



City of Kenmore
Planning Commission Meeting
Agenda
Tuesday, June 16, 2026
7:00 PM

ZOOM - LINK: <https://kenmorewa-gov.zoom.us/j/84511428302>

Telephone: Dial US: +1 253 215 8782

Webinar ID: 845 1142 8302

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If you have technical difficulties accessing the meeting virtually, please contact stippleleen@kenmorewa.gov.

Technical Difficulties – If the virtual component of the meeting disconnects, and we cannot resolve technical difficulties to reconnect the virtual component, the in-person meeting will continue at City Hall if there is a quorum of the body to conduct business.

1. CALL MEETING TO ORDER - 7:00 PM

2. ROLL CALL

3. LAND ACKNOWLEDGEMENT

We acknowledge that the City of Kenmore is situated upon the ancestral lands of the Snohomish, Snoqualmie, Sauk-Suiattle, Duwamish, Stillaguamish, Tulalip, Suquamish, Muckleshoot, and other tribes who are part of the Coast Salish Peoples. We recognize and express our deepest respect for their enduring stewardship and profound relationship with this land, which they have cherished and protected since time immemorial. We honor the First Peoples, acknowledge their vibrant cultures, and commit ourselves to learning from their wisdom in our journey to promote justice, equity, and mutual understanding. We pledge to stand alongside these communities in acknowledging past injustices and working towards a future that respects and celebrates the diverse heritage of this land.

4. FLAG SALUTE

5. PUBLIC COMMENTS

We welcome our community members to the Planning Commission meeting. In this forum, the Commission does not engage or dialogue with the public; the primary role is to listen. We will hear from our on-site guests first, followed by our pre-registered virtual guests. All guests must address comments to the Commission. The Clerk will acknowledge your request and call your name when it is your turn. Your time will start when we confirm that we can hear you. Please state your name and city of residence for the record and keep your comments to 3 minutes. We will not split your time with others or reset your time except by express approval

of the Chair. You can submit materials to the Clerk in advance. This meeting is being recorded. Thank you for taking the time to express your comments.

- A) **VIRTUAL PUBLIC COMMENT PRE-REGISTRATION PROCESS:** To provide public comments virtually, please fill out the [Virtual Public Comment Request Form](#) in advance of the meeting. The form closes at 12:00 Noon on the day of the meeting. You will be confirmed by the Clerk. If you are having difficulty, please reach out to the Clerk at stippleleen@kenmorewa.gov.

6. CONSENT AGENDA

- A) 06.02 Meeting Minutes
 - 1. 06.02 minutes

7. AGENDA ITEMS

- A) Housing Strategy Plan
 - 1. Staff Memo
 - 2. Housing Strategy Plan Recommended Actions

8. ADJOURNMENT

UPCOMING MEETING SCHEDULE:

- A) Tuesday, July 7, 2026, 7pm

City of Kenmore
Planning Commission Meeting Minutes
June 2, 2026 @ 7:00 PM

Planning Commission Members – In Attendance (the meeting was held onsite and virtually using the Zoom online platform)

Tracy Banaszynski, Chair

David Dorrian, Vice Chair

Kara Macias

Dwight Thompson

Edouard Lassalle (joined online at 7:50PM)

Excused

Chris Olson

Mike Vanderlinde

Staff

Debbie Bent, Community Development Director

Brittany Chue, Senior Planner

Shannon Tipple-Leen, Planning Commission Clerk

Scott Passey, Co-Clerk

1. CALL TO ORDER

A quorum was not reached at 7pm so the meeting was held until it was met.

The meeting was called to order by Chair Banaszynski at 7:02 PM.

2. ROLL CALL

Commissioners Vanderlinde and Olson were excused.

3. LAND ACKNOWLEDGEMENT

The Land Acknowledgement was read.

4. FLAG SALUTE

The Flag Salute was done.

5. PUBLIC COMMENTS

No Public Comment was given.

6. CONSENT AGENDA - APPROVAL OF MINUTES

The Planning Commission Meeting Minutes from May 5, 2026 were accepted with unanimous consent.

7. AGENDA ITEMS

Neighborhood Retail Discussion

Senior Planner Brittany Chue continued review of proposed regulations for neighborhood retail uses with the Planning Commission, discussing signage, operating standards, permitting processes, and specific use categories.

Signage

Commissioners generally supported allowing wall signs up to 25 square feet and A-frame signs up to 6 square feet. Discussion focused on appropriate placement, visibility, and enforcement of signage regulations. Commissioners expressed concerns about potential impacts of freestanding signs on neighborhood character and requested additional information regarding existing residential neighborhood sign regulations, lighting standards, and comparisons with real estate and temporary signage. Consensus was reached to evaluate wall signs, A-frame signs, and freestanding signs together before making a final recommendation.

Location and Scale

The Commission reached consensus on allowing residential commercial uses throughout the R4 through R24 residential zones. Commissioners also supported a maximum commercial floor area of 2,500 square feet.

Hours of Operation

Most commissioners supported operating hours between 6:00 a.m. and 10:00 p.m. Concerns were raised regarding potential noise and traffic impacts during evening hours, with some preference expressed for a 9:00 p.m. closing time. Commissioners noted that operational impacts could be revisited if issues arise after implementation.

Multiple Businesses

Commissioners supported allowing multiple businesses within the 2,500-square-foot size limit. Concerns were raised regarding potential traffic impacts associated with multiple tenants occupying a single site.

Zoning and Development Regulations

Staff clarified that most residential commercial uses would be reviewed through a Type 1 permit process, while conditional uses would require a Type 2 review. Some commissioners questioned whether commercial conversions of residential properties

should undergo additional review due to potential impacts such as traffic generation, tree removal, and site modifications. Commissioners requested additional information regarding traffic generation associated with neighborhood-serving commercial uses and discussed balancing walkability goals with vehicle access and parking considerations. General support was expressed for encouraging neighborhood-scale, walkable commercial development.

