



Economic Development Strategy

for the City of Kenmore, Washington

July 2018



cai community
attributes inc

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The Kenmore Community

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chapter 1

Background & Purpose

Introduction

A lot has changed since the City of Kenmore's first Economic Development Strategy was adopted in 2009. Remarkable progress has been made toward its core strategies - centered around promoting Kenmore's image, facilitating high-quality downtown redevelopment, connecting the City to the Lake Washington waterfront, and Kenmore business retention and expansion. By late 2017, the City decided it was time to update the Strategy with new market information and a new work program to help grow Kenmore's economy into the next decade.

In updating the Economic Development Strategy, the City of Kenmore worked with Community Attributes Inc., a Seattle-based land use and economic development consulting firm, to guide the effort. The updated Economic Development Strategy is rooted in current market and industry dynamics to understand business and commercial growth capacities, and expands on the 2009 strategies while looking toward Kenmore's future. This document is a result of that effort and summarizes the following components of the update process:

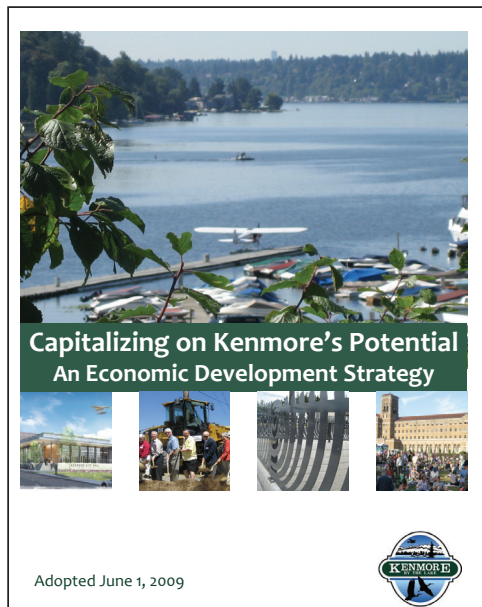
-  **Market Profile Update & Commercial Buildable Lands Inventory**
-  **Stakeholder & Community Engagement**
-  **Updated Goals, Strategies, Actions & Implementation**

Purpose of This Plan

The purpose of this plan is to organize, prioritize, and guide the implementation of the very best ideas for Kenmore's economic future, guided by up-to-date and accurate market and land analyses. The plan document itself should coordinate and inform budgeting, investments, and actions taken by the city and its partners for five to ten years from the date of the plan. Importantly, this plan can and should also leverage private investment in Kenmore by signaling where improvements will be made or prioritized by the public sector.

2009 Economic Development Strategy

Kenmore's adopted 2009 Economic Development Strategy outlined a set of Goals and Action Strategies to guide future economic development priorities, policy, and investments in the City of Kenmore. Like this update, the plan was grounded in analytics - an economic and demographic profile and a market analysis - and informed by community engagement, including interviews and an open house. The findings from these efforts culminated in a set of specific issues around which the resulting Goals and Action Strategies were built. The four Goal statements at that time were;



GOAL I: Establish Kenmore's Image by Promoting its High Quality of Life and Many Assets

GOAL II: Support Existing Businesses and Pursue Opportunities to Expand Employment

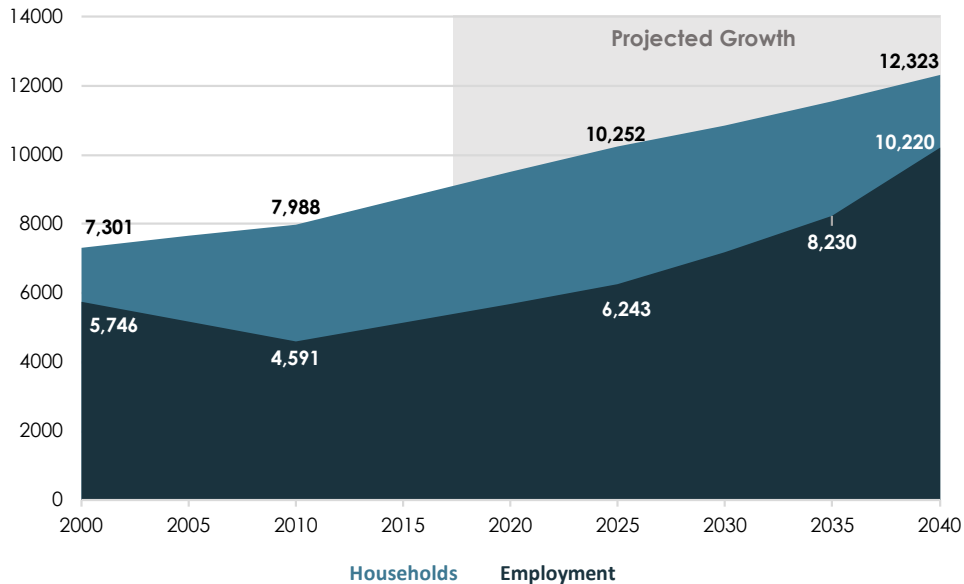
GOAL III: Create a Multi-Use, Vibrant, and Walkable Downtown

GOAL IV: Advance the Community's Connection to the Waterfront

In our effort to update this good work, we sought to ascertain what had been accomplished from amongst the original priorities. We also considered whether the 2009 Goals and Action Strategies were still appropriate, and if circumstances had changed - how? The answers to these questions guided our actions and we found much of the original content remained relevant to Kenmore's economic development goals and potential. Yet, much had been achieved, and some changes in the economic, demographic, and market realities of the City had occurred. The resulting Goals, Strategies, and Actions found within this document thus maintain the original content where appropriate, while reframing it and adding new content where necessary to address changes in the City and in the nature of its opportunities and challenges that have occurred in the interim.

