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# XIV. IMPLEMENTATION STRATEGIES

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The vision statement, goals, and policies set forth in previous elements of the Comprehensive Plan together 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. Yet 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 provide such a strategy and identify the actions necessary to make the plan a success.

## A. IMPLEMENTATION METHODS

There are 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 will be necessary to review and update it on a regular basis. At the very least, it will be 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.** An important part of the Comprehensive Plan are the plans for Kirkland's 13 neighborhoods. Those plans have been prepared and updated over a period of years to address in detail issues relevant to each specific neighborhood. Regular update of the neighborhood plans should continue, both to maintain their currency and to bring them into compliance with the more recently adopted Plan elements.

**Functional and Management Plans.** Although not technically a part of the Comprehensive Plan, functional and management plans address in detail subjects more generally discussed in the Comprehensive Plan. Existing functional plans include:

- ◆ Capital Improvement Program;
- ◆ Sewer Comprehensive Plan;
- ◆ Water Comprehensive Plan;
- ◆ Surface Water Master Plan;
- ◆ Park, Open Space and Recreation Plan;
- ◆ Fire Protection Master Plan;
- ◆ Nonmotorized Transportation Plan;
- ◆ Natural Resource Management Plan;
- ◆ Downtown Strategic Plan;
- ◆ Housing Strategy Plan.

Functional and management plans are both guided by and help to guide the Comprehensive Plan. Theoretically, the Comprehensive Plan sets the broad policy framework which functional and management plans address in more detail. In practice, however, functional and management plans also raise issues and ideas which help to shape Comprehensive Plan goals and policies. Either way, 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.

**Regulations.** Regulations set the legal requirements for new development. The vast majority of the regulations are found in the Kirkland Zoning Code (including the official Zoning Map), Subdivision Code, and Shoreline Master Program. Local administration of the State Environmental Policy Act is also a regulatory tool. The Growth Management Act requires that development regulations must be consistent with the Comprehensive Plan; and to a large extent Kirkland's existing regulations already are. Even so, update of Kirkland's regulatory documents must be a high priority, and should be undertaken as appropriate on a regular basis.

Although by nature regulations impose restrictions on the development of property, many of the regulatory revisions required to implement the Plan will involve easing of current restrictions. In the same vein, where

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appropriate, regulations can be structured to provide incentives to desired development, rather than being solely restrictive.

**Programs.** Another way to implement the Comprehensive Plan is through the establishment of programs that provide services to help achieve the goals and policies in the Plan.

- ◆ The Neighborhood Traffic Control Program;
- ◆ The Neighborhood Service Team;
- ◆ Action teams, such as the Downtown, Totem Lake and Rose Hill Action Teams;
- ◆ The Kirkland Economic Partnership;
- ◆ The Natural Resource Team; and
- ◆ Assistance to employers in undertaking transportation demand management measures and achieving the goals of the Commute Trip Reduction Act.

**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 is 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, and transportation systems increasingly require intergovernmental responses. To protect local interests and meet regional obligations, Kirkland must involve itself 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) and Metropolitan King County;
- ◆ Participation in and with multicounty organizations such as the Puget Sound Regional Council (PSRC) and the Regional Transit Authority (RTA) (Sound Transit).

**Citizen Involvement and Education.** Implementation also depends upon keeping the lines of communication open between City government and its citizens. The Comprehensive Plan will only be successful if it is understood and embraced by the public and if it is regularly revised to reflect evolving community aspirations and concerns.

**Budgeting.** Governmental expenditures play an essential role in implementation. The City's annual 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.

### B. IMPLEMENTATION TASKS

Table IS-1, below, lists specific tasks which are needed to fully implement the Comprehensive Plan. The tasks are organized to correspond to the elements they are primarily intended to implement. The list also distinguishes one-time projects from ongoing activities. In addition, projects with highest priority are noted in the right hand column (\*\*), as are second priority projects which are also important in assuring the Plan's success (\*).

While the list in Table IS-1 is intended to be complete, other additional or alternative tasks may be identified at a later time. Also, while the tasks listed are specific as to the methods to be used, the outcomes indicated are somewhat general, leaving latitude for a variety of alternative techniques to be considered when the task is undertaken.

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**Table IS-1  
Implementation Tasks**

