King County's Countywide Planning Policies 2022. <https://kingcounty.gov/depts/executive/performance-strategy-budget/regional-planning/CPPs.aspx>

- Does the plan recognize goals and policies aiming to promote the economic health of disadvantaged workers, businesses and neighborhoods?
- Are any neighborhoods or minoritized communities disproportionately underserved?
- Does the plan consider the possible impact of displacement with public investments?
- Do all residents and workers have reliable, affordable and direct transit and transportation access to middle wage jobs? Are any neighborhoods or minoritized communities disproportionately underserved?
- Does the plan include policies and goals that will create an economy that provides opportunities for all, particularly with a focus on those communities historically most disadvantaged, and can help to alleviate problems of poverty and income disparity?

#### Improvements to Consider:

#### Revisions to existing policies:

- *Policy ED-1.3: Strengthen Kirkland’s tax base to maintain long-term fiscal sustainability... It is in the community’s interest to encourage businesses that contribute to the City’s revenue base in order to help provide the needed public services to the community. Fluctuations in the retail sector can have significant impact to the City’s primary revenue source and thus City services. Steps should be taken to provide economic balance by maintaining a diversity of retail and other businesses that generate sales tax “and Policy ED-1.4: Encourage clusters of complementary businesses that bring revenue and jobs into the community and export goods and services....” clusters with growth in aerospace, business services to high technology and information technology companies, healthcare companies and automobile sales. These businesses provide new employment opportunities and high wage rates important to strengthening the economy. Economic development efforts should strive to develop new business clusters and identify ways to strengthen existing clusters, both locally and within the region.”*
- Policy ED-1.3 and ED-1.4 focus on business and retention that contributes to the tax base, especially calling for a diversity of businesses and industry. Goals and policies that emphasize industry or business size diversity should also consider diversifying the worker base or business ownership as well. Consider incorporating PSRC Vision 2050 Policies such as MPP-Ec-1, Ec-3, Ec-4, Ec-7, Ec-9, Ec-1: *Focus retention and recruitment efforts and activities to foster a positive business climate and diversify employment opportunities by specifically targeting: 1) Businesses that provide living wage jobs, 2) Locally, women-, and Black, Indigenous and people of color owned small businesses, start-up companies and 3) Established and emerging industries, technologies, and services that promote environmental sustainability, especially those addressing climate change and resilience.*
- The City should support the preservation and recruitment of businesses accessible to a broad share of workers, with varying levels of education and experience. The City should consider integrating PSRC Vision 2050 Policies MPP-DP-2, Ec-8, Ec-13 to reduce disparities in access to opportunity and expand employment opportunities to improve the region’s shared economic future.

- *Policy ED-1.5: Strive to maintain a balance of jobs and housing to enable residents to live near work. Job growth should be accompanied by growth in housing opportunities for workers filling those new jobs.*
  - The City could go beyond the simple jobs-housing ratio to understand if the local workforce income mix and the affordability mix of available housing is aligned.
- *Policy ED-1.8: Support locally developed enterprises by encouraging small start-up businesses... Small, start-up businesses should be nurtured to promote locally owned businesses and job growth. In addition to providing job growth, local businesses employ a variety of supporting services or products in doing business within the community. Individuals in a local economy are able to sell their goods and services to a local business which benefits everyone in that area. More money spent at a local business stays in the local economy.*
  - Policy ED-18 could align more with the King County Countywide Planning Policies on Economy to “encourage new small business formation whenever possible and prevent displacement of industries and businesses that have a diversity of occupations or concentrations in those middle skills most associated with middle wage”<sup>64</sup> and PSRC Vision 2050 Policies such as MPP-Ec-1, Ec-3, Ec-4, Ec-7, Ec-9, Ec-1 that emphasize the need to target disadvantaged communities.
- *Policy ED-2.4: Provide a regulatory environment that is predictable, fair, responsive and timely. “The City should remove unnecessary barriers to economic development and provide a regulatory environment that allows for flexibility without sacrificing community standards. Businesses are encouraged to work with the City and neighborhood organizations to identify and make recommendations for changes to regulations and improvements to permit processes. The City should periodically review its regulations and, where appropriate, modify those which unreasonably restrict opportunities for economic development. Having clear and fast permit processes in government also contributes to a positive business climate. Improvements to permit processes should be continually made so that permits are handled in a reasonable, responsive, and timely manner.”*
  - While it may seem implied that removing barriers as a policy is one that would apply to disadvantaged communities, it shows a commitment to racial and social equity to explicitly call out those who may benefit the most from these regulatory improvements. For example, King County Countywide Planning Policies state “by making regulations more predictable, by engaging in public-private partnerships, and by nurturing a business-supportive culture, particularly for Black, Indigenous, and other People of Color; immigrant and refugee; LGBTQIA+; disabled; and women-owned businesses.”
- *Policy ED-3.3: Support businesses and organizations involved in the arts, cultural programs, historic preservation, and civic activities ... Kirkland is one of the older communities on the Eastside and contains buildings and places of historical significance.*

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64 King County Office of the Executive, King County Countywide Planning Policies, 2022.  
<https://kingcounty.gov/depts/executive/performance-strategy-budget/regional-planning/CPPs.aspx>

- Given the history of racial exclusion and settlement, the City should incorporate more expansive priorities for historical significance and protection, perhaps supplementing this policy or adding an additional policy that emphasizes a need to support diverse communities such as in the King County Countywide Planning Policy EC-14 *Celebrate the cultural diversity of local communities as a means to enhance social capital, neighborhood cohesion, the county's global relationships, and support for cultural and arts institutions.*
- The City should also consider how investments are potentially impacting culturally significant assets. The City should plan to mitigate displacement in alignment with the King County Countywide Planning Policy EC-28:
  - *Ensure public investment decisions protect culturally significant economic assets and advance the business interests of Black, Indigenous, and other People of Color communities; immigrant and refugees; and other marginalized communities and Policy EC-29 Stabilize and prevent the economic displacement of small, culturally relevant businesses and business clusters during periods of growth, contraction, and redevelopment. Mitigate displacement risks through monitoring and adaptive responses.*
- Policy ED-5.4: *Help facilitate the environmental remediation of contaminated sites. Kirkland has a few sites remaining classified as contaminated from past business practices such as gas stations and Policy ED-3.1: Encourage businesses to develop and operate in a manner that enhances the character of the community, minimizes impacts on surrounding development, and respects the natural environment ... As members of the community, businesses should be stewards of the environment as well as good neighbors to adjacent fewer intensive uses. In some instances, economic activities may create impacts on surrounding development because of the way the business functions or building location and site design. These adverse visual or other impacts created by economic activities should be minimized through development standards that maintain the character of adjacent development. Development standards should ensure that outdoor storage areas, parking lots, and structures are adequately buffered with landscaping or some other appropriate means, and that on-site debris and waste are removed.*
  - Policy ED-5.4 and Policy ED-3.1 could incorporate a prioritization for remediation based on criteria that prioritizes environmental justice or areas of disinvestment.
- Goal ED-6: *Foster collaborative partnerships among community groups and regional organizations to create a prosperous Kirkland economy and Policy ED-6.1: Partner with businesses and community organizations to create a prosperous Kirkland economy... The City should actively work together with business and community organizations such as the Greater Kirkland Chamber of Commerce, Economic Development Council of Seattle and King County and others to implement business retention, recruitment, tourism promotion and other strategies.*
  - Goal ED-6 and Policy ED-6.1 provide an opportunity to connect with and support organizations that have diverse membership, people with disabilities, communities of color, women and gender minority groups and the City of Kirkland should consider expanding the organizations and representation that they coordinate with on economic development policies. This will also better connect with Kirkland's

