



CITY OF KIRKLAND
Planning and Building Department
123 5th Avenue, Kirkland, WA 98033
425.587.3600 - www.kirklandwa.gov

MEMORANDUM

To: Planning Commission
Houghton Community Council

From: Dawn Nelson, Planning Supervisor
Eric Shields, AICP, Planning and Building Director
Arthur Sullivan, ARCH Program Manager
Mike Stanger, ARCH Associate Planner

Date: March 15, 2018

File No.: PLN17-00011

Subject: HOUSING STRATEGY PLAN

RECOMMENDATION

- Hear a presentation from staff on the attached draft Housing Strategy Plan; and
- Provide input on the questions listed in the Items for Discussion section, below.

BACKGROUND DISCUSSION

The Housing Strategy Advisory Group (Advisory Group) has met approximately once per month since March 2017 and has completed work on a Housing Strategy Plan to guide the City's future work on housing issues.

The Advisory Group consists of 16 community members from a variety of backgrounds. Some represent neighborhoods, while others represent businesses of various sizes, institutions and City boards and commissions. Their work has focused on developing strategies to implement the three goals in the Housing Element of the City's Comprehensive Plan. Those goals are:

Goal H-1: Maintain and enhance the unique residential character of each City neighborhood.

Goal H-2: Ensure that Kirkland has a sufficient quantity and variety of housing to meet projected growth and needs of the community.

Goal H-3: Promote affordable and special needs housing throughout the City for all economic segments of the population.

The Housing Strategy Plan includes strategies for each of these areas, as well as actions for the City to undertake in the next three to five years to implement the strategies. The Housing Strategy Plan process is designed to be iterative – once the top priority strategies have been addressed, a longer list of ideas is available for the City to consider what its next steps should be.

The full process that the Advisory Group undertook to reach its recommendation is documented in the report included as Attachment 1. Public input was sought in several ways, including discussions with focus groups, an on-line community survey that received over 1,400 responses, and a public workshop that was attended by about 60 community members.

The report is organized into two main sections. The first 16 pages provide a summary of the work, including key themes that emerged from the process, the top-ranked strategies, and a monitoring plan for local housing efforts. The remaining pages (17 – 24) provide background information, including relevant Comprehensive Plan policies, a summary of information reviewed, and key findings related to housing needs. The report is in draft form at this time. Additional formatting and graphics, along with the Appendices, will be included in the final report to be provided to City Council on April 17, 2018.

PRIORITY STRATEGIES

Table 2, found on pages 11 through 14 in the report, identifies the priority strategies that the Advisory Group recommends the City pursue in the next three to five years. They were selected from a comprehensive matrix of ideas that the Advisory Group developed as ways to implement the Housing Goals from the Comprehensive Plan. The priority strategies were selected either for their ability to address the most significant housing gaps that the group had identified or because they were linked to other planned City initiatives and are timely (e.g., neighborhood planning process, transit area planning initiatives).

The complete Housing Strategy Matrix (i.e., a matrix including the priority strategies identified in the Housing Strategy Plan, along with other strategies not ultimately deemed top priorities) is included in Attachment 2 and is organized into four major sections based on the Housing Goals. Those sections are:

- Neighborhood Quality
- Housing Supply and Variety
- Affordable and Special Needs Housing – Indirect Assistance
- Affordable and Special Needs Housing – Direct Assistance

The strategy ideas and examples (first two columns of the matrix) are an aggregation of a master list of strategies compiled from various sources by ARCH staff, the previous City of Kirkland Housing Strategy Plan, and items brainstormed by Advisory Group members. The matrix also includes columns to identify strategies or examples that address “Gap Areas” that the Advisory Group identified early in the process. These gap areas are types of households and housing that represent unmet needs in the City, based on community and stakeholder input, as well as an evaluation of local housing and demographic data.

The Advisory Group went through a series of voting exercises and discussions to identify strategies and, secondarily, examples within those strategies that they felt were important for the City to pursue. For example, on page 1 of Attachment 2, the strategy “Public Infrastructure in Neighborhoods” is noted as “High” in the “2017 Priority” column and the first two bulleted items in the “Examples” column are highlighted. That strategy and those examples then were included in the priority strategy table (Table 2) in the final Housing Strategy Plan.

ITEMS FOR DISCUSSION

Staff is seeking input from the Planning Commission and Houghton Community Council on the following questions.

- Are there any strategies identified in the comprehensive Housing Strategy Matrix (Attachment 2) that are not in the priority strategy table (Table 2 on pages 11 – 14 of Attachment 1) that you think should be included?
- Of the priority strategies identified in Table 2, which do you think would be the best ones for the City to add to the Planning Work Program for this year? Staff's preliminary thoughts on items to address first include the following:
 - Accessory Dwelling Units
 - Increase Housing Diversity – Lower Density Neighborhoods (likely in the context of the neighborhood plan updates that are currently underway)
 - Increase Housing Diversity – Transit Oriented Development
- Do you agree with the Housing Gaps identified in the report (Table 1 on page 6 of Attachment 1)? Are there additional gaps that you would identify?

NEXT STEPS

Following the meeting, staff will prepare an implementation table to show how the City might prioritize and schedule work on the top strategies over the next three to five years. Final adoption of the Housing Strategy Plan by the City Council is currently scheduled for April 17, 2018.

ATTACHMENTS

1. Housing Strategy Plan Report
2. Housing Strategy Matrix



Kirkland Housing Strategy Plan

*Recommended by the City of Kirkland Housing
Strategy Advisory Group*

April 2017

Acknowledgments

Housing Strategy Advisory Group

Bill Blanchard
Kevin Coomer
Kelli Curtis
Kathy Iverson
Kelsey Justus
Tim King
Mike Miller
Brenda Nunes
Tom Pendergrass
Mike Potter
Janet Pruitt
Rodney Rutherford
Kimberly Scott
Samantha St. John
Troy Thiel
Aimee Voelz

Staff

Dawn Nelson, Planning Supervisor
Eric Shields, Planning Director
Mike Stanger, ARCH Housing Planner
Arthur Sullivan, ARCH Program Manager
Kathy Cummings, Communications Program Manager

City Council

Amy Walen, Mayor
Jay Arnold, Deputy Mayor
David Asher
Tom Neir
Toby Nixon
Jon Pascal
Penny Sweet

Report Design

Dimitri Ancira, Senior Design Specialist

Table of Contents

Introduction	
Housing Strategy Plan Function	
Development of Priority Strategies	
Report Organization	
General Themes	
Top Strategies	
Monitoring Activities	
Policy Direction	
Process	
Selected Examples of Existing Local Housing Strategies	
Housing Needs	
Public Outreach	
Appendices	
Appendix A: Advisory Group Members	
Appendix B: Kirkland Comprehensive Plan Housing Goals and Policies	
Appendix C: Summary of Existing Local Housing Strategies	
Appendix D: Housing Needs	
Appendix E: Stakeholder and Focus Group Summary	
Appendix F: Community Survey	
Appendix G: Community Workshop	
Appendix H: Housing Strategy Matrix	



Introduction

From media coverage, to data analysis, to comments from community residents, it is apparent that housing and especially housing affordability are significant issues that impact our community in many ways. In 2018, the City of Kirkland is updating its Housing Strategy Plan to address the growing need for a wide range of housing types because of the challenges of population growth and increases in housing costs for current and future residents and employees. Adopting an updated Housing Strategy Plan implements the Comprehensive Plan policy calling for a Housing Strategy Plan to be adopted and updated periodically to address the City's housing needs and goals. The Council adopted the following objective to guide this effort.



Strategy Plan Objective: *The City has a history of taking efforts to increase the diversity and range of housing affordability.*

The City understands the importance of housing within the community. Kirkland is a largely residential community, as housing remains the City's predominant land use. Since 2005, the City has seen an increase in mixed-use developments. The City has

a wide variety of other housing styles including zero lot line, townhomes, multi-family flats, and accessory dwelling units. Neighborhoods are well established and are one of the City's most desirable assets. Numerous neighborhood associations and homeowners' associations contribute to the livability of the community.



The City's mission is to provide additional housing that is compatible with existing neighborhoods and the environment. For the City's existing and new housing combined to provide a range of housing types and opportunities to meet the needs of all segments of the population including: housing affordable to a wide range of incomes that meets need of a growing employment base, and serves populations with special housing needs including seniors and homeless households.

