



CITY OF KIRKLAND
PLANNING AND BUILDING
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MEMORANDUM

To: Planning Commission

From: LeAndra Baker-Lewis, Senior Planner
Adam Weinstein, AICP, Planning and Building Director
Allison Zike, AICP, Deputy Planning and Building Director

Date: September 24, 2026

Subject: **Neighborhood Stores and Services Code Amendment Project Briefing #2, File No. CAM26-00358**

RECOMMENDATION:

Receive a briefing and hold a study session to discuss the Neighborhood Stores and Services Code Amendment project. Review community engagement findings and provide staff with narrowed policy direction for draft code amendments.

EXECUTIVE SUMMARY:

- The Neighborhood Stores and Services project is evaluating existing home occupation regulations and exploring new low-intensity, neighborhood-serving commercial allowances in primarily residential areas to increase neighborhood walkability, lower barriers to entrepreneurship, and reduce reliance on motor vehicles.
- Initial City Council (Council) guidance on the project scope and input from the Planning Commission (PC) focused on community engagement objectives, the role of commercial uses within residential areas, and analysis of unintended consequences of regulatory changes. Both bodies recognized the need to clearly distinguish home occupation changes from new allowances for neighborhood-serving commercial uses.
- Staff research and community engagement findings are the primary subjects of this memorandum and should help PC to understand community priorities, potential neighborhood impacts, and regulatory strategies for supporting small and local businesses.
- Staff requests PC evaluate the examination of four major policy components within the Policy Discussion section, consider staff's technical analysis and preliminary guidance, and deliberate on the requested guidance noted for each policy topic.

BACKGROUND:

The Neighborhood Stores and Services Code Amendments project is evaluating existing regulations for home occupations and considering new allowances for neighborhood-serving businesses within primarily residential parts of the city. The code amendments will seek to

implement adopted Comprehensive Plan policies and further support Kirkland community members by advancing the citywide objective of walkable, 10-minute neighborhoods, minimizing adverse impacts to surrounding properties, and lowering barriers to entrepreneurship.

Prior Meetings and Feedback Received

At their July 21, 2026 meeting¹, Council received an initial project briefing, including an extensive background on the origin of the Neighborhood Stores and Services project and initial staff findings from jurisdictional research and prior community engagement. During the briefing, Council provided input on public engagement, the project's timeline, and staff policy assumptions affecting regulatory direction. Many Councilmembers gave an initial preference for project scope wherein home occupation regulations are updated and expanded as deemed appropriate, and new neighborhood-serving commercial allowances are explored. There was no consensus on the appropriate extent of the new allowances, with some Councilmembers hoping for relaxed or wide-reaching allowances, and others supporting an iterative approach with a tiered allowance based on location characteristics.

The PC received an initial briefing at their August 27, 2026 meeting² and reviewed Council feedback, existing regulations within the Kirkland Zoning Code (KZC) that apply in residential areas, and business license and code enforcement data regarding current home occupations in Kirkland. The PC also reviewed a comparison of peer city regulations for home occupations as well as for neighborhood commercial uses and discussed initial priorities for each. The PC was provided with the project's Community Engagement Plan and expressed interest in reviewing public engagement findings to help identify community priorities for the project. There was general consensus that home occupation allowances should be objective and enforceable, and the PC spoke about preliminary ideas for ensuring any new allowed business activity beyond home occupations remains neighborhood-serving.

Neighborhood Conditions Analysis

In response to initial feedback from PC and the community, staff analyzed current neighborhood conditions to better understand general residential activity and pedestrian infrastructure availability. Analysis of neighborhood conditions occurred through in-person site visits focused on locations without ample sidewalks, through digital imagery available online, and through interpretation of mapped transportation and zoning qualities.

A citywide map of the existing sidewalk network for Kirkland was analyzed to identify areas of sidewalk deficiency and is available as **Attachment 1: Kirkland Sidewalk Availability Map**. Most streets have sidewalk infrastructure on at least one side of the roadway, while certain neighborhoods like Finn Hill, Juanita, and Central Houghton, and Bride Trails have larger pockets of areas with no established sidewalks. For purposes of this analysis, these large pockets refer to areas with a stretch of roadway 0.25 mile or longer with no sidewalk facilities on either side. In these areas, staff research and in-person observations identified relatively wide roadways with shoulder space for pedestrians and parked vehicles. Staff also observed several community members walking in the right-of-way in the absence of sidewalks during

¹ https://www.kirklandwa.gov/files/sharedassets/public/v/1/city-council/agenda-documents/2026/july-21-2026/9d_business.pdf

² <https://kirklandwa.primegov.com/Portal/Meeting?meetingTemplateId=8517>

neighborhood canvassing, suggesting that while not ideal, pedestrian travel still occurs in absence of completely built-out infrastructure.

Streets within the city are categorized by federal functional classifications to help define their intended use within the street network. These road classifications and Kirkland zoning districts are mapped together in **Attachment 2: Zoning & Roadway Classifications Map** to illustrate the relationship between residential zones and street capacity. Kirkland's Transportation Strategic Plan³, updated in 2024, explains the difference in classification as follows:

- *Principal arterials*: connect to major commercial areas and other cities.
- *Minor arterials*: serve major traffic generators that are not served by principal arterials.
- *Collector streets*: provide connections between arterials and local streets.
- *Local streets or Neighborhood Access streets*: provide access to residential areas, businesses, and other local areas.

Most low-density residential zones are served by Collector and Neighborhood Access streets, while commercial, industrial, and higher density residential zones are served by minor and principal arterials.

Other observations during neighborhood canvassing showed various ways in which residential uses in low density neighborhoods already accommodate commercial activity. Commercial vehicles were observed during weekday morning and afternoon hours and included maintenance and construction vans, shown in **Figure 1**, landscaping work vehicles with trailers shown in **Figure 2**, and large delivery or maintenance trucks shown in **Figure 3**. These figures illustrate the ways in which larger commercial vehicles currently on residential streets at present, and establish a benchmark for current levels of commercial activity in residential neighborhoods. No conflict or traffic and safety violations were observed. Though these types of activities were not observed frequently, a considerable amount of activity was witnessed. This suggests that sporadic but notable activity related to businesses and services already occur within residential areas.

Figure 1: Work Vans in Residential Areas

³ <https://www.kirklandwa.gov/files/sharedassets/public/v/1/public-works/transportation/plans-and-studies/kirkland-tsp-final.pdf>





Figure 2: Landscaping Vehicles with Trailers in Residential Areas





Figure 3: Large Trucks in Residential Areas



**DISCUSSION/ANALYSIS:****Community Engagement to Date**

In alignment with the project's Community Engagement Plan, staff outreach and engagement included communications in a variety of formats chosen based on stakeholder group. **Table 1: Community Engagement Timeline** describes the efforts throughout August and September of 2026 to reach community members, educate them about the project, and solicit feedback on desired project outcomes.

Table 1: Community Engagement Timeline

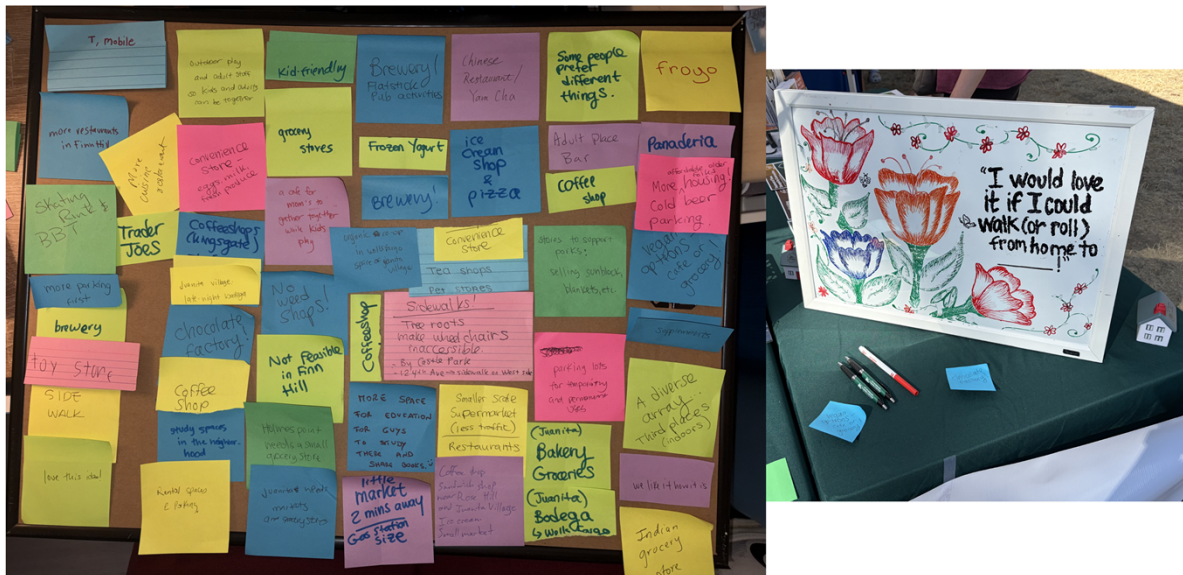
	August 2026		September 2026		
Community Survey	Launched 8/6 and concluded 9/30				
Community Event Tabling		International Night Market* (8/19)		City Hall for All (9/17)	
Community Group Engagement			Kirkland Senior Council (9/8)		Kirkland Youth Council (9/14)
Stakeholder Interviews			35 interviews conducted 8/27 through 9/30		
Neighborhood Group Engagement		Digital outreach to all Neighborhood Associations (8/20)		Kirkland Alliance of Neighborhoods (9/9)	
Digital Outreach	Digital outreach to HOAs** (8/5)	TWIK*** Announcement #1 (8/6) TWIK*** Announcement #2 (8/20) TWIK*** Announcement #3 (9/3) TWIK*** Announcement #4 (9/17) TWIK*** Announcement #5 (9/24)			
Fire Station Reader Boards		Displayed message to promote Community Survey from 8/18 to 9/30			

*: Responses to the interactive prompt offered at Planning and Building Department booth for the International Night Market are shown in **Figure 4: Tabling Feedback on Desired Businesses within Walking Distance**

** : HOA = homeowners association

***: TWIK = This Week in Kirkland Newsletter

Figure 4: Tabling Feedback on Desired Businesses within Walking Distance



Community Engagement Findings

Engagement with business stakeholders (i.e., Core Stakeholders) and the broader community (i.e., Consulted Stakeholders) provided complementary perspectives on the project. Interviews with business owners helped staff understand how existing home occupation regulations function in practice and offered insight into the needs of businesses as they grow. Broader engagement with the public provided a better understanding into potential benefits, concerns, and tradeoffs associated with allowing more business activity in residential neighborhoods. Together, the findings suggest that there is interest in creating additional opportunities, but the success of potential code amendments will depend on the balance between added benefits for the community and limiting impacts on surrounding residential uses.

A detailed analysis of business owner interview themes is available in **Attachment 3: Core Stakeholder Interview Analysis**. A comprehensive analysis of themes identified through broad community engagement efforts such as neighborhood and community meetings, community survey responses, and community event tabling is available in **Attachment 4: Consulted Stakeholder Engagement Analysis**.

Community Survey Results and Takeaways

The community survey for the Neighborhood Stores and Services project was an important tool for collecting first-hand knowledge of neighborhoods as they exist and function presently. The advertisement of the survey took several forms in order to ensure it was taken by the widest possible array of Kirkland residents, employees, students, and visitors. The responses were collected between August 6 and September 30 of this year and the survey was taken 696 times. Responses include input from community members in all 13 neighborhoods in Kirkland. The survey responses in their original form, as well as a high-level executive summary for the survey, can be found in **Attachment 5: Community Survey Executive Summary and Responses**.

Home Occupations and Entrepreneurship – Summary

Home occupations provide an important entry point for entrepreneurship, but business needs evolve with time and as the business grows and matures. Interviews with business owners and community-based organizations reinforced the role of home occupations as a lower-cost and lower-risk way to start a business, test business models, and establish a customer base. Most interviewed businesses currently operate comfortably within most of the existing standards for home occupations. Limitations related to employees, customers, storage, and space can become more problematic as certain businesses expand.

An important finding showed that growth does not look the same for every business: product-based companies with inventory or equipment and businesses providing personal services (e.g., wellness coach, physical therapist, art teacher, etc.) in-person are more likely to need additional physical space. Conversely, professional service businesses such as consulting firms, marketing firms, or companies offering financial services were more likely to indicate a preference to remain home-based and expand primarily through remote work. Both groups expressed interest in coworking spaces for off-site collaboration with clients or colleagues.