Kenmore Market Profile Update

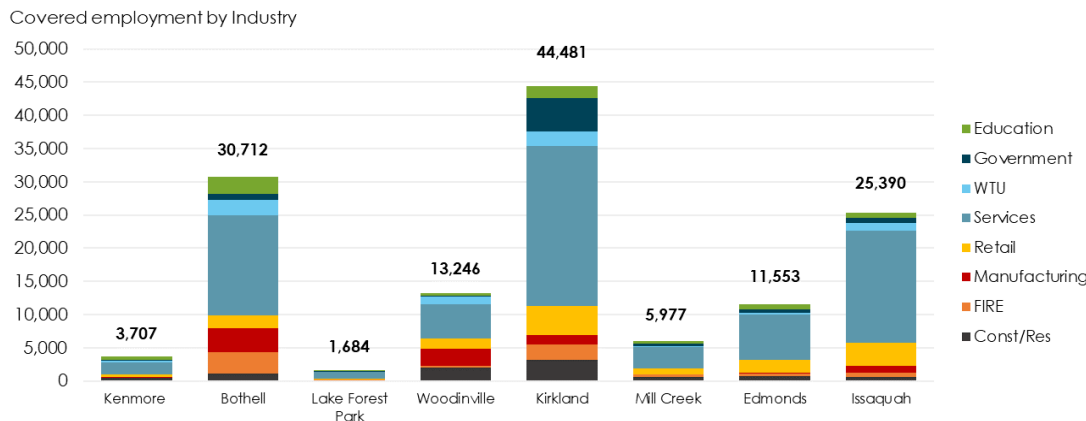
Employment and Housing Growth Forecast, Kenmore, 2000-2040



A number of important insights emerged from the update to Kenmore's Market Profile (*Appendix A*):

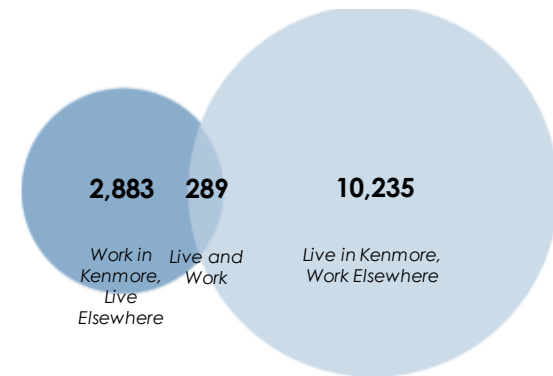
- > **Forecast employment growth.** At 2.7%, Kenmore's forecast employment growth through 2040 is higher than any of seven peer cities, plus King County
- > **Resident employment opportunity.** Only 3% of Kenmore's employed residents live and work in the City. 10,235 live in Kenmore but work elsewhere.
- > **Spillover opportunities.** While Kenmore has an outside share of Education sector employment, nearby Bothell has a significant share of jobs in the FIRE (Finance, Insurance, Real Estate) industries

Covered Employment by Industry, Kenmore and Regional Cities, 2016



Source: Puget Sound Regional Council, 2016, 2018; Community Attributes, 2018 (above & below)

Commuting Inflow & Outflow, Kenmore, 2015



There are **10,524** workers in Kenmore.
10,235 of these commute outside the City
289 of these live and work in the City

Another **2,883** live elsewhere and work in Kenmore for a total of **3,172** jobs in Kenmore.