Eating and Drinking Establishments

Commissioners discussed definitions and regulations for eating and drinking establishments. General support was expressed for allowing restaurants, while concerns were raised regarding drinking establishments due to potential neighborhood impacts and public health considerations. Some commissioners supported allowing restaurants serving alcohol and tasting rooms, while others preferred maintaining distinctions between eating and drinking establishments. Discussion also focused on whether conditional uses should be permitted up to 5,000 square feet or remain limited to 2,500 square feet. Additional discussion occurred regarding drive-through facilities, fast-food uses, and the role of neighborhood commercial nodes.

Retail Sales

Commissioners generally supported the proposed retail sales definition but discussed several categories requiring additional refinement, including pet-related businesses, cannabis sales, convenience stores, and age-restricted products. Discussion emphasized promoting healthy neighborhood-serving retail, encouraging access to fresh food, and discouraging uses that may negatively affect community health. Commissioners suggested further study of small-format retail establishments and convenience store impacts.

Personal Services

The Commission reviewed proposed personal service uses and generally agreed that dry cleaning, carpet cleaning, upholstery cleaning, and similar uses may not be compatible with residential neighborhoods due to environmental concerns. Commissioners discussed refining definitions related to massage services, pet grooming, medical offices, and other personal services. Additional consideration was given to neighborhood-serving uses such as barber shops, beauty salons, shoe repair services, and healthcare-related services.

Recreational Facilities

Commissioners discussed recreational facilities and youth-oriented uses, including swim schools, youth centers, social clubs, and community gathering spaces. Questions were raised regarding how these uses would be defined and regulated under the proposed code.

Arts, Entertainment, and Indoor Uses

Commissioners generally supported the staff recommendation for arts and entertainment uses. Discussion included artist studios, gaming spaces, youth-oriented activities, and opportunities for co-locating multiple businesses within a single facility.

Specialized Instruction Schools

The Commission discussed specialized instruction schools, including art, dance, and driving schools. Questions were raised regarding overlap with home occupation regulations, parking demand, and compatibility with residential neighborhoods. Commissioners requested additional information before making final recommendations on certain instructional uses.

Prohibited Uses

Commissioners reviewed the proposed prohibited use list and discussed several categories, including business services, data centers, cemeteries, mausoleums, and mobile food vendors. Questions were raised regarding the rationale for allowing certain uses within residential zones and whether limited forms of mobile food service could be considered in the future.

Next Steps

Staff noted that commissioners not present at the meeting would have an opportunity to provide additional comments when draft code language is presented. Several topics, including signage standards, traffic impacts, use definitions, and conditional use thresholds, will require additional information and discussion before final recommendations are made.

Future Meetings:

Planning Commission Meeting June 16, 2026. Housing Strategy Plan.

8. ADJOURNMENT

Chair Banaszynski adjourned the meeting at 10:12PM.

Planning Commission Clerk
Approved by Planning Commission on: _____



Memorandum

Date: June 9, 2026

To: Planning Commission

From: Debbie Bent, Community Development Director
Todd Hall, Principal Planner

Regarding: 2026 Housing Strategy Plan Update

At your Tuesday, June 16, 2026, meeting, Staff will present an update to the 2026 Housing Strategy Plan (HSP) Update project. This will focus on the recommended actions to be included in the updated HSP.

The attached document sets out a framework of twelve candidate actions to implement the Housing Element of the Comprehensive Plan, evaluates each against six feasibility criteria, and identifies four priority actions for near-term focus. These actions will be reviewed as part of a brief presentation during the meeting, and there will be time for questions and discussion.

Note that this is part of ongoing discussions by staff with the Planning Commission on the Housing Strategy Plan at meetings throughout 2026, with participation from A Regional Coalition for Housing (ARCH) staff.

Attachments

1. Staff Report
2. Conceptual Logic Model and Potential Actions
3. 2017 Housing Strategy Plan

Staff Report – 2026 Housing Strategy Plan Update

Purpose

The intent of this report is to provide a summary of the potential actions that could be carried out by the Housing Strategy Plan, highlight the four priority actions recommended through staff review, and request direction to advance them into a focused work program.

Background

The City of Kenmore originally adopted a Housing Strategy Plan in 2017 to identify and prioritize near-term land use and programmatic strategies for addressing affordable housing. Since adoption, the City has taken significant steps to implement these strategies, but the original Housing Strategy Plan was developed prior to several significant policy and legislative changes. In particular, the 2024 Comprehensive Plan update established Kenmore’s housing goals, objectives, and policies that must be implemented through an updated, action-oriented HSP.

To focus the efforts of the HSP into what can be workable and practical to achieve with available resources in a reasonable time, staff have translated that policy framework into action using a logic model, a tool that links available Resources to Activities, and in turn to the Outputs, Outcomes, and Impacts the City seeks. Staff and ARCH developed twelve candidate actions to prioritize possible actions and help develop a targeted, manageable work program that the City can use to help deliver needed housing outcomes. This is described in more detail in the memo in the Attachment.

Prioritizing Actions in the HSP

Candidate Actions

The attached memo describes twelve candidate actions:

- Cost-to-Build Auditing
- Permit-Ready ADU and Middle Housing Catalogue
- Manufactured Home Community Preservation Policy and Program Package
- Housing on Faith-Based and Public Surplus Lands Strategy
- Coordinated Home Repair and Weatherization Support
- Tenant and Homeowner Resource Hub with Landlord Anti-Displacement Engagement
- Community Land Trust Partnerships
- Calibrated MFTE and Inclusionary Zoning Package for Downtown and TOD Areas
- Emerging Developer Capacity Building Program
- Homeowner-Developer Education Program
- Community Housing Outcomes Report
- Modular Housing Review and Assessment

These potential actions were developed with the objective of providing as much coverage as possible of the goals and policies in the City’s Comprehensive Plan Housing Element. The memo includes a more detailed table that evaluates how these actions specifically address individual policies and objectives.

Evaluation Approach

Each action was evaluated against six criteria to gauge feasibility and recommended priority:

- **Cost.** Expected impact on the City’s budget, both direct and indirect.
- **Capacity.** Staff and consultant time required, and the effect on other priorities.
- **Efficacy.** Contribution to the City’s housing goals, measured quantitatively and qualitatively.
- **Alignment.** Fit with the priorities of elected officials, voters, and the broader public.
- **Time Scale.** Length of time required to complete or stand up the action.
- **Schedule.** How soon the action is needed.