The findings suggest that potential code amendments should preserve home occupations as accessible form of entrepreneurship while recognizing that regulations seeking to support growth may differ by business type and operational intensity. When asked which of the current regulations for home-based businesses felt most limiting, participants mentioned the limitation of six customers per day, and particularly the limit of two customers at any given time. Personal service providers typically have business models that support group work and found this limit to be unsustainable for business longevity and growth.

Neighborhood-serving Commercial and Business Growth – Summary

Business stakeholders described neighborhood commercial space as a potential intermediate opportunity between operating from home and committing to a traditional commercial storefront. Participants also identified the cost and availability of commercial space and demand for smaller or shared spaces as important considerations once a business begins to outgrow the home. However, not every home-based business needs or wants a physical commercial location, and a notable minority of business owners did not see a need for additional commercial activity in residential areas.

Broader community engagement also identified a similar tension between creating lower-cost opportunities for small businesses and concerns about the potential rate of conversion from residential to commercial, existing vacancies within Kirkland's neighborhood commercial centers, and adverse impacts to surrounding residential neighbors. Another finding from broader community engagement is that in Kirkland, there is a misalignment between the types of businesses typically occurring as home occupations in Kirkland and the businesses that community members reported that would be desirable. Businesses offering groceries, food and beverages, repair services, and/or personal services are not the typical home-based business in Kirkland. Nurturing the kinds of businesses that are most perceived as neighborhood-serving may require a different regulatory approach with more flexibility than what a typical home-based business in Kirkland might need in order to grow.

Equitable Access and Opportunity through Home and Neighborhood Businesses

Engagement with the broader community provided staff with various perspectives, including perspectives of disability advocates in Kirkland. Community members with physical, developmental, cognitive, or sensory disabilities navigate their surroundings in very specialized ways and often face barriers to inclusion that negatively affect their daily lives. Participating in everyday activities like shopping, attending social events, working, and attending school, become more challenging with limited abilities, and often results in a higher rate of poverty, social and physical isolation, and adverse health outcomes among those with disabilities. Transportation is a key factor for people with disabilities, as many disabilities make driving unsafe or impossible without specific equipment or assessments. This makes pedestrian infrastructure and proximity to transit particularly important for this portion of the Kirkland population.

Options to work from home were reported as a more attainable avenue for financial security and economic self-sufficiency. Additionally, the presence of neighborhood-serving businesses could provide disabled entrepreneurs with opportunities to thrive in a more controlled, familiar environment. Outside of business creation, increasing proximity and access to goods and services serves an important function for creating equitable neighborhoods that are accessible by all modes of travel.

Neighborhood-serving Commercial Impacts and Unintended Consequences

Community support for allowing neighborhood-serving commercial uses is not a foregone conclusion and can be closely tied to allowed business scale and the management of neighborhood impacts.

Engagement generally reflected interest in convenient access to everyday goods and services, walkable destinations, and informal gathering places. At the same time, stakeholders consistently emphasized the importance of businesses remaining appropriately scaled for residential settings. The most frequently raised concerns were increased vehicle traffic and on-street parking demand, followed by deliveries and loading conflicts, noise, privacy, and waste management. Some stakeholders also raised concerns about crime, littering, trespassing, odors, and other unintended consequences of business operations. Perspectives differed on how much additional activity is acceptable for neighborhood-serving commercial uses. Some stakeholders expected a compatible neighborhood business to produce little or no noticeable changes, while others recognized and accepted the compromise of additional activity in exchange for more destinations and services nearby.

Across all engagement efforts, the potential impacts of concern were related more to operational characteristics rather than relating to specific types of businesses. Kirkland business owners interviewed rarely identified any specific business types as inherently incompatible for residential areas and instead discussed compatibility as being tied to characteristics such as customer numbers, delivery needs, parking demand, and intensity. Broader community feedback also identified strong interest in business types such as small groceries and markets, bakeries, cafés, and personal services, while communicating greater concern with certain uses like sales of age-restricted products, animal boarding, and pawn shops.

Business Prosperity Beyond Regulations

Kirkland business owners identified commercial affordability, access to coworking space or smaller spaces, business education, and technical assistance as vital to starting and growing a

business in today's economic environment. Broader community feedback also recognized the challenge of affordability for businesses, but feedback diverged regarding whether the City should respond by reducing regulatory barriers to commercial uses in residential areas, supporting better utilization of existing commercial space, or pursuing other economic development strategies.

Accessibility, building and life-safety requirements, state and local licensing requirements, and police capacity were identified as intersecting with this project, but are governed partly through regulations outside of the KZC. Engagement findings, particularly those described in Attachment 3, can help identify issues more appropriate for future Economic Development programming opportunities and implementation efforts.

Mixed-Input and Non-Consensus Areas

Naturally, community perspectives varied widely on several aspects of the project. Some of the main variations include:

- The appropriate allowed location(s) for neighborhood-serving commercial uses;
- Whether proximity to infrastructure, transit, and other neighborhood destinations should be a requirement for business placement;
- How much additional commercial activity is acceptable;
- Allowed concentration of neighborhood-serving businesses within a given area;
- How much available parking should influence business allowances;
- How the regulations should balance opportunities for gathering with concerns about noise and privacy; and
- The appropriate degree of neighbor involvement in the process of permitting a neighborhood-serving business.

See Attachment 3 and 4 for additional analysis on varied perspectives and tensions within community input. These areas of mixed input form the basis for several policy questions presented for PC in the Policy Discussion section below.

POLICY DISCUSSION:

The information below transmits the several policy choices PC should deliberate and provide clear direction on to guide staff in composing draft code amendments. Technical considerations, staff preliminary guidance, and requested input from PC are noted for each policy topic.

Policy Topic 1: Appropriate Scale and Parameters for Home Occupations

Technical and/or Regulatory Considerations

Enforceability

Some home occupation regulations are easier to observe and enforce than others. Outdoor alterations, outdoor storage, business vehicles, and signage may be more external and visible. Conversely, standards such as interior floor area, interior alterations, and employee activity may be difficult to validate unless a development permit is submitted. Confirming whether a delivery or visit is for personal or professional purposes may prove to be difficult when there is a complaint.

Relationship to Building Code

The current limit for home occupations of 500 square feet of floor area is consistent with the threshold for a change in occupancy under the building code. Retaining this limit may be challenging to verify but provides a certain level of regulatory consistency with the Washington State Residential Code definition of a dwelling unit⁴, which may include certain home occupations.

Standard Residential Activity

Current regulations place subjective limits on business impacts as they relate to conditions “normally produced” by residential uses. Interviews raised questions about that comparison because residences can also generate unrestricted amounts of deliveries, visits, and vehicles. Noise from construction, animals, and landscaping are also common among strictly residential uses.

Modification Criteria and Process

Currently, KZC 115.65 allows home occupations exceeding the adopted standard the opportunity to be approved through a discretionary review under a Process I decision, which requires public noticing and a Planning Director decision based on established criteria, and provides an appeal pathway. This process has rarely been utilized in recent history. An option for allowing home occupations to grow or exceed established standards could involve retaining this modification ability and adjusting criteria and process to fit PC objectives.

Preliminary Staff Direction

Staff is preliminarily considering numerical limits for regulations when they provide a clear regulatory purpose and are easily measurable, while revising other standards to focus more on observable operational and performance standards. By regulating the actual impacts of a business instead of relying on fixed limits as substitutions for those impacts, greater flexibility could be provided for businesses without resulting in greater impacts on neighboring properties.

Guidance Requested

- Does the PC wish to retain or adjust any of the following regulations for home occupations that are considered by staff as easier to observe?
 - A home occupation business must have no outside storage, including equipment stored on vehicles.
 - A home occupation business must operate no more than 1 vehicle that is no more than 10,000 pounds, 9 feet tall or 22 feet long.
 - A home occupation business must have no signage other than 1 building-mounted non-illuminated sign that is no larger than 2 square feet.
- Does the PC wish to retain or adjust any of the following regulations for home occupations that are considered by staff as more challenging to outwardly observe?
 - A home occupation business must be carried out by the residents and a maximum of 2 other business participants.

⁴ <https://codes.iccsafe.org/content/WARC2021P1/chapter-2-definitions>

- A home occupation business must not seek any alteration to the interior or exterior of the dwelling that changes its residential character.
 - A home occupation business must not involve activities that exceed, in duration or intensity, conditions normally produced by a residential use. Examples include the use of heavy equipment, power tools, power sources, hazardous materials, or other equipment or materials that result in noise, vibration, smoke, dust, odors, heat, traffic, parking, or other conditions normally produced by a residential use.
 - A home occupation business must have, in addition to daily mail service, no more than 3 deliveries/pick-ups per day and no more than 10 per week. Deliveries must take place between 8:00 am and 6:00 pm.
 - A home occupation business must have no more than 6 clients/customers per day and no more than 2 clients/customers at any time visiting the property. A family arriving in a single vehicle is considered as 1 client. Visits must take place between 8:00 am and 8:00 pm.
 - A home occupation business must occupy no more than 500 square feet of floor area, including any space in an accessory structure.
- What changes, if any, should be made to the modification criteria or modification process?

Policy Topic 2: Purpose and Scale for Neighborhood-Serving Commercial

Technical and/or Regulatory Considerations

Purpose and Intent of Allowances

Neighborhood-serving commercial uses could be regulated in the code as accessory and incidental to residential uses on site, or they could be an allowed independent or primary use. If residential uses are prioritized, the allowed commercial use would function similarly to home occupations with additional permitted commercial intensities. If a small commercial use can occupy the property without a paired residential use, this creates a truly independent neighborhood-serving land use, with scale and impacts controlled through development and performance standards.

Business Scale

Concerns emerged through community engagement about the possibility of neighborhood-serving commercial businesses creating a citywide or regional draw, effectively outweighing neighborhood benefits by inundating the area with vehicular traffic, unwanted activity, and other impacts. Zoning does not directly control where customers come from, which travel mode they use to arrive, or how a business markets itself. Regulations can, however, influence the physical characteristics and operational conditions that make larger, destination-oriented businesses less likely to materialize. For example, limiting allowed floor area, customer capacity, loading and delivery standards, outdoor activity and hours of operation can be helpful in tempering business scale. Code changes could also require or encourage pedestrian-oriented improvements such as bicycle or stroller parking spaces, accessibility improvements, and allowances for walk-up

operations. Additionally, pedestrian-oriented advertising and signage to capture the attention of people walking, biking, or waiting at eye level could be allowed or encouraged. Allowing more visual changes such as signage and business wayfinding to be closer to the right-of-way to support hyperlocal visibility could be seen as a strategy for influencing fewer vehicle trips.

If neighborhood-serving commercial allowances seek to produce businesses that are compatible with lower-activity neighborhoods, commercial space should be appropriately integrated into middle housing or multifamily development. Different standards may be appropriate based on building size and development type, particularly where smaller-scale commercial space can be incorporated without significantly reducing residential capacity.

Allowed or Prohibited Uses

Another important consideration is the way new regulations for neighborhood-serving commercial uses permit or prohibit certain business types. Relying solely on allowed or prohibited business types may be an imperfect approach since uses commonly mentioned through outreach as more likely to be neighborhood-serving operate at different scales and produce significantly different impacts. Of the peer cities analyzed and reviewed with the PC at their August 27 meeting, all jurisdictions use a combination of use allowances and operational or performance standards to regulate neighborhood commercial uses.

Preliminary Staff Direction

Staff is preliminarily considering defining the neighborhood-serving commercial use primarily through limits on scale and operational characteristics, supplemented by a list of allowed uses based on existing KZC definitions for appropriate commercial uses such as Restaurant/Tavern⁵ (defined collectively), or Retail Establishment⁶. Staff is considering restrictions on uses that present clear detrimental impacts or produce business activities that are not adequately addressed through general operational and performance standards. Regarding floor area, established neighborhood-serving businesses in Seattle operate with square footage ranging from around 800 square feet to 1,400 square feet, and Kirkland has a square footage limit for accessory dwelling units of 1,200 square feet. This range could be a starting point for maximum floor area limitations and aligns with other jurisdictional allowances for neighborhood commercial uses which range from 1,200 square feet in Shoreline to 3,000 square feet in Everett.