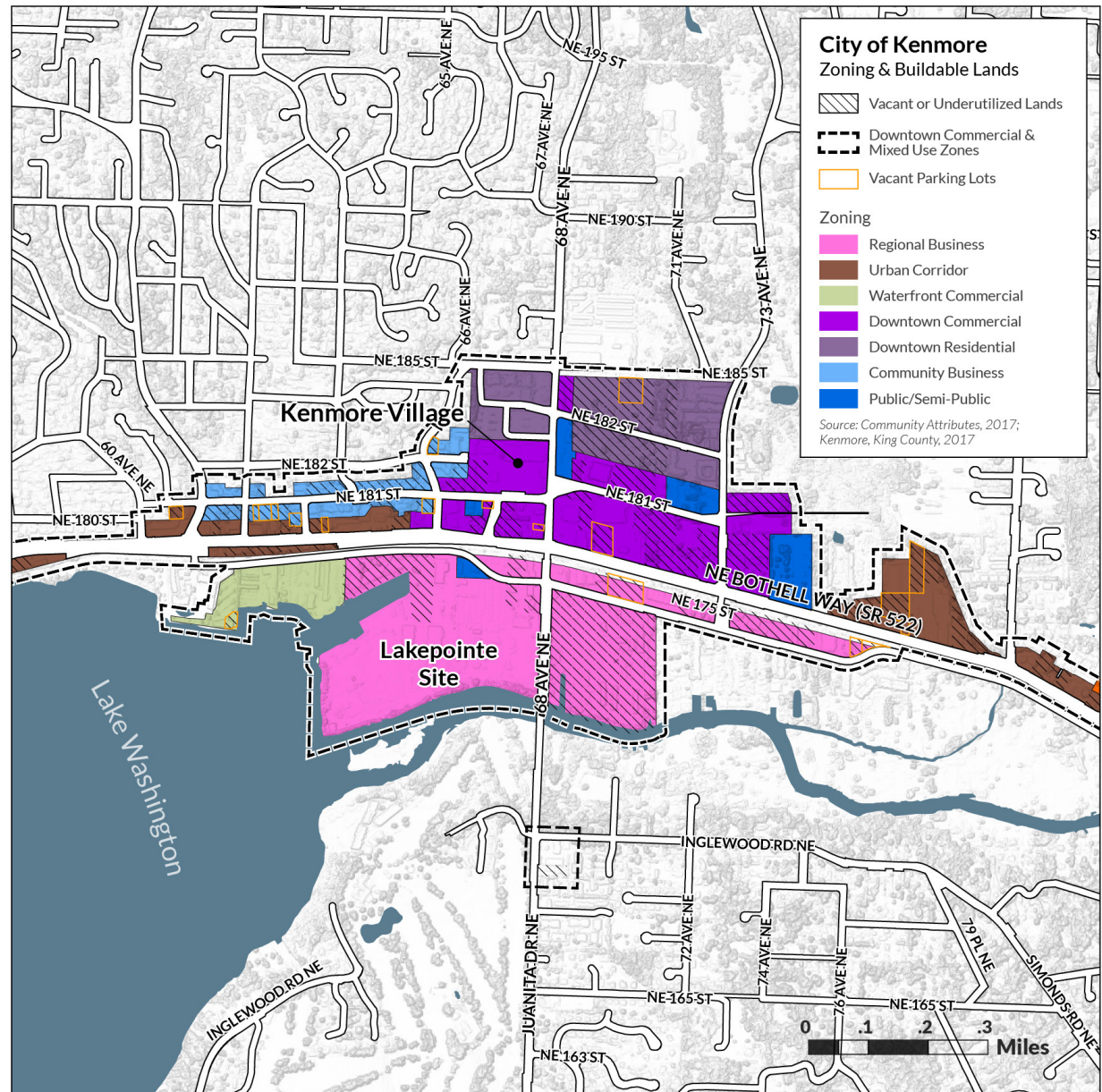
Source: US Census LEGD, 2018; Community Attributes, 2018

Commercial Buildable Lands Assessment

In addition to the Market Profile, an up-to-date assessment of Kenmore's commercial buildable lands supply and employment capacity was conducted to identify physical opportunities for growth (*Appendix B*).

Kenmore was found to have over 54 acres of vacant or physically underutilized parcels in its commercial zones - enough to support approximately 2,100 new jobs in the City.

An additional 41 acres of land was under development, recently developed, or in pre-development planning stages.



Source: King County Assessor, 2018; King County Buildable Lands Report, 2007 & 2014; Community Attributes, 2018

Key Sector Opportunities & Challenges

A number of key opportunities and challenges emerged from our market profile update for the City of Kenmore. The following table organizes these by sector.

Sector	Opportunities	Challenges
Retail	Current retail leakage to other retail centers; opportunity to capture spending from nearby communities	Suitable locations for future retail; format/type of retail and compatibility with City goals; changing retail environment (bricks and mortar challenges)
Medical/Health Care	Existing demand; relative small scale development type; existing presence in Kenmore; Bastyr University	Available property for development; Rising construction costs
Professional Services (office space)	Demand for locally serving office space; low vacancy rates; lack of supply of office space nearby; potential for coworking office development	Financing of speculative office space; available locations within the City
Restaurants/Breweries/Wineries	Rising costs in Seattle and other markets i.e. relative affordability of commercial space; strong local demographics and growth; underserved market	Available space (existing or for new construction); rising rents in Kenmore; nearby competition
Tourism and Recreation	Build upon success of the Lodge at Saint Edward; Burke Gilman linkages; Unique lakefront amenities; Kenmore Air	Linkage between downtown and lake access points; growth in nearby offerings; Highway 522 environment
Information & Communications Technology (ICT)/Tech Sector	Potential for satellite offices on certain properties in long term (Lakepointe for example); improving transportation linkages; Regional growth in sector; regional demand	Site suitability and availability; regional competition; long odds strategy



chapter 2

What We Heard

The planning process for a refreshed Kenmore Economic Development Strategy began with a rigorous analytic update of Kenmore's demographic, market, and economic characteristics, including a detailed commercial buildable land capacity analysis to assess the new development and potential redevelopment opportunities in Kenmore's commercial and mixed-use zones. With a baseline of updated data, the project team turned to community and business leaders and stakeholders to help direct the development of the strategies and actions contained in this document.