The full evaluation matrix, with a rating for each action on every criterion, is provided in the attachment.

Priority Actions

Based on the evaluation, four actions are recommended as near-term priorities because they best leverage available resources and meet more immediate local needs:

- **Manufactured Home Community Preservation.** Low cost with strong alignment and efficacy. Protects an important source of unsubsidized affordable homeownership and addresses near-term displacement risk.
- **Housing on Faith-Based and Public Surplus Lands.** Leverages existing public and faith-based land at modest cost, with strong alignment. Expands the inventory of sites available for affordable housing.
- **Calibrated MFTE and Inclusionary Zoning for Downtown and TOD Areas.** High efficacy and alignment, on a near-term schedule. Captures income-restricted units as the Downtown and TOD area develop.
- **Community Housing Outcomes Report.** Low cost and effort. Institutionalizes accountability by tracking annual progress against the HSP and Housing Element targets.

Key Housing Strategy Topics

For reference, the table below identifies key housing strategy topics and how each of the existing three guiding documents addresses them.

Topic Area	2024 Housing Element	DEIA Strategic Plan	2017 HSP Status
ADUs	Expand per HB 1110/1337; potential for significant new supply	Allow diverse housing types (2.3.3)	Review completed 2020; further updates required

Topic Area	2024 Housing Element	DEIA Strategic Plan	2017 HSP Status
Middle Housing	Duplexes, triplexes in low-density zones near transit	Allow diverse housing types (2.3.3)	Comp Plan amendments 2022/24; regulations adopted 2025
TOD/Dense Corridors	High-density housing along SR-522 & Downtown	Implement TOD regulations (2.3.4)	TOD district with MFTE established 2019
Manufactured Housing	Preserve as unsubsidized affordable homeownership	Diverse housing types; equity focus	MHC overlay mostly complete; future rezoning pending
Affordable Housing Incentives	MFTE, density bonuses, inclusionary zoning	Prioritize affordable/attainable housing (2.3.2)	Density incentives, MFTE, Spencer 68 project complete
Tenant Protections	Just cause eviction, rent notice requirements	Implement tenant protections (2.3.5)	Protections adopted 2021/2022
Emergency/STEP Housing	Plan for and allow per HB 1220; 587 emergency beds needed	Housing & Human Services access (Goal 7)	Code amendments recently approved.
Equity & Anti-Displacement	Racial equity analysis; anti-displacement policies	DEIA-centered planning (2.1.1)	Equity analysis completed; policies adopted in 2024 Element
Permitting/Process	Fast-track affordable housing projects	Expedite plan review (2.3.1)	Special permit process adopted 2021
Community Engagement	Inclusive engagement in planning	Affirmative outreach to underrepresented groups (1.1.3)	Ad hoc; needs systematic approach

Key Issues for Discussion

Staff requests that the Planning Commission:

- Confirm or adjust the four priority actions for near-term focus;
- Provide direction on sequencing and on any actions to add or defer; and
- Authorize staff and ARCH to develop scopes, schedules, and resource estimates for the prioritized actions to support a future recommendation to Council.

With respect to the recommended actions:

- Is this analysis accurate? Are there other elements that should be included?
- Are there other actions or initiatives that should be considered?
- Do the four priorities reflect the Commission’s priorities, or should other actions replace them in consideration?
- How many actions should the initial work program carry, and over what planning horizon?
- Are there actions that should be explicitly deferred or set aside at this stage?

References

The discussion is organized around the goals, objectives, and policies established in these key documents:

- [2024 Housing Element of the Comprehensive Plan](#)
- [City of Kenmore Diversity, Equity, Inclusion & Accessibility \(DEIA\) Strategic Plan 2023–2028](#)
- [2017 Housing Strategy Plan](#)
- [Racial Equity Analysis Summary \(2023\)](#)
- [Eastside for All Report \(2023\)](#)

Housing Strategy Plan (Adopted January 23, 2017)

Strategy	Housing Element Policy	Priority
A. REGULATORY APPROACHES.		
1. Infill/Increased Capacity/ Housing Diversity.		
a. Consider some form of overlay zoning for senior housing linked to providing some affordable housing.	H-1.3.1	Tier 1
b. Allow flexible reuse of tax-exempt or publicly-owned sites through a special process to increase housing supply and enable more diverse forms of housing, if linked to providing some affordable housing.	H-1.3.1	Tier 1
i. Possible opportunity at Park-and-Ride.		
c. Consider provisions, including design guidelines, to allow some flexibility in single family neighborhoods for small scale housing (e.g. cottages, duplexes).	H-1.3.2	Tier 2
d. Modify land use and building codes to maximize economical wood frame construction:		
i. Allow 6-story wood frame construction.	H-3.3.3	Tier 3
ii. Increase zoning code height limits.		
e. Provide a flexible development process for preserving environmentally constrained property that accommodates alternative building types.	H-1.2.7; H-3.3.3	Tier 2
f. For multifamily housing, consider code amendments to limit project sizes based on height, setbacks, and/or FAR, not units per acre.	H-1.3.2	Tier 2
g. Reduce number of projects subject to SEPA:		
i. Expand projects eligible for categorical exemptions	H-1.4.1; H-3.3.3	Tier 2
ii. Complete planned action EIS for targeted neighborhoods (planning areas).		
h. Consider code amendments to facilitate rental property preservation:		
i. Rental inspection program.	H-3.1	Tier 3
ii. Consider provisions to limit conversion of rental housing to condominiums.		
2. Support for Special Needs Housing.		
a. Ensure development regulations address housing accessibility.	H-1.2.2	Tier 2
b. Consider ordinance to prohibit Housing Choice Voucher discrimination.	H-3.3.4	Tier 3
c. Consider revisions to land use incentive program to link voucher units to affordable units.	H-3.2.1	Tier 2
3. Affordable Housing.		
a. Consider expanding density bonuses, adding density transfers, and other methods with mixed-use and multi-family developments:	H-1.2.8;	
i. Review and consider expanding density bonuses, including mandatory programs with increased development capacity in mixed-use and multi-family zones.	H-1.4.2;	Tier 1
ii. Encourage layering local incentives to create greater affordability (e.g. MFTE w/ density incentives).	H-3.2.4	