Guidance Requested

- Should neighborhood-serving commercial be allowed as a primary use, or should they be required to be associated with residential uses to some extent?
- What should the maximum allowed floor area be for a neighborhood-serving commercial use space be?
- Should neighborhood commercial be allowed as new construction, or only in existing and retrofitted residential structures?
 - If both, should new construction be regulated differently than existing structures to encourage or discourage one or the other? For example, in other jurisdictions

⁵ <https://kirkland.municipal.codes/KZC/5.10.790>

⁶ <https://kirkland.municipal.codes/KZC/5.10.795>

permitting neighborhood commercial, more floor area is allowed for existing structures.

- Should neighborhood-serving commercial allowances be consistent for all forms of residential development (i.e., for single unit detached housing forms, middle housing forms, and multifamily forms)? If not, how should allowances differ?
- What regulatory requirements or incentives should be prioritized to make walking, biking, and rolling more likely for customers? Examples include limiting allowed floor area, loading and delivery standards, outdoor activity and hours of operation.
- Should neighborhood-serving commercial use be defined primarily by allowed business type, or by scale and operational characteristics? Staff requests PC indicate where their preference falls between these two options.

Policy Topic 3: Managing Neighborhood Impacts

Technical and/or Regulatory Considerations

Vehicle Traffic

A successful business will generate some trips, including vehicle trips which may be difficult to predict or enforce. As mentioned in the above policy topic, vehicle trips can be discouraged through operational characteristics (e.g., hours of operation, scale, etc.) and through prioritization of pedestrian accessibility.

Related to traffic safety, Kirkland mandates vehicle movement in accordance with Chapter 46.61 RCW, which establishes traffic laws and regulations for drivers, pedestrians, bicyclists, and other operators on public roadways.

Parking Scarcity

Existing regulations within the Kirkland Municipal Code (KMC) and KZC prohibit obstruction of rights-of-way and prohibit parking, loading and unloading, or stopping a vehicle in traffic to create a double-park scenario. Obstruction of private driveways and mailbox areas is also prohibited.

Community concerns focused heavily on availability of on-street parking spaces, with relatively little mention of illegal parking on private property as an explicit fear. On-street parking is public space, but nearby residents often rely on it and develop expectations around its availability. Proposals for neighborhood-serving businesses can feel disruptive because they redistribute some of the convenience currently experienced by adjacent residents to other activities. Public space supports multiple competing public uses like local services, visitors to adjacent properties, deliveries, and general community activity, and cities manage the right-of-way as a shared public asset.

Curb management is adaptable and related regulations can evolve over time. Cities can respond to issues that arise through time limits, permit systems, loading zones, and other parking management tools if specific conflicts occur. The Public Works Department and

Planning and Building Department will collaborate to design and draft curb management policies through completion of Planning Work Program Task #32.

Business Deliveries

The common concern regarding deliveries is not necessarily the existence of deliveries, but rather the size of delivery vehicles and frequency and duration of deliveries on smaller neighborhood access streets. This focus points toward the merits of considering operational standards such as limiting delivery sizes, requiring deliveries to be completed on private property where feasible, limits on delivery times to outside of morning peak traffic hours, or limiting general hours of operation.

Noise, Privacy and Gathering

Community gathering was generally viewed as a benefit, but seating, longer hours, and outdoor activity can also create noise and elevated activity. Current KZC regulations regulate the following development and performance standards that, unless modified, would apply to neighborhood-serving commercial uses:

- Development must maintain a landscaped strip at least 15' wide and a solid screening fence or wall at least 6' tall between commercial uses and neighboring residential uses (KZC 95.42);
- Commercial uses conducted outside require fencing, must be indicated on a site plan within a development application, cannot include objects higher than 6 feet, and cannot inhibit safe vehicle and pedestrian ingress and egress. Standards can be modified, and modifications can be appealed through a Process I decision. (KZC 115.105);
 - The City does not set occupancy limits for outside spaces such as yards or patios;
- Odors produced on a property cannot threaten the comfort, health, or safety of adjacent properties or streets (KZC 115.100); and
- Emission of air contaminants produced on a property cannot threaten the comfort, health, or safety of adjacent properties or streets (KZC 115.15); and
- Kirkland's local noise ordinance prohibits residential uses from emitting noise above 55 decibels if impacting other residential properties between 7:00 a.m., and 10:00 p.m. This is the equivalent to the noise generated by a typical coffee percolator or moderate rainfall (KZC 115.95). This project may explore amendments to these regulations to increase clarity on how the neighborhood-serving commercial use applies to these limits.

Crime and Unwanted Activity

Zoning regulations can address some of the byproducts associated with commercial activity, such as hours of operation, lighting, noise, outdoor activity, waste storage, and site design, but it is not the primary tool for regulating individual behavior or criminal activity. Issues such as vandalism, loitering, or other unlawful actions are generally addressed through other City codes and enforcement avenues.

Preliminary Staff Direction

Staff is preliminarily considering standards focused on the characteristics most directly associated with off-site impacts like customer activity, hours of operation, outdoor activity, noise,

waste, and vehicle storage. The intent would be to establish predictable limits while recognizing that a neighborhood business will inherently introduce some level of additional activity. Draft code amendments can focus on preventing or minimizing identifiable land use impacts and reduce likelihood of unlawful activities by limiting certain business types, but cannot guarantee that unwanted activity will not occur.

Guidance Requested

- Which impacts do the PC deem highest priority to avoid and/or mitigate through draft regulations?
 - What specific business activities should be limited in the draft code (e.g., hours of operation, outdoor space/use, etc.) to prevent those impacts?
- Should neighborhood-serving commercial uses be buffered and/or screened from adjacent residential uses to the same degree as traditional commercial uses?
 - Should this vary by location?

Policy Topic 4: Location Allowances and Approval Processes for Neighborhood-Serving Commercial

Technical and/or Regulatory Considerations

Site Qualities

Lack of existing pedestrian infrastructure may increase access concerns that are much less likely to exist within traditional commercial areas. However, requiring complete pedestrian infrastructure to be in place before neighborhood-serving businesses are allowed could create inequal access to opportunity, as places with limited sidewalks typically have fewer destinations already. Allowing less activity and fewer uses in areas lacking infrastructure could create a reduced incentive to invest in the future. Also, transportation infrastructure remains an important part of walkability and is mainly addressed through private redevelopment and through separate planning and capital improvement efforts. Similarly, if regulations only allow neighborhood-serving commercial businesses on corner lots or through-lane streets avoiding dead-ends, traffic may circulate more easily, but would significantly reduce opportunity since many of Kirkland's residential areas are served by cul-de-sacs and corner lots are a small portion of total residential properties.

KZC 110.10 requires development permit applicants to install public improvements to and within the right of way unless the cost of the street improvements along the property frontage is greater than twenty percent of the cumulative building alterations in any 5-year period.

Proximity to Infrastructure, Transit, or Road Types

Code amendments could limit neighborhood-serving commercial allowances along higher capacity streets and roadways, which may reduce activity on less busy residential streets, but may also reduce access to walkable goods and services for people already located away from higher activity areas. The Transportation Strategic Plan and Sustainability Strategic Plan⁷ provide additional policy support for increasing destinations in residential areas broadly to

⁷ <https://www.kirklandwa.gov/files/sharedassets/public/v/2/public-works/recycling/sustainability/ssp-final-adopted-dec-8-2020.pdf>

maximize opportunity for walkable, 10-minute neighborhoods. From an affordability perspective, land use policy that reinforces car dependency can force lower-income people into car ownership they can't afford, especially when paired with underinvestment in alternatives. See Attachment 4 for additional analysis regarding equity and affordability considerations for neighborhood-serving commercial use.

Approval Process

Attachment 4 identifies interest in requiring an avenue for individual neighborhood input as part of the approval process for neighborhood-serving businesses. Regulations could be written to require either administrative or discretionary approvals for decisions that are deemed to benefit from a higher amount of public input, but project-specific review increases uncertainty, cost and time for applicants.

Preliminary Staff Direction

Staff is preliminarily considering allowing neighborhood-serving commercial uses broadly within eligible residential areas rather than limiting it to specific locations. Location restrictions could be considered where a specific site or street characteristic is necessary to address an identified impact such as vehicle access, deliveries, or pedestrian safety.

Guidance Requested

- Should neighborhood commercial opportunities be available in all residential areas, or targeted to locations with specific characteristics?
- Does the PC support a primarily by-right approach, or should some circumstances require additional review? If so, which?

NEXT STEPS:

Following PC feedback and direction, staff will refine regulatory options and draft code amendments reflecting PC identified priorities. Staff will conduct required environmental review and provide notice of intent to adopt to the Washington State Department of Commerce. Staff will prepare public noticing materials pursuant to KZC 160 for the project's public hearing, tentatively scheduled for December 10, 2026. Following the public hearing, during deliberation the Planning Commission may modify the proposed amendments in any way. Fundamental changes to the draft code amendments would necessitate a rehearing.

ATTACHMENTS:

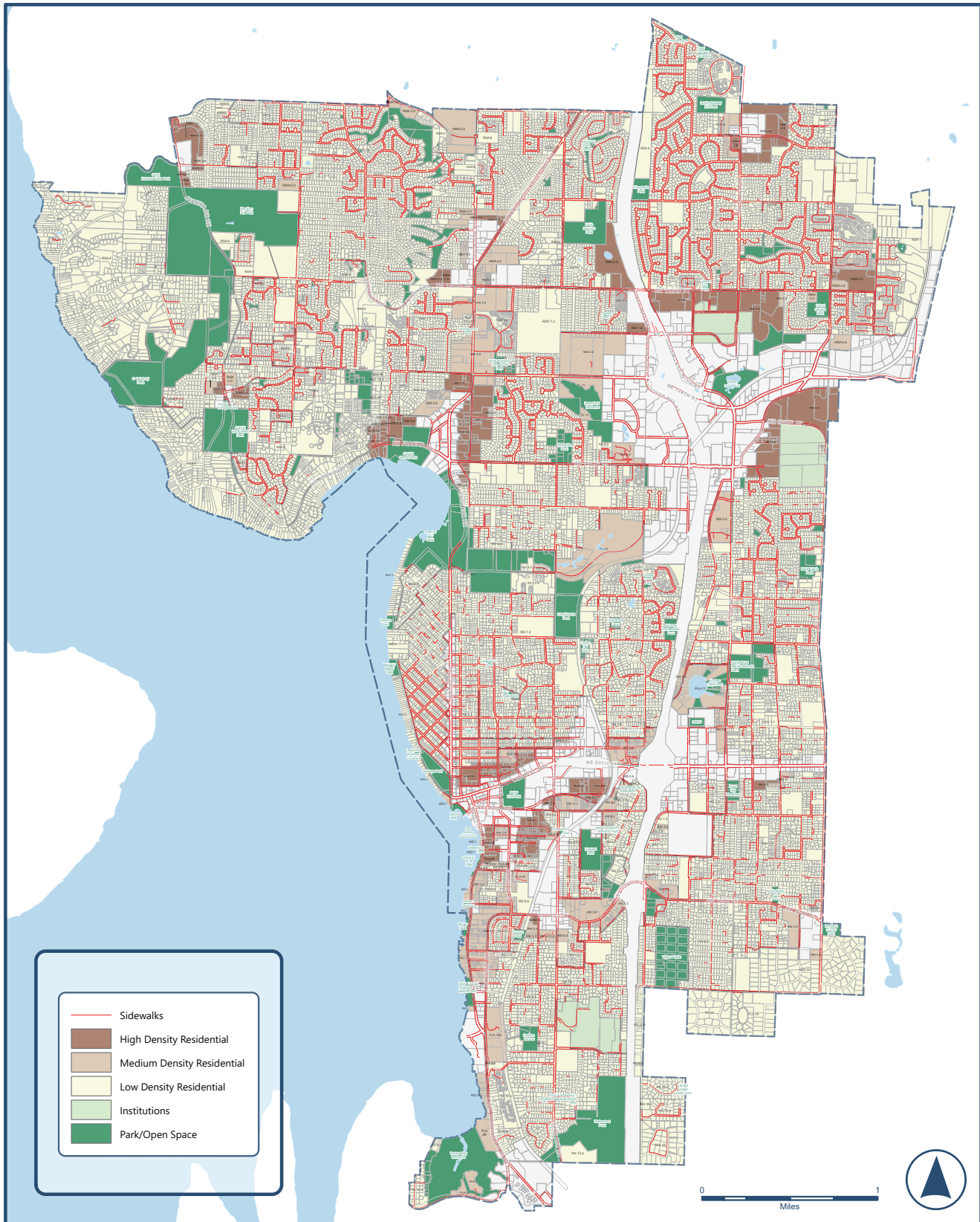
Attachment 1 – Kirkland Sidewalk Availability Map

