

XIV. Implementation Strategies

The vision statement, guiding principles, goals, and policies set forth in the Introduction Chapter of this Comprehensive Plan describe the desired type and character of growth in Kirkland during the next 20 years. They do not, however, tell us precisely how to create the kind of community envisioned by the Plan. Unless appropriate actions are taken, the plan will remain unrealized. Consequently, a strategy for how to implement the Plan is needed. It is the intent of this Element to describe the methods to make the plan a success. Generally, element chapters may list actions items required to implement specific policies. The timing, order, and scope of the actions will be determined by the available budget and resources, community interests, obligations to implement State legislation, and City Council priorities. Specific timing and scope for many of the large-scale implementation actions requiring Zoning Code and/or Zoning Map amendments will be determined through annual updates to the Planning Work Program.

A. Implementation Methods

There is a broad range of measures necessary to implement the Comprehensive Plan involving a wide variety of people and organizations. It is the responsibility of the City, however, to put in place the mechanisms that will promote the actions needed for implementation. Listed below are the methods that will be used to implement the Plan over the 20-year planning horizon.

Annual Plan Amendments

To keep the Comprehensive Plan current, it is necessary to review and update it on a regular basis. At the very least, it is necessary to annually consider amendments to the six-year projects list in the Capital Facilities Element. Other issues are likely to arise each year which can also be considered in the annual update.

Neighborhood Plans

The plans for Kirkland's 14 neighborhoods and Subareas are an important part of the Comprehensive Plan. Each Neighborhood Plan or Subarea Plan should be updated with each 10 year major update, and individual neighborhood plans may be updated as needed during any annual Comprehensive Plan Update. Individual neighborhood plan updates may be necessary to reflect City Council direction and/or priorities, respond to requests from neighborhoods and/or

individual community members, maintain their currency, and/or to bring them into compliance with the more recently adopted Plan Elements. In 2018, a Neighborhood Plan Framework document was created to describe the update process.

Community-initiated Amendment Requests (CAR)

Amendments to the Comprehensive Plan, Zoning Map, or Zoning Code can be initiated by the public. These Community-Initiated Amendment Requests (CARs) may be made by an individual, property owner, neighborhood organization, or other group. A CAR may be submitted to amend any aspect of the Comprehensive Plan such as the land use map, the general elements, or a neighborhood plan.

Functional and Management Plans

Functional and management plans address provide additional detail and implementation actions for subjects discussed in the Comprehensive Plan.

Functional and management plans are both guided by, and help to guide, the Comprehensive Plan. The Comprehensive Plan sets the broad policy framework for the objectives in functional and management plans, and inversely, functional and management plans can raise issues and ideas that help to shape amendments to Comprehensive Plan goals and policies. General consistency between the Comprehensive Plan and functional and management plans is important, as is regular updating of functional and management plans to maintain their currency. The Introduction Chapter of this Plan includes a list of City functional and management plans.

Regulations

Regulations set the legal requirements for new development. The vast majority of these regulations are found in the Kirkland Zoning Code (including the official Zoning Map and shoreline management regulations), and the Subdivision Code within the Kirkland Municipal Code. Local administration of the State Environmental Policy Act (SEPA) is also a regulatory tool. The Growth Management Act requires that development regulations must be consistent with the Comprehensive Plan. Keeping Kirkland's regulatory documents updated for consistency is a high priority, and should be undertaken as appropriate on a regular basis.

Programs

City programs and teams provide services to help achieve the goals and policies in the Plan. Examples

of these programs are the Neighborhood Traffic Control Program, Neighborhood Service Team, the Green Team and the Tree Team.

Ongoing Administrative Activities

Implementation also depends on a variety of day-to-day actions such as development permitting and code enforcement. Ongoing monitoring of land capacity, demographics, development trends, housing costs, traffic levels, transit usage, levels of service for public facilities, and other factors affecting growth are also necessary.