Diversity, Equity, Inclusion, and Belonging Five Year Roadmap Goal 2: *City services are accessible, inclusive, equitable, and responsive to community input* and Goal 3. *Kirkland is a trusted regional partner and leader in racial and social equity initiatives.*

- *Policy ED-6.2: Work with businesses, schools and other institutions to sustain a highly educated and skilled workforce through job training and education resources that lead to job opportunities, especially for disadvantaged populations... The City can help facilitate partnerships between human service providers, educational institutions, and the business community to provide affordable housing and job training, especially for economically disadvantaged populations.*
- Policy ED-6.2 references disadvantaged populations and yet does not specify these target populations. A more implementable policy would be specific and would be possible to track over time. The City should consider further developing this by defining the target populations and the institutions with which they would like to partner. An example can be found in the King County Countywide Planning Policy EC-12 *“Work with schools and other institutions to increase graduation rates and sustain a highly educated and skilled local workforce. This includes aligning job training and education offerings that are consistent with the skill needs of the region’s industry clusters. Identify partnership and funding opportunities where appropriate. Align and prioritize workforce development efforts with Black, Indigenous, and other People of Color communities; immigrant and refugees; and other marginalized communities.”*

#### New policies/goals

- Presently, the economic development element does not integrate policies around preventing or mitigating the impact of displacement, for low-income residents, marginalized populations or marginalized business owners.
- Consider incorporating such policies like PSRC Vision 2050 Policy MPP-H-12, H-Action-6 *Identify potential physical, economic, and cultural displacement of low-income households and marginalized populations and work with communities to develop anti-displacement strategies when planning for growth* or King County Countywide Planning Policy EC-29: *Stabilize and prevent the economic displacement of small, culturally relevant businesses and business clusters during periods of growth, contraction, and redevelopment. Mitigate displacement risks through monitoring and adaptive responses.*<sup>65</sup>
- Because the city has a documented history of native population displacement, redlining and racial covenants as well as documented median household income disparities by race and ethnicity, it may be appropriate to incorporate policies that highlight a commitment to correcting for historic and ongoing disparity. Some example policies to consider come from King County Countywide Planning Policy EC-15 *Eliminate and correct for historical and ongoing disparities in income, employment, and wealth building*

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<sup>65</sup> Available displacement risk mapping was provided in the Existing Conditions Section (2) of this report. This includes PSRC displacement risk and opportunity index maps for the City of Kirkland. The Washington State Department of Health provides an Environmental Health Disparities Map (EHD) that ranks environmental health disparities by census tract. <https://fortress.wa.gov/doh/wtnibl/WTNIBL/Map/EHD>. Additional local level analysis, tailored to the community conditions should be considered to better understand displacement risk. Anti-displacement work is often nuanced and depends on the specific characteristics and risk factors in communities.

*opportunities for Black, Indigenous, and other People of Color; women; and other intersecting marginalized identities and PSRC Vision 2050 Policy MPP-RC –2 Prioritize services and access to opportunity for people of color, people with low incomes, and historically underserved communities to ensure all people can attain the resources and opportunities to improve quality of life and address past inequities.*

- Given the circumstances of the COVID-19 pandemic and the changing climate and the impact on local economies and community well-being, the City should consider incorporating policies that consider providing disaster mitigation and recovery support, one such example can be found in the King County Countywide Planning Policy EC-27 *Develop and implement systems that provide a financial safety net during economic downturns and recovery. Direct resources in ways that reduce inequities and build economic resiliency for those communities most negatively impacted by asset poverty.*
- The City should consider a policy or goal that provides direction on equitable prioritization of implementation where possible. Particularly when it is possible to identify areas that have been disinvested in and where marginalized communities can be uplifted.
  - Consider incorporating King County Countywide Planning Policies EC-16 *Direct investments to community and economic development initiatives that elevate equitable economic opportunity for those communities most marginalized and impacted by disinvestment and economic disruptions* and King County Countywide Planning Policy EC-13 *Promote the local workforce through priority hire programs that create middle-wage employment opportunities in historically disadvantaged communities.*

#### Metrics to Consider

Because there are no implementation strategies or metrics identified in the element or in the implementation strategies element, it is possible to consider a wide range of metrics which may be beneficial to consider for any existing or new policies that the City considers and better align with DEIB Roadmap Goal 1.5 *Performance Measures: Embarking on a commitment to an enterprise-wide culture of diversity, equity, inclusion, and belonging is a journey. The identification of regular checkpoints on progress will help ensure that the organization stays on track in its efforts and provide meaningful transparency for the community. Therefore, staff are directed to develop outcome performance measures for the goals in this plan and provide the Council and community with regular reports on them.* The city might have resource limitations in monitoring many different metrics and that the city should consider the availability of existing data, the ease of the analysis, time/staff limitations, etc.

- Track overtime workforce development performance metrics including completion of training, placement, and retention in employment, and disaggregated for relevant categories of race, gender, age, disability, veteran's status, record of incarceration and other features.
- Track the number, type and location of businesses assisted by the developed policies and goals, such as % minority ownership of businesses, % women ownership of

businesses, % immigrant ownership of businesses, # of MBE, WBE, MWBE, CBE, SEDBE firms.<sup>66</sup> The City’s business license data might have some helpful information.

- Track the changes in employment for the firms supported by these strategies, disaggregated when possible.
- Track and monitor other economic and community indicators, as appropriate, based on the adopted goals and policies. Some of these are listed below.