Attachment 2 – Zoning & Roadway Classifications Map

Attachment 3 – Core Stakeholder Interview Analysis Document

Attachment 4 – Consulted Stakeholder Engagement Analysis Document

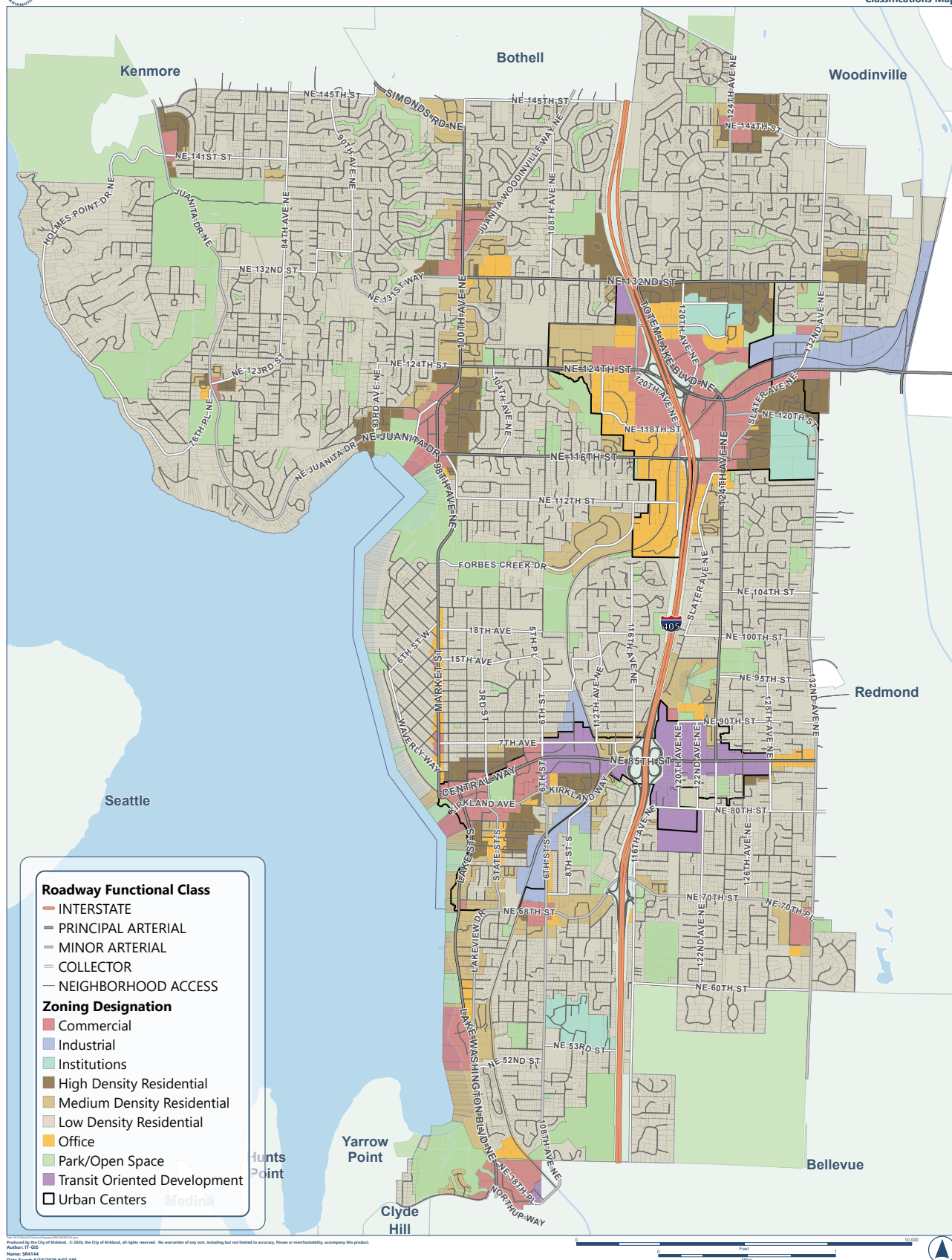
Attachment 5 – Community Survey Executive Summary and Response Data

Kirkland Sidewalk Availability

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Zoning & Roadway
 Classifications Map



Core Stakeholder Engagement Analysis

Neighborhood Stores and Services Code Amendments

Purpose

In August and September of 2026, staff conducted 35 interviews with business stakeholders, (i.e., Core Stakeholders, as identified in the project's Community Engagement Plan¹) to better understand how existing regulations affect businesses today, identify barriers to entrepreneurship, and explore considerations for potential code amendments. Invitation for participation was distributed to City of Kirkland business license holders, mobile vendors who have participated in city-sponsored events, and community-based organizations (CBOs) serving the public and assisting with small business advising. Staff will continue to conduct interviews into October if additional stakeholders respond to invitations to participate.

This document summarizes themes identified through Core Stakeholder participation as part of the Neighborhood Stores and Services code amendment project. This report synthesizes recurring themes from the interviews and does not document every individual's personal responses. Where perspectives diverge, differences or outlier opinions are noted to help recognize and contrast varying business models, operating conditions, or business growth needs. The document also identifies regulatory considerations that should be used to inform future Planning Commission and Council discussions.

Within this document, each regulation reviewed during the interviews is organized in the following format:

- A. **Current Regulation:** A brief description of the existing applicable code requirement.
- B. **Key Themes:** Recurring ideas that emerged across interviews.
- C. **Variation In Perspectives:** Differences in experiences or outlier feedback based on business type or in stage of business development, if applicable.
- D. **Connection to Potential Code Updates:** Analysis of interview themes and their potential ability to inform draft regulations.

Interview Summary

Staff met with various Core Stakeholders seeking to obtain information from their lived experiences that could potentially guide regulations. The below table provides examples of the perspectives sought from specific Core Stakeholder groups.

¹ https://www.kirklandwa.gov/files/sharedassets/public/v/1/planning-amp-building/projects/neighborhood-stores-and-services-project/public-meeting-materials/nss_planning-commission-packet-08-27-26.pdf

Core Stakeholder Group	Goal of Engagement
Kirkland home-based businesses	Understand experiences of existing businesses operating under current home occupation regulations. Identify overly-burdensome and/or obsolete regulations and explore alternatives that accomplish intent of minimizing neighborhood impacts.
Small and mobile businesses	Understand barriers to starting and growing small businesses. Understand operational needs for businesses which conduct sales outside of the home.
"Neighborhood-serving" retail businesses	Understand operational needs and characteristics of successful businesses that primarily serve nearby residents.
Community-based organizations	Understand common experiences, barriers, and opportunities observed through small business support services.

Stakeholder Feedback on Home Occupation Regulations

Operator and Employee Limits

A. Current Regulation

A home occupation business must be carried out by the residents and a maximum of 2 other business participants visiting the dwelling unit.

B. Key Themes

Theme	Summary
Existing limits generally support current operations	Most businesses indicated they easily operate within current limitations for on-site employees.
Growing the business may require additional staffing	Hiring more employees or contractors is a common factor for businesses interested in growing.
Remote work influences staffing needs	Professional service businesses (e.g., consulting services, legal services, financial advising, etc.) more commonly described interest in remote employees than additional on-site staff.

C. Perspective Variations

N/A; no notable outlier opinions or perspectives.

D. Connection to Potential Code Updates

Interview feedback suggests the existing limitation for number of employees generally accommodates current home-based businesses but may start to restrict a business as it grows.

Potential code updates could consider whether employee limits continue to support growth that is appropriate for a home occupation, while maintaining expectations that larger operations will transition to a commercial space (or to a neighborhood-serving commercial use) as their business needs increase.

Outdoor Storage

A. Current Regulation

A home occupation business must have no outside storage, including equipment stored on vehicles.

B. Key Themes

Theme	Summary
Most businesses have little need for outdoor storage	The existing regulation generally aligns with current business operations.
Outdoor storage needs differ by business type	Businesses involving a large number of materials, larger equipment, or elements of group work identified storage as a potential operational need, both now and as they grow.
Future growth may change storage needs	Businesses that currently comply may require additional flexibility if operations expand.

C. Perspective Variations

N/A; no notable outlier opinions or perspectives.

D. Connection to Potential Code Updates

Most businesses indicated little need for outdoor storage, which is reflective of the fact that many of the participants run businesses that provide a professional (mostly remote and online) service.

Potential code updates could continue to limit outdoor storage while considering limited allowance or clearer standards on visual impacts of outdoor storage.

Alterations to Residential Character

A. Current Regulation

A home occupation business must not seek any alteration to the interior or exterior of the dwelling that changes its residential character.

B. Key Themes

Theme	Summary
Businesses generally operate without visible exterior changes to the home	Most participants indicated their businesses are not easily noticeable from the street.
Businesses operate adequately without major changes to the interior of the home	Some participants found it unlikely that they would seek major structural changes to their home for purposes of the business and would sooner seek an alternative working space outside of the home for personal or lifestyle reasons.
Accessibility may require limited physical modifications	Businesses serving customers in person may benefit from accessibility improvements that could be interpreted as a commercial improvement.

C. Perspective Variations

N/A; no notable outlier opinions or perspectives.

D. Connection to Potential Code Updates

Most interview participants generally indicated that their business operates without noticeable exterior changes, and no participants reported major interior alterations. Common types of alternations current regulations seek to limit include significant structural or spatial changes to the building such as adding transparent windows, removing load-bearing walls to make open-concept spaces, commercial lighting installation, or high-capacity elevators. More intense alterations such as these would require a development permit, wherein staff can more easily assess for compliance with home occupation requirements.

Potential code amendments could clarify which modifications, if any, are appropriate for home occupations, including whether accessibility improvements may be accommodated.

Operational Activities/Impacts

A. Current Regulation

A home occupation business must not involve activities that exceed, in duration or intensity, conditions normally produced by a residential use. Examples include the use of heavy equipment, power tools, power sources, hazardous materials, or other equipment or materials that result in noise, vibration, smoke, dust, odors, heat, traffic, parking, or other conditions normally produced by a residential use.

B. Key Themes

Theme	Summary
Most businesses generate impacts comparable to everyday residential activity	Participants generally indicated they operate with minimal off-site impacts.
Strictly residential uses create noticeable (and at times significant) noise impacts that affect business operations	Some participants mentioned common residential activities that impact their ability to work from home such as landscaping work, waste management, animal noises, and construction for residential development.
Existing language may be interpreted as subjective	Participants and staff observations suggest terms such as “normally produced” can be interpreted differently.

C. Perspective Variations

Most participants recognize noise within residential areas as a trade-off of operating a business from home and were not seeking lenience, but some mentioned the ways in which frequent disruptions could affect their ability to do business or retain customers.

Professional service businesses are more likely to have flexibility with schedule and work location, while service-based businesses have more need for quiet working environments on-site.

D. Connection to Potential Code Updates

Participants generally described business activities that produce impacts comparable to everyday residential activities and also shared scenarios where residential neighbors create significant impacts on their home-based business. Kirkland’s local noise ordinance prohibits residential properties from emitting excessive noise (above 55 decibels if impacting other residential properties) between 7:00 a.m., and 10:00 p.m. This is the equivalent to the noise generated by a typical coffee percolator or moderate rainfall.

Potential code updates could emphasize clearer, more objective performance standards that regulate measurable impacts instead of relying on subjective comparisons to typical residential activity.

Deliveries

A. Current Regulation

A home occupation business must have, in addition to daily mail service, no more than 3 deliveries/pick-ups per day and no more than 10 per week. Deliveries must take place between 8:00 am and 6:00 pm.

B. Key Themes

Theme	Summary
Most home occupations receive few business deliveries	Many businesses reported infrequent deliveries or relied on standard mail carriers such as FedEx, UPS, etc.
Businesses adapt operations to existing limits	Participants described using PO boxes, self-pickup, or off-site distribution to avoid home deliveries.
Delivery needs differ by business type	Product-based businesses generally have different delivery patterns than professional service businesses.

C. Perspective Variations

N/A; no notable outlier opinions or perspectives.

D. Connection to Potential Code Updates

Most businesses reported infrequent deliveries or described adapting their delivery methods in ways that work within the existing standards. Many participants noted that their residential neighbors often receive deliveries in excess of these allowances.

Potential code updates could focus on regulating delivery features like vehicle size, hours of operation, or another standard more likely to affect neighboring properties. Updates to this home occupation allowance could seek to accommodate residential delivery patterns.