Housing Strategy Plan Function

The purpose of the Housing Strategy Plan is to identify the most promising top issues and strategies for the City to explore in greater detail over the next three to five years. The Housing Strategy Plan is a work program to focus on specific issues and strategies for the City. It does not obligate the City to a certain course of action, but provides a framework for ongoing and future actions. The recommended individual strategies will require additional analysis and, upon further consideration, some may require modification or may turn out to be infeasible. While the Housing Strategy is intended to be comprehensive, it does not preclude the future development and exploration of other strategies that emerge over time.

Development of Priority Strategies

The Housing Strategy Plan was last updated in 2007. This updated 2018 Plan builds upon the City's efforts over the past 20 years. These past efforts are summarized on page 17 of the report and in more detail in Appendix C. In developing priority strategies consideration was given to both evaluating and potentially updating existing efforts, as well as adding new strategies.

The City Council appointed an Advisory Group to help develop recommendations for the Housing Strategy Plan. The Advisory Group

includes members from the community, members of neighborhood association, and local businesses. The names and profiles of the Advisory Group members are included in Appendix A).

The Council emphasized the importance of getting community input as part of developing the Housing Strategy Plan. Community input was sought in the following ways:

- Selecting Advisory Group members to specifically bring different community and neighborhood perspectives into developing the Housing Strategy.
- Conducting an online survey which received over 1400 responses.
- Holding focus group meetings for more in-depth conversations. These groups included students, seniors, local businesses, homeless households, realtors, and immigrants.
- Hosting a panel discussion with housing industry experts for the Advisory Group.
- Holding a community workshop to review the Advisory Group's direction for recommendations.

Summaries of the community survey, focus group, and community workshop discussions are included in the Public Outreach section (page 20) and Appendices E–G. Once the Council approves the final Housing Strategy Plan, the Council will direct follow-up work on individual strategies. There will be opportunities for additional public involvement during work on each specific strategy.



Report Organization

The next section of this report identifies the top strategies recommended by the Advisory Group (Table 2). These strategies are first introduced by a section (General Themes) that outlines some of the themes identified by the Advisory Group and how they guided their overall work. This is followed by a section (Top Strategies) describing the three areas in which strategies are organized, with some observations regarding each of these areas of strategies, which include:

- Neighborhood Quality
- Expanded Housing Choices
- Housing Affordability and Special Needs Housing

Following Table 2 are several sections summarizing the background work that the Advisory Group used to review and understand local needs, including:

- Kirkland Housing Element Goals and Policies
- Past housing efforts by Kirkland
- Data describing local housing supply and needs
- Input from community outreach

The main Housing Strategy report is supplemented by several appendices which provide greater detail on the topics listed above. Of particular note is Appendix H, which is a complete list of the strategies considered that are organized into the three areas described above.

List of Appendices

- Appendix A: Advisory Group Members
- Appendix B: Kirkland Comprehensive Plan Housing Goals and Policies
- Appendix C: Summary of Existing Local Housing Strategies
- Appendix D: Housing Needs
- Appendix E: Stakeholders/Focus Group Summary
- Appendix F: Community Survey
- Appendix G: Community Workshop
- Appendix H: Housing Strategy Plan Matrix

General Themes

During the course of the Advisory Group's work, several themes/issues emerged that helped shape developing priority strategies, including:

- Using community and stakeholder input and evaluation of local data, the Advisory Group identified several 'housing gap' areas (i.e., unmet housing needs). These housing gaps are summarized in Table 1 below.
- Given the magnitude and implications of these gaps, there was a strong sense that the City needs to be bold in their efforts, particularly in the area of housing affordability. The existing distribution of housing by affordability in the City is mismatched to the ability to pay by the City's residents and employees.
- The City has seen growth in the past, and it is inevitable it will continue to occur. The question is how intentional we choose to be in how it occurs.
- The creation of neighborhoods with better access to services and mobility is paramount. Neighborhoods that can meet daily needs (i.e., 10-minute neighborhoods) must be considered for our future.
- There needs to be a fuller range of housing choices. It is not just a simple question of adding housing capacity in terms of number of units. Efforts to increase capacity should intentionally add capacity in ways that will explicitly result in a range of housing in terms of type of housing and affordability to address local needs (aging seniors, workforce, missing mid-priced housing). This includes housing choices that not only meet current residents needs today, but that meet our resident's and their children's needs in 5 to 20 years. In addition, housing must meet the needs of the local workforce and others (e.g. students, persons with disabilities, homeless).

TABLE 1. “HOUSING GAP AREAS”

a) Types of Households

- Providing for lower income (up to \$45k) and moderate income (up to \$75,000) households, especially lower income seniors and individuals and more moderate-income families including single parents.
- Addressing the needs of the homeless.
- Assuring moderate income home ownership (entry level, younger couples).
- Addressing the needs of increasing population diversity (types of housing, or English language barriers for accessing information).
- A low proportion of workers in the city who live in the city, while many who live in the city go elsewhere to work.

b) Types of Housing

- Housing and programs that allow seniors to stay in their home or the community (e.g. cottages, ADUs, in-home services).
- Accessory Dwelling Units (ADUs) and other types of small housing units.
- Preserving existing relatively affordable housing.
- Encouraging housing in Transit Oriented Development (TOD) where housing encourages trips other than in single car vehicles. This housing can have implications on transportation for households—types of trips and dependence on personal automobile (e.g. pedestrian, transit) and related costs.
- Maintaining opportunities for ownership housing for variety of income levels.

Top Strategies

The Advisory Group evaluated a wide range of strategies. The strategies are organized into three basic categories:

- Neighborhood Quality.
- Expanded Housing Choices.
- Housing Affordability and Special Needs Housing.

Following is a description of the three categories of strategies, followed by Table 2, which summarizes the top strategies recommended by the Advisory Group in each of the three categories. A complete list of strategies considered is included in Appendix H.

The strategies in Table 2 are not meant to diminish the potential importance of other strategies included in Appendix H. The strategies in

Table 2 were selected either for their ability to address the most significant housing gaps that the group had identified or because they were linked to other planned City initiatives and are timely (e.g., neighborhood planning process, transit area planning initiatives). Therefore, these appeared to be most desirable to undertake sooner than others. Part of the ongoing process of the Housing Strategy Plan, will be to revisit the recommendations and their progress after a few years and reconsider and update strategies for the City to undertake.

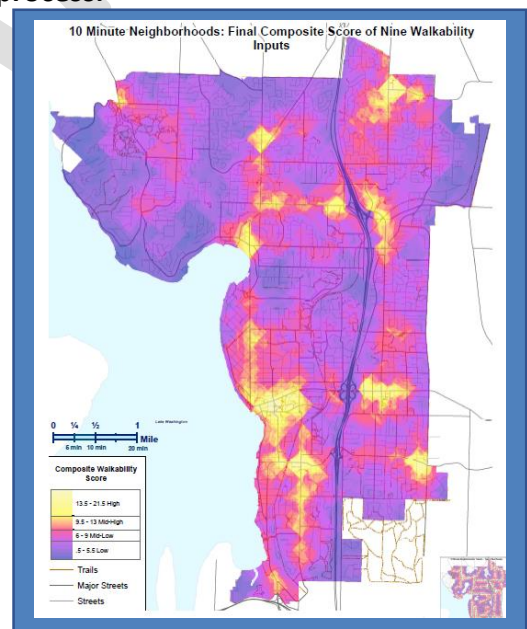
It is also noted that some of the strategies in Table 2 are intertwined and may be most effectively addressed in tandem, notably the neighborhood quality and expanded housing choices strategies. It is suggested that these strategies could be approached simultaneously to achieve the complementary objectives of 10-minute neighborhoods, and allowing neighborhoods to better accommodate a wider range of households in our community - from allowing existing residents to age in place to accommodating young singles and families just starting out. **The Advisory Group believes it is imperative that the City Council provide direction to the Planning Commission, staff and citizens involved in neighborhood plan updates that the strategies of this report be used as a guiding principle during each neighborhood plan update process.**

A. Neighborhood Quality: 10-Minute Neighborhoods

It is hard to isolate housing from many other components of a community. How can we look at housing as part of a larger community network to contribute to the overall livability within the City for a variety of household types? Part of the Advisory Group's discussion has been around the concept of focusing growth into areas intended to become 10-minute neighborhoods (mixed use centers surrounded by mid-density neighborhoods and tapering out to single family neighborhoods). By 10-minute neighborhoods we mean a community where residents can meet their daily needs without driving.