**Exhibit 24. List of Potential Economic Metrics to Consider**

Economic Metrics	
<ul style="list-style-type: none"> <li>▪ Expenditures by category, neighborhood demographics</li> <li>▪ Population and housing unit density by race and/or income</li> <li>▪ Labor force participation by race/ethnicity by tract</li> <li>▪ Poverty rate by race/ethnicity by tract,</li> <li>▪ Unemployment rate by race/ethnicity by tract,</li> <li>▪ Median earnings by race/ethnicity by tract,</li> <li>▪ Distribution of earnings for residents</li> <li>▪ Geographic accessibility to jobs</li> <li>▪ Commute time by tract</li> <li>▪ Ratio of average job holder wage and average resident earnings,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Diversity of job holders by industry and industry rank by average wage</li> <li>▪ Poverty rate by race</li> <li>▪ Income inequality (ratio between mean income of top 20th percentile and mean income of bottom 20th percentile).</li> <li>▪ % of households that are middle class by race/ethnicity</li> <li>▪ Job holders by race/ethnicity,</li> <li>▪ Job tenure by wage and race/ethnicity at participating employers</li> <li>▪ Wage distribution of jobs in the City</li> <li>▪ Wages by race/ethnicity including the racial wage gap</li> </ul>

Transportation

The transportation element focuses on the intersections of transportation, land use, and the city’s responsibility to plan for growth. General improvements could be made to explicitly incorporate racial and social equity considerations across the city. Policy T-1.6, Goal T-2, Policy T-6.7, Policy T-6.6 are examples of policies and goals that consider specific populations such as “children, youth, low-income, minority, special needs and senior populations” and accessibility needs such as equitable access for all users, cost and language barriers. These reflect an understanding that multi-modal infrastructure provides transportation options for those who cannot afford a car or are unable to drive due to factors such as choice, age, affordability, and ability. Without intentionality and monitoring, public funds may not equitably reach all people, and result in disproportionalities in services depending on geography, transportation mode, or other socioeconomic characteristics. Explicitly setting goals for equitable distribution of funds or equitable access to a safe and high-quality transportation system may assist with bringing critical attention and monitoring to these trends.

Figures T1 through T30 highlight the distribution of network assets and includes consideration of safe school routes, crosswalk and sidewalk improvements, walkability and just one map that

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66 MBE - Minority Business Enterprise – owned by minorities, WBE - Women's Business Enterprise – owned by women, MWBE - Minority Women Business Enterprise – owned by minority women, CBE - Combination Business Enterprise – owned by women and minorities, SEDBE - Socially and Economically Disadvantaged Business Enterprise – owned by non-minority men who are found to be socially and economically disadvantaged on a case-by-case basis.

shows the “Minority Percent of Population and Percent of Population That Reported Income Below Poverty Level in Last Year (2007 – 2011).” The maps could be better integrated with the goal and policy content to help augment understanding and the city should consider removing the maps that do not relate to the goals and policies (as these could be added to the City’s online GIS map library) to avoid confusion and make the material more user-friendly. More broadly, the transportation element format and content organization could be improved for increased accessibility and public readers

Consideration for displacement due to public and private investment as a result of transportation improvement and investment seems to not be discussed within this chapter. Consider incorporating into the element’s core objectives, the PSRC policies: *MPP-T-9 Identify racial and social equity as a core objective when planning and implementing transportation improvements, programs, and services* and *MPP-H-12, H-Action-6 Identify potential physical, economic, and cultural displacement of low-income households and marginalized populations and work with communities to develop anti-displacement strategies when planning for growth. And The design, management, and operation of the transportation system influence the region’s growth and mobility and they have significant impacts on equity, addressing historical inequities, and our environment.*

The city should consider the integration of the term, “active transportation” where applicable in goals and policies since this broadens the modes of transportation to more inclusively integrate modes that do not rely entirely on a car to travel between origin and destination. Active transportation can include walking, wheelchairs, electric wheelchairs, scooters, biking, skateboarding, roller-skating, using public transit, or driving to an intercept lot to use another form of travel. Kirkland’s Active Transportation Plan could provide helpful guidance.<sup>67</sup>

The City could also consider integrating goals or policies to promote equitable Transit Oriented Development or station area planning. Sound Transit has examples of integrated affordable housing policy goals with TOD.<sup>68</sup>

An assessment of the element and future policies should consider at least the following:<sup>69</sup>

- Does the plan include current analysis of transit dependent and historically underserved populations?
- How does the plan measure safety and detect problem areas with frequent crashes and the people disproportionately impacted by fatal and serious injury crashes in Kirkland?

<sup>67</sup> City of Kirkland. [https://www.kirklandwa.gov/files/sharedassets/public/public-works/transportation/plans-and-studies/active-transportation-plan-2022/final\\_atp\\_2022\\_1.pdf](https://www.kirklandwa.gov/files/sharedassets/public/public-works/transportation/plans-and-studies/active-transportation-plan-2022/final_atp_2022_1.pdf), City of Kirkland Active Transportation Plan (2022). and *Active transportation*. U.S. Department of Transportation. Retrieved September 1, 2022, from <https://www.transportation.gov/mission/health/active-transportation>

<sup>68</sup> Sound Transit. *Transit Oriented development*. Retrieved September 1, 2022, from <https://www.soundtransit.org/system-expansion/creating-vibrant-stations/transit-oriented-development>

<sup>69</sup> Based on GAREs Planning for Equitable Development: Land Use, Housing, Parks and Transportation guidance <https://metro council.org/Handbook/PlanIt/Files/Workshop-GARE-Land-Use-02.aspx>

- Does the plan recognize goals and policies aiming to promote the health of vulnerable road users not protected within a vehicle while on the road such as a pedestrian or person accessing public transportation?
- Are sidewalks and cross walks present / maintained throughout the community? Protected bike lanes? Are any neighborhoods or minoritized communities disproportionately underserved?
- Does the plan consider the possible impact of displacement with public transportation or transportation investments and identify ways to mitigate or minimize displacement (such as the displacement of affordable housing)?<sup>70</sup>
- Do all neighborhoods have safe and convenient access to transit? Are any neighborhoods or minoritized communities disproportionately underserved?
- How frequent and affordable is transit? To whom is it affordable and for whom is it frequent?