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b. Consider strategies for preserving existing affordable housing:		
i. Density transfers from affordable properties to areas where additional density has been proposed.	H-3.1	Tier 1
ii. Manufactured housing community overlay (e.g. Bothell).		
c. Accessory dwelling units:		
i. Review current code provisions.	H-3.3.2;	
ii. Review permitting process and fees / utility requirements.	H-1.3.2	Tier 1
iii. Clemency program to legalize existing ADUs.		
d. Expedite permitting for projects with affordable housing.	H-3.2.1.d	Tier 3

B. DIRECT & INDIRECT ASSISTANCE.

1. Direct Assistance.

a. Provide local funding assistance for affordable housing:		
i. Continue or expand use of city general funds.		
ii. Dedicated local revenue source(s) for affordable housing		
<ul style="list-style-type: none"> • Property Tax Levy / Portion of revenue resulting from new growth (e.g. construction sales tax). • New source authorized by state legislation (see regional/state initiatives). • Local Voluntary Employers Fund. 	H-3.2.5	Tier 1
b. Explore ways to utilize existing and/or new funding programs to address local conditions.		
i. Target preservation and rehabilitation of existing manufactured housing and multifamily housing (including small properties).	H-3.1	Tier 1
ii. Funding to assist low- and moderate-income residents if displaced in existing manufactured or multifamily housing.	H-3.1.2	Tier 1
iii. Homeownership programs:	H-3.2.5	Tier 2
<ul style="list-style-type: none"> • Downpayment assistance program for first-time homeowners. • Support for affordable ownership units such as land trusts, sweat equity (Habitat). 	H-3.2.1	Tier 2
	H-3.2.5	Tier 2
iv. Revolving loan fund to support 4% tax credits.		
v. A revolving land loan program (REDI).	H-3.2.5	Tier 2
vi. Support development of emergency and permanent housing with services for homeless individuals and households.	H-3.2.1	Tier 1
vii. Fund infrastructure that supports affordable housing development (e.g. streetscape/park)	H-3.2.5	Tier 2
viii. Funding for home visits, meals.	H.2.1.3	Tier 2
c. Review permit/impact fees for affordable housing.		
i. Reduce development permit fees for projects with affordable housing	H-3.2.1	Tier 3
d. Utilize non-cash subsidies, such as credit enhancement.	H-3.2.1	Tier 3

2. Indirect Assistance

a. Support applications by housing developers for capital and operating assistance of local affordable housing projects.	H-3.2.1.c	Tier 1
b. Information/referral/outreach.		
i. Information to seniors regarding housing options; e.g., ARCH website, other efforts	H-2.1.3	
ii. Accessory dwelling units: community education and outreach.	H-3.3.2	Tier 2
iii. Promote use of weatherization programs.	H-1.2.2	
v. Promote Universal Design awareness.		
c. Encourage residential energy and water efficiency as addressed in Utilities Element.		
i. Support water conservation programs of the NUD.	H-1.2.4	
	U-4.1.1	
ii. Promote use of water conservation features in design or rehab of residential structures.	U-4.1.3	
iii. Promote higher density and infill developments that are located near major transportation and transit links	U-4.3.4	Tier 3
iv. Encourage the rehabilitation of existing buildings as an alternative to demolition, where appropriate, to encourage the conservation of energy, building materials, and historic preservation.	U-4.3.5	
d. Increase transportation access between special needs housing and community facilities and programs: sidewalks, ramps, etc.	H-2.2.2	Tier 3
e. Partner with employers to provide affordable housing for their employees.	H-3.2.1	Tier 3

C. REGIONAL & STATEWIDE INITIATIVES.

a. Promote housing repair/rehabilitation assistance (e.g., from King County) for homeowners and landlords.	H-3.1.1	
	H-1.2.2	Tier 2
i. Participate in regional Universal Design rehab program.		
b. Support various housing-related consumer protection programs.		
i. Resources to tenants facing eviction due to temporary financial hardships (e.g. housing stabilization program).	H-3.1.1	Tier 1
ii. Foreclosure counseling/ assistance.	H-3.2.5	Tier 3
iii. Financial counseling/ first-time buyer classes.	H-3.2.5	
c. Collaborate with other local governments (directly and through PSRC and other organizations) on regional housing strategies, including programs serving homeless.	H-3.2.7	Tier 1
d. Work with other cities in evaluating county, state, and federal legislation and funding that address local housing efforts	H-3.2.8	Tier 1
e. Transportation services--work with providers.	H-2.2.2	Tier 2

D. OVERSIGHT & MONITORING.

1. General Monitoring.

a. Monitor land supply to accommodate growth, including affordable housing, multifamily housing, and special needs housing.	H-1.3.1	
b. Monitor the range of affordable housing types and locations, how created, etc.		
i. Monitor impacts of local incentive programs (e.g. creation of affordable housing in TOD District Overlay zone, ADUs, fee waivers).	H-1.3.2;	
	H-1.1.3;	
ii. Inventory existing rent-restricted assisted housing and affordable market rate housing.	H-1.2.5;	
iii. Review land use/building/fire code provisions and recommend amendments as needed to reduce development costs (without sacrificing adequate review, environmental quality, etc.)	H-3.3.3	

2. Monitoring of Specific Housing Issues.

- a. Review code provisions of single-room occupancy or mini-suites in multifamily/mixeduse zones. H-1.3.2
- b. Amend building codes to allow prefabricated and new building technologies (e.g. cross-laminated timber). H-3.3.3
- c. Consider regulations to limit short-term rentals.
- d. Review and consider provisions for shared housing, including rooming/ boarding houses. H-2.1.1.a
- e. Monitor the benefits of energy and water efficiency programs. H-1.2.4
- f. Participate in or cooperate with Affirmatively Furthering Fair Housing study to ensure that no city programs, regulations, or actions result in housing discrimination.
- g. Monitor accessibility between special needs housing and community facilities and programs. H-2.2.2