The project team employed methods aimed at eliciting specific, actionable perspectives, ideas, and recommendations related to the economic future of Kenmore. These methods included the following:

- >> Throughout the project, Kenmore **City Council and staff guidance** provided oversight, direction, and critical insights into Kenmore's current economic position and revealed issues critical to economic growth to guide analysis and strategy development.
- >> Community Attributes, Inc., the project consultant, conducted numerous **interviews with businesses and stakeholders** across the Kenmore community to gain specific insight into opportunities and challenges for sustainable economic growth in Kenmore. Themes and specific actions taken from these interviews helped frame and populate the strategies and actions at the core of this plan.
- >> A **web-based comment tool and interactive map** allowed any member of the Kenmore community, including brick and mortar, online, or home-based business owners and entrepreneurs, to input directly to the City and consultants their insights and ideas for the economic future of Kenmore.



Participants at a presentation to the Kenmore Business Alliance in February, 2018.

Business & Stakeholder Interviews

With the assistance of city staff, Community Attributes interviewed businesses, entrepreneurs, and stakeholders across the Kenmore community. Important themes emerged from these interviews that were critical to informing the updating of Kenmore's economic goals, as well as in the development of strategies and actions to achieve those goals. The following summarizes a number of themes, opportunities and challenges that emerged from these interviews.

What Makes Kenmore an Attractive Place to do Business?

The Ability to Live & Work Here

- Central Location Within Region
- Affordable Commercial Rent

The Local Economy

- Confidence in Future Growth
- Untapped Markets
- Quality Businesses Draw Customers from Outside Kenmore

Kenmore's Economic Assets

- Local Leadership & Support for Businesses
- Location
- Spillover Regional Growth
- Bastyr University Growth

What Challenges and Opportunities Affect the Kenmore Economy the Most?

Greatest Challenges

- Transportation
- Current Perceptions of the City
- Quality & Quantity of Commercial Space
- Competition with Neighboring Communities

Greatest Opportunities

- Increasing Transportation Options
- Expanding Downtown Retail Core
- Developing Identity as Unique Destination
- Improving Quality of Commercial Building Space

Looking Forward

Infrastructural Development

- Development of the Lakepointe Property

- Expected Growth - and a Higher Profile

- Increasing Variety of Commercial Development

- Places to Gather

- Shared Work Spaces

- Technology, Healthcare and Professional Services

Public Comment Tool

Community Attributes Inc. and the City of Kenmore wanted to hear the community's ideas on Kenmore's future economic development and ways to encourage business investment. Dozens of comments collected through the website cityofkenmore.cai-engage.com, along with other outreach, helped identify salient issues and themes, culminating in project goals, strategies and actions for future economic development initiatives.

Map Your Ideas

Submit your ideas about Kenmore and assign those comments with specific locations. The tool also provides the opportunity to see what others are saying.

Review the Community Map

Zoom in and pan left, right, up, or down to explore the map. Click on the map icons to explore individual comments.

Submit Your Own Idea

Select Add Your Own Marker below to submit your comments and ideas. Click anywhere on the map to submit ideas or insights related to future planning for the area using the categories described below. Use the drop-down menu in the pop-up box that will appear to help organize your idea or insight by specific topics. Be sure to click "submit" when finished!



Opportunities



Challenges



General



chapter 3

Goals, Strategies & Actions

Navigating this Document

The following section presents the **Goals, Strategies, and Actions** aimed at diversifying, growing, and sustaining Kenmore's economy for the next ten years and beyond. The strategies and actions aimed at achieving each goal benefit Kenmore's economic foundations, but also focus on specific areas of focus that hold particular promise for Kenmore. The section also presents supporting information to facilitate implementation, including illustrations, case studies, and Kenmore successes to date.

The plan contains **6 Goals** around which the strategies and actions are organized. Color-coded titles distinguish each Goal section.

Individual **Strategies** correspond to each goal with like colors. Strategies represent a cohesive approach to achieving a goal and consist of a number of specific, inter-related Actions.

Actions are where the rubber hits the road in this plan. Specific, implementable tactical measures are highlighted and organized numerically.

To help prioritize implementation of plan Strategies & Actions, anticipated **Timing** is denoted by:

- S** (Short Term) ~ 1-2 years
- M** (Mid Term) ~ 3-5 years
- L** (Long Term) ~ 5+ years

On selected pages, **Examples** are included to support or further illustrate recommended Actions.

Strategy 1B: Develop a Signature Marketing Campaign for Kenmore Rooted in its Unique Assets & Identity

Action 1B.1 Align City communications efforts with local business organization efforts and engage an outside consultant to spearhead a multi-channel marketing effort **S**

Action 1B.2 Develop a strong, unique and recognizable brand for Kenmore and its assets and / or subareas, such as: Bastyr / Health & Wellness; The Lodge at Saint Edward / Outdoor Rec; Lakefront; Brewery District / Burke Gilman; Downtown / Civic Center **S**

Action 1B.3 Create a suite of materials, signage, and print and digital advertising aimed at directing Kenmore visitor traffic to its assets / subareas **S**

Action 1B.4 Generate a suite of development opportunity maps & infill / redevelopment / adaptive reuse visualizations based on CAI's 2018 commercial buildable lands analysis / update **(See Also Strategy 3)** **S**

1A.3 EXAMPLES: Façade Lighting, Pedestrian Underpass Lighting, Public Art, Crosswalk Treatments, Downtown Entrance Gateways, Curbless Streets