#### Improvements to Consider:

#### Revisions to existing policies:

- More explicitly connect Figure T-29: Minority Percent of Population and Percent of Population That Reported Income Below Poverty Level in Last Year (2007 – 2011) to goals and policies.
- *Goal T-1: Walking. Complete a safe network of sidewalks, trails and crosswalks where walking is comfortable and the first choice for many trips.*
  - Goal T-1 could be improved by emphasizing that walking includes pedestrian access for users of all mobilities, who use mobility aids (such as wheelchair users) as well as all ages and abilities.
- *Policy T-1.3: Make getting around Kirkland on foot intuitive.*
  - The policy should de-emphasize “on foot” to be more inclusive of pedestrians who use mobility aids or wheelchairs.
  - Consider revising a portion of the following policy by considering what languages this information should be communicated: “*Making this information available in multiple formats and across multiple platforms will increase its usefulness.*”
  - In addition, the wayfinding system could be enhanced by considering the addition of interpretive signs providing information about the history and culture of the area. These types of signs could be placed strategically at key community destinations or transportation routes.
- *Policy T-1.6: Make it safe and easy for children to walk to school and other destinations.*
  - Consider expanding the scope of this policy, or add a new policy given the limitations. This only discusses walking to school - what about other modes of

<sup>70</sup> Resources on equitable anti-displacement strategies in TOD: [www.sparcchub.org/wp-content/uploads/2021/09/1\\_SPARCC\\_ETOD-Centers-Anti-Displacement.pdf](http://www.sparcchub.org/wp-content/uploads/2021/09/1_SPARCC_ETOD-Centers-Anti-Displacement.pdf)

- transportation? This policy could support a variety of safety measures such as crossing guard programs, bicycling, creation of more paths separated from cars, access to helmet and safety equipment resources, safety education, safety-oriented transportation infrastructure (flashing beacons on crosswalks) and allowing more diverse housing to be located nearby schools.
- *Goal T-2: Biking. Interconnect bicycle facilities that are safe, nearby, easy to use and popular with people of all ages and abilities.*
    - Changes could be considered for Goals T-1 and T-2 which elevates or prioritizes projects that remove barriers to historically underserved populations. Also, the definition of historically underserved populations should go beyond low income and senior populations, to include youth, low-income populations, minoritized communities such as people of color.
  - *Policy T-3.1: Plan and construct an environment supportive of frequent and reliable transit service in Kirkland.*
    - To help promote accessibility, the city should work with King County Metro to assess whether the distribution of transit stops is equitably reaching diverse populations and those with the highest need for public transit. Are transportation options easily accessed for those with mobility or cognitive ability difficulties? Do transit services include multiple languages for announcements or stop information? Consider developing this policy by adding transportation time commute disparity analysis along various demographic factors.
    - King County Countywide Planning Policy EC-14 T-7 *Support countywide growth management and climate objectives by prioritizing transit service and pedestrian safety in areas where existing housing and employment densities support transit ridership and to designated regional and countywide centers and other areas planned for housing and employment densities that will support transit ridership.*
  - *Policy T-4.7: Mitigate negative impacts of motor vehicles on neighborhood streets. The livability of neighborhoods is improved when vehicle traffic does not dominate the streetscape. There is a tension between limiting volume on neighborhood streets and creating a network over which traffic is diffused. While the volume on neighborhood streets is relatively low, neighborhood streets make up the vast majority of the City's street network, so they require special attention.*
    - Consider revising Policy T-4.7 to include a prioritization of neighborhoods based on disproportionalities in health, safety, and accessibility outcomes.
    - King County Countywide Planning Policy EC-14 T-6 *Develop station area plans for high-capacity transit stations and mobility hubs based on community engagement. Plans should reflect the unique characteristics, local vision for each station area including transit-supportive land uses, transit rights-of-way, stations and related facilities, multimodal linkages, safety improvements, place-making elements and minimize displacement.*

- *Policy T-6.4: Minimize the environmental impacts of transportation facilities, especially the contribution of transportation to air and water pollution. Comply with Federal and State air and water quality requirements. Reduce vehicle miles of travel.*
  - Consider updating Policy T-6.4 or adding a new policy that addresses environmental justice considerations associated with air and water pollution impacts and consider analyzing the distribution of these impacts to identify community areas with the most impacts that could be prioritized for mitigation.
  - King County Countywide Planning Policy EC-14 T-30 *Develop a transportation system that minimizes negative health and environmental impacts to all communities, especially Black, Indigenous, and other People of Color communities and low-income communities, that have been disproportionately affected by transportation decisions.*
  - King County Countywide Planning Policy EC-14 T-17 *Promote coordinated planning and effective management to optimize the movement of people and goods in the region's aviation system in a manner that minimizes health, air quality, and noise impact to the community, especially frontline communities. Consider demand management alternatives as future aviation growth needs are analyzed, recognizing capacity constraints at existing facilities and the time and resources necessary to build new ones.*

#### New policies/goals

- Consider adding a goal or policy about strengthening usage of transportation programs and services among all residents, across race, ethnicity, gender, income, and ability, such as the PSRC Vision 2050: *MPP-T-9: Identify racial and social equity as a core objective when planning and implementing transportation improvements, programs, and services* or King County Countywide Planning Policy EC-14 T-8 *Implement transportation programs and projects that address the needs of and promote access to opportunity for Black, Indigenous, and other People of Color, people with low and no incomes, and people with special transportation needs.*
- Consider explicitly addressing the needs of people with disabilities by adopted a similar policy of PSRC Vision 2050: *MPP-T-10: Ensure mobility choices for people with special needs* or King County Countywide Planning Policy EC-14 T-19 *Address the needs of people who do not drive, either by choice or circumstances (e.g., elderly, teens, low-income, and persons with disabilities), in the development and management of local and regional transportation systems.*
- Consider adopting a similar action or goal to PSRC Vision 2050: *MPP-H-12, H-Action-6: Identify potential physical, economic, and cultural displacement of low-income households and marginalized populations and work with communities to develop anti-displacement strategies when planning for growth* or King County Countywide Planning Policy EC-14 T-9 *Implement transportation programs and projects that prevent and mitigate the displacement of Black, Indigenous, and other People of Color, people with low and no- incomes, and people with special transportation needs.*
- Access to opportunity and access to transportation options is an equity issue, consider adding similar policies, actions or goals as exemplified by PSRC Vision 2050:

- *MPP-RC –2: Prioritize services and access to opportunity for people of color, people with low incomes, and historically underserved communities to ensure all people can attain the resources and opportunities to improve quality of life and address past inequities.*
- *MPP-H-12, H-Action-6: Identify potential physical, economic, and cultural displacement of low-income households and marginalized populations and work with communities to develop anti-displacement strategies when planning for growth.*
  - *Or King County Countywide Planning Policy EC-14 T-21 Make transportation investments that improve economic and living conditions so that industries and workers are retained and attracted to the region and the county.*
- *King County Countywide Planning Policy EC-14 T-27 Promote the use of pricing strategies and transportation system management and operations tools to effectively manage the transportation system and provide an equitable, stable, and sustainable transportation funding source to improve mobility.*
- *King County Countywide Planning Policy EC-14 T-31 Provide equitable opportunities for an active, healthy lifestyle by integrating the needs of pedestrians and bicyclists in local transit, countywide, and regional transportation plans and systems.*