Maximum Floor Area

A. Current Regulation

A home occupation business must occupy no more than 500 square feet of floor area, including any space in an accessory structure.

B. Key Themes

Theme	Summary
Current limits generally support existing operations	Many businesses reported adequate space for current activities, noting that lifestyle and practical aspects would be a limiting factor before this regulation.
The need for larger spaces increases with business growth	Businesses with inventory, equipment, or businesses that could benefit from collaboration more frequently identified that space limitations could affect their ability to scale the operations.

Space needs vary by business type and business model	Professional service businesses often anticipated remaining as a home occupation, while other business types expected greater space needs.
Businesses identified limits of home space	Many participants expressed interest in coworking or affordable commercial space as their business expands.

C. Perspective Variations

While many participants were able to quantify the size of their business space based on number of rooms used, few reported on the exact amount of square footage used for the business. One participant mentioned that while they currently don't use 500 square feet due to lack of available space in the home, that would be more than enough space for them to continue their work and grow the operation.

Businesses providing in-person services expressed a desire for additional outside space for group work and group activities.

D. Connection to Potential Code Updates

Current limits on floor area limits generally support existing business functions, although businesses with inventory, equipment, or collaborative group work described greater space needs as they grow.

Additionally, for purposes of building code compliance, the 2021 International Residential Code (IRC) dwelling unit definition allows certain home occupation uses so long as the business does not exceed 500 square feet. Should a business occupy additional floor area beyond 500 square feet, a change of occupancy is required. Because floor area is generally located within a private residence, compliance can be difficult to verify unless development permits are submitted or a formal complaint is made to Code Enforcement.

Potential code updates could evaluate whether the existing floor area allowance maintains a clear distinction between home-based businesses and more intense commercial activity. The Planning Commission may wish to consider whether maintaining consistency with the building code's 500-square-foot threshold provides regulatory uniformity despite enforcement limitations, or whether another regulatory approach would better accomplish intended project outcomes.

Customer Limits

A. Current Regulation

A home occupation business must have no more than 6 clients/customers per day and no more than 2 clients/customers at any time visiting the property. A family arriving in a single vehicle is considered as 1 client. Visits must take place between 8:00 am and 8:00 pm.

B. Key Themes

Theme	Summary
Many businesses do not receive customers on-site	Online-based businesses and those operating off-site generally do not rely on customer visits.
Businesses serving customers in person have different operational needs	Wellness, teaching, and other in-person businesses identified customer limits as a potential growth constraint.
Business growth may eventually require a traditional commercial space	Some participants viewed commercial space as an inevitable next step once customer activity increases, recognizing practical constraints of the home or prioritizing privacy of the home.

C. Perspective Variations

N/A; no notable outlier opinions or perspectives.

D. Connection to Potential Code Updates

Many participants described rare occurrences of customer visits, while in person services described customer limits as a potential constraint as the business grows.

Potential code updates could continue to manage customer activity while considering whether regulations should focus more directly on operational impacts such as noise, parking or traffic, instead of solely on customer counts.

Business Vehicles

A. Current Regulation

A home occupation business must operate no more than 1 vehicle that is no more than 10,000 pounds, 9 feet tall or 22 feet long.

B. Key Themes

Theme	Summary
Business vehicles were rarely identified as an issue	No participants discussed the work-related vehicle limits as a barrier, suggesting the regulation has limited influence on most businesses.

C. Perspective Variations

N/A; no notable outlier opinions or perspectives.

D. Connection to Potential Code Updates

Business vehicle regulations were not a major point of concern for participants, though there was candid mention that participants notice non-compliance around the city. Potential code updates could retain existing standards or consider whether regulations should continue to focus on vehicle size, parking, and other operational impacts instead of number of vehicles.

Business Signage

A. Current Regulation

A home occupation business must have no signage other than 1 building-mounted non-illuminated sign that is no larger than 2 square feet.

B. Key Themes

Theme	Summary
Most businesses place little value on signage	Participants generally indicated that signage is not important to business success or business operations.
Certain business types of benefit from greater visibility	Businesses providing in-person services or selling products more frequently described signage as useful

C. Perspective Variations

Family home childcare was identified as a unique case where additional, off-site signage would support the business by increasing awareness on a local scale. Because this is reported to be a business type where a large majority of customers arrive on foot due to the hyperlocal customer base, neighborhood awareness and advertisement at a pedestrian level was conveyed as important.

Allowing more flexible locations for signage other than the building façade has also been requested by community members prior to the launch of this project.

In some cases, participants expressed a desire to maintain a level of privacy about their business operations, while others did not see a need to prioritize privacy.

D. Connection to Potential Code Updates

Most participants indicated that signage plays a limited role in their business operations, although some businesses serving customers in person identified signage closer to the right-of-way as important.

Potential code updates could continue to limit signage at 2 square feet, aligning with the allowance for residential dwelling units, while considering whether flexibility is appropriate through a special approval process or other means. Chapter 100 KZC³ regulates sign allowances for residential uses and requires all signage to be on the

³ <https://kirkland.municipal.codes/KZC/100>

property with which the sign is associated. Family childcare homes are regulated as an accessory use pursuant to KZC 115.10(5)⁵ and are not considered a home occupation under the KZC.

General Business Environment

A. Current Regulation

N/A; the following sections describe feedback from participants that pertains to business experiences and requirements more generally. These themes may be best addressed outside of regulations in the KZC.

B. Key Themes

Theme	Summary
Home occupations provide a low-risk pathway to entrepreneurship	CBOs and participants described home-based businesses as an affordable way to test ideas and build a customer base.
Business growth is often constrained by access to commercial space	Participants identified affordability and availability of commercial space as a common challenge.
Businesses value education and technical assistance	Participants expressed interest in clearer guidance, multilingual resources, and business education.
State requirements impact certain business types	State limitations and licensing requirements are viewed as more limiting or more financially impactful for certain business types such as food and beverage businesses, childcare businesses, and health-related businesses
Businesses are wary of additional costs and value regulatory certainty	Some participants expressed concern that updated regulations could increase costs or add an administrative burden.
Neighborhood conflicts appear uncommon	Participants generally described infrequent conflicts with neighboring properties. Of past conflicts mentioned, communication, compromise and city intervention helped resolve issues.
Neighbors are usually inclined to work together and support each other	Many participants report a positive and harmonious relationship with neighboring residents and recognize the importance of limiting impacts to nearby homes. Several participants mentioned using

⁵ <https://kirkland.municipal.codes/KZC/115.10>

	their business to offer neighborhood-based discounts, neighborhood event sponsoring, and generally expressed a desire to participate in community building.
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C. Perspective Variations

Many participants living in the Norkirk neighborhood reported fondness of the neighborhood restaurant DERU Market and recognize that as a model of a potential neighborhood-serving business. Though difficulties and conflict regarding operational standards like parking have been noted by residents and through staff research, a distinct message revealed through interviews recognizes the destination as a neighborhood amenity. It should be noted that DERU Market is technically located in a Light Industrial zone, but is in close proximity to residential zoning.

Some professional service businesses, specifically remote healthcare and technology businesses, are not reliant on traditional commercial spaces and would likely not seek an in-person clinic or office in a commercial area. The flexibility of online work makes the business more accessible to a wider customer base and expanding business operations would be mostly online, meaning additional employee or administrative space is not a requirement.

One participant, a telehealth professional, does lease space in an existing office for in-person visits with patients.

D. Connection to Potential Code Updates

Interview participants consistently described home occupations as an important pathway to entrepreneurship while also identifying broader challenges related to business growth, commercial space, and business growth.

While several topics extend beyond zoning regulations, potential code updates could continue to support home occupations and create clearer pathways for businesses to transition into neighborhood commercial spaces as operational needs evolve.

Stakeholder Feedback on Neighborhood Commercial Concept

During stakeholder interviews, participants were asked broader questions about neighborhood-serving commercial uses and how small-scale businesses that exceed home occupation allowances may affect them as both a small business owner and as a resident of the neighborhood. Because only a small number of participants currently operate businesses that are typically understood as the most neighborhood-serving (e.g., food/drink sales, grocery and general retail businesses, repair shops, health/beauty/wellness services, etc.), this section

summarizes broader themes that emerged relating to the concept of a neighborhood-serving commercial use and presents very limited regulation-specific findings.

Characteristics of Neighborhood-Serving Commercial

Participants generally expressed that a neighborhood-serving business should:

- Support the needs and hopes of the immediate community
- Be small in scale
- Be walkable and easily accessible without a car
- Retain a local feel, neighborhood identity, and allow for community interactions

Operational Scale versus Business Type

Concerns expressed during interviews focused on operational characteristics including customer draw, deliveries, parking demand, and general intensity of activity. Rarely did participants categorize a specific business type as unsuitable for a residential neighborhood.

Neighborhood-Serving Commercial as Business Progression

The concept of neighborhood-serving commercial allowances was frequently described as a potential transition point between home occupations and traditional commercial centers with larger storefronts. The allowance was seen to provide opportunities for businesses to grow while continuing to remain connected to the surrounding neighborhood they serve.

Importance of Flexibility

Businesses repeatedly discussed experiences in their entrepreneurial journey that required flexibility. Many stories emerged on how the participants' businesses evolved, how their business model changed, and what pivot points allowed them to stay afloat. This suggests that regulations for neighborhood-serving commercial businesses may consider ways to accommodate or support and encourage innovation, focusing more on operational or performance characteristics to minimize and mitigate adverse impacts to surrounding properties.

Business Operational Needs

Participants described neighborhood-serving businesses as having different operational needs than a business with a regional customer base. Many emphasized that fact that there are advantages and disadvantages of relying on convenience and proximity rather than destination trips. Participants identified several operational considerations that would influence the success and function of neighborhood-serving businesses, including:

- Deliveries
- On-street parking demand
- Outdoor space availability
- Seasonal fluctuations in customer activity (weather, holidays, annual community events, etc.)

Challenges Beyond Zoning

Participants consistently described home occupations as an accessible entry point for entrepreneurship but also identified challenges with growing the business beyond the home. Common feedback included:

- Cost and availability of commercial space
- The need for affordable intermediate options like coworking spaces or smaller commercial spaces to facilitate group work, meetings, etc.
- Desire for clearer regulations and more accessible, detailed business resources

Some participants mentioned regional examples of city-sponsored opportunities for workspace and public amenities for professionals. The Hangar in Kenmore provides a free, local place where the community can meet, work, connect, or host events. The City of Kenmore also offered a Business Incubator Program⁷ to provide businesses with low-cost workspace and business development consultation. With uncertainty in the technology field, there may be more tech-based entrepreneurs interested in collaboration and coworking spaces as well. Multiple participants advised that the City of Kirkland should nurture that community and provide coworking spaces specific to sharing ideas in technology, data, artificial intelligence, citing the AI House⁸ in Seattle as an example for industry-specific business incubation.

Some participants also participated in citywide Economic Development program initiatives such as Co-Working Days and the Pitch Competition.

Opposition and Concern for Additional Activity

Many participants indicated that the existing home occupation regulations are reasonable and do a sufficient job regulating commercial activity in residential areas. Many participants also have reported noticing a shift in density and additional residential development within their neighborhoods.

While most participants expressed general support for the concept of a neighborhood-serving commercial use as long as it was well-regulated, there was a notable minority of business owners who didn't see value or need for neighborhood-serving commercial allowances. Participants who opposed or did not welcome this type of change gave rationale that ranged from their existing proximity to goods and services, to concern for neighborhood impact, to fears about food safety and compliance with proper state and local licensing.

⁷ <https://www.kenmorewa.gov/business/kenmore-business-incubator-and-business-resources>

⁸ <https://harrell.seattle.gov/2025/03/27/mayor-bruce-harrell-and-city-of-seattle-launch-groundbreaking-ai-incubator-to-propel-the-next-generation-of-ai-entrepreneurs/>

Consulted Stakeholder Engagement Analysis

Neighborhood Stores and Services Code Amendments

Purpose

Outreach to Consulted Stakeholders (identified in the project's Community Engagement Plan¹ as all community members affected by the material changes that could be allowed under these code amendments) sought to collect general public input on home occupations and the concept of neighborhood-serving commercial uses in residential areas. Feedback from residents, students, and visitors of Kirkland helps create a clearer picture of current neighborhood conditions and challenges, of preferences on allowed or prohibited business types, and of potential neighborhood impacts.