Intergovernmental Coordination

Many of the goals and policies in the Comprehensive Plan cannot be achieved by Kirkland alone. Because Kirkland is part of a much larger and growing metropolitan area, issues involving growth rates, housing demand and supply, climate change, and transportation systems increasingly require intergovernmental responses. Kirkland engages with regional agencies and neighboring jurisdictions at a variety of levels, including:

- Ongoing communication with neighboring cities and adoption of interlocal agreements where appropriate;
- Participation in subregional organizations such as A Regional Coalition for Housing (ARCH) and the Eastside Transportation Partnership (ETP);
- Participation in Countywide organizations such as the Growth Management Planning Council (GMPC), King County Climate Change Collaborative (K4C) and Metropolitan King County;
- Participation in multicounty organizations such as the Puget Sound Regional Council (PSRC) and the Regional Transit Authority (RTA) (Sound Transit).

Community Engagement, Outreach, and Education

Implementation also depends upon keeping the lines of communication open between City government and the community. The Comprehensive Plan should be understood and embraced by the public, and regularly revised to reflect evolving community aspirations and concerns. This includes incorporating inclusive engagement practices across the multiple implementation methods discussed in this chapter.

Budgeting and City Work Program

Governmental expenditures play an essential role in implementation. The City's biennial operating

budget allocates resources for personnel and supplies needed to carry out implementation measures; and the annual Capital Improvement Program targets the resources for transportation facilities, parks, utilities, and other public facilities necessary to implement the Plan.

The City Council adopts a biennial City Work Program in conjunction with the budget. The City Work Program prioritizes major cross-departmental efforts with significant impacts designed to maintain and enhance the public health, safety and quality of life in Kirkland. The Work Program establishes a two-year “action plan” by which the public can measure the City’s success in accomplishing its major policy and administrative goals. Many of these Work Program items will implement Comprehensive Plan objectives.

Note: Staff recommends deleting the following implementation strategies. Strategies and action items are included in each Element. Many of the strategies listed below have been completed with past work programs or are no longer applicable.

~~B. Implementation Strategies~~

~~Below is a list of desired strategies and actions to implement the goals and policies of the Comprehensive Plan. The strategies are intended to be general in nature so that the method or technique to achieve the intent of the strategies may vary. Generally, if an element does not have any follow-up actions to be implemented, it is not listed. The timing, order and scope of the strategies will be determined by the available budget and resources, community interests and City Council priorities. Preparation of the annual planning work program process will be the time to determine which strategies and actions will be undertaken and when. Changes may be made to the list of strategies as part of the annual plan amendment process.~~

~~Implementation Strategies~~

~~GENERAL ELEMENT~~

~~◆ C.1: In 2022, review “time capsule,” located in the City Hall vault, containing the “Kirkland 2022 — Community Conversations” video and the citizen responses.~~

~~COMMUNITY CHARACTER ELEMENT~~

~~◆ CC.1: Review and amend the regulations for Chapter 125-KZC, Planned Unit Development, adding historic preservation of buildings, structures, sites and objects as a public benefit.~~

~~ENVIRONMENT ELEMENT~~

~~◆ E.1: Update the critical area regulations for environmentally sensitive areas (slopes, wetlands and streams) in accordance with best available science standards.~~

- ◆ ~~E.2: Establish a program that identifies priorities and funding sources for sensitive area acquisition and restoration and educational outreach.~~
- ◆ ~~E.3: Prepare a Citywide comprehensive sustainability strategic plan integrating the Natural Resource Management Plan, the Climate Action Plan and other relevant functional plans.~~
- ◆ ~~E.4: Implement the Urban Forestry Strategic Plan and undertake the following strategies:
 - ~~E.4a: Undertake an eco-system analysis to determine the value, function and benefits of the urban forest.~~
 - ~~E.4b: Develop a street tree management plan for transportation corridors that addresses appropriate species, tree planting standards and goals, a proactive maintenance program, and community stewardship.~~
 - ~~E.4c: Conduct a tree inventory of City parks and major right-of-way corridors.~~
 - ~~E.4d: Work with Puget Sound Energy and Seattle City Light to prepare a vegetation management plan for the electric transmission corridors.~~~~
- ◆ ~~E.5: Undertake Phase II for Green Codes to consider environmental stewardship standards, such as energy efficiency/renewable energy, low impact development, access to community agriculture, and the reuse of gray and black water.~~
- ◆ ~~E.6: Develop a program for community outreach and stewardship of the environment.~~