#### Metrics to Consider

- To align with the DEIB 5-year road map, consider adding metrics that utilize an assessment of data to identify the distribution of impacts (both benefits and harms) of improvement projects to identify and address gaps in services. This could include the tracking of transportation infrastructure investments and improvements for underserved neighborhoods or communities (such as building new sidewalks). *“Identify underrepresented communities and areas in the City of lower income, higher rates of residence by communities of color, and/or English language learners to ensure equitable investments are made throughout the city”<sup>71</sup>*
- Reduce commute times for neighborhoods with high proportions of transit dependent residents.
- Reduce transportation cost burden on low income, transit-dependent riders.
- Improve transit access between higher poverty neighborhoods and key services such as grocery stores, medical centers, job centers and schools.<sup>72</sup>

<sup>71</sup> The impacts of infrastructure improvements may affect different communities in different ways. One example would be that some improvement projects may increase property values in an area, which affects lower income communities differently than higher income communities. Higher property values and resulting higher property taxes may increase a household’s cost-burden. Some households may not be able to absorb the additional cost, which could result in displacement.

<sup>72</sup> The City of Seattle, Equitable Development Initiative, 2015.

<https://www.seattle.gov/documents/Departments/OPCD/OngoingInitiatives/EquitableDevelopmentInitiative/PolicyLinkSeattleEquityImplementationofCompPlan.FINALMEMO.12.22.2015.pdf>

## Human Services

The Human Services chapter focus on the enchantment of Kirkland residents' quality of life through setting policies regarding its city's programs services. The policies within this element particularly center programs and services for youth, seniors, and low-income residents, with an additional focus on needs for its houseless residents and community members with disabilities.

Improvements for the policies within this chapter include 1) the removal and update of outdated language around people with disabilities, people experiencing houselessness, and historically marginalized communities and 2) a more in-depth consideration of the equitable distribution of the city's funding and engagement with human service providers/organizations, and the equitable implications of the impacts these services are having upon Kirkland's diverse community.

An assessment of the chapter and future policies should consider the following questions:

- Which services are in greatest need by BIPOC communities and other underserved communities? How can targeted community engagement with such communities better inform the creation and sustainment of these policies and services? How is the City authentically building relationships with underserved communities to create ongoing partnerships that are not transactional, but reciprocal?
- What are the historic funding patterns of these various city services, and how can such policies ensure that future funding is more equitably re-distributed?
- What is the distribution of short-term (reactionary) and longer-term (preventative) social services within the City of Kirkland? How can these policies ensure a more balanced availability of both reactionary and preventative services?
- To what extent is human services funding able to respond to emerging and/or changing needs in the short-term, while continuing to invest in upstream solutions long-term.

Improvements to Consider:

Revisions to existing policies:

- *Goal HS-1: Support diversity in City government and in the community by encouraging awareness, acknowledgment, and sensitivity and by being inclusive of the entire populace.*
  - Strengthen the goal by honing in on the importance of creating structures of accountability for potential future discrimination.
  - Strengthen the goal by aligning language with Kirkland DEIB 5-year Roadmap 1<sup>st</sup> goal of “leadership at all levels of government contribute to the internal organizational culture as being rooted in diversity, equity, inclusion, and belonging (DEIB).” Also note the 1.4 Diversity Services Team and 1.5 Performance Measures policies.
- *Policy HS-3.1: Maintain and support the Kirkland Youth Council*
  - Strengthen this policy by supporting continued outreach and maintaining a diverse and inclusive youth council.

- Strengthen the policy to continue to prioritize and center youth voice in all decision-making processes related to youth services, activities, initiatives, and outreach.
- The City should align this policy with Kirkland DEIB 5-year Roadmap Goal 1's objective 1.6 on *"Decreasing Barriers to Serving on City Council, Boards, and Commissions."*
- *Policy HS-3.4: Provide access to information and services for Kirkland youth.*
  - Add a policy that encourages youth engagement to collect feedback on how they want to receive information and access services. The collected feedback would drive the work of the Youth Council and youth services at the City level.
- *Policy HS-3.5: Promote healthy lifestyles.*
  - Strengthen by validating the importance of mental health resources and education for residents' mental, physical, and socio-emotional health.
  - Align with PSRC Vision, MPP-RC-3: *"Make reduction of health disparities and improvement of health outcomes across the region a priority when developing and carrying out regional, countywide, and local plans."*
- *Policy HS-3.6: Establish positive relationships between youth and Kirkland Police.*
  - Better align policy with Kirkland DEIB 5-year Roadmap's 2.2 policy of Community Responder Program by re-evaluate relationship between youth and police and considering alternative support models that aim at working on fixing the root causes of youth drug, alcohol, and vaping.
  - Consider an evaluation of the School Resource Officer's relationships with students of color to better align with Kirkland DEIB 5-year Roadmap's 2.4 policy of School Resource Officer Program Evaluation.
  - Better align policy with Kirkland DEIB 5-year Roadmap's 2.5 policy of Community Court Pilot Program and Kirkland's Safe, Inclusive, and Welcoming City Resolution, Section 3: *"The City Manager shall invite the community to come together to discuss and support the shared values of diversity and inclusion and identify additional actions that can be taken by the City and the community to help keep Kirkland a safe, welcoming and inclusive city for all people."*
  - Additional suggestions to consider include 1) creating well-funded and sustainable Restorative Justice programs, 2) increasing accountability within the police force for harmful decisions or actions, 3) requiring cultural competency training for police, 4) creating a youth police advisory council, and 5) identifying a youth police liaison as the "go-to" person on the police force.
- *Policy HS-3.7: Support programs working to lower youth violence, substance abuse, depression, and suicide in the community.*