3. Monitoring of Previous City Efforts.

- a. Evaluate parking standards for multifamily housing (note—City allows parking studies to modify parking requirement): H-3.3.3
 - i. Evaluate parking standards for affordable units created through land use standards.
- b. Housing options and services enabling seniors to stay in their homes or neighborhoods:
 - i. Permit group homes with supportive services.
 - ii. Review codes to ensure reasonable accommodation for adult family homes. H-2.1.3
 - iii. Monitor adult family home and group home licenses and capacity.
- c. Monitor use of housing repair/rehab assistance and Home Repair Program for low/moderate income homeowners (see support for countywide program). H-3.1.1
- d. Review provisions for reducing impact fees for projects with affordable housing. H-3.2.4
- e. Surplus land available for affordable housing:
 - i. Inventory of city-owned and other public property real property for potential suitability. H-3.2.3
 - ii. Prioritize affordable housing integrated into proposals for development of publicly-owned properties. H-3.2.1.a

Kenmore Housing Strategy Plan

CONCEPTUAL LOGIC MODEL and POTENTIAL ACTIONS // June 2026

Logic Model

Introduction

ARCH staff have drafted a framework for Planning Commission discussion in the form of a logic model, which is a tool used for many years for policy development and program evaluation. Among other benefits, logic models push users to show how resources and chosen activities connect to desired outcomes.¹

Ideally, a logic model fits onto a single page; however, our starting point is a longer list of ideas, generated from the city's Comprehensive Plan Housing Element, which we (along with city staff) hope that the Planning Commission will want to distill to a smaller, more manageable work program. Therefore, we have separated the Activities or Actions column of the logic model into this document, where they can be described in greater depth. The Resources, Outputs, Outcomes, and Impacts of the logic model remain in the standard table format as an attachment. Our thinking at this stage is that the content of these four columns are more or less established in the Housing Element, and the focus of the Planning Commission's discussions will be around which Activities would best achieve the desired Outcomes and Impacts, given the expected Resources.

Key Assumptions

- ARCH Trust Fund and federal/state affordable housing funding remain available and Kenmore sustains its annual contributions.
- Manufactured housing community. Appeals of the Manufactured Housing Community zoning ordinance adopted in 2019 were resolved in 2024. In 2019 the intent was that the MHC zoning would remain in effect for ten years for the four parks north of SR522 with recommendations for comprehensive plan amendments and zoning amendments that would allow increased density and affordability requirements. The general interpretation is that the ten year period started in 2024 when the appeals were resolved.
- Tenant protection ordinances. Tenant protections were adopted in 2022. An appeal was filed in 2023 and resolved in 2024. Tenant protection regulations allow a tenant to bring a private action against a landlord for violation of tenant protection regulations.
- BIPOC communities are genuinely engaged as co-designers, not merely consulted in name.
- Market conditions continue to make density bonuses and MFTE financially attractive to developers.
- The Regional Homelessness Authority develops effective coordinated services, reducing pressure on city emergency resources.

¹ More information about logic models can be found here: [Chapter 2., Section 1. Developing a Logic Model or Theory of Change - Main Section | Community Tool Box.](#)

Logic Model Structure

Resources	Outputs (what the Activities produced)	Outcomes (measurable benefits)	Impacts (what success looks like)
<p><u>Subsidies & Financial Tools</u></p> <ul style="list-style-type: none"> I. Sales tax credit funds II. Local in-lieu fees III. City surplus land & public assets IV. Regional ARCH Trust Fund V. Federal, state & county funding <p><u>Legal & Policy Authority</u></p> <ul style="list-style-type: none"> VI. Voluntary density incentives (1998, 2019) VII. Impact fee waivers (2011) VIII. Manufactured housing community rezones (2019) IX. Multifamily Tax Exemption (MFTE) program (2019) X. Inclusionary zoning (2023) XI. Tenant protection ordinances (2022) XII. GMA & CPP authorities and guidance <p><u>Community & Org Capacity</u></p> <ul style="list-style-type: none"> XIII. DEIA Strategic Plan (2023) XIII. Local and north & east King County community orgs XIV. ARCH staff & data XV. Racial equity analysis (Comp Plan) XVI. Nonprofit developers XVII. Faith communities XVIII. Regional Homelessness Authority 	<p><u>Improved Development and Affordable Housing Incentives</u></p> <ul style="list-style-type: none"> 1. Expanded and recalibrated MFTE opportunities 2. Expanded and recalibrated inclusionary zoning 3. Revised STEP housing zoning 4. Utility fee reduction agreements with providers <p><u>Improved Renter & Resident Protections</u></p> <ul style="list-style-type: none"> 1. Rent-increase notice & late fee caps enforced 2. Move-in fee caps & payment plan rights in effect 3. Criminal background check restrictions upheld 4. Relocation assistance fund established 5. Anti-displacement measures accompany or precede upzones <p><u>Equity-Centered Policies & Accountability</u></p> <ul style="list-style-type: none"> 1. BIPOC-co-designed housing policies adopted 2. Annual racial equity housing report published 3. Homebuyer education programs presented to renters 4. Housing Choice Vouchers actively supported citywide 5. Anti-displacement measures enacted before upzones 6. 2029 GMA progress report submitted to Commerce 	<p><u>Income-Restricted Units Created or Preserved</u></p> <p><i>More households can afford to live in Kenmore because inclusionary zoning, STEP housing measures, and other incentives have created a sustained pipeline of affordable housing. Production of housing affordable to low-income (50%–80% AMI) is catching up to the pace of market-rate building and deeply affordable units (0–50% AMI) make up a growing share of new stock.</i></p> <ul style="list-style-type: none"> a. New units at 0–30% AMI via STEP housing reform b. Units at 30–80% AMI via MFTE, ARCH, & inclusionary zoning c. Expanded density-bonus affordable units in TOD zone d. For-sale units with long-term affordability covenants e. Subsidized units preserved from market conversion f. Affordable units distributed across neighborhoods — not concentrated in one area <p><u>Long-Term Housing Security for Vulnerable Households</u></p> <p><i>Lower-income residents – including (but not limited to) seniors, manufactured homeowners, people with disabilities – are less vulnerable to displacement because they have greater legal protections, affordable housing options have increased, and more affordable market-rate (“naturally occurring”) homes remain.</i></p> <ul style="list-style-type: none"> a. Reduced evictions & sudden rent spikes b. Manufactured housing units preserved from redevelopment; more homeowners keep their homes as they wish, and others have relocation pathways if redevelopment occurs c. Subsidized units preserved — not converted to market rate d. Households facing eviction can access King County emergency assistance e. No census tract in Kenmore reaches “high” displacement risk f. Seniors can age in place with affordable options in their neighborhoods g. Homeless individuals have clear pathways into transitional & permanent housing <p><u>Measurable Reduction in Racial Housing Disparities</u></p> <p><i>BIPOC households have greater housing opportunities in Kenmore than in the past because they have meaningfully shaped housing policies (weren’t just consulted) and outreach programs (aren’t merely “target audiences”).</i></p> <ul style="list-style-type: none"> a. More BIPOC households achieve homeownership via education & shared-equity models b. BIPOC homeownership gap with White households narrows c. Racial equity reports show progress on tracked indicators d. New housing policies produce no racially disparate impacts 	<p><u>Kenmore Is a Place People of All Incomes Can Call Home</u></p> <ul style="list-style-type: none"> i. Housing-cost burden falls below 20% of all households ii. Households at 0–80% AMI have real, lasting housing choices in Kenmore iii. Permanent affordability mechanisms (covenants) ensure gains aren’t eroded by market pressure iv. Kenmore meets its proportionate share of regional affordable housing need <p><u>Residents Can Stay, Put Down Roots & Thrive</u></p> <ul style="list-style-type: none"> i. Housing instability and involuntary displacement are rare, not routine ii. Vulnerable residents — seniors, people with disabilities, MHC residents, those experiencing homelessness — have secure pathways to permanent housing iii. Kenmore’s social fabric is strengthened by long-term, stable communities <p><u>Historical Exclusions Actively Remediated</u></p> <ul style="list-style-type: none"> i. The legacy of racially restrictive covenants is countered by measurable, sustained investment in BIPOC housing opportunities ii. BIPOC households experience equal access to safe housing, good schools, parks, and economic opportunities in Kenmore iii. Black/African-American severe cost-burden rate begins a steady and sustainable decline iv. Wealth-building through homeownership is accessible across racial lines