LAND USE ELEMENT

- ◆ ~~LU.1: Create open space network maps, identify missing links, and develop preservation techniques.~~
- ◆ ~~LU.2: Collaborate with King County to study options for Transit-Oriented Developments (TOD) at the park and ride lots.~~
- ◆ ~~LU.3: Develop business district plan, zoning and design guidelines for neighborhood centers.~~

HOUSING ELEMENT

- ◆ ~~H.1: Adopt an updated housing strategy plan and work program by 2020.~~
- ◆ ~~H.2: Inventory multifamily residential properties and encourage preservation of those that are affordable to people with low and moderate incomes.~~
- ◆ ~~H.3: Partner with A Regional Coalition for Housing (ARCH) and nonprofit housing agencies to site a permanent Eastside women's shelter in Kirkland.~~

- ◆ ~~H.4: Consider refinements to regulations by 2020 that:
 - ~~H.4.1: Encourage innovative housing developments.~~
 - ~~H.4.2: Encourage and/or require the creation of housing affordable for people with low and moderate incomes.~~~~

TRANSPORTATION ELEMENT

- ◆ ~~T.1: Revise the Traffic Guidelines memo that addresses SEPA and Concurrency Review consistent with the Transportation Master Plan (TMP).~~
- ◆ ~~T.2: Adopt a revised Concurrency Ordinance consistent with the TMP.~~
- ◆ ~~T.3: Prepare a phasing schedule for completion of the actions listed in the TMP.~~
- ◆ ~~T.4: Update the Active Transportation Plan consistent with the TMP.~~
- ◆ ~~T.5: Prepare a transit plan, including to document route-level goals for service, look at capital needs for passenger and route facilities, clarify transit options for the CKC and integrate the TMP with the long-range plans of Metro and Sound Transit.~~

PARKS, RECREATION AND OPEN SPACE ELEMENT

- ◆ ~~PR.1: Complete key actions and objectives as identified in the PROS Plan.~~

NEIGHBORHOOD PLANS

- ◆ ~~NP.1: Update neighborhood plans and business district plans at least once between every two major Comprehensive Plan updates or more frequently as needed, given City Council priorities and available resources.~~
- ◆ ~~NP.2: Establish a neighborhood plan update schedule by December 2016. Updates should occur by synchronizing the schedule with adjacent neighborhoods based on shared business districts or other shared features so that the process is conducted efficiently and common elements are addressed effectively.~~
- ◆ ~~NP.3: Consider creating a set of Citywide neighborhood plan policies.~~
- ◆ ~~NP.4: Develop a comprehensive template for future neighborhood plans that provides a framework for policies addressing the possible range of issues unique to each neighborhood, recognizing that not all template items will be applicable to all neighborhoods. The intent is to make the neighborhood plans concise and streamlined.~~

TOTEM LAKE BUSINESS DISTRICT

- ◆ ~~TL-23.2: Develop an Urban Design and Amenities Plan for the Totem Lake Business District that provides guidance~~

~~to create an identity for the business district (and addresses the standards called for in Policy TL-23.2).~~

~~SHORELINE AREA~~

~~◆ SA.1: Prepare monitoring report for Department of Ecology addressing No Net Loss indicators along the shoreline, such as overwater, in water and upland structures, shoreline armoring and vegetation.~~