- Strengthen the policy by providing access to additional resources for programs that target and work to remedy the root causes of youth violence, substance abuse, and mental health struggles.
- Align with Kirkland DEIB 5-year Roadmap’s 2.2 policy of Community Responder Program and 2.5 policy of Community Court Pilot Program.
- *Policy HS-5.3: Provide funding for local nonprofit organizations serving the needs of Kirkland residents.*
  - Consider amending the policy to promote equity and help prioritize funding for organizations that serve historically underserved communities.
    - Align better with Kirkland DEIB 5-year Roadmap 4.1 policy of the “Equity Impact Assessment Tool” to assess its funding patterns and the equitable impact of such investments.
  - Strengthen by encouraging services that not only “respect” diversity but actively work to engage, foster, and advocate for diverse populations and needs.
- *Policy HS-5.8: Ensure human service programs are available and financially accessible.*
  - Suggestion regarding documentation associated with Policy HS-5.8: “To this end, the City should provide programs, and operating and capital funds annually to support social and health needs for those who have special needs, are financially challenged, are homeless, and/or who have limited access based on their language or cultural needs”
    - Strengthen by replacing “special needs” with “people with disabilities;” replace “financially challenged” with “low-income residents;” and replace “homeless” with “unhoused people” or “people experiencing houselessness.”
    - Strengthen by removing “provide programs” as City invests in these programs by way of funding but does not directly provide these services.
- *Policy HS-5.9: Prior to adoption, consider impacts to human services of any proposed legislation, including City codes and regulations.*
  - Strengthen by adding an equity assessment of potential impacts (distribution of burdens vs. positive impacts) of programs before moving forward with implementation.
    - Align better with Kirkland DEIB 5-year Roadmap 4.1 policy of the “Equity Impact Assessment Tool” to assess the possible impacts of its decisions.
    - The equity assessment of these human services should include meaningful equitable community engagement prior to any implementation of services.
  - Suggestion regarding documentation associated with Policy HS-5.9: “The City should consider both the possible effects of legislation on vulnerable residents as well as create increased opportunities for them.”

- Strengthen by omitting problematic language of “vulnerable residents,” to reflect the population more specifically (such as “residents at-risk of...”). People are made vulnerable by inadequate systems and support structures.
- *Policy HS-6.1: Encourage services to become accessible to all in the community by removing any barriers, including but not limited to architectural, cultural, language, communication, and location.*
  - Strengthen policy by being more explicit with what “encouragement” looks like? Does this mean providing more funding/resources/etc. to remove accessibility barriers? Or fines for non-compliance?
  - Add an equity component to this policy by aligning it with the PSRC Vision MPP-PS-29 policy: “Site or expand regional capital facilities in a manner that (1) reduces adverse social, environmental, and economic impacts on the host community, especially on historically marginalized communities, (2) equitably balances the location of new facilities away from disproportionately burdened communities, and (3) addresses regional planning objectives.”

#### New policies/goals

- For Goal HS-2: In alignment with Kirkland’s DEIB Roadmap, the City should build internal structures of accountability and equitable evaluation of the impacts of city-wide initiatives, programs, activities, and strategies aimed at ending discrimination and instituting justice.
  - Align better with Kirkland DEIB 5-year Roadmap 6th goal of “financial decisions include equity impact assessments and considerations” and its 6.1 policy of “Biennial Budget Process,” and maybe also the 6.2 policy of “Personnel Funding Impact Analysis.”
- For Policy HS-5.7: *Encourage the development of partnerships among the City, schools, human services providers, and others, to address the needs of children and families within the school setting.)*
  - Add a policy to address PSRC Vision’s MPP- PS-16 policy calling for local jurisdictions to, “Plan for the provision of telecommunication infrastructure to provide access to residents and businesses in all communities, especially underserved areas.”
- Policy HS-5.8: *Ensure human service programs are available and financially accessible.*
  - Consider adding a policy to reflect Kirkland’s DEIB 5-year Roadmap 2<sup>nd</sup> goal: “city services are accessible, inclusive, equitable, and co-created with community input.”
  - Add a policy to address PSRC’s MPP-RC-2 policy: “Prioritiz[ing] services and access to opportunity for people of color, people with low incomes, and historically underserved communities to ensure all people can attain the resources and opportunities to improve quality of life and address past inequities.”
  - Add a policy to align with PSRC Vision’s MPP-PS-2 policy calling for local jurisdictions to “Promote affordability and equitable access of public services to all

*communities, especially the historically underserved. Prioritize investments to address disparities.”*

- For Goal HS-6: Strengthen the existing goal or add a new policy that better aligns with Kirkland DEIB 5-year Roadmap’s 10.3 policy, “*Shared Application for Human Services Funding,*” and calls for the City to continue its work to evaluate and address grant processes/requirements to identify ways to increase access and reduce unnecessary restrictions to support more inclusive, locally-based participation.

#### Metrics to Consider

- Increase overall use (availability and affordability) of city’s social services by BIPOC communities and other underserved communities.
- Decrease in youth violence, substance abuse, depression, and suicide in the community due to availability of resources and services that target the root causes of these incidents.
- Increase accessibility of City’s services through location placement and accessible/affordable transportation connections. If the location placement is already fixed, then consider opportunities to offer mobile services to reach communities that may not have access or to improve transportation connections such as with programs that provide mobility services to people who need to access healthcare appointments.

## 4. Appendix: Regional Equity Planning Policies

### Exhibit 25. PSRC VISION 2050 Equity Related Policies

Source: <https://www.psrc.org/sites/default/files/2022-02/vision-2050-equity-policies-actions.pdf>

Policy Number / Section	Policy Language
<b>Regional Collaboration</b>	
MPP-RC-1	Coordinate planning efforts among jurisdictions, agencies, federally recognized tribes, ports and adjacent regions, where there are common borders or related regional issues, to facilitate a common vision.
MPP-RC-2	Prioritize services and access to opportunity for people of color, people with low incomes, and historically underserved communities to ensure all people can attain the resources and opportunities to improve quality of life and address past inequities.
MPP-RC-3	Make reduction of health disparities and improvement of health outcomes across the region a priority when developing and carrying out regional, countywide, and local plans.
MPP-RC-4	Coordinate with tribes in regional and local planning, recognizing the mutual benefits and potential for impacts between growth occurring within and outside tribal boundaries.
RC-Action-3	Regional Equity Strategy PSRC, in coordination with member governments and community stakeholders, will develop and implement a regional equity strategy intended to make equity central to PSRC's work and to support the 2024 local comprehensive plan updates. The strategy could include components such as: <ul style="list-style-type: none"> <li>• Creating and maintaining tools and resources, including data and outreach, to better understand how regional and local policies and actions affect our region's residents, specifically as they relate to people of color and people with low incomes, Developing strategies and best practices for centering equity in regional and local planning work, including inclusive community engagement, monitoring, and actions to achieve equitable development outcomes and mitigate displacement of vulnerable communities, Identifying implementation steps, including how to measure outcomes, Identifying mechanisms to prioritize access to funding to address inequities, Developing a plan and committing resources for an equity advisory group that can help provide feedback on and help implement the Regional Equity Strategy, Developing and adopting an equity impact tool for evaluating PSRC decisions and community engagement</li> </ul>
RC-Action-4 Outreach	PSRC will develop an outreach program for VISION 2050 that is designed to communicate the goals and policies of VISION 2050 to member jurisdictions, regional stakeholders, and the public. This work program will have the following objectives: <ul style="list-style-type: none"> <li>• Build awareness of VISION 2050 among local jurisdictions in advance of the development of local comprehensive plans, Raise awareness of PSRC and the desired outcomes of VISION 2050 to residents across the region, Collaborate with residents who are historically underrepresented in the planning process to ensure all voices are heard in regional planning</li> </ul>
<b>REGIONAL GROWTH STRATEGY</b>	
MPP-RGS-7	Provide additional housing capacity in Metropolitan Cities in response to rapid employment growth, particularly through increased zoning for middle density housing. Metropolitan Cities must review housing needs and existing density in response to evidence of high displacement risk and/or rapid increase in employment.
<b>ENVIRONMENT</b>	
MPP-En-1	Develop and implement regionwide environmental strategies, coordinating among local jurisdictions, tribes, and countywide planning groups.