See Kent, WA downtown gateways effort - Willis Street Gateway
See Seattle, WA Bell Street corridor
See San Jose, CA downtown underpass lighting

Summary of Goals...

goal 1 Promote & Differentiate
Kenmore's Image

goal 2 Grow New & Existing Businesses
& Target Sectors

goal 3 Enable High-Quality Retail, Office
& Mixed-Use Development

goal 4 Leverage Placemaking & Livability
for Economic Development

goal 5 Expand Connectivity, Access to the Waterfront
& Multi-Modal Transportation

goal 6 Highlight Kenmore's
Welcoming Business Climate

... and Strategies

Strategy 1A: Beautify & Activate Kenmore's Front Door (the 522 Corridor)

Strategy 1B: Develop a Signature Marketing Campaign for Kenmore Rooted in its Unique Assets & Identity

Strategy 1C: Continue to Expand and Strengthen Events & Activities Programming to Attract Visitors to Kenmore

Strategy 2A: Grow Community Scale Retail & Services Base in Kenmore in Conjunction with Larger Scale Recruitment Efforts

Strategy 2B: Leverage Outdoor Recreation and Other Assets to Grow Tourism in Kenmore

Strategy 2C: Leverage Bastyr University's Health & Wellness Programs to Attract Synergistic Businesses & Retain Graduates

Strategy 2D: Actively Engage With and Recruit Regional Employers to Kenmore

Strategy 3A: Maximize Local Feasibility for a Kenmore Business Incubator, Shared Office or Coworking Facilities, & Maker Space

Strategy 3B: Evaluate Modifications to the City's Zoning to Enhance the Environment for New & Speculative Office & Commercial Development

Strategy 3C: Promote Infill Development & the Reuse & Redevelopment of Kenmore's Underutilized Properties

Strategy 3D: Update Plans & Regulations to Extend Kenmore Village Success to Other Zones

Strategy 4A: Continue to Leverage Kenmore's Parks & Open Space Amenities as an Economic Asset for Residents and Visitors Alike

Strategy 4B: Elevate & Leverage Placemaking and the Design of the Public Realm as a Primary Driver of Economic Development

Strategy 5A: Aggressively Pursue Improved Linkages to the Lake Washington and Sammamish River Waterfronts

Strategy 5B: Leverage Forthcoming Park n' Ride, BRT Transit Expansions, and Potential New Passenger Ferry Investments to Explore New Modes of Connectivity Between Kenmore & Surrounding Region


Strategy 6A: Continue to Review and Improve Transparency, Efficiency & Consistency in City Permitting and Code Compliance

Strategy 6B: Continue to Empower & Partner with KBA to Broaden & Improve Business Development Initiatives & Climate in Kenmore

goal 1 Promote & Differentiate Kenmore's Image

Strategy 1A: Beautify & Activate Kenmore's Front Door (the 522 Corridor)


Action 1A.1 Continue to upgrade urban design in the corridor, including billboard removal / consolidation, upgrading of pedestrian amenities and overall streetscape design and aesthetics (See Also 3D.4) 

Action 1A.2 Leverage upcoming park n' ride and BRT improvements by incentivizing dense, walkable, and mixed-use Transit-Oriented Development (TOD) and redevelopment along the corridor and within the City's TOD Overlay District 

Action 1A.3 Design and install urban design features at key intersections and gateways 

Action 1A.4 Market infill & redevelopment opportunities along the corridor and illustrate potential connections with the Lakepointe property and its potential 

Action 1A.5 Consider reduced speed limits along the corridor and other potential traffic calming measures 

Action 1A.6 Continue to pursue planning and implementation of a signature under- or over-pass to provide pedestrian and bike traffic a north-south route across the busy 522 corridor and pursue improvements at the 68th Ave NE intersection with Highway 522 (See Also 5A.1) 

Strategy 1B: Develop a Signature Marketing Campaign for Kenmore Rooted in its Unique Assets & Identity

Action 1B.1 Align City communications efforts with local business organization efforts and engage an outside consultant to spearhead a multi-channel marketing effort §

Action 1B.2 Develop a strong, unique and recognizable brand for Kenmore and its assets and / or subareas, such as: Bastyr / Health & Wellness; The Lodge at Saint Edward / Outdoor Rec; Lakefront; Brewery District / Burke Gilman; Downtown / Civic Center §

Action 1B.3 Create a suite of materials, signage, and print and digital advertising aimed at directing Kenmore visitor traffic to its assets / subareas §

Action 1B.4 Generate a suite of development opportunity maps & infill / redevelopment / adaptive reuse visualizations based on CAI's 2018 commercial buildable lands analysis / update **(See Also Strategy 3)** §

1A.3 EXAMPLES: Façade Lighting, Pedestrian Underpass Lighting, Public Art, Crosswalk Treatments, Downtown Entrance Gateways, Curbless Streets

See Kent, WA downtown gateways effort - Willis Street Gateway

See Seattle, WA Bell Street corridor

See San Jose, CA downtown underpass lighting

Strategy 1C: Continue to Expand and Strengthen Events & Activities Programming to Attract Visitors to Kenmore