B. Expanded Housing Choices

Our community is already made up of a variety of types and styles of housing—single-family homes, townhomes, small and large apartments and condominium buildings. There are also accessory dwelling units ("ADUs," also referred to as mother-in-law apartments), cottages and micro-units. But there still are unmet needs. The challenge is to identify ways we can expand such efforts while also having the units



fit into the community. Creating the types of housing that might meet the needs of our current and future population closely relates to some of the Neighborhood Character strategies. To be successful, this vision involves consciously and consistently understanding the neighborhood while planning for housing at the neighborhood level rather than at a Citywide scale. A good starting point may be to find neighborhoods in other cities (regionally, nationally or internationally) that reflect the character expressed by the strategies.



The overall objective is how can the City empower and encourage the private market to achieve an overall housing supply in Kirkland that:

- Enables housing providers to respond to and meet the market demand.
- Enables a diversity of housing types for those who want to live in Kirkland.
- Accommodates more housing on existing developed residential footprint to avoid suburban sprawl.
- Increases housing capacity in areas that can be efficiently served by transit and other public utilities and services, including areas currently not utilized for residential purposes.
- Provides regulatory guidelines that minimize procedural requirements, while promoting neighborhood compatibility.
- Preserves the City's existing affordable housing while shaping it to meet future population needs.
- Promotes opportunities for homeownership, including and beyond that of single family dwellings.

Following are types of housing that the Advisory Group feels have the potential to fit into the City and help address local housing needs for a wider range of households. These ideas may not fit everywhere or may need guidelines that encourage development to fit into the community and improve on the likelihood that residents are able to meet their needs without driving.

Lower Density neighborhoods

- ADUs / Cottages / Duplexes and triplexes, including those designed to look like single family residences / Tiny homes

Transition neighborhoods

- Townhouses or row houses / Duplexes and triplexes / Bungalow court /Boarding homes / Dorm type housing at locations such as colleges or faith properties / “Micro-housing” /ADUs.

Central/mixed use neighborhoods

- Transit-oriented development / “Micro-housing” / dormitory-style housing at locations such as colleges or faith properties / boarding homes.
- Target opportunities for affordable housing, especially related to joint development near transit facilities, and partnering with affordable housing organizations, like Hopelink and Imagine Housing.

C. Housing Affordability

Finally, explicit affordability strategies for housing intended to be affordable to a specified income level, anywhere from very low income (\$20,000 to \$28,000; 30% median income) to moderate income (\$53,000 to \$77,000; 80% median income). Housing affordability does not specifically address the general diversity of housing types, but focuses on those with low or moderate incomes and how they might be able to live in our community. The recommendations also build upon what the City has already been doing. The Advisory Group has been looking at a couple of themes within this topic:

- Improve housing affordability at all income levels.
 - Ensure that moderate-, low-, and very low-income households have adequate housing opportunities
- Relieve and prevent homelessness.
- Strive to meet the City's proportionate share of the countywide housing needs of very low-, low-, and moderate-income households.



- Support affordable housing across the Eastside as well as within the community.

Direct Assistance. The City can provide direct assistance targeted to households at specific income levels or certain populations.

- Sources have included a portion of the City's general funds. In addition, the City has waived development fees for affordable housing.
- Direct assistance has been used for households earning up to \$58000 (60% median, family of 4) and other lesser income.
- Direct assistance has been directed at families, seniors, homeless, and persons with special needs.
- Typically, direct assistance has been provided to community based groups (non-profit or housing authority) developing or preserving housing.

Other Types of Efforts. A primary area of effort by Kirkland has been to require new developments that have received increased development capacity to include housing affordable to low- and moderate-income households (earning \$33,000 to \$77,000). Other City efforts include helping low income or homeless residents with housing costs and services to get into or stay in their housing (e.g. utility and property tax relief or deferrals for seniors, support to service agencies serving homeless individuals and families).

EXISTING ASSSISTED HOUSING - KIRKLAND: 2017

	Aff. Units	General	Senior	Homeless	Special Needs
Funding Assistance Through ARCH Trust Fund (1993 - 2016)	382	142	97	115	28
Other City Efforts (Land Use / MFTE / Land) **	176	83	23	31	6
Other Federally/ State Funded Housing ***	603	408	195		
OVERALL TOTAL	1,161	664	315	115	34

* Affordability: ~55% for 30% median income / 30% for 50% median income / 15% for 60% median income

** Affordability is typically 50% or 80% AMI for rental and 80%-100% AMI for Ownership

*** Typically pre 1990, owned by King County Housing Authority and for very low income.

*** Senior housing is privately owned affordable at 60% median income.

TABLE 2: PROPOSED TOP PRIORITY STRATEGIES

Create neighborhoods with better access to daily needs (i.e. 10-minute neighborhoods) AND Expanded Housing Choices	
Neighborhood Quality	
Strategy	Examples of Potential Actions
Public infrastructure in neighborhoods	In cooperation with neighborhoods, identify areas targeted for walkability where amenities and infrastructure should be focused.
	Open Spaces: Incentivize neighborhood planning/ pocket parks, reducing need for large yards. Create open spaces, including trail network, that encourage social gathering.
Support services in neighborhoods	Zone or incentives for all-inclusive neighborhoods-- food, daycare, park, meet-up places, transit.
	Encourage strategic neighborhood commercial development to the extent that it improves neighborhood walkability.
Expanded Housing Choices	
Housing opportunities for a greater diversity of households in lower density residential and transitional neighborhoods Find ways to make some increased density acceptable to existing neighborhood residents such as: some corner lots to be triplexes that look compatible with neighborhood; ADUs; small SF lots with smaller home. Kirkland has relatively few one- and two-bedroom homes compared to the number of smaller households. Also, some empty nesters and aging residents will want affordable options to remain in Kirkland. The city should explore ways to promote ADUs, condominiums, co-housing, cottages, and other smaller forms of housing and allow the market to respond to contemporary housing demands, along with design standards to maintain or improve neighborhood vitality. Regulations allowing such housing must balance providing some level of flexibility with having sufficiently clear provisions to ensure that the intended outcomes of smaller and less expensive housing will be achieved. For example, some areas may allow	Review the zoning code and other regulations to increase opportunities for innovative or unconventional housing types that may fill housing needs not currently met in Kirkland, such as: <ul style="list-style-type: none"> • Cottages (single-level living choices) that are reasonably priced. • Multiplexes that look like single family homes • "Tiny houses." • Smaller lots (4,000 sq ft) near areas targeted for walkability or with nearby (parks). Modular, prefabricated and other alternative building techniques.
	Convert portions of older single-family housing areas located close to transit, arterials or other amenities (e.g. park, trails, commercial development) to mixed-density villages, smaller homes or clustered housing with central open areas. <ul style="list-style-type: none"> • Consider adoption of form-based codes in transition areas to enable flexible and innovative residential development models.
	Encourage multi-bedroom home styles affordable to middle-income families.
	Create a program to create and manage an inventory of smaller rentable plots for smaller/portable homes (<400 sq. ft.).