Policy Number / Section	Policy Language
MPP-En-4	Ensure that all residents of the region, regardless of race, social, or economic status, have clean air, clean water, and other elements of a healthy environment.
MPP-En-8	Reduce impacts to vulnerable populations and areas that have been disproportionately affected by noise, air pollution, or other environmental impacts.
MPP-En-15	Provide parks, trails, and open space within walking distance of urban residents. Prioritize historically underserved communities for open space improvements and investments.
En-Action-4	Local Open Space Planning In the next periodic update to the comprehensive plan, counties and cities will create goals and policies that address local open space conservation and access needs as identified in the Regional Open Space Conservation Plan, prioritizing areas with higher racial and social inequities and rural and resource land facing development pressure. Counties and cities should work together to develop a long-term funding strategy and action plan to accelerate open space protection and enhancement.
<b>CLIMATE CHANGE</b>	
MPP-CC-6	Address impacts to vulnerable populations and areas that have been disproportionately affected by climate change.
MPP-CC-8	Increase resilience by identifying and addressing the impacts of climate change and natural hazards on water, land, infrastructure, health, and the economy. Prioritize actions to protect the most vulnerable populations.
CC-Action-1	<p>Greenhouse Gas Strategy PSRC will work with local governments and other key agencies and stakeholders to advance the development and implementation of the region's Greenhouse Gas Strategy, to equitably achieve meaningful reductions of emissions toward achievement of the region's greenhouse gas reduction goals. The strategy will:</p> <ul style="list-style-type: none"> <li>• Build on the Four-Part Strategy in the Regional Transportation Plan Address emissions from transportation, land use and development, and other sources of greenhouse gases, Promote effective actions to reduce greenhouse gases, such as vehicle miles traveled (VMT) reduction, conversion to renewable energy systems in transportation and the built environment (e.g., electrification), and reduction in embedded carbon in new infrastructure and development,</li> <li>• Explore options for PSRC to further emission reductions in the aviation sector Be guided by principles of racial equity, Include a measurement framework to inform the evaluation of transportation investments and local comprehensive plans, Develop guidance and provide technical assistance to local jurisdictions to implement climate change strategies, including a guidebook of best practice policies and actions, Regular evaluation and monitoring will occur, at least every four years, as part of the development of the Regional Transportation Plan, with reports to PSRC policy boards</li> </ul>
CC-Action-2 Resilience and Climate Preparedness	PSRC will engage in regional resilience planning and climate preparedness, including development of a regional inventory of climate hazards, assistance to member organizations, and continued research and coordination with partners such as the Puget Sound Climate Preparedness Collaborative and tribes. Climate resilience actions will focus on equitable outcomes, particularly for historically marginalized communities, at greater risk and with fewer resources.
CC-Action-3 Policies and Actions to Address Climate Change	Cities and counties will incorporate emissions reduction policies and actions that contribute meaningfully toward regional greenhouse gas emission goals, along with equitable climate resiliency measures, in their comprehensive planning. Strategies include land uses that reduce vehicle miles traveled and promote transit, biking, and walking consistent with the Regional Growth Strategy, developing and implementing climate friendly building codes, investments in multimodal transportation choices, and steps to encourage a transition to cleaner transportation and energy systems
CC-Action-4 Resilience	Cities and counties will update land use plans for climate adaptation and resilience. Critical areas will be updated based on climate impacts from sea level rise, flooding, wildfire hazards, urban heat, and other hazards. The comprehensive plans will identify

Policy Number / Section	Policy Language
	mitigation measures addressing these hazards including multimodal emergency and evacuation routes and prioritizing mitigation of climate impacts on highly impacted communities and vulnerable populations.
<b>DEVELOPMENT PATTERNS</b>	
MPP-DP-2	Reduce disparities in access to opportunity for the region's residents through inclusive community planning and targeted investments that meet the needs of current and future residents and businesses.
MPP-DP-6	Preserve significant regional historic, visual, and cultural resources, including public views, landmarks, archaeological sites, historic and cultural landscapes, and areas of special character.
MPP-DP-7	Consider the potential impacts of development to culturally significant sites and tribal treaty fishing, hunting, and gathering grounds.
MPP-DP-8	Conduct inclusive engagement to identify and address the diverse needs of the region's residents.
MPP-DP-16	Address and integrate health and well-being into appropriate regional, countywide, and local planning practices and decision-making processes.
MPP-DP-18	Address existing health disparities and improve health outcomes in all communities.
MPP-DP-23	Evaluate planning in regional growth centers and high-capacity transit station areas for their potential physical, economic, and cultural displacement of marginalized residents and businesses. Use a range of strategies to mitigate displacement impacts.
MPP-DP-51	Protect tribal reservation lands from encroachment by incompatible land uses and development both within reservation boundaries and on adjacent land.
DP-Action-1 Implement the Regional Centers Framework	PSRC will study and evaluate existing regional growth centers and manufacturing/industrial centers to assess their designation, distribution, interrelationships, characteristics, transportation efficiency, performance, and social equity. PSRC, together with its member jurisdictions and countywide planning bodies, will work to establish a common network of countywide centers.
DP-Action-3	Transit-Oriented Development PSRC, together with its member jurisdictions, will support member jurisdiction in the implementation of the Growing Transit Communities Strategy and compact, equitable development around high-capacity transit station areas. This action will include highlighting and promoting tools used to support equitable development in high-capacity transit station areas.
<b>HOUSING</b>	
MPP-H-2	Provide a range of housing types and choices to meet the housing needs of all income levels and demographic groups within the region.
MPP-H-3	Achieve and sustain – through preservation, rehabilitation, and new development – a sufficient supply of housing to meet the needs of low-income, moderate-income, middle-income, and special needs individuals and households that is equitably and rationally distributed throughout the region.
MPP-H-4	Address the need for housing affordable to low- and very low-income households, recognizing that these critical needs will require significant public intervention through funding, collaboration, and jurisdictional action.
MPP-H-5	Promote homeownership opportunities for low-income, moderate-income, and middle-income families and individuals while recognizing historic inequities in access to homeownership opportunities for communities of color.
MPP-H-6	Develop and provide a range of housing choices for workers at all income levels throughout the region that is accessible to job centers and attainable to workers at anticipated wages.
MPP-H-7	Expand the supply and range of housing at densities to maximize the benefits of transit investments, including affordable units, in growth centers and station areas throughout the region.