- Action 1C.1** Leverage the new Town Square for performances and events in the summer and promote it as a unique venue for special events §
- Action 1C.2** Explore the feasibility of a weekly or permanent farmer's market in downtown Kenmore §
- Action 1C.3** Engage partners to bring talks and presentations of interest to the community and local businesses at The Hangar §
- Action 1C.4** Explore the potential for organized sporting events at Saint Edward Park and boating events from Log Boom Park on Lake Washington and the Sammamish River **(See Also 2B.2)** §
- Action 1C.5** Explore partnerships with regional art and theatre schools to bring performance and interactive art installations to downtown Kenmore §
- Action 1C.6** Explore partnership with Bastyr to host wellness, naturopathic and nutrition based conferences, presentations, and other events in Kenmore § **(See Also 2C.2)**

goal **2** Grow New & Existing Businesses & Target Sectors

Strategy 2A: Grow Community Scale Retail & Services Base in Kenmore in Conjunction with Larger Scale Recruitment Efforts

- Action 2A.1** Inventory and analyze community-scale and home-based businesses in Kenmore to identify service and facility needs; leverage business registration / licensing; other tools to identify and track needs $\$$
- Action 2A.2** Assist local businesses and entrepreneurs with physical businesses expansion and improvements needs through site and permitting identification and evaluation $\$$ - \mathbb{L}
- Action 2A.3** Support Local Businesses by advocating for reliable and efficient services from power and communications providers in franchise agreements $\$$ - \mathbb{L}
- Action 2A.4** Monitor trends in urban scale retail development to consider recruiting retail/commercial user(s) that enhance the retail base and local collection of distinctive independent businesses \mathbb{M}
- Action 2A.5** Develop a rotating façade improvement fund for small businesses in the Downtown Kenmore area \mathbb{M}
- Action 2A.6** Continue to facilitate small business development seminars at the Hangar or Kenmore breweries $\$$


Action 2A.7 Consider facilitating the creation of a Business Improvement Area for the 522 Corridor and / or Downtown Kenmore 


Action 2A.8 Explore the potential for a storefront or visitor information presence within the City 

Action 2A.9 Support the fiscal sustainability of Kenmore by attracting and supporting diversity in retail services & offerings 


Strategy 2B: Leverage Outdoor Recreation and Other Assets to Grow Tourism in Kenmore


Action 2B.1 Partner with breweries along the Burke-Gilman trail on outdoor seating and events to attract trail users 

Action 2B.2 Explore the potential for organized biking clinics/races at Saint Edward Park and boating events from Log Boom Park on Lake Washington and the Sammamish River **(See Also 1C.4)** 


Action 2B.3 Pursue biking, running, boating, swimming and other recreation businesses to locate in the Downtown Kenmore Area 

Action 2B.4 Working with King County, identify and prioritize funding streams for lighting, planting, and other design improvements along the Burke-Gilman Trail 


Action 2B.5 Pursue new outdoor recreation and food/beverage vendors and pop-up opportunities for the City's key outdoor venues such as the Burke-Gilman Trail and waterfront locations **(See Also 4A.3)** 

Action 2B.6 Partner with the new Lodge at Saint Edward to offer Kenmore business discounts, a walking map, or other local shopping and hospitality incentives 

Action 2B.7 Partner with Kenmore Air to explore providing visitor tours 


Action 2B.8 Explore the feasibility of partnering with the Northshore School District, Kenmore Waterfront Activities Center, University of Washington and others to host boating events on the Sammamish River 

Action 2B.9 Promote boating, aircraft and swimming safety in Lake Washington and the Sammamish River 

Action 2B.10 Promote the City's "Water Trail" - the chain of parks, boat launches and access points along Lake Washington and Sammamish River - and the potential to link the City from Log Boom Park to Saint Edward Park 

Strategy 2C: Leverage Bastyr University's Health and Wellness Programs to Attract Synergistic Businesses and Retain Graduates

Action 2C.1 Work with listing services and websites to develop a "cool space finder" for Bastyr graduates, aspiring health & wellness practitioners, and others 

Action 2C.2 Explore partnership with Bastyr to host wellness, naturopathy and nutrition -based conferences, presentations, and other events in Kenmore **(See Also 1C.6)** 

Action 2C.3 Partner with local schools, including Bastyr, UW Bothell, or Cascadia Community College to house a pilot program for Shared Office / Coworking, or Maker Space **(See Also 3A.2)** 

Action 2C.4 Work with local office commercial building owners and managers to develop and offer incentives to Bastyr graduates & aspiring health & wellness practitioners M

Action 2C.5 Explore feasibility of commercial kitchen and other amenities for Coworking Space or other location in Kenmore (See Also 3A.5) M

Action 2C.6 Explore co-sponsorship of career fairs hosting area employers in health and wellness industry for Bastyr students and graduates M

Action 2C.7 Contact organizations to host Yoga in the Park at Log Boom or Rhododendron Parks, and / or weekly community run events along the Burke-Gilman trail S






Strategy 2D: Actively Engage With and Recruit Regional Employers to Kenmore

Action 2D.1 Identify and conduct outreach to firms with an existing regional presence and engage with site selectors to promote Kenmore as a location for growth and expansion S-L


Action 2D.2 Conduct City tours with site selectors and regionally based companies and highlight the City's available land and key amenities S-M

goal 3 Enable High-Quality Retail, Office & Mixed-Use Development


Strategy 3A: Maximize Local Feasibility for a Kenmore Business Incubator, Shared Office or Coworking Facilities, and Maker Space