<p>greater heights where they do not have impacts on view corridors of others.</p>	<p>Community education efforts to increase community awareness/dialogue for alternative forms of housing:</p> <ul style="list-style-type: none"> • “Density Fair.” Invite professionals and residents to workshops to explore alternative types of housing and how to integrate into specific neighborhoods. • “Sister neighborhood” program. Identify and foster relationships with other cities that have neighborhoods that could act as models to Kirkland.
<p>Increase overall housing and choices in Transit Oriented Development (TOD) and other centers</p> <p>Identify specific location of ‘TOD’ areas in City. Considerations in identifying such areas include: transit access, arterials and opportunities for other non-motorized trips (e.g. walking, bicycle).</p> <p>A high proportion of working Kirkland residents commute to other cities, and a high proportion of people working in Kirkland commute from outside the city. It is timely to advance housing needs in tandem with regional planning and transit investments. Locally, this includes land use planning and leveraging transit investments to maximize co-locating housing and transit facilities, which in turn promotes the sustainability envisioned in the Comprehensive Plan.</p>	<p>Review the zoning code in areas targeted for walkability for barriers to innovative or unconventional housing types that may fill housing needs not currently met in Kirkland, such as:</p> <ul style="list-style-type: none"> • Small efficiency units. • Boarding homes. • Single-Room Occupancy / student housing.
	<p>Surplus and Underutilized Land</p> <p>Evaluate potential for Transit-Oriented Development (TOD) at park-and-ride lots, especially to partner with local affordable housing providers to provide affordable housing.</p>
	<p>Mandate and incentivize the inclusion of residential uses in mixed-use developments. Examples of incentives include additional height, reduced setbacks, reduced parking and tax breaks.</p>
<p>Reduce time and risk of developments</p> <p>Maintain efficient development and review systems that balance the goals of housing affordability and variety through reduced housing development costs while meeting other community goals.</p>	<p>Reduce the time & risk of development by maximizing certainty of development regulations as early in process as possible. For example, ensure utility charges are known early in the permit process.</p>
	<p>Explore opportunities to reduce time and risk of development that also contribute toward achieving city goals to increase housing diversity and affordability, such as:</p> <ul style="list-style-type: none"> • Expedite permits for projects that achieve City affordability and variety strategies. • Establish a graduated impact fee system that has higher fees for larger, more expensive homes, and lower fees for smaller, less expensive homes.
	<p>Update building codes to allow prefabricated and new building technologies (e.g., cross-laminated timber). Modify height limits and codes to maximize wood frame construction.</p>

Housing Affordability and Special Needs Housing	
Indirect Assistance	
Strategy	Examples of Potential Actions
Aging in place Support housing options, programs, and services that allow seniors to stay in their homes, neighborhood, or community.	Continue using CDBG funds for the single-family housing repair and weatherization program.
	Evaluate the barriers to “down-sizing” (e.g., cost of alternative housing, resource to fix up to sell, family circumstance, life style—memories, yard, pets, amenities, friends) and what could create more interest in down-sizing.
	Encourage forms of housing that support remaining (downsizing) in existing neighborhood or community, e.g., clustering and/or “innovative” housing types, ADUs.
	Evaluate and revise standards for utility tax and property tax relief, such as exemptions, deferrals, caps, pass through benefit to renters, and portability to another property in the City.
	Encourage universal design improvements that increase housing accessibility.
	Identify and support programs to assist people with aging in place (e.g. meals, maintenance).
Accessory dwelling units Promote greater development of accessory dwelling units (ADUs) on single-family lots.	Review regulations and permitting costs. Minimize procedural requirements and address neighborhood compatibility.
	Promote community education program for ADUs through outreach efforts, including fliers/technical assistance.
	Identify and implement strategies of other communities with high rates of ADU development, such as allowing more than one ADU per property.
	Incentivize ADU construction for long term, affordable rentals by creating property owner rebates, financing for ADU construction and/or property tax rebates.
	Adopt clemency program for existing ADUs.
	Set goals for the number of ADUs to be developed in a specified period of time.
Promote opportunities for home ownership	Remove barriers to condominium development, including amendments to the state Condominium Act.
City incentives in exchange for providing affordable housing	Prioritize requiring affordable housing when increases to development capacity for sites or neighborhoods are considered.
	Identify opportunities for linking the use of Housing Choice Vouchers (administered by the KCHA) with required affordable housing.

	Consider linking affordable housing requirements (e.g., in-lieu payments) to increases in development capacity for commercial projects.
Housing Affordability: Direct Assistance	
Local revenue Establish a regular local source of funding for affordable housing programs. Align City expenditures for affordable housing with the strategies identified in this report.	Continue using City General and CDBG funds for affordable housing and special needs housing.
	Explore dedicated local revenue sources targeted toward affordable housing on a regular basis (e.g., dedicated portion of existing revenue, local housing levy, new dedicated fund source).
	Work with AWC [Association of Washington Cities], SCA [Sound Cities Association] and other housing groups for state legislation to expand funding options for cities (e.g. REET, home demolition fees) for affordable housing.
	Review and update the range of types and affordability of housing receiving direct assistance and whether resources should be used for direct assistance to residents (e.g. relocation assistance, down payment loan).
Provide other non-monetary support for affordable housing	Evaluate incorporating affordable housing into City developments (e.g., fire station, parking).
	Encourage innovative partnerships between public/private institutions (e.g. Lake Washington School District, Lake Washington Institute of Technology, faith organizations). For example, lots for tiny houses.
	Analyze the potential City role in employer-assisted housing. Work with local employers to study and implement model programs.
	Consider selling or leasing City-owned land that is no longer needed for its original purpose or other public purposes at below-market value for affordable housing.

Monitoring Activities

One of the stated purposes of the Housing Strategy Plan is to assist the City in preparation for the next Comprehensive Plan update. There are a number of “strategies” that do not directly result in the creation of housing. These strategies generally fall into the area of monitoring local efforts. They are an integral part of the City’s overall efforts to understand local needs and to help assess overall efforts and the effectiveness of specific strategies. Monitoring also helps inform future

planning efforts. Monitoring often requires some level of ongoing effort in order to identify changes in local conditions and to assess the impact of different strategies that were implemented. “Monitoring” efforts have been listed separately from the other strategies and they are grouped into three categories:

- General monitoring: Includes efforts to track general housing supply and costs (affordability).
- Previous City efforts monitoring: Involves where the City has policies or regulations in place that should be monitored to assess whether they are accomplishing their intended results (e.g. City’s update to zoning code and permit process).
- Specific issues monitoring: Includes tracking items that are not currently significant issues in the City, but have been significant in other cities and could become more prominent (e.g., regulating micro-apartments or conversions of single-family homes to student rentals).

Table 3 lists specific monitoring suggestions for each of these areas. An explicit effort to predefine annual monitoring and data collection activities is recommended. Assessment of these efforts is necessary to ensure that adequate information is available to determine the effectiveness of the City’s efforts.

TABLE 3: MONITORING

1. MONITORING ACTIVITIES--GENERAL
Routine, on-going data collection and reporting for planning purposes, program evaluation, etc.
Residential Growth. Track data such as total number of new units constructed, the types of units, affordability, the densities at which the units were developed, the remaining capacity for residential growth.
MF Zoning Objectives Evaluate city efforts in achieving projected densities in multi-family zones and commercial areas. Review standards if densities are not achieved.
Inventory existing income- and rent-restricted housing and affordable non-income- and rent-restricted stock.
Housing Dispersal. Evaluate City efforts in achieving objective of dispersing affordable housing in the city.
Regional Benchmarks. Work with other jurisdictions to develop regional benchmarks, and as needed, collect information for regional benchmarks
Strategy Plan. Adopt and regularly update the Housing Strategy, identifying specific housing strategies to be considered in order to address the City’s housing needs and goals.
2. MONITORING ACTIVITIES--PREVIOUS EFFORTS
Gathering information to evaluate effectiveness of recently adopted regulations, recently funded programs, etc.

MFTE Program. Track amount, location and type of housing using property tax exemptions for housing under RCW 84.14 (KMC 5.88)
Land Use Regulatory Programs. Monitor results and effectiveness of land use affordability programs including impact on overall development.
Accessory Dwelling Units (ADUs). Track production of ADUs and evaluate the effectiveness of land use regulations in encouraging the development of Accessory Dwelling Units (ADUs) by such means as streamlined permitting, education programs, and regular review of the effectiveness of ADU regulations. Track utilization of ADUs for short term or long term rental.
Cottage Housing /Duplex / Size limited. Track amount and location of developments providing these types of housing.
Parking. In the Downtown and other activity centers, monitor parking of new housing and potential impacts in surrounding neighborhoods.
Low Impact Development (LID) Standards. Evaluate effectiveness of LID standards.
Evaluate design character issues as part of Community Character Element. Includes items such as: Incentives for pitched roofs -- S-F homes // "Mega-house" standards // horizontal façade regulations
3. MONITORING ACTIVITIES--POTENTIAL EMERGING ISSUES Tracking issues that city wants to watch for a while before deciding on a course of action.
State/Federal Legislation. Monitor and, as appropriate, provide comment on county, state and federal legislation affecting housing in Kirkland.

Policy Direction

The Goals and Policies of the Comprehensive Plan Housing Element are included in Appendix B. They are condensed in the table below, in a way that the Advisory Group found relevant to identify key objectives for the Housing Strategy Plan.