This document summarizes recurring themes identified through all Consulted Stakeholder outreach efforts as part of the code amendment project. Where feedback conflicts or is inconsistent, tensions and tradeoffs are noted to help identify areas of focus for future Planning Commission and Council discussions.

Outreach Summary

Outreach Event or Effort	Details
Online community survey	Available from August 6 to September 30. 696 total responses from community members representing 13 of 13 neighborhoods.
Community event tabling	Public conversations with community members attending the International Night Market (August 19) and City Hall 4 All (September 17)
Community groups	Kirkland Senior Council, an advisory group established by the City Council to advocate for livable communities for people ages 50+. Staff attended the September 8 meeting of the Council. Kirkland Youth Council, a group of about 40 teens representing Middle and High Schools in Kirkland who work with the City Council and other local government groups. Staff attended the September 14 meeting of the Council.

¹ https://www.kirklandwa.gov/files/sharedassets/public/v/1/planning-amp-building/projects/neighborhood-stores-and-services-project/public-meeting-materials/nss_planning-commission-packet-08-27-26.pdf

Outreach Event or Effort	Details
Neighborhood groups	<p>Kirkland Alliance of Neighborhoods, Staff attended the September 9 KAN meeting.</p> <p>Correspondence with leadership of all Neighborhood Associations via email in August to communicate project details and invite feedback specific to each neighborhood.</p> <p>Notification of project to multiple homeowner associations in Kirkland to present project webpage, community survey, and invite input on potential code changes</p>
Social media and general comments	Feedback received from online and digital communication efforts.

Stakeholder Feedback on Home Occupations

Consulted stakeholders generally mentioned having limited to moderate experiences with home-based businesses in Kirkland. 70 percent of Community Survey respondents indicated not being affected by home-based businesses or not being aware of their existence nearby. Some respondents reported considerable impacts from home-based businesses. See the Community Survey Executive Summary document for quantitative and comparative analysis on this specific question.

At community events and community group meetings, most stakeholders shared a general tolerance to home-based businesses and recognized their utility in supporting entrepreneurial activity and business creation. When it came up in discussions, most consulted stakeholders considered the current rules for home-based businesses to be an appropriate amount of allowed business activity. Other stakeholders support an update to the rules to include consideration of new cultural norms such as remote work, e-commerce, and increasing walkability.

Stakeholder Feedback on Neighborhood-Commercial

Stakeholder feedback collected through outreach efforts described above exposed themes surrounding various aspects of the neighborhood-serving commercial concept. Within this document, each project aspect or component is organized in the following format:

- A. **Key Themes:** Recurring ideas or opinions that emerged from outreach and feedback from Consulted Stakeholders.
- B. **Variation In Perspectives and Tensions:** Differences in opinion or conflicting feedback received.

- C. **Connection to Potential Code Updates:** Analysis of feedback themes and how they may inform draft regulations.

Allowed and Prohibited Business Types

A. Key Themes

Theme	Summary of Feedback
“Neighborhood-serving” means everyday goods and services are provided	Stakeholders most commonly described neighborhood-serving businesses as ones that provide relatively ordinary and frequently used goods or services. Coffee shops, bakeries, small groceries, cafés, bookstores, hair salons/barbers, and similar business types were consistently mentioned.
Neighborhood-serving businesses should primarily serve nearby residents and institutions	Feedback indicated a priority to meet routine neighborhood needs instead of allowing businesses that are more likely to attract customers from a wider area. Some Community Survey respondents described successful code amendments as facilitating useful businesses within walking distance that are frequented by immediate neighbors.
Some business types raise greater concerns than others	Some stakeholders identified marijuana sales, weapons sales, gambling, animal boarding, pawn shops and alcohol-related businesses as inappropriate or more concerning in residential areas. Feedback on alcohol was more mixed than on some other age-restricted products, with some stakeholders wanting the option to buy and consume alcohol close to home, and others worried about the behavior of alcohol consumers in residential areas.
Temporary and seasonal businesses may also serve neighborhood needs	Temporary and seasonal businesses were identified positively through tabling at community events and through Youth Council engagement. Other feedback expressed general support for pop up events, mobile food trucks, and small temporary businesses.
Local/independent businesses vs. “ownership-neutral” regulations	Many comments envisioned locally owned, “mom-and-pop” business operations, with some feedback specifically opposing large corporations and chain stores. Comments generally focused on the desired

	outcome rather than how ownership should be regulated through zoning.
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B. Perspective Variations and Tensions

Some stakeholders favored prohibiting uses they associate with greater impacts, while others focused on regulating business activity and minimizing impacts through performance standards.

Youth Council had specific interest in secondhand stores and clothing businesses. They also were the primary group that expressed specific interest in “grab and go” businesses with walk-up windows, particularly near schools and parks.

C. Connection to Potential Code Updates

Feedback may inform which commercial uses are permitted in residential zones and whether certain uses should be further limited. Updates could speak to the distinction between a home occupation and a neighborhood-serving commercial use, perhaps through customer activity or type of business. The code could also address neighborhood impacts through use restrictions, operational standards, or a combination of both. The Planning Commission could consider an established for “neighborhood-serving” commercial use which lists certain business types, or rely on operational and performance standards to dictate outcomes.

Business Scale

A. Key Themes

Theme	Summary of Feedback
Neighborhood-serving commercial businesses should remain in-scale with the surrounding residential development	Stakeholders generally described neighborhood-serving businesses as smaller than a typical commercial development. Feedback focused on maintaining a lower intensity environment.
Scale of operations matters just as much as	Feedback suggests that business scale is not limited to building size alone. Customer activity, traffic, noise, operation hours and other

building scale and visual scale	characteristics affect whether a business should be allowed in residential neighborhoods.
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B. Perspective Variations

Some stakeholders welcomed neighborhood business activity beyond what is currently allowed as a home occupation. Others consider customer-centered commercial activity inappropriate in residential areas.

Smaller footprints and limits on business activity may reduce neighborhood impacts and temper business scale, but stakeholders also want businesses that can remain financially viable, thrive long-term, and will not create vacancies or frequent turnover of the business space.

C. Connection to Potential Code Updates

Feedback may inform standards and regulations that influence the intended scale of neighborhood-serving commercial uses, including floor area, use of accessory structures, customer activity, and other measures of business intensity. Changes may require coordination with existing residential development standards to ensure allowances do not unintentionally conflict with standards regulating building size, accessory structures, required yards, or with current and future residential use of the property.

Location and Access

A. Key Themes

Theme	Summary of Feedback
Pedestrian access is paramount to the concept of neighborhood-serving businesses	Many stakeholders described successful project outcomes as being able to reach everyday goods and services within a short walking, rolling, or bicycle trip.
Existing pedestrian infrastructure is a significant concern	Missing sidewalks, inadequate pedestrian crossings, narrow streets, vehicle speeds and limited transit were often identified as barriers to reaching a neighborhood destination.

Certain locations may be viewed as better situated to accommodate business activity	Stakeholders identified locations near parks, schools, transit stops, trails, and other neighborhood activity areas as desirable locations for neighborhood-serving commercial.
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B. Perspective Variations and Tensions

Some stakeholders believe sidewalks, bicycle facilities, traffic and curb management, and other infrastructure should be in place before additional business activity is allowed. Others believe that infrastructure inadequacies do not need to prevent neighborhood destinations from being allowed and that accessibility improvements can occur separately.

Regarding location, some stakeholders preferred businesses to be located on arterials, near existing commercial centers, or in other areas already occupied by businesses. Other stakeholders preferred dispersing businesses throughout all residential areas so more residents can reach them without driving. A notable segment of stakeholders communicated that their neighborhood already enjoys proximity to goods and services, and more access is not necessarily a net positive.

C. Connection to Potential Code Updates

Feedback may inform what areas and geographic qualities are most appropriate for neighborhood-serving commercial uses. Eligibility may vary based on street type, site features, or proximity to destinations. Changes may also interact with existing requirements for parking, bicycle parking, pedestrian access, and vehicle access or loading. The code could establish location-specific requirements for some or all business types, or it could allow business types more broadly while relying on other operational or performance standards to manage impacts related to access.

Neighborhood Impacts

A. Key Themes

Theme	Summary of Feedback
On-street parking congestion and increased	Increased vehicle trips and on-street parking availability were among the most frequently

vehicle traffic are major concerns	identified potential neighborhood impacts. Responses focus on the burden of fewer spaces in the right-of-way rather than on off-street parking violations (i.e., patrons parking on private property, or the business not providing enough off-street parking)
Deliveries have the potential to create adverse impacts on residential streets	Stakeholders expressed particular concern about large delivery vehicles, frequent deliveries, or blocked streets and driveways.
Operational characteristics such as noise, lighting, waste, privacy, and operation hours are important aspects of business activity	Stakeholder feedback highlighted these parts of a business operation as especially important to maintaining residential conditions.
Other notable impacts should also be thoughtfully considered	Avoiding “unintended consequences” was a priority for some stakeholders and feedback warned of special attention on the potential for increased crime (loitering, littering, trespassing, vandalism, etc.), disturbing smells, and general air quality impacts.

B. Perspective Variations and Tensions

Some stakeholders expressed an expectation that business activity in neighborhoods should bring little to no increase in traffic, parking, noise, or other impacts. Others seem more willing to accept some additional activity if more neighborhood destinations can flourish.

Similarly, most feedback surrounding hours of operation favored hours that are considerate of typical residential activity. Some stakeholders, particularly younger adults and younger people, expressed interest in having neighborhood destinations available later in the evening for purposes of convenience as well as entertainment.

C. Connection to Potential Code Updates

Feedback may inform operational standards addressing the impacts most concerning to stakeholders, including noise, lighting, hours of operation, deliveries and loading, waste, customer traffic, and commercial vehicles. Some of these impacts are already addressed through existing zoning or other city regulations, but amendments would need to consider which residential and commercial distinctions might need to be made for neighborhood-serving commercial uses.

Community Gathering

A. Key Themes

Theme	Summary of Feedback
There is ample interest in more informal neighborhood gathering places	Most stakeholders across all outreach efforts reported interest in more neighborhood spaces for somewhere to connect, socialize, study and learn, or meet more of their community.
Certain business types are seen as more likely to function as a community gathering place	Stakeholders frequently described cafés, food and beverage establishments, and similar businesses with outdoor seating options as places that could nurture conversation and connection.
Outdoor space can contribute to gathering and hosting of neighborhood group activities	Stakeholders expressed interest in outdoor seating with proper screening from adjacent buildings to ensure privacy and separation.

B. Perspective Variations and Tensions

Seating, longer business hours of operation, and outdoor activity allowances can help create meaningful gathering places but can also increase noise, activity, parking demand, and potential impacts on nearby homes in the neighborhood. Stakeholder feedback seemed evenly split between the importance of neighborhood-serving businesses providing gathering opportunities and their duty to operate with minimal noise impacts.

C. Connection to Potential Code Updates

Feedback may inform how the code regulates outdoor seating and other site areas commonly associated with customer activity such as setbacks or landscaping buffers. Any changes would need to consider existing standards for noise, accessory uses, required yards, rooftop amenities, and outdoor uses.

Equity and Affordability

A. Key Themes

Theme	Summary
Nearby businesses can increase access opportunities for people who do not drive	Feedback specifically identified potential benefits for younger people, older adults, people with disabilities, and lower- of fixed-income households who may have fewer transportation options.
Consensus on the burden of business costs; disagreement on City-led solutions	<p>Most stakeholder feedback recognized the economic and financial difficulties facing small businesses today.</p> <p>Some stakeholders described lowered regulatory barriers for home occupations and allowance of neighborhood-serving commercial as opportunities to lower overhead costs for small and emerging businesses. Conversely, other stakeholders believe the City should prioritize working with existing commercial space owners to reduce vacancies in existing commercial shopping centers. Ideas for collaboration with private property owners include subsidizing existing space with grants or providing city-ran workspaces.</p>
New businesses and services in a neighborhood should be accessible and affordable	Feedback included interest in affordable and useful everyday goods and services to increase independence among younger people, to support aging in place for older adults, and to ensure the business remains responsive to community needs.
Distribution of business opportunity matters	Some stakeholders mentioned concern that neighborhood businesses could be concentrated in certain areas while other neighborhoods avoid

	potential impacts but still benefit from proximity to new services.
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B. Perspective Variations and Tensions

Some stakeholders support residential properties as lower-cost opportunities for entrepreneurs, while others worry that commercial conversions have the potential to increase competition for housing and/or raise property prices.

Feedback from multiple groups emphasized the importance of ADA accessibility while others expressed concern that costly building and permitted requirements could make small-scale improvements difficult to establish in existing residential structures.