- Action 3A.1** Facilitate a study session on best practices for City support of Shared /Office / Coworking Space and Maker Spaces 
- Action 3A.2** Partner with local schools, including Bastyr, UW Bothell, or Cascadia Community College to house a pilot program for Shared Office / Coworking, or Maker Space **(See Also 2C.3)** 
- Action 3A.3** Identify Shared Office / Coworking, or Maker Space development opportunities and outreach to national or regional chains regarding local opportunities or guidance 
- Action 3A.4** Consider expanding the existing business incubator program in terms of programming and/or available workspace 
- Action 3A.5** Explore feasibility of commercial kitchen and other amenities for Coworking Space or other location in Kenmore **(See Also 2C.5)** 

Strategy 3B: Evaluate Modifications to the City's Zoning Code to Enhance the Environment for New and Speculative Office and Commercial Development

Action 3B.1 Evaluate the utility of a Graduated-Density Zoning scheme (higher densities for larger, assembled sites) to incentivize private-party land assembly in key development zones in Kenmore 

Action 3B.2 Consider office density bonuses in the City's commercial zones 


Action 3B.3 Consider new provisions of height and density bonuses in new locations to further incentivize new development **(See Also 3D.2)** 

Action 3B.4 Evaluate further changes to the RB Zone that allow greater flexibility for commercial uses while maintaining the ability of legacy businesses to operate and grow 


Action 3B.5 Consider expansion of allowable uses Downtown, and an overlay for local production in an appropriate area to support craft, artisanal, and maker businesses 


Strategy 3C: Promote Infill Development and the Reuse and Redevelopment of Kenmore's Underutilized Properties

Action 3C.1 Consider the feasibility of expanding the City Change of Use Pilot Project for impact fee relief to a broader area of the 522 Corridor and Downtown (See Also 6B1) 

Action 3C.2 Establish a strategy or policy statements in the Kenmore Comprehensive Plan directed at encouraging both short-term and long-term reuse of existing surface parking lots for other commercial / economic activities and investments 


Action 3C.3 Work with local business owners to develop pop-up retail and events in local underutilized spaces and parking lots 

Action 3C.4 Consider measures and strategies to increase the inventory of on-street parking as well as long-term and short-term parking in the Downtown area and consider an update to the City's parking standards 


Action 3C.5 Work with property owners downtown to facilitate the installation of temporary / ad hoc and DIY pocket parks to drive additional visitation and investment downtown (See Also 4A.5) 

Strategy 3D: Update Plans and Regulations to Extend Kenmore Village Success to Other Zones

Action 3D.1

Consider evaluating Downtown Kenmore's zoning districts and the potential for expanded incentive programs through a comprehensive planning process such as a master plan update or subarea plan 


Action 3D.2

Explore the feasibility and methodology for implementation of new or expanded development incentives via an updated Downtown Plan 


Action 3D.3

Renew attention to distinctive, cohesive, and graphic design guidelines and standards that reflect Kenmore Village and other changes downtown, aiming to extend and enhance Downtown's growing sense of place 

Action 3D.4

Continue to upgrade urban design of the public realm in the corridor, including billboard reduction / removal, street trees and furniture, vegetated medians, parkways & bioswales, signature lighting & utility poles, textured crosswalks, improved sidewalks & bike lanes **(See Also 1A.1)** 

Action 3D.5

Consider the utility of a form-based or hybrid form-based code to guide the "look and feel" of further desired development in the rest of the Downtown zone (a form-based code is a method of regulating development to achieve a specific urban form, with a lesser focus on land use) 







3D.2 Examples: Height and density bonuses (eg, 65 ft to 75 ft for developments with office), parking requirement exemptions (see the City's existing TOD reduction), streamlined permitting measures, building envelope allowances

See Bellevue, WA - Bel Red corridor development incentive program (greater building densities in exchange for public amenities)

See Sammamish, WA - TDR, affordable housing and amenity incentive program (allocation of maximum densities through incentive provisions)

goal 4 Leverage Placemaking & Livability for Economic Development

Strategy 4A: Continue to Leverage Kenmore's Parks & Open Space Amenities as an Economic Asset for Residents and Visitors Alike

- Action 4A.1** Continue to strongly advocate for ample public amenities and waterfront access in the planning and pre-development negotiations for the Lakepointe development site **(See Also 5A.4)** 
- Action 4A.2** Develop a specific "View Strategy" within the City's Parks, Recreation, and Open Space Plan framework focused on public intervention in exceptional view areas, potentially including property acquisition, pocket parks, and the creation / maintenance of viewshed corridors 
- Action 4A.3** Pursue new outdoor rec and food/beverage vendors and pop-up opportunities for the City's key outdoor venues such as the Burke-Gilman Trail and waterfront locations **(See Also 2B.5)** 
- Action 4A.4** Support the continued implementation of Kenmore's visionary 2013 Parks, Recreation and Open Space Plan to expand active and passive recreation amenities and waterfront access 
- Action 4A.5** Work with property owners downtown to facilitate the installation of temporary / ad hoc and DIY pocket parks to drive longer term property development downtown **(See Also 3C.5)** 
- Action 4A.6** Support the City's PROS Plan update and leverage to address recreational programs, staffing levels and parks facilities development including consideration of a public pool project 