GOALS	POLICIES
1. Each Kirkland neighborhood maintains and enjoys a unique residential character (Goal H-1).	a. Maintain a compatible mix of land uses in and around all residential areas, that includes adequate supplies of land zoned for growth and housing variety, including accessory dwelling units (Intro, H-2.1, H-2.2, H-2.5).
2. Kirkland has a sufficient quantity and variety of housing to meet projected growth and needs of the community (Goal H-2).	b. Establish and maintain the physical elements important to well-designed neighborhoods and environments including aesthetic and architectural features in neighborhoods, as well as consideration of urban design and infrastructure (Intro, H-1.1, H-2.4).
	c. Promote housing supplies that are affordable to very low-, low-, and moderate-income households throughout Kirkland and in proportion to county-wide needs (Intro, H-3.1 through H-3.5).
	d. Support special needs housing throughout the City and region (Intro, H-3.6, 3.10).
3. Kirkland has affordable and special needs housing throughout the City for all economic segments of the population (Goal H-3).	e. Support housing options, programs, and services that enable seniors to continue living in their current homes or neighborhoods (H-3.9).
	f. Support housing and services, including regional efforts, to help homeless families and individuals move to long-term home independence (H-3.7).
	g. Defend fair housing in Kirkland for all people (H-3.11).

Process

To develop the Housing Strategy Plan, the Advisory Group spent several meetings evaluating input from a variety of sources. These included:

- Policy direction provided by the Housing Element of the Comprehensive Plan (Appendix B).
- Past and present housing-related efforts undertaken by the City. (See Appendix C.)
 - Data related to local and regional housing needs. Key findings are presented in Appendix D and summarized in the box, “Key Data Points.”
- Input from several public outreach efforts, including:
 - Housing-industry professionals panel at a regular Advisory Group meeting.
 - Small focus groups (held outside regular meetings).



- An online survey.
- A community workshop.

Details of the input gathered from public outreach are listed in Appendices E through G.

The Advisory Group used this information to develop criteria for evaluating strategy options and then, through several iterations of discussion, derived its recommendations.



Selected Examples of Existing Local Housing Strategies

The City has made progress on many of the objectives of its Comprehensive Plan Housing Element, including public investments for neighborhood vitality, land use code amendments to support housing construction and a variety of housing choices (including senior housing with services), and funding for affordable housing. A complete description is included as Appendix B. The matrix also includes a column that indicates strategies that relate to previous City efforts.

Neighborhood Quality:

Every Kirkland neighborhood has an adopted plan that defines neighborhood character and design standards.

Low-Impact Development regulations offer site design flexibility and encourage more natural storm water control.

Housing Variety:

City has permitted innovative developments, such as Danielson Grove cottages and Arete residential suites.

Housing Affordability:

Kirkland's affordable housing incentives have helped produce 40 moderate-income and 80 low-income homes in multi-family areas with good transit service in downtown Kirkland, Totem Lake, North Rose Hill, Yarrow Bay, and Juanita.

In some cases, primarily small projects, developers have been able to pay fees in lieu of providing affordable housing, raising \$2,720,000 through 2017.

Together with other members of A Regional Coalition for Housing (ARCH), Kirkland contributed funding for over 1,900 units of low-income housing and close to 1,000 units of moderate-income housing. Almost 400 units of these are located within Kirkland for families, seniors, people with special needs, or people who are homeless.

Kirkland partnered with state and other local funders, King County Metro, Imagine Housing, Polygon Northwest, and others to transform the South Kirkland Park and Ride from a surface parking lot and bus center into 240 housing units (61 affordable), retail, and additional parking for a complete, mixed-use, transit-oriented development.

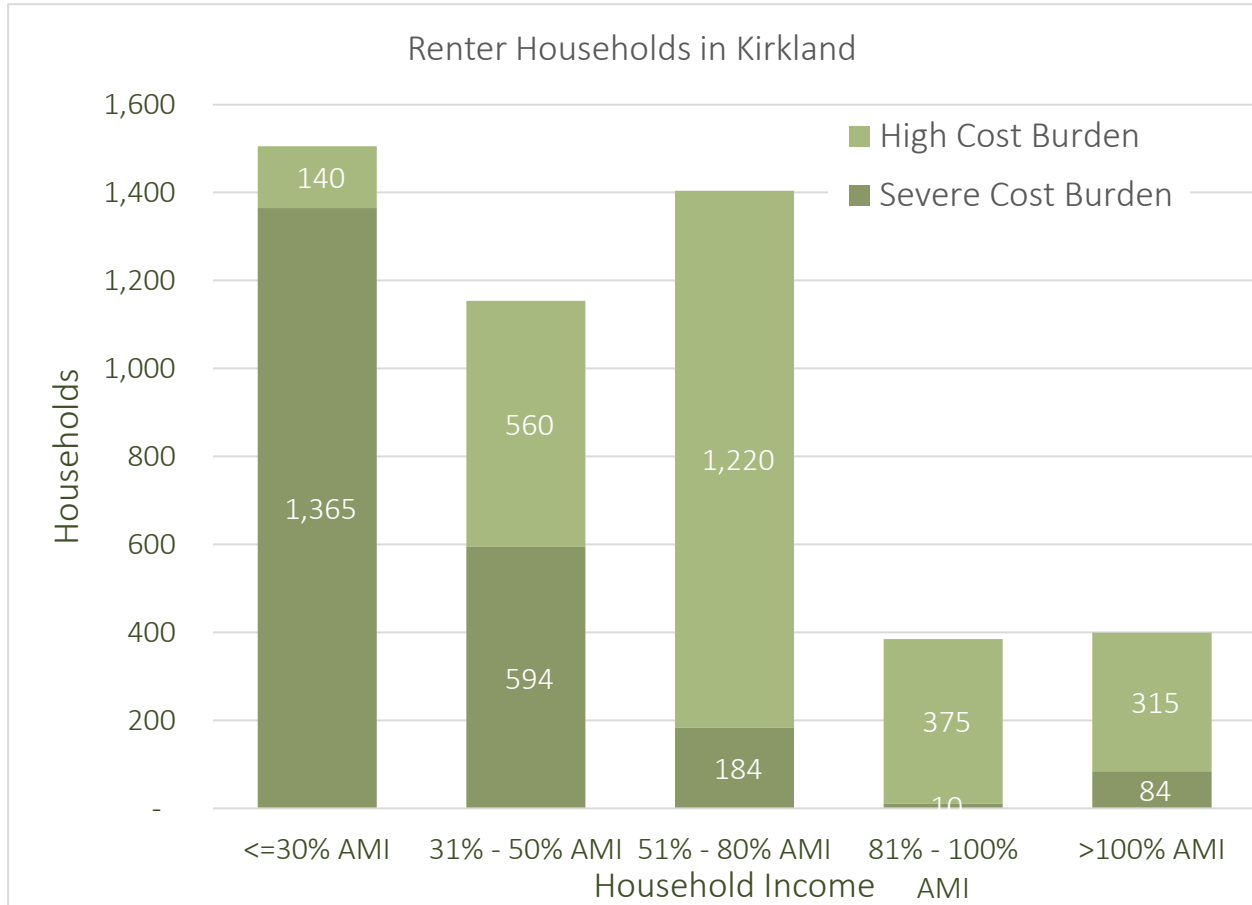
Housing Needs

The Advisory Group considered Kirkland's housing needs from several perspectives. Household types and incomes, jobs and wages, and housing types and prices are fundamental indicators of supply and demand. The financial burden of housing costs, and homelessness data, were markers of housing problems. Key findings are presented in Appendix D and summarized here.



1. A considerable number of Kirkland households pay more for housing than they can afford.

Only 16% of the low- and very low-income renters in Kirkland live in housing where they can pay less than 30% of their gross incomes. Almost



two-thirds (62%) pay more than half their incomes for housing—known as “severe cost burden.” These figures are increasing for Kirkland, as they are in other cities.

Source: Consolidated Housing Affordability Strategy (CHAS), 2012

2. Many jobs in Kirkland don’t pay enough to afford Kirkland housing, so many workers commute from farther away.

The median wage paid in Kirkland is comparable to other Eastside cities, but 54% of those jobs pay less than \$50,000 per year. More than half of all working households across King County have just one wage earner. A substantial number of those lower-paid workers can afford, at the most, \$1,250 a month for housing.