Activities column hidden.

Potential Actions

Summary

Several actions are envisioned as options to be included as part of the City of Kenmore Housing Strategy Plan to achieve goals under the Housing Element:

1. Cost-to-Build Auditing
2. Permit-Ready ADU / Middle Housing Catalogue
3. Manufactured Home Community Policy/Program Package
4. Housing on Faith-Based and Public Surplus Lands Strategy
5. Coordinated Home Repair and Weatherization Support
6. Tenant/Homeowner Resource Hub and Landlord Anti-Displacement Engagement
7. Community Land Trust Partnerships
8. Calibrated MFTE + Inclusionary Zoning Package for Downtown and TOD Areas
9. Emerging Developer Capacity Building Program
10. Homeowner-Developer Education Program
11. Community Housing Outcomes Report
12. Modular Housing Review and Assessment

Note that these would be included under the Logic Model above under “Activities” and would utilize the identified Resources to achieve the associated Outputs, Outcomes, and Impacts.

Assessments of Priority

The following categories are used to evaluate the feasibility and recommended priority of the action items included:

- **Cost:** What are the expected impacts to the City’s budget? This may include both short-term and long-term impacts of the policies, including both direct and indirect effects.
- **Capacity:** How much staff / consultant time would be required to complete this work? Would this divert from other priorities?
- **Efficacy:** How much will these actions contribute to the City’s housing goals and objectives, both quantitative (such as housing targets) and qualitative (improvements in housing quality).
- **Alignment:** How will these actions align with the preferences and priorities of elected officials, voters, and the broader public?
- **Time required:** What is the likely length of time required to complete these actions, or for ongoing actions, how long will it take to start up an ongoing activity?
- **Scheduling:** When is this action needed or expected to be needed? Is there an immediate need for this, or can this be implemented later?

The following table provides a preliminary evaluation of these action items based on these six indicators. From a high-level assessment, these four actions are identified as preferred to leverage available resources and meet local needs (and are highlighted in the evaluation table below):

- 3. Manufactured Home Community Policy/Program Package**
- 4. Housing on Faith-Based and Public Surplus Lands Strategy**
- 8. Calibrated MFTE + Inclusionary Zoning Package for Downtown and TOD Areas**
- 11. Community Housing Outcomes Report**

Note that in this table, darker colors are associated with actions more favorable to immediate action under the proposed HSP.

Action	Cost	Capacity	Efficacy	Alignment	Time Required	Scheduling
1. Cost-to-Build Auditing	Low to Moderate	Very High	Fair to Good	Fair	Long	Later
2. Permit-Ready ADU / Middle Housing Catalogue	Low to Moderate	High to Very High	Good	Good	Long	Near-term
3. Manufactured Home Community Policy/Program Package	Low	High	Very Good	Very Good	Long	Immediate to near-term
4. Housing on Faith-Based and Public Surplus Lands Strategy	Low to Moderate	Moderate	Good	Very Good	Medium to long	Immediate to near-term
5. Coordinated Home Repair and Weatherization Support	High	Moderate	Fair	Good	Medium	Near-term to later
6. Tenant/Homeowner Resource Hub and Landlord Anti-Displacement Engagement	Low to Moderate	Moderate	Fair	Good	Medium	Near-term
7. Community Land Trust Partnerships	Low	Low	Fair	Fair	Long	Later
8. Calibrated MFTE + Inclusionary Zoning Package for Downtown and TOD Areas	Moderate	Moderate to High	Very Good	Very Good	Medium to long	Immediate
9. Emerging Developer Capacity Building Program	Moderate	High	Fair to Good	Fair to Good	Long	Later
10. Homeowner-Developer Education Program	Moderate	High	Fair to Good	Fair to Good	Long	Later
11. Community Housing Outcomes Report	Low	Low	Fair	Very Good	Short	Immediate
12. Modular Housing Review and Assessment	Low to Moderate	High	Fair to Good	Fair	Long	Later

Action Descriptions

1. Cost-to-Build Auditing

This approach would include a concerted effort to examine current development policies, including all development, zoning, and building codes, and identify major development obstacles and strategies for mitigating increases in costs and development time. This may include clear recommendations for streamlining permit processing within the City, as well as guidelines for considering future policies that may have an impact on construction. Utility costs and potential infrastructure limitations may also be included as part of this discussion.