TASK	PRIORITY
<b>GENERAL ELEMENT</b>	
<u>Project</u>	
G.1 In 2022, review “time capsule,” located in the City Hall vault, containing the “Kirkland 2022 – Community Conversations” video and the citizen responses.	
<u>Ongoing</u>	
G.2. Annually update the Comprehensive Plan.	
G.3. Update the neighborhood plans.	
<b>COMMUNITY CHARACTER ELEMENT</b>	
<u>Projects</u>	
CC.1. Review and update Zoning Code Chapter 100: Signs.	
CC.2. Establish incentives to private owners for preservation, restoration, redevelopment and use of significant historic buildings and sites.	
CC.3. Consider public improvements for historic districts to help encourage preservation.	
<u>Ongoing</u>	
CC.4. When the neighborhood plans are updated, consider design principles for new structures that respect the scale, massing, and design of existing adjacent buildings and the neighborhood context.	
CC.5. Incorporate historic preservation into neighborhood plans as they are updated including:	
◆ A list of each neighborhood’s historic structures and sites.	
◆ Design principles for areas where historic structures are clustered.	
<b>NATURAL ENVIRONMENT ELEMENT</b>	
<u>Projects</u>	
NE.1. Update the City’s Shoreline Master Program.	**
NE.2. Assess and amend the Comprehensive Plan, City codes, resource management practices, and other City activities as needed for consistency with the Endangered Species Act, State shoreline rules, and other natural resource requirements.	**
NE.3. Promote removal of fish barriers.	
NE.4. Amend the Zoning Code to specify criteria and procedures for handling clearing and grading violations in sensitive areas and their buffers.	**
NE.5. Study and implement methods to preserve and, where feasible, increase pervious surface in Kirkland.	*
NE.6. Review Kirkland Municipal Code, Zoning Code Definitions Chapter, and Comprehensive Plan to identify inconsistencies in natural system terminology.	*
NE.7. Review Zoning Code regulations for protection of existing landscaping and trees.	*
NE.8. Develop a City street tree program for appropriate species, planting and maintenance, and community stewardship.	**
NE.9. Develop a street tree plan for commercial and residential corridors.	

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**Table IS-1  
Implementation Tasks (Continued)**

TASK	PRIORITY
NE.10. Develop a program for community stewardship of the environment, including: <ul style="list-style-type: none"> <li>◆ Publicize practices that help/harm the environment.</li> <li>◆ Utilize volunteers for resource monitoring, restoration, and enhancement.</li> <li>◆ Design standard environmental markers, interpretive signs, and brochures for production and distribution by the City and developers.</li> </ul>	** ** *
NE.11. Establish a program which identifies priorities and funding sources for sensitive areas acquisition, restoration, and education.	**
<u>Ongoing</u>	
NE.12. Implement and update the Natural Resource Management Plan.	**
NE.13. Maintain our plans and codes for consistency with the Endangered Species Act, State shoreline rules, and other natural resource requirements.	*
NE.14. Coordinate with other jurisdictions, agencies, and affected Federally Recognized Tribes.	
NE.15. Continue to monitor information concerning innovative techniques for resource management, including: <ul style="list-style-type: none"> <li>◆ Adaptive management of Sensitive Areas,</li> <li>◆ Mitigation banking,</li> <li>◆ Transfer of development rights,</li> <li>◆ Funding sensitive areas acquisition, restoration, and education through innovative techniques,</li> <li>◆ Other nonregulatory protection measures.</li> </ul> Identify for further study those techniques that have potential for successful implementation in Kirkland.	**
NE.16. Continue to comprehensively address recovery of species that are officially listed as threatened or endangered.	*
NE.17. Continue to approach natural resource management comprehensively through inter-departmental coordination.	*

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**Table IS-1  
Implementation Tasks (Continued)**

TASK	PRIORITY
<b>LAND USE ELEMENT</b>	
<u>Projects</u>	
LU.1. Prepare zoning regulations consistent with the revised NE 85th Street Subarea Plan.	**
LU.2. Prepare zoning regulations consistent with the revised Totem Lake Neighborhood Plan.	**
LU.3. Review existing development regulations for consistency with State law on the process for essential public facilities.	
LU.4. As part of the Bridle Trails Neighborhood Plan Update project, review land use densities and zoning for consistency with the GMA.	
LU.5. Refine open space network maps, identify missing links, and develop preservation techniques.	
LU.6. Amend the Zoning Code as appropriate to establish standards for residential markets.	*
<u>Ongoing</u>	
LU.7. When neighborhood plans are updated, consider design principles and standards for the local commercial center(s).	
LU.8. Monitor and update information concerning: <ul style="list-style-type: none"> <li>◆ Development capacity;</li> <li>◆ Development trends; and</li> <li>◆ Demographics.</li> </ul>	
<b>HOUSING ELEMENT</b>	
<u>Projects</u>	
H.1. Consider regulations that allow innovative housing, including compact development and cottage housing.	**
H.2. Adopt regulations for market incentives to encourage low- and medium-income housing.	**
<u>Ongoing</u>	
H.3. Adopt a housing strategy plan and work program at least every five years that outlines housing strategies to be considered in order to address the City's housing needs and goals.	
H.4. Monitor and update information concerning: <ul style="list-style-type: none"> <li>◆ Construction and demolition of affordable housing;</li> <li>◆ Creation of accessory units and associated rent levels.</li> </ul>	
H.5. Continue to work with ARCH to fund low-income and special needs housing projects.	