C. Connection to Potential Code Updates

Feedback may inform the effect of requirements on specific community groups. Potential amendments would need to consider the cumulative effect of zoning regulations, permitting requirements, and improvements related to changes of occupancy. Some accessibility, building, and life-safety requirements are governed separately from the zoning code and may be relevant to establishing the business while not being adjustable through this code amendment project.

Implementation and Process

A. Key Themes

Theme	Summary
Clear and effective enforcement is important	Stakeholders repeatedly raised concerns about how violations would be reported and resolved. Some doubted if businesses would consistently follow operational requirements.
The approval process should not become a barrier for businesses to get established	Some respondents favored by-right allowances, faster permitting, lower costs, and a simpler approach to requirements so that entrepreneurs with fewer resources can still take advantage of new business opportunity

Enforcement capacity and administrating allowances are in question	Some stakeholders favor proactive monitoring of businesses instead of relying on neighbors to complain. At the same time, some stakeholders question whether the city has sufficient code enforcement staffing and resources to ensure compliance with updated rules.
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B. Perspective Variations and Tensions

Feedback from community groups such as Youth Council and Senior Council exposed a stakeholder interest in some mechanism for neighbors to provide input on businesses proposed within proximity to their homes. Providing opportunity for community input on a per-project basis may give residents more influence of individual businesses, but can also increase uncertainty, time, and cost for an applicant.

C. Connection to Potential Code Updates

Feedback may inform the level of review required for neighborhood-serving commercial uses, including whether uses are permitted by-right if objective standards are achieved and what may be modified, if anything. Noticing and review process details may also be formed using this feedback. Amendments may also need to make clear the relationship between existing requirements for business licensing, land use approvals, and code enforcement processes.

Neighborhood Stores and Services Code Amendments

Community Survey Executive Summary

October 1, 2026



City of Kirkland Planning and Building Department
Staff Contact: LeAndra Baker-Lewis | (425) 587-3265 | llewis@kirklandwa.gov



Survey Quick Facts

Survey period: August 6, 2026 through September 30, 2026 (**56 days**)

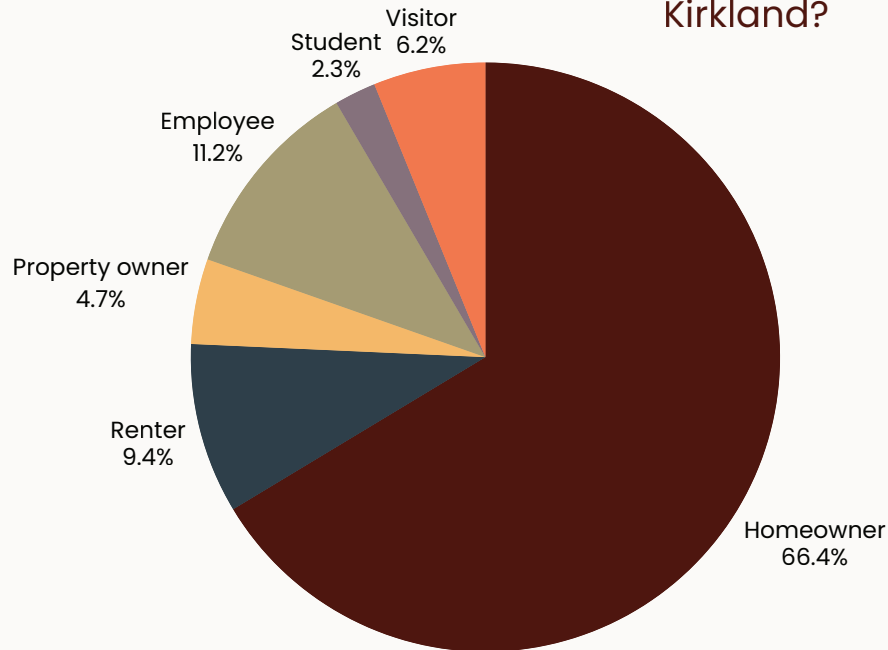
Total number of responses: **696**

***Note:** some survey questions yielded multiple answers from respondents, resulting in certain questions having more than 696 total responses

Question 1

Total number of responses: 877

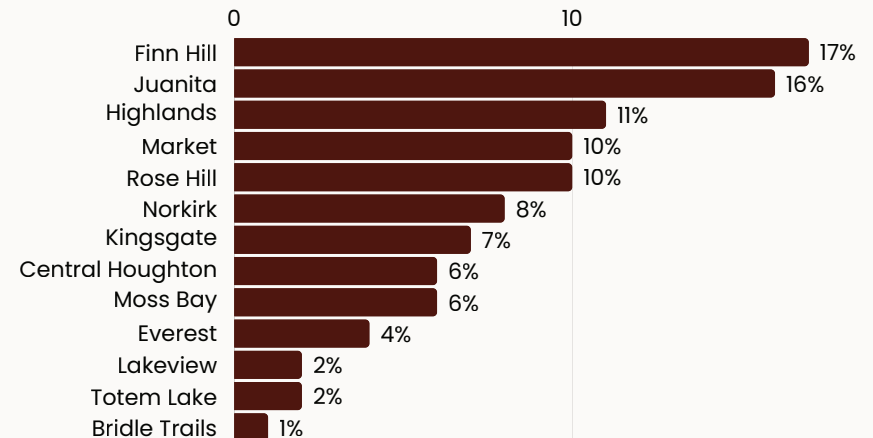
Which statement best describes your relationship with Kirkland?



Question 2

What Kirkland neighborhood do you live (or work, own property or attend school) in?

Total number of responses: 702



More than 75% of respondents identified as residents, and all 13 neighborhoods were represented, with the highest participation rate in the Finn Hill and Juanita neighborhoods.

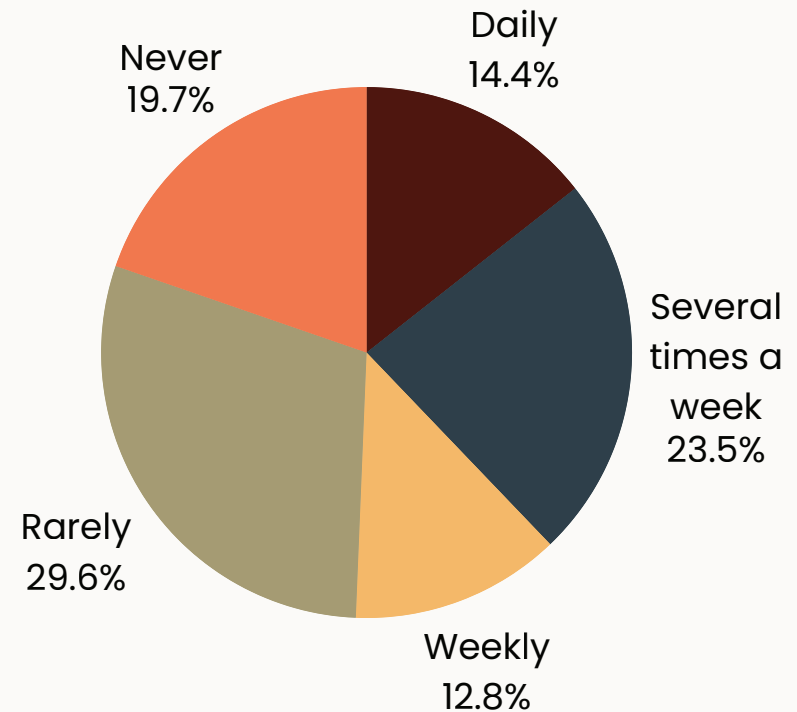
Question 3

How often do you travel without a car to everyday destinations such as groceries, coffee, childcare, or for other daily errands?

Total number of responses: 695

Almost half of respondents reported never or rarely walking, rolling or biking to meet daily needs.

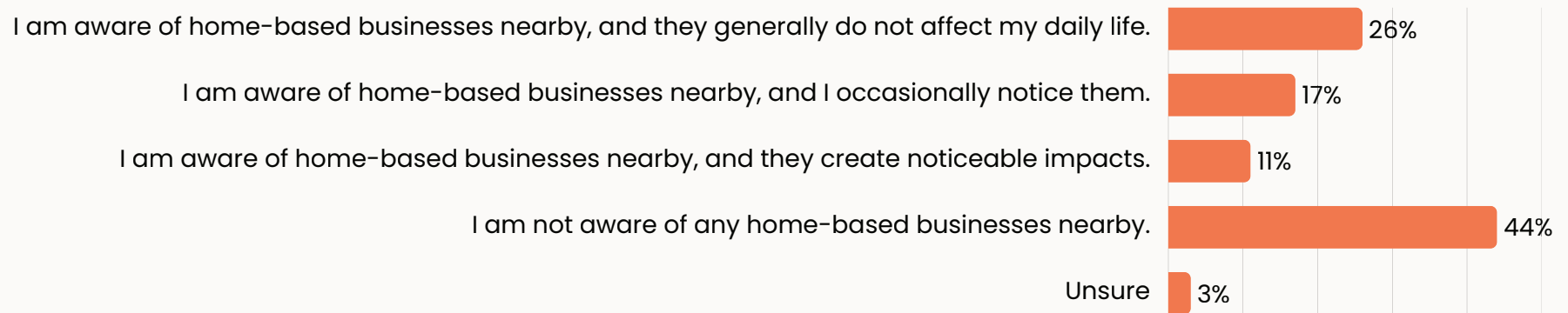
Kirkland's **Transportation Strategic Plan** identifies walkable neighborhoods and a balanced transportation system to allow options for all modes of travel.



Question 4

Many residents in Kirkland already operate businesses from their homes. Which statement best describes your experience with home-based businesses in residential neighborhoods?

Total number of responses: 696



Most respondents (70%) reported either being unaware of home businesses in their neighborhood or experience no impacts from them, suggesting that home occupations generally operate with limited effect on nearby residents.

Question 5

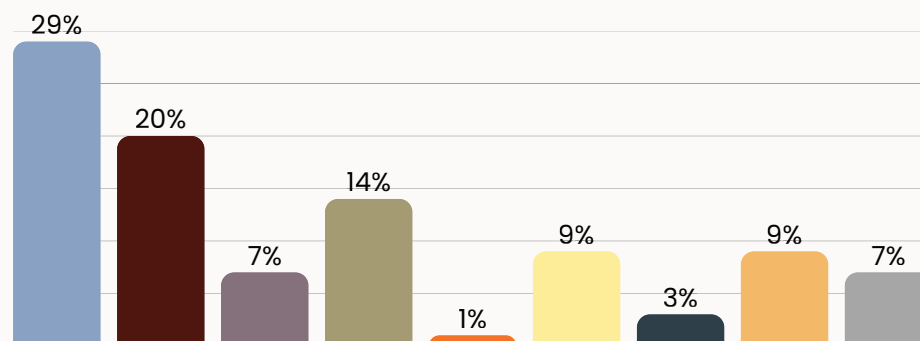
Which neighborhood-serving businesses or services would make life easier if they were within walking distance? Select up to 3.

Total number of responses: 1601

Food and beverage businesses (29%) and grocery/convenience markets (20%) were the most commonly preferred business types to have nearby, indicating particular interest in neighborhood access to food and everyday goods.

While only 7% selected "other", those responses frequently expressed opposition to allowing neighborhood business altogether.