Policies:

H-4.2.7 Before implementing a new policy or regulation, consider how it will impact the cost to build a home.

H-4.2.21 Simplify the regulatory review and building permit process and evaluate the cost of infrastructure improvements and their impact on housing affordability.

H-4.3.3 Pursue land use policies and regulations that: (a) result in lower development costs without loss of adequate public review, environmental quality, or public safety; and (b) do not reduce design quality, inhibit infrastructure financing strategies, or increase maintenance costs for public facilities.

2. Permit-Ready ADU / Middle Housing Catalogue

As part of this project, the City would work to procure pre-approved plan sets for different types of developments, focusing on ADUs and small-scale middle housing. These should include universal design standards so they would double as aging-in-place housing options.

Policies:

- H-1.1.4 Consider modifications to existing development standards or development incentives which make the development of middle housing types and ADUs more feasible when maintaining existing housing on single-family lots.*
- H-2.1.3 Support housing options and services that enable seniors to stay in their homes or neighborhoods.*
- H-2.2.13 Support initiatives that enable older adults and people with disabilities to remain in their communities as their housing needs evolve, such as promoting universal design or retrofitting homes for long-term use.*
- H-3.1.3 Expand allowed residential housing types in traditionally single-family zoned areas to include six of nine approved housing types.*
- H-3.1.4 Consider developing a Permit Ready program for ADUs and middle housing types to decrease the barrier to middle housing development.*
- H-4.2.21 Simplify the regulatory review and building permit process and evaluate the cost of infrastructure improvements and their impact on housing affordability.*
- H-4.3.2 Allow and accommodate accessory dwelling units in low and medium density residential districts.*

3. Manufactured Home Community Preservation Policy/Program Package

Focus City direction on the planned future of manufactured home communities. This would include a more comprehensive review of the current state of these locations (including ownership, deficiencies, etc.), as well as identified strategies for long-term transfer/ownership options, mitigation of potential displacement, and replacement housing. This would include a review of potential ROC (Resident-Owned Community) technical assistance providers and possible outreach/coordination.

Policies:

- H-1.3.2 Actively mitigate displacement risks and enhance opportunities for affordable housing through preservation and displacement prevention strategies. Includes: relocation assistance to low- and moderate-income households facing displacement; strategies to preserve manufactured housing communities at risk of redevelopment; strengthened protections for low-income renters and renters with disabilities; implementing anti-displacement measures before or alongside development capacity increases; and securing funding for anti-displacement tools and programs.*

- H-4.1.4 Support preservation of and maintain existing manufactured housing communities.*

- H-4.1.5 When displacement is unavoidable, determine who is most likely to be harmed and ensure that the brunt of the impact is not carried by the same communities in Kenmore. Support relocation assistance and development of replacement housing where feasible for very low- and low-income households. For manufactured home parks in particular, consider a funding pool to assist low- and moderate-income residents in deteriorating or obsolete manufactured homes to find alternative housing or establish preferences in nearby housing for persons giving up their homes.*

4. Housing on Faith-Based and Public Surplus Lands Strategy

In this action, the City would inventory surplus city parcels and underused faith-institution land and provide stronger direction on bonusing options for housing on faith-based properties. This would include providing additional zoning and development regulation changes, assisting with negotiations with government agencies, and facilitating land swaps and other management as required.

Policies:

- H-1.3.8 Support affordable housing development on city-owned and faith-based properties through regulations allowing for affordable housing as an accessory use and density bonuses.*
- H-2.1.5 Partner with public and private agencies to provide housing for seniors, people with disabilities, domestic violence victims, and homeless individuals and families.*
- H-4.2.3 Identify and catalogue real property owned by the City that is no longer required for its purposes and is suitable for the development of affordable housing for extremely low- to moderate-income households. Engage with community partners on how best to use these resources.*
- H-4.2.4 Use local resources, as available, to leverage other public and private funding for the creation or preservation of affordable housing.*
- H-4.2.13 Partner to Address Deeply Affordable Housing (<50% AMI): identify and leverage existing assets in partnership with public agencies, faith-based organizations, and nonprofits; remove barriers to shelter for faith institutions and community-based organizations; combine public and private resources for subsidies; prioritize local and regional resources and surplus property; invest in land acquisition; and support alternative homeownership models such as community land trusts.*

5. Coordinated Home Repair and Weatherization Support

This would include compiling resources and leveraging staff time to enhance available resources related to home repair, weatherization, energy efficiency, and other investment programs for lower-income homeowners or naturally occurring affordable rentals linked to higher risks of displacement. The City may include additional support for rotating loans or grants as part of this work, as well as bundling and leveraging existing programs where applicable.