Policy Number / Section	Policy Language
MPP-H-8	Promote the development and preservation of long-term affordable housing options in walking distance to transit by implementing zoning, regulations, and incentives.
MPP-H-9	Expand housing capacity for moderate density housing to bridge the gap between single-family and more intensive multifamily development and provide opportunities for more affordable ownership and rental housing that allows more people to live in neighborhoods across the region.
MPP-H-11	Encourage interjurisdictional cooperative efforts and public-private partnerships to advance the provision of affordable and special needs housing.
MPP-H-12	Identify potential physical, economic, and cultural displacement of low-income households and marginalized populations that may result from planning, public investments, private redevelopment, and market pressure. Use a range of strategies to mitigate displacement impacts to the extent feasible.
H-Action-1 Regional Housing Strategy PSRC	<p>H-Action-1 Regional Housing Strategy PSRC, together with its member jurisdictions, state agencies, housing interest groups, housing professionals, advocacy and community groups, and other stakeholders will develop a comprehensive regional housing strategy to support the 2024 local comprehensive plan update. The housing strategy will provide the framework for regional housing assistance (see H-Action-2, below) and shall include the following components:</p> <ul style="list-style-type: none"> <li>• In the near term, a regional housing needs assessment to identify current and future housing needs to support the regional vision and to make significant progress towards jobs/housing balance and quantify the need for affordable housing that will eliminate cost burden and racial disproportionality in cost burden for all economic segments of the population, including those earning at or below 80 percent of Area Median Income throughout the region. This will provide necessary structure and focus to regional affordable housing discussions</li> </ul> <p>Strategies and best practices to promote and accelerate: housing supply, the preservation and expansion of market rate and subsidized affordable housing, housing in centers and in proximity to transit, jobs-housing balance, and the development of moderate-density housing options</p> <p>Coordination with other regional and local housing efforts</p>
H-Action-4 Local Housing Needs	Counties and cities will conduct a housing needs analysis and evaluate the effectiveness of local housing policies and strategies to achieve housing targets and affordability goals to support updates to local comprehensive plans. Analysis of housing opportunities with access to jobs and transportation options will aid review of total household costs.
H-Action-5	Affordable Housing Incentives As counties and cities plan for and create additional housing capacity consistent with the Regional Growth Strategy, evaluate and adopt techniques such as inclusionary or incentive zoning to provide affordability.
H-Action-6 Displacement	Metropolitan Cities, Core Cities, and High-Capacity Transit Communities will develop and implement strategies to address displacement in conjunction with the populations identified of being at risk of displacement including residents and neighborhood-based small business owners.
<b>ECONOMY</b>	
MPP-Ec-7	Foster a supportive environment for business startups, small businesses, locally owned and women- and minority-owned businesses to help them continue to prosper.
MPP-Ec-10	Ensure that the region has a high-quality education system that is accessible to all of the region's residents.
MPP-Ec-12	Identify potential physical, economic, and cultural displacement of existing businesses that may result from redevelopment and market pressure. Use a range of strategies to mitigate displacement impacts to the extent feasible.
MPP-Ec-13	Promote equity and access to opportunity in economic development policies and programs. Expand employment opportunity to improve the region's shared economic future.

Policy Number / Section	Policy Language
MPP-Ec-14	Foster appropriate and targeted economic growth in areas with low and very low access to opportunity to improve access to opportunity for current and future residents of these areas.
MPP-Ec-15	Support and recognize the contributions of the region’s culturally and ethnically diverse communities and Native Tribes, including helping the region continue to expand its international economy.
Ec-Action-2	Regional Support for Local Government Economic Development Planning PSRC will support county and local jurisdictions through technical assistance and economic data with special emphasis on smaller jurisdictions, in their efforts to develop economic development elements as part of their expected 2024 comprehensive plan updates to support the Regional Growth Strategy. PSRC will also provide guidance on local planning to address commercial displacement.
<b>TRANSPORTATION</b>	
MPP-T-9	Implement transportation programs and projects that provide access to opportunities while preventing or mitigating negative impacts to people of color, people with low incomes, and people with special transportation needs.
MPP-T-10	Ensure mobility choices for people with special transportation needs, including persons with disabilities, seniors, youth, and people with low incomes.
MPP-T-28	Promote coordinated planning and effective management to optimize the region’s aviation system in a manner that minimizes health, air quality, and noise impacts to communities, including historically marginalized communities. Consider demand management alternatives as future growth needs are analyzed, recognizing capacity constraints at existing facilities and the time and resources necessary to build new ones. Support the ongoing process of development of a new commercial aviation facility in Washington State.
T-Action-1 Regional Transportation Plan	PSRC will update the Regional Transportation Plan (RTP) to be consistent with federal and state requirements and the goals and policies of VISION 2050. The RTP will incorporate the Regional Growth Strategy and plan for a sustainable multimodal transportation system for 2050. The plan will identify how the system will be maintained and efficiently operated, with strategic capacity investments, to provide safe and equitable access to housing, jobs, and other opportunities, as well as improved mobility for freight and goods delivery. Specific elements of the RTP include the Coordinated Transit-Human Services Transportation Plan and continued updates to the regional integrated transit network (including high-capacity transit, local transit, auto and passenger ferries), the Active Transportation Plan, regional freight network, aviation planning and other important system components.
T-Action-8 Aviation Capacity	PSRC will continue to conduct research and analysis of the region’s aviation system to assess future capacity needs, issues, challenges, and community impacts to help ensure that the system can accommodate future growth while minimizing community impacts, including historically marginalized communities, and set the stage for future planning efforts. PSRC will work in cooperation with the state, which will play a lead role in addressing future aviation capacity needs.
<b>PUBLIC SERVICES</b>	
MPP-PS-2	Promote affordability and equitable access of public services to all communities, especially the historically underserved. Prioritize investments to address disparities.
MPP-PS-16	Plan for the provision of telecommunication infrastructure to provide access to residents and businesses in all communities, especially underserved areas.
MPP-PS-29	Site or expand regional capital facilities in a manner that (1) reduces adverse social, environmental, and economic impacts on the host community, especially on historically marginalized communities, (2) equitably balances the location of new facilities away from disproportionately burdened communities, and (3) addresses regional planning objectives.