Strategy 4B: Elevate & Leverage Placemaking and the Design of the Public Realm as a Primary Driver of Economic Development


Action 4B.1

Draft and adopt Comprehensive Plan policy statements recognizing and reinforcing the role of placemaking in economic development 

Action 4B.2

Take advantage of opportunities for low-cost, high visibility temporary design interventions that can signal the City's intentions around placemaking for economic development 

Action 4B.3

Consider partnerships with artists to design and create art celebrating Kenmore's history, community, and landmarks and coordinate placement/implementation on streets & buildings in the Downtown area 

Action 4B.4

Consider renaming NE 181st to help establish a coherent identity for the Downtown area as the heart of Kenmore 

4B.2 EXAMPLES: Public murals and sculptures, interactive programming/art, vacant groundfloor commercial space activation/art, parklets





See Bellevue, WA Public Art streetspace plans for 130th Street and the Bel-Red Corridor

See the Hwy 522 Beautification Projects Campaign

See Kirkland, WA downtown art tour and Arts and Culture Commission


goal 5 Expand Connectivity, Access to the Waterfront & Multi-Modal Transportation


Strategy 5A: Aggressively Pursue Improved Linkages to the Lake Washington and Sammamish River Waterfronts


- Action 5A.1** Continue to pursue planning and implementation of a signature under- or over-pass to provide pedestrian and bike traffic a north-south route across the busy 522 corridor and pursue improvements at the 68th Ave NE intersection with Highway 522 [\(See Also 1A.6\)](#) 
- Action 5A.2** Explore the feasibility of improvements to signalized pedestrian crossings of SR-522 in conjunction with the Washington Department of Transportation, such as improved signage and textured pavement, and potential new crossings, including near the planned Park n' Ride and BRT transit improvement projects
- Action 5A.3** Negotiate easements on transacting properties positioned to provide access to Lake Washington waterfront, or adjacent new / future development, such as the "water-walk" identified in the City's PROS plan 
- Action 5A.4** Continue to strongly advocate for ample public amenities and waterfront access in the planning and pre-development negotiations for the Lakepointe development site [\(See Also 4A.1\)](#) 
- Action 5A.5** Prioritize non-motorized connections between the Burke-Gilman trail to the new West Sammamish Bridge bike / ped lane, Kenmore Boat Launch, Rhododendron Park and connect to the Kenmore Water Walk, Downtown area, and other City parks 

Strategy 5B: Leverage Forthcoming Park n' Ride and BRT Transit Expansions and Potential New Passenger Ferry Investments to Explore New Modes of Connectivity Between Kenmore and the Surrounding Region

Action 5B.1 In partnership with other King County agencies, continue to explore the feasibility of a new public water ferry route connecting Kenmore to the U District / UW and/or Downtown Seattle 

Action 5B.2 Explore options for a Kenmore parking shuttle to connect the City's park n' ride lot and future ST3 parking structure to the Downtown area, and to double as a Downtown circulator 


Action 5B.3 Alternatively, explore the feasibility of a private, contracted seasonal/tourism-focused water taxi service connecting Kenmore with Seattle or Bellevue during the summer months 

Action 5B.4 Continue to advocate for a shared parking facility in the Lakepointe development, collocated with passenger ferry services and BRT if ultimately approved and funded 


Action 5B.5 Pursue planning and funding of a Burke-Gilman trail connector to the planned ST3 parking structure and / or BRT stations via an under-, or over-pass, or signalized 522 surface crossing 


goal 6 Highlight Kenmore's Welcoming Business Climate


Strategy 6A: Continue to Review and Improve Transparency, Efficiency & Consistency in City Permitting and Code Compliance

Action 6A.1 Build on "single point of contact" efforts and continue to streamline permitting and project review across all project scales 

Action 6A.2 Expand online permitting materials and processing for by-right (permitted under existing zoning) projects from project application to routine administrative decisions 

Action 6A.3 Review and amend existing zoning code language and develop graphic building envelope guidance (such as reference diagrams/imagery) for ease of development, enforcement, and understanding 

Action 6A.4 Continue to establish customer satisfaction as a strategic objective to improve customer outcomes and reduce inefficiencies. 

Action 6A.5 Survey recently (re)located or expanded businesses and developers working in Kenmore to set customer satisfaction benchmarks & identify top permitting and compliance issues for users 

Strategy 6B: Continue to Empower & Partner with KBA to Broaden & Improve Business Development Initiatives & Climate in Kenmore

Action 6B.1 Consider the feasibility of expanding the City Change of Use Pilot Project for impact fee relief to a broader area of the 522 Corridor and Downtown for underutilized site redevelopment (See Also 3C1) M

Action 6B.2 Develop fact sheets and outreach highlighting Kenmore's proactive approach to business development, regulatory simplicity, and strategic location S

Action 6B.3 Develop a mechanism via the Kenmore Business Alliance (KBA) for a systematic business climate feedback and improvement loop for firms and entrepreneurs doing business in Kenmore M

Action 6B.4 Continue to cultivate a physical and online presence in Kenmore's business community in conjunction with KBA with periodic check-ins, advocacy, and attendance at events, openings, etc. S

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