Traffic congestion in Kirkland--and the cost of vehicular infrastructure we build to accommodate it--can be attributed to workers commuting into

and out of Kirkland for their jobs, as well as on auto-dependent residential growth in Kirkland.

3. Homelessness is increasing in Kirkland.

In 2017, the annual one-night count found 284 people across the Eastside who were homeless and unsheltered, the highest figure yet. Lake Washington Schools reported 207 homeless students during the 2010–2011 school year, and that number has grown each year since, to 296 in 2015–2016.



4. Small households (1 or 2 people) predominate in Kirkland, but Kirkland has relatively few small homes to choose from (especially for homeownership).

Two-thirds (66%) of Kirkland households (and 62% of homeowners) have just one or two people. Only 43% of the City's housing units (and just 24% of owner-occupied homes) have two or fewer bedrooms. These observations suggest that there are many unused bedrooms in the City. No one would suggest that people should live in a smaller home than they want, but the data indicate a demand for smaller, less expensive housing options than exist in Kirkland.



The City issued building permits for 138 condominium units, most of which are multiplexes or townhomes, and 28 ADUs from 2011 through 2015, out of a total growth of 1,100 housing units.

5. Housing costs are increasing faster than incomes.

Since 2000, the average rent in Kirkland has increased 55%, to more than \$1,800, while the King County Area Median Income changed only 12%. The median price of a Kirkland home more than doubled in just the last five years—\$833,000 for a detached, single-family home and \$369,000 for a condominium.

Kirkland has housing affordable to moderate-income households, but has significant deficits in housing affordable to low- very low-income households (30% of the area median income; earning \$26,000 for a family of 3).

6. Kirkland's issues are like those of other East King County communities.

Data indicate that Kirkland residents, businesses, and workers, in their essence, differ very little from those of other communities that are also forming housing strategies, including Bellevue, Kenmore, Bothell, and Issaquah.

Public Outreach

Details of the input gathered from public outreach are listed in Appendices E–G. First, staff posted an on-line survey to gauge the community's sense of housing needs and issues. Over 1,400 responses to the survey were received. Staff also conducted five small group discussions ("focus groups") of typically five to seven people that included separate events for (a) seniors, (b) real estate agents, (c) downtown merchants, (d) college students, (e) English language learners, and (f) safe parking program residents.

In July, the Advisory Group met with six professionals from various parts of the housing industry (for-profit and non-profit developers and King County Housing Authority). The group provided input on the pros and cons of the strategies the Advisory Group was considering.

Finally, the Advisory Group hosted a public workshop in December. Approximately 60 community members gathered for small group discussions on the three areas that the Advisory Group was studying – Neighborhood Character, Housing Supply and Diversity, and Affordable Housing. They also provided input on the strategy ideas that the Advisory Group was considering.

The discussion below outlines the major themes and ideas that emerged from the various public outreach conversations.

1. Kirkland needs more housing, especially in places where people can walk to shopping, employment, and transit.

More housing with walkable access to retailers, restaurants, grocers and other services. would support Kirkland businesses with more customers and potentially produce a labor force that's closer to work. In conjunction with affordable housing incentives, lower-wage workers could save money on rent and transportation.

2. Kirkland needs a greater variety of housing types, especially housing units smaller than the single-family homes that have been added most recently.

More small housing units for homeownership (e.g., condos, duplexes, townhomes) could create opportunities for first-time buyers and downsizers, create or preserve open space, provide transitions between lower- and higher-density neighborhoods and vary the scale of housing within residential neighborhoods. Accessory dwelling units (ADUs) help homeowners earn money, provide entry-level rental housing, and offer options for older residents to age-in-place (e.g., to keep their homes and rent part of the dwelling, or live independently with adult children), but costs and code complexities have limited the number of ADUs. Kirkland could learn from policies and procedures in other cities with higher rates of ADUs, such as Vancouver, B.C.

Condos could make ideal homeownership opportunities and avoid car trips for couples and small families if located in a walkable, mixed-use environment. However, liability issues (which can be fixed by changing state law) have made condo development prohibitively expensive.

3. Kirkland needs to be less expensive to build and develop housing.

Developers would like the City to update regulations and make housing development less land consuming and less expensive; e.g., reduced parking requirements, fewer restrictions on tree removal, be more flexible with ground-floor retail, simplify the code, and make fees known more in advance. In addition, reduce barriers to smaller housing types (e.g., townhomes and duplexes), including in single-family neighborhoods.

Some developers and realtors would support Growth Management Act updates to enable more housing construction. (A statewide review project is underway and will deliver recommendations to the Legislature soon.)

4. Faith communities want to be part of the solution.

Many faith communities are mission-driven and have land to address housing problems. With appropriate zoning, some would be willing to provide affordable housing and/or emergency shelter.

5. King County cities can help each other by combining resources to address housing issues that cross City boundaries.

The major homelessness policies and programs in King County have turned to a “housing-first” orientation. This approach assumes that the most effective way to help people experiencing homelessness is to start by getting them into safe, stable housing followed by addressing income and employment, mental and physical health, and other needs. From that perspective, the City of Kirkland should continue to work aggressively to help fund and provide land for subsidized, low-income housing, including housing for people with special needs and/or who are homeless. The City also has powers to reduce barriers to affordable rental housing, such as credit and eviction histories and move-in costs.

6. Kirkland needs to prepare for changing demographics, including growing populations of senior citizens, immigrants, and college students.

As Lake Washington Institute of Technology and Northwest University grow, so does the demand for student housing. Students are currently unable to find some of the conventional types of student housing, such as campus residence halls and off-campus boarding houses. Zoning and other local regulatory changes may be needed to enable college students to walk to school.

Kirkland seniors, who are growing in number, typically have fixed incomes but face increasing housing costs—especially difficult for renters, but also a problem for homeowners. They may need less housing, but either want to keep their homes or downsize in the community they know, where their friends, family, and services are. Rent restrictions, property tax limits, and relief on utility bills are common requests from seniors. The City can assist, directly or indirectly, to provide other supports to sustain independent living, including more small-unit housing (especially in a small community environment), help with home and yard maintenance, improving transportation options, assisting with in-home accessibility improvements, and ensuring neighborhood walkability.

Immigrants come to Kirkland and East King County for many reasons. Not all have high-paying tech jobs. Some of these new residents reported that smaller housing types, help with security deposits (lacking a U.S. credit history), and easier-to-find services in their native language would help them get off to a good start, avoid homelessness, become productive, and support their families.

KIRKLAND STRATEGY MATRIX

STRATEGY MATRIX		Examples		Previously Addressed	2017 Priority	GAP AREAS										Other Criteria		
Strategy						College Students	Young Adults	1 & 2-person	Homeless	Seniors	English-ltd	Homeowners	Very Low (30 AMI)	Low (50 AMI)	Mod (80 AMI)	Middle (120 AMI)	Timeliness	Stakeholders
A.2	Public Infrastructure in Neighborhoods	A. NEIGHBORHOOD QUALITY: Maintain and enhance the unique residential character of each city neighborhood.																
		* In cooperation with neighborhoods, identify areas targeted for walkability where amenities and infrastructure should be focused.																
		* Open Spaces: Incentivize neighborhood planning/pocket parks, reducing need for large yards. Create open spaces, including trail network, that encourage social gathering.																
		* Design neighborhood development for safe, non-motorized mobility, especially for children. Create pedestrian and transit connectivity																
		* Greater regular infrastructure maintenance in residential neighborhoods.																
	Support services in neighborhoods	* Zone or incentives for all inclusive neighborhoods--food, daycare, park, meet-up places, transit.																
		* Allow for strategic neighborhood commercial development to the extent that it improves neighborhood walkability, especially in dense residential areas.																
	Multi-unit (not detached single unit) near amenities	* Allow for strategic development of multi-family housing near amenities like parks.																
A.1	Design Standards Incorporate neighborhood character and design principles into standards for new development.	*Address issues such as scale and bulk, setbacks that reinforce those of surrounding residences, and landscape buffers (where appropriate).																
		*Greater attention to building and site design, such as building bulk, roofline variation, garage and parking location, and landscaped buffers.																
		** Evaluate design character issues as part of Community Character Element (e.g. such as pitched roofs, mega-house standards)																
		*Review codes to encourage residential development in existing business districts.																
		* Revise horizontal façade regulations.																
A.3	Neighborhood Beautification.	* Continue to Promote / support a neighborhood enhancement program.																