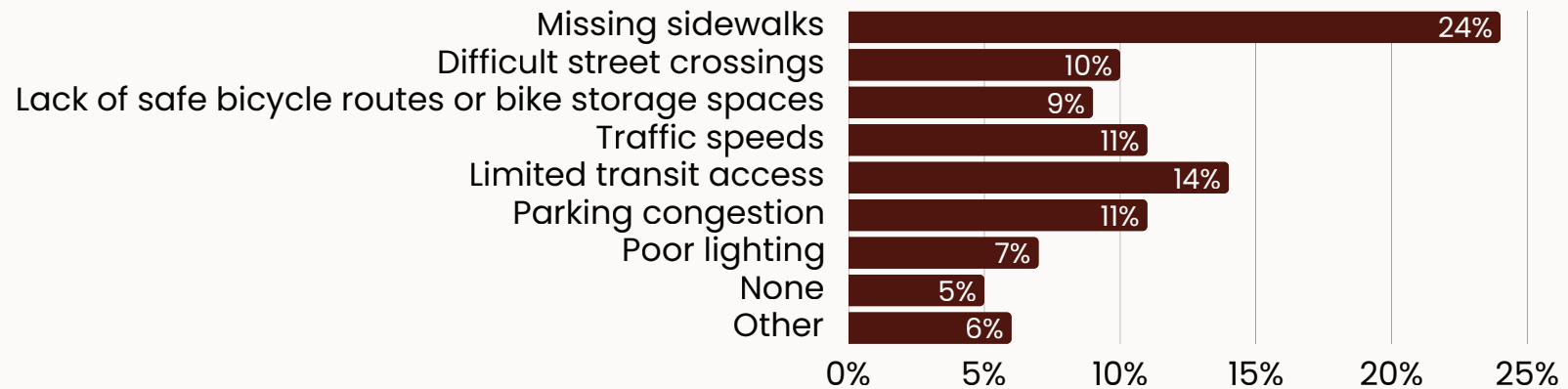
- Places to buy prepared food and drinks (cafés, bakeries, etc.)
- Grocery stores and convenience markets
- Childcare, tutoring services, or education services
- General retail sales and services (clothing, bike repair, etc.)
- Customer-serving offices (banking services, etc.)
- Health or wellness services (yoga studios, barbers, etc.)
- Pet-specific services (pet grooming, pet daycare, etc.)
- Entertainment establishments (pubs, cocktail lounges, etc.)
- Other



Question 6

Total number of responses: 1469

What top transportation or infrastructure challenges exist in your neighborhood today?
Select up to 3.



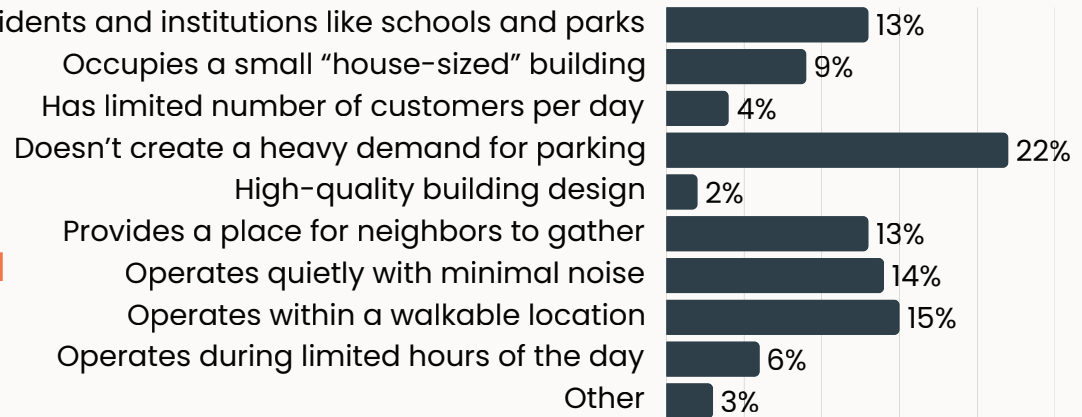
The most frequently reported transportation challenges concentrated around alternatives to driving, with missing sidewalks (24%) and limited transit access (14%) identified most often. This suggests that the potential for neighborhood-serving businesses to meaningfully support walkable neighborhoods may depend on more than just proximity to ensure trips can happen comfortably or safely without a car.

Question 7

What characteristics make a small business feel like it belongs in a residential neighborhood ? Select up to 3.

Total number of responses: 1897

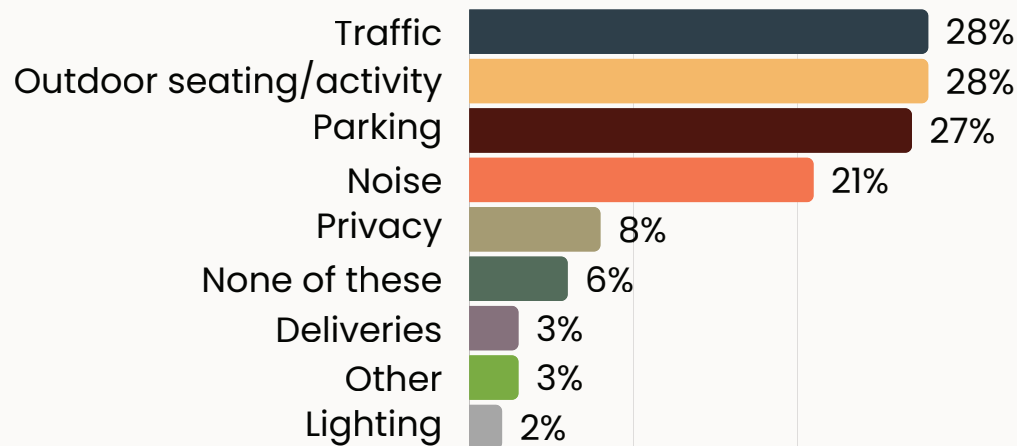
Neighborhood-serving businesses were most often characterized based on who benefits from the operation (neighbors and neighborhood visitors), how people arrive (walking or rolling), and how noticeable it is in the neighborhood (minimal noise).



Question 8

What potential impacts to the neighborhood concern you the most? Select up to 3.

Total number of responses: 1660



More than half of respondents identified their most concerning potential impacts as traffic (28%) outdoor seating/activity (28%), and parking indicating that a majority of concerns about neighborhood-serving commercial uses are tied to vehicle-related effects.

A considerable share of concerns surround activity that takes place outdoors.

Question 9

Thinking about your own neighborhood or the residential areas you visit most often, what specific issues or conditions should the City understand before allowing neighborhood stores and services in the area?

"...focus on encouraging neighborhood stores and services that are owned by local and run residents, not businesses owned by people outside of Kirkland."

"I would love this, it would be so great to have neighborhood businesses to walk to outside of downtown Kirkland!"

"Parking, traffic and ruining the character of a neighborhood."

"Do not allow them. Keep businesses in the business district."

"I think these neighborhood businesses should really feel like part of the neighborhood: they need to be community gathering spaces, small businesses (no chains!), and they should have curb appeal."

Total number of responses: 422

Many write-in comments express indication of opposition to the idea of neighborhood businesses in residential areas, while others describe neighborhood challenges such as speeding cars, parking, and importance of managing large crowds, noise, and other nuisances.

Question 10

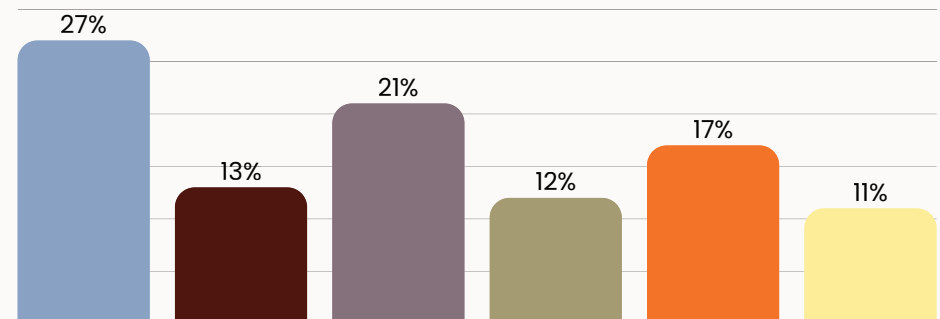
Where do you think small-scale, neighborhood-serving businesses should be allowed within residential areas?

Total number of responses: 693

Respondents indicated varied preferences about the appropriate location for neighborhood-serving commercial businesses. While 27% of respondents feel they are appropriate in any residential area, other more limited approaches were preferred by some.

Of those selecting “Only in select areas of the city”, many wrote in responses describing commercial areas as the appropriate location, meaning the responses can be thought of as opposition to the idea of businesses in residential neighborhoods.

- Anywhere in residential areas
- On residential corner lots, which excludes mid-block locations
- Only in select areas of the city
- Only in residential areas along streets with higher traffic volumes
- Businesses should not be allowed in any residential areas
- Unsure



Question 11

If the City allows neighborhood-scale businesses, what should be monitored over time to determine whether the regulations are working as intended? Select up to 3.

Total number of responses: 1816



Parking and traffic impacts (28%) and neighborhood impacts such as noise (25%) were seen as the best indicators to monitor for neighborhood-serving businesses. Responses suggest the careful tracking of how the business behaves over time is a priority for many community members. This also may indicate a need for objective, measurable performance standards such as parking and traffic

Question 12

Five years from now, what would make you consider these new allowances successful?

Total number of responses: 419

"Infrequent to no code enforcement complaints, ability to integrate quietly into the neighborhood."

"If I can hit a coffee place, a bar, and maybe like a book store within 15 minutes walking from my door, that'd be a huge success."

"Providing a low risk entry to more and younger entrepreneurs solution to launch a local business."

"If the business doesn't negatively impact the neighbors."

"Nothing. I think it is a mistake to pursue this."

Respondents had different opinions on what successful code amendments might produce in the future. Some feedback focused on neighborhood changes in walkability, or an increased ability to connect with neighbors through community gathering spaces. Some responses expressed a desire for the City to measure success before a five year mark and consider code optimization based on (lack of) neighborhood impacts.

Question 13

Is there anything else you'd like the City to consider as it develops regulations for neighborhood stores and services?

Total number of responses: 350

General comments from respondents provided a wide variety of sentiments about the concept of allowing businesses to operate in residential areas. Feedback emphasized the need for clear regulations and efficient code enforcement and the importance of allowed and prohibited business types. Positive and negative opinions on the concept were expressed, as well as general skepticism that businesses will succeed.

"I'm stoked for this, would love to see a variety of small local businesses – this is beneficial for the residents, but also allows people to use their home in a way that helps affordability."

"The city should get residents to vote on this issue. These policies should not be implemented without input from the residents."

"Stay out of our neighborhoods. Keep businesses new and old in the existing business areas. I do not want a store next to my home."

"People are car dependent here. You cannot break them of this habit with residential businesses scattered among homes. If people wanted to live in a walkable city, they would have moved to a walkable city. "

"Ensure that Kirkland residents who rent their homes can also participate.."

Summary of Engagement Efforts

Neighborhood Stores and Services Code Amendment Project

The City of Kirkland is studying code changes to support home-based business and introduce small-scale commercial and retail uses in residential neighborhoods.

Community feedback is vital to making sure the changes work for everyone.
Help staff determine the recommended approach.

The city is reviewing current allowances and will be developing new rules for:

- Location and site requirements for businesses
- Allowed business types
- Hours of operation
- Signage and lighting
- Deliveries and parking
- Outdoor allowances (e.g., seating, storage)

What else should we know or consider?

HOW COULD THIS BENEFIT KIRKLAND?

CONVENIENCE
Provides easier access to goods, services, and other destinations within walking distance

ECONOMIC VITALITY
Supports local business growth and entrepreneurship

COMMUNITY BUILDING
Creates opportunities for neighbors to gather and support each other

HEALTH & SUSTAINABILITY
Walking and biking trips promote healthy activities and help to lower greenhouse gas emissions

What businesses would you like to see in your neighborhood?

TAKE THE SURVEY
AND FOLLOW THE PROJECT BY SIGNING UP FOR UPDATES AND ANNOUNCEMENTS.

Project webpage: www.kirklandwa.gov/neighborhoodbusinesses

- Digital Announcement of Survey
 - This Week in Kirkland Newsletter
 - Fire Station reader boards
 - City of Kirkland Social media posts
- Community Outreach Tabling Events
 - International Night Market (8/19)
 - City Hall 4 All (9/17)
- Senior Council Engagement (9/8)
- Youth Council Engagement (9/9)
- Kirkland Alliance of Neighborhoods Group Meeting (9/9)
- 30+ Business stakeholder interviews

NOTICE OF ALTERNATIVE FORMAT OPTIONS FOR SURVEY DATA

The following page contains raw data responses from the 2026 Neighborhood Stores and Services Community Survey. Due to the large amount of responses, data may be challenging to read, analyze, or sort in the format provided.

If you're interested in obtaining the data in its original Microsoft Excel (.xlsx) format, please contact the project planner, LeAndra Baker-Lewis at 425-587-3265 or lewis@kirklandwa.gov.

Item Page: 62 of 83

Item Page: 63 of 83

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Item Page: 65 of 83

[illegible]

Item Page: 67 of 83

Item Page: 68 of 83

Item Page: 69 of 83

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Item Page: 72 of 83

Item Page: 73 of 83

Item Page: 74 of 83

Item Page: 75 of 83

Item Page: 76 of 83

Item Page: 77 of 83

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Item Page: 80 of 83

Item Page: 81 of 83

Item Page: 82 of 83

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