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**Table IS-1  
Implementation Tasks (Continued)**

TASK	PRIORITY
<b>ECONOMIC DEVELOPMENT ELEMENT</b>	
<u>Projects</u>	
ED.1. Create steering committees or action teams within each major commercial district to lead implementation of economic development components of neighborhood plans.	**
ED.2. Conduct an analysis of industrial areas of the City to determine the types of uses and future land use needs in these areas.	**
ED.3. Conduct an assessment of economic benefits of Kirkland’s cultural, historic and recreational resources.	*
ED.4. Develop a system of economic indicators to monitor the Kirkland economy such as employment growth, wage rates, tax revenue, business starts, and commercial vacancy rates.	
<u>Ongoing</u>	
ED.5. Implement and update the Economic Development Action Plan consistent with the Element.	**
ED.6. Implement and update the Downtown Strategic Plan.	**
ED.7. Support a partnership of community stakeholders to oversee implementation and community outreach of economic development strategies and priorities.	*
ED.8. Actively conduct business retention and recruitment programs.	**
ED.9. Implement the tourism marketing and promotion plan through the tourism program and the Lodging Tax Advisory Committee.	**
ED.10. Continually improve permit processes and customer service.	
ED.11. Monitor City policies and revise those that unreasonably restrict opportunities for economic development.	*
ED.12. Monitor commercial and industrial land use trends, vacancies and capacity to match the needs of the economy.	*
ED.13. Where authorized by State statutes, use public/private financial or regulatory incentives to implement economic development opportunities.	**
ED.14. Coordinate and implement telecommunications, transportation infrastructure improvements and permit processing improvements with other cities on the Eastside.	*
ED.15. Monitor and update information concerning economic indicators.	

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**Table IS-1  
Implementation Tasks (Continued)**

TASK	PRIORITY
<b>TRANSPORTATION ELEMENT</b>	
<u>Ongoing</u>	
T.1. Annually update the Transportation Element of the Comprehensive Plan as appropriate to: <ul style="list-style-type: none"> <li>◆ Review and revise, if necessary, mode split targets;</li> <li>◆ Review and revise, if necessary, levels of service standards; and</li> <li>◆ Identify transportation needs to implement the Land Use Element and update the 20-year list of transportation projects.</li> </ul>	
T.2. Monitor and update information on traffic movement, mode splits and level of service.	
T.3. Regularly update the Nonmotorized Transportation Plan.	
T.4. Continue the Neighborhood Traffic Control Program.	
T.5. Continue the annual street overlay program.	
T.6. Maintain and periodically update the <i>Bellevue Kirkland Redmond</i> (BKR) transportation model.	
T.7. Work cooperatively with other local governments to update transportation information and to address regional transportation.	
T.8. Participation in the Eastside Transportation Partnership.	
T.9. Work with the Regional Transit Authority (Sound Transit) and King County Metro to develop a regional transit system which serves Kirkland.	
T.10. Work cooperatively with employers to implement programs to reduce the use of single-occupant vehicles and number of miles traveled in compliance with the Commute Trip Reduction Act.	
T.11. Identify projects potentially eligible for State grants and submit grant applications.	
<b>UTILITIES ELEMENT</b>	
<u>Project</u>	
U.1. Create and maintain a Municipal Telecommunications Plan.	*
<u>Ongoing</u>	
U.2. Regularly update functional utility plans for City-managed utilities.	
U.3. Review utility plans for non-City-managed utilities to ensure their plans are not inconsistent with the Comprehensive Plan.	
U.4. Work with utilities to encourage pruning of trees to direct growth away from utility lines and encourage the phased replacement of vegetation interfering with utility lines.	
<b>PUBLIC SERVICES ELEMENT</b>	
<u>Ongoing</u>	
PS.1. Coordinate services with non-City service providers.	
PS.2. Update fire protection and police plans.	

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**Table IS-1  
Implementation Tasks (Continued)**

TASK	PRIORITY
<b>HUMAN SERVICES ELEMENT</b>	
<u>Ongoing</u>	
HS.1. Review the Senior Council's Strategic Plan every five years and revise as appropriate.	
HS.2. Review the Youth Council's Strategic Plan every five years and revise as appropriate.	
HS.3. Continue regional collaboration of the Human Service's grant program to increase efficiencies.	
HS.4. Identify potential funding sources and submit grant applications for Senior, Youth and Human Services programs.	
<b>CAPITAL FACILITIES ELEMENT</b>	
<u>Projects</u>	
CF.1. Consider new revenue sources for capital facilities and implement as appropriate, including voter-approved bond issues.	*
<u>Ongoing</u>	
CF.2. Annually update the Capital Facilities Element to reflect capacity of facilities, land use changes, level of service standards, and financing capability.	
CF.3. Annually update the Capital Facilities Element consistent with the Capital Improvement Program.	
CF.4. Periodically update impact fees to reflect increases in road and park construction costs.	
<b>NEIGHBORHOOD PLANS</b>	
<u>Ongoing</u>	
NP.1. Regularly review neighborhood plans and amend as appropriate.	*
<b>OTHER</b>	
Evaluate the cost/benefit, capital facilities and service implications of annexation.	