STRATEGY MATRIX		GAP AREAS										Other Criteria				
Strategy	Examples	Previously Addressed	2017 Priority	College Students	Young Adults	1 & 2-person	Homeless	Seniors	English-ltd	Homeowners	Very Low (30 AMI)	Low (50 AMI)	Mod (80 AMI)	Middle (120 AMI)	Timeliness	Stakeholders
A.4 Environmentally Sensitive Site Planning. Preserve natural drainage, vegetation, and other natural features.	* Expedite permit for green certified housing		Monitor													RE
	* LID regulations allow clustering and lot size averaging. (see B.3)															
	* Maintain trees to assist in clean air; (short plats can diminish quality of trees).															
A.5 Sustainable Development & Construction.	* Greater encouragement/Require energy efficiency and other means of sustainability in new housing structures...		Monitor													
A.6 Rental Property Maintenance.	* Rental property inspection program.		Monitor													
	* Greater code enforcement.															
	* Allow existing non-conforming Multifamily densities to be maintained or redeveloped.															

Key for Stakeholder Entries

RE: Realtors
 SR: Seniors
 Builder: Private Developer
 Merchant: Local businesses
 NP: Affordable housing (non-profit) developer
 HS: Human service providers
 ELL: English as second language residents
 LWIT: Students at Lake Washington Institute of Technology
 Safe: Residents in safe parking program

STRATEGY MATRIX		GAP AREAS											Other Criteria			
Strategy	Examples	Previously Addressed	2017 Priority	College Students	Young Adults	1 & 2-person	Homeless	Seniors	English-ltd	Homeowners	Very Low (30 AMI)	Low (50 AMI)	Mod (80 AMI)	Middle (120 AMI)	Timeliness	Stakeholder
B. HOUSING SUPPLY & VARIETY: Ensure that Kirkland has a sufficient quantity and variety of housing to meet projected growth and needs of the community. Housing opportunities for a greater diversity of households in lower density residential neighborhoods and transition neighborhoods. Find ways to make some increased density acceptable to existing neighborhood residents such as: some corner lots to be triplexes that look compatible with neighborhood; ADUs; small SF lots with smaller home. Also, some empty nesters and aging residents will want affordable options to remain in Kirkland. Regulations allowing such housing must balance providing some level of flexibility with having sufficiently clear provisions to ensure that the intended outcomes of smaller and less expensive housing will be achieved.	*Review the zoning code to increase opportunities for innovative or unconventional housing types that may fill housing needs not currently met in Kirkland, such as: ** "Tiny houses" ** Cottages (single-level living choices) that are reasonably priced. ** Multiplexes that look like single-family homes ** Smaller lots (4,000 sq ft) near areas targeted for walkability or with nearby (parks). * Convert portions of older single-family housing areas located close to transit; arterials or other amenities (e.g. park, trails, commercial development) to mixed-density villages, smaller homes or clustered housing with central open areas. ** Consider adoption of form-based codes in transition areas to enable flexible and innovative residential development models * Encourage multi-bedroom home styles affordable to middle-income families. * Create a program to create and manage an inventory of smaller rentable plots for smaller/portable homes (<400 sq ft).		High													RE, Senior, Builder, ELL, Faith, Safe, LWIT
																RE / SR Builder
																HS

KIRKLAND STRATEGY MATRIX

STRATEGY MATRIX		GAP AREAS														Other Criteria	
Strategy	Examples	Previously Addressed	2017 Priority	College Students	Young Adults	1 & 2-person	Homeless	Seniors	English-ltd	Homeowners	Very Low (30 AMI)	Low (50 AMI)	Mod (80 AMI)	Middle (120 AMI)	Timeliness	Stakeholder	
Increase overall housing and choices in TOD/Centers Identify specific location of 'TOD' areas in City. Considerations in identifying such areas include: transit access, arterials and opportunities for other non-motorized trips (e.g. walking, bicycle). A high proportion of working Kirkland residents commute to other cities, and a high proportion of people working in Kirkland commute from outside the city. It is timely to advance housing needs in tandem with regional planning and transit investments.	* Review the zoning code in areas targeted for walkability for barriers to innovative or unconventional housing types that may fill housing needs not currently met in Kirkland, such as: ** Small efficiency units. ** Boarding homes. ** Single-Room Occupancy / student housing. * Mandate and incentivize the inclusion of residential uses in mixed-use developments. Examples of incentives include additional height, reduced setbacks, reduced parking and tax breaks. * Evaluate potential for Transit-Oriented Development (TOD) at park-and-ride lots, especially to partner with local affordable housing providers to provide affordable housing. ** Prioritize TOD with affordable housing, (specifically Totem Lake); partner with local housing groups such as HopeLink and Imagine Housing.		High monitor												Faith, HS, Safe, LWIT		

KIRKLAND STRATEGY MATRIX

STRATEGY MATRIX		GAP AREAS												Other Criteria		
Strategy	Examples	Previously Addressed	2017 Priority	College Students	Young Adults	1 & 2-person	Homeless	Seniors	English-ltd	Homeowners	Very Low (30 AMI)	Low (50 AMI)	Mod (80 AMI)	Middle (120 AMI)	Timeliness	Stakeholder
Reduce Development Costs.	* Reduce the time & risk of development by maximizing certainty of development regulations as early in process as possible. For example, ensure utility charges are known early in the permit process.		Monitor													Builder, NP
	* Maximizing certainty of development regulations as early in process as possible. For example, ensure utility charges are known early in the permit process.		Monitor													
	* Explore opportunities to reduce time and risk of development that also contribute toward achieving city goals to increase housing diversity and affordability, such as:		High													
	**Expedite permits for projects that achieve City affordability and variety strategies															
	** Establish a graduated impact fee system that has higher fees for larger, more expensive homes, and lower fees for smaller, less expensive homes.															
	*Off-street parking policies:		Monitor													
	**based on transit access/ walkability / right size parking															
	**Parking benefit district/"cap and trade" program.															
	*Simplify permit process for zero-lot-line homes.															
	*Allow concurrent review of discretionary approvals (e.g., zoning and PUD applications) and building permits.															
	*Evaluate development regulations for their potential impact on housing costs.															
B.2	**Design review process.															
	**Development charges (e.g. permits, impact fees, utilities)															
	** Parking Requirements															
	*Reduce the number of housing projects subject to SEPA; categorical exemptions, planned action EIS, etc.															
	*Update building codes to allow prefabricated and new building technologies (e.g., cross-laminated timber).															
	*Modify height limits and building codes to maximize wood frame construction; e.g., allow 6-story wood frame, or increase 65-ft limits to 75 or 85 ft.															
	*Site and development standards: **Infrastructure: street widths, curbs and sidewalks. **Setbacks.															

KIRKLAND STRATEGY MATRIX

STRATEGY MATRIX		GAP AREAS														Other Criteria	
Strategy	Examples	Previously Addressed	2017 Priority	College Students	Young Adults	1 & 2-person	Homeless	Seniors	English-ltd	Homeowners	Very Low (30 AMI)	Low (50 AMI)	Mod (80 AMI)	Middle (120 AMI)	Timeliness	Stakeholder	
Workplace Housing	* Innovative/incentives for workplace housing. Possible options of companies building apartments in their buildings. * Temp housing so workers can stay in town while they work.																
Housing for students	* Allow for zoning near schools for student oriented housing; e.g. rooms for rent, small units, dorms ** Zoning incentives and other incentives to support. ** Master plan process for Northwest University.																

[illegible]

STRATEGY MATRIX		GAP AREAS											Other Criteria			
Strategy	Examples	Previously Addressed	2017 Priority	College Students	Young Adults	1 & 2-person	Homeless	Seniors	English-Itl	Homeowners	Very Low (30 AMI)	Low (50 AMI)	Mod (80 AMI)	Middle (120 AMI)	Timeliness	Stakeholder
C.8	* Removing barriers to condo development		High Legis.													Builder RE
	** Remove barriers to condominium development, including amendments to the state Condominium Act.															
	** Adopt provisions to allow fee-simple ownership of attached units instead of condominium ownership (more difficult to finance).															
	* Allow manufactured housing in all residential zones.															
	* Culturally appropriate homebuyer education and financial products.															
Promote Opportunities for Homeownership.	* Explore ways to increase condominiums with FHA approval.															
	* Explore ways to support nontraditional ownership models; e.g., land trusts, "sweat equity" programs, limited equity condominiums, and co-ops.															HS
																HS
City Incentives in exchange for providing affordable housing	* Land use provisions linking additional development capacity with affordable housing.		Monitor													
	**Consider refinements to existing land use regulations that encourage and/or require the creation of affordable housing in new development.		As needed													
	** Prioritize requiring affordable housing when increases to development capacity for sites or neighborhoods are considered		High													
	** Consider linking affordable housing (e.g. in-lieu payments) to increases in capacity for commercial development		Timely													
	** Identify opportunities for linking with usage of Housing Choice Vouchers (administered by KCHA) with required affordable housing															
C.1	* Reduced parking requirements for affordable housing units.															NP
	* Reduced or waived ground floor commercial space requirement in mixed-use zones.															Builder
	* Property tax exemption (MFTE) in mixed use zones for new housing that includes a portion of affordable housing															
	* Expedite permit review for projects with affordable component															

STRATEGY MATRIX		GAP AREAS										Other Criteria				
Strategy	Examples	Previously Addressed	2017 Priority	College Students	Young Adults	1 & 2-person	Homeless	Seniors	English-It'd	Homeowners	Very Low (30 AMI)	Low (50 AMI)	Mod (80 AMI)	Middle (120 AMI)	Timeliness	Stakeholder
C.7 Support to Renters.	*Tenant counseling: **Specialized assistance for those with language barriers or mental illness.															ELL
	**Community service officers; i.e., civilian intermediaries to resolve conflicts among landlords and tenants.															HS
	*Tenant protections: **Broader protections from source-of-income discrimination. **Longer noticing requirements to vacate when multiple tenants displaced.															HS
	**Just Cause Eviction notice. **Local portability of tenant screening reports. **Limits to, or process for, rent increases to existing residents.															Safe
	* Assistance with finding reliable roommates. *Limit conversions of rental housing to condominiums.															LWIT
Fair Housing. Protect fair and equal access to housing for all persons and prohibit any activity that results in discrimination in housing. Support efforts to achieve a geographic balance in siting special needs housing throughout the city and region.	*Ensure that regulations do not unduly restrict group homes or other housing options for persons with special needs. *Ensure codes provide opportunities for special needs housing.															
	*Monitor local housing market for racial discrimination practices. *Review group homes and other regulatory standards for consistency with the federal Fair Housing Act.															
C.13 Affordable Housing Preservation. Preserve, maintain, and improve existing affordable housing. [H-3.4]	*In multifamily areas, allow existing developments with non-conforming densities to maintain, remodel, and rebuild their properties and retain the same number of housing units. *Transfer of Development Rights (TDRs) to preserve aff. housing.															
	*Conduct inventory of existing multi-family residential properties and encourage preservation of those that are relatively affordable. ** Assist organizations to acquire multifamily properties to preserve their relative affordability. (See Direct Assistance).															
	*Continue using CDBG funds for the single-family housing repair (See Direct Assistance)															
	* Undertake an educational campaign to increase awareness of housing issues, including special needs housing, and to address negative perceptions related to homelessness.															Safe

STRATEGY MATRIX		C. DIRECT ASSISTANCE FOR AFFORDABLE AND SPECIAL NEEDS HOUSING: Promote affordable and special needs housing throughout the city for all economic segments of the population.												Other Criteria			
Strategy	Examples	Previously Addressed	2017 Priority	GAP AREAS										Timeliness	Stakeholder		
				College Students	Young Adults	1 & 2-person	Homeless	Seniors	English-ltd	Homeowners	Very Low (30 AMI)	Low (50 AMI)	Mod (80 AMI)			Middle (120 AMI)	
Local Revenue. Establish a regular local source of funding for affordable housing programs. Align City expenditures for affordable housing with the strategies identified in this report	* Continue using City General funds for affordable housing and special needs housing *Continue using CDBG funds for affordable housing and special needs housing. *Explore dedicated local revenue sources targeted toward affordable housing on a regular basis. **Local housing levy. **Growth Fund (sources linked to new growth; e.g., sales tax). **REET **Property taxes generated by properties sold by public entities for private development. **Tax on all cash residential transactions/ transfer tax on capital gains ('anti-flipping') **Hotel tax on short-term rentals. **Commercial development linkage fees. ** In-lieu fees from new private development (Residential and Commercial - See Incentives) * Work with AWC [Association of Washington Cities], SCA [Sound Cities Association] and other housing groups for state legislation to expand funding options for cities (e.g. REET, home demolition fees) for affordable housing		High												NP		
																SR	
			High													NP	
			Timely														
			Legis.														
C.3			Legis.														

STRATEGY MATRIX		Examples	Previously Addressed	2017 Priority	GAP AREAS											Other Criteria	
Strategy					College Students	Young Adults	1 & 2-person	Homeless	Seniors	English-ltd	Homeowners	Very Low (30 AMI)	Low (50 AMI)	Mod (80 AMI)	Middle (120 AMI)	Timeliness	Stakeholder
C.4		*Waive some or all permit and/or impact fees for affordable housing.		High											NP		
		*Consider selling or leasing City-owned land that is no longer needed for its original purpose or other public purposes at below-market value for affordable housing.												RE			
		** Conduct inventory of public property for potential availability for housing and other public uses, and update regularly.															
		** Evaluate incorporating affordable housing into city developments (e.g. fire station, parking)															
C.5	Provide other non-monetary support for affordable housing	*Explore non-cash forms of financial assistance (e.g., providing loan guarantees for affordable housing).		High											NP		
		* Assist housing providers in their efforts to create affordable housing												NP			
		** Support funding applications to other regional funders.															
		** Increase usage of Housing Choice Vouchers (KCHA).															
		** Encourage innovative partnerships between public/private institutions (e.g. Lake Washington School District, Lake Washington Institute of Technology, faith organizations). For example, lots for tiny houses.															
		** Work with local banks to coordinate better financing for affordable housing.															
		** Support efforts to increase private "social investment" funds for affordable housing													NP		
		** Explore opportunities to use underutilized properties, especially non-profit/faith organization owned, for affordable housing.															
		*Explore opportunities to encourage private and other public donation of resources, including land, for affordable housing.													NP, SR, RE		
		*Analyze the potential city role in employer assisted housing. Work with local employers to study and implement model programs.															

STRATEGY MATRIX	Strategy	Examples	Previously Addressed	2017 Priority	GAP AREAS											Other Criteria	
					College Students	Young Adults	1 & 2-person	Homeless	Seniors	English-ltd	Homeowners	Very Low (30 AMI)	Low (50 AMI)	Mod (80 AMI)	Middle (120 AMI)	Timeliness	Stakeholder
C-9	USES OF LOCAL RESOURCES: Housing Development/Operation	* Review and update the range of types and affordability of housing receiving direct assistance and whether resources should be used for direct assistance to residents (e.g. relocation assistance, down payment loan)															NP
		** Support range of affordable housing needs (ARCH Housing Trust Fund)															Safe
		** Types of Households served: Families, seniors, homeless, persons with special needs.															Safe
		** Coordinate funding with other cities to maximize local aff. housing															Safe
		* Prevent and Relieve Homelessness ** New housing with on-site services for homeless families and individuals. ** Support effort to site Eastside women's shelter in Kirkland. ** Landlord Liaison Project. ** Housing for people exiting incarceration.															
	USES OF LOCAL RESOURCES: Assistance to Residents	* Acquire existing multifamily properties, based on strategic opportunity (e.g., location, condition, growth areas).															
		* Pay or waive some utility and/or infrastructure costs for aff. housing.															
		* Acquire land in Kirkland for development of housing to serve households earning 60% or less of the county median income.															
		** Revolving land acquisition fund; i.e., REDI fund.															
		* Revolving loan fund to support 4% tax credit projects.															
	USES OF LOCAL RESOURCES: Assistance to Residents	* Resources for homeowners: ** Down payment assistance program. ** Homeowner counseling programs. ** Pool for higher risk home repair loans or homeowners with temporary financial hardships ** CDBG funds for the single-family housing repair and weatherization program.															
		* Tenant relocation assistance (consistent with state law).															