Policies:

- H-1.1.1 Encourage private reinvestment in residential neighborhoods and private rehabilitation of housing by providing information, technical assistance, and referrals to appropriate agencies and organizations.*
- H-1.1.3 Cooperate with King County, utility providers, or other agencies to promote the use of weatherization programs in existing housing.*
- H-1.1.6 Encourage homeowners to take advantage of existing programs and resources to maintain and preserve their homes.*
- H-1.4.5 Encourage energy and water efficiency in existing and new housing developments, as addressed in the Utilities Element.*
- H-1.4.10 Implement energy-efficient housing standards that incorporate renewable energy sources like solar and wind power to maximize sustainability.*
- H-1.4.11 Encourage home renovations that prioritize resilience, energy efficiency, and indoor air quality, helping to mitigate the impacts of natural disasters and climate change.*
- H-1.4.12 Promote the use of durable, low-maintenance building materials, high-efficiency energy systems, and low-impact development techniques to reduce housing lifecycle costs and align with the City's Climate Action Plan.*
- H-1.4.13 Encourage the remediation of older homes to eliminate potential health hazards, including lead-based paint, asbestos, and other harmful materials.*
- H-2.2.13 Support initiatives that enable older adults and people with disabilities to remain in their communities as their housing needs evolve, such as promoting universal design or retrofitting homes for long-term use.*
- H-4.1.1 Promote the use of housing rehabilitation assistance (from King County, for example) to lower-income homeowners and to landlords who rent to lower-income people.*

H-4.1.2 Support the acquisition, rehabilitation, and preservation of existing affordable housing by agencies and organizations as an alternative to new construction.

6. Tenant/Homeowner Resource Hub and Landlord Anti-Displacement Engagement

The City could provide additional resources and connections to help with the issues faced by tenants and homeowners that can contribute to housing instability. This would involve developing a common hub of informational materials, as well as possible coordination with a legal aid provider intake and consultation. This may also include a paired landlord engagement campaign to consult on compliance, find resources for assisting lower-income renters, and promote HCV acceptance. This can be supplemented by Council action to improve tenant protections, which should be taken up as part of this initiative.

Policies:

- H-1.2.1 Implement tenant protections that increase housing stability such as notice of rent increase and just cause eviction for tenants on termed leases.*
- H-1.3.2 Actively mitigate displacement risks and enhance opportunities for affordable housing through preservation and displacement prevention strategies. Includes: relocation assistance to low- and moderate-income households facing displacement; strategies to preserve manufactured housing communities at risk of redevelopment; strengthened protections for low-income renters and renters with disabilities; implementing anti-displacement measures before or alongside development capacity increases; and securing funding for anti-displacement tools and programs.*
- H-1.3.5 Identify and eliminate barriers that prevent equal access to housing and neighborhood opportunities for people of all races and backgrounds.*
- H-4.3.5 Provide residents, especially those in underserved populations, with information about affordable housing opportunities and first-time homeownership programs.*
- H-5.1.3 Support use of housing choice vouchers in Kenmore.*

7. Community Land Trust Partnerships

Coordinate and implement a strategy to partner with community land trusts operating in the region and bring opportunities for affordable homeownership through the land trust model. This may include drawing upon available sources of surplus properties, developing policies to encourage small-scale trusts on infill lots and converted manufactured home communities, and identifying and addressing limitations to this model present in current City regulations.

Policies:

- H-1.3.3 Foster equitable outcomes by collaborating with communities most affected by past and present racially exclusive land use and housing practices. Includes: targeted actions to address negative impacts on BIPOC households; partnership with community-based organizations and BIPOC individuals; support for anti-displacement efforts and wealth building within BIPOC communities; and ensuring fair housing laws and best practices are upheld.*
- H-4.1.7 Develop strategies to increase the sustained supply of affordable housing, including market-rate and income-restricted units.*
- H-4.2.8 Focus on projects that promote access to opportunity, anti-displacement, and wealth building for Black, Indigenous, and People of Color (BIPOC) communities.*
- H-4.2.9 Support alternative homeownership models that lower barriers to ownership and provide long-term affordability, such as community land trusts, and limited or shared equity co-ops.*
- H-4.2.13 Partner to Address Deeply Affordable Housing (<50% AMI): identify and leverage existing assets in partnership with public agencies, faith-based organizations, and nonprofits; remove barriers to shelter for faith institutions and community-based organizations; combine public and private resources for subsidies; prioritize local and regional resources and surplus property; invest in land acquisition; and support alternative homeownership models such as community land trusts.*
- H-4.3.4 Promote the creation of diverse ownership housing opportunities in Kenmore, encompassing different styles, sizes, and affordability levels.*

8. Calibrated MFTE + Inclusionary Zoning Package for Downtown and TOD Areas

Revise the existing Multifamily Tax Exemption program in Kenmore with an inclusionary zoning program that would consider the Downtown and the TOD area. This initiative would set affordability set-aside percentages, AMI targets, and bonus heights or FAR at levels that are feasible for development while optimizing the income-restricted units that can be received to meet City housing targets. This may also include potential upzoning and possible expansions to areas of interest, as well as realignment to the potential Countywide Growth Center.

Policies:

- H-3.2.2 When higher densities are applied to residential and mixed-use development in the Downtown, include requirements for the provision of affordable housing.*
- H-3.2.3 Offer density bonuses and density transfers, where appropriate, to achieve a compact, vital Downtown, as well as meet environmental and affordable housing goals.*
- H-3.2.6 East of Downtown, in the area of transit-supportive development near the Park and Ride, require long-term low-cost housing as a condition of development.*
- H-4.2.5 Use density bonuses, inclusionary programs, and other methods with mixed-use and multi-family developments to provide housing affordable to extremely low- to moderate-income households.*
- H-4.2.17 Consider implementing a policy that requires a percentage of affordable housing units in new residential developments.*
- H-4.2.18 Preserve and explore expanding regulatory incentives to promote the development and preservation of affordable ownership and rental housing, including density bonuses, reduced impact fees, expedited permits, or other methods.*
- H-4.2.19 Consider offering incentives such as density bonuses, reduced parking requirements, and flexible design standards to developments that include a certain percentage of affordable units.*

9. Emerging Developer Capacity Building Program

The City would coordinate an educational cohort program that could support smaller local development, especially those involving BIPOC, nonprofit, and faith-based communities. This would be used to help expand local technical, financial, and regulatory capacity to deliver housing in Kenmore. This could include a developer training curriculum, predevelopment grants or revolving loan access, mentorship pairings with established affordable housing developers, and priority access to city-owned or surplus parcels. In addition to ensuring additional capacity, this would diversify who builds housing in the community and provide opportunities for economic development and wealth-building.

Policies:

- H-1.3.1 Support policies, practices, and programming that promote and retain diversity, and ensure equity and inclusion in Kenmore.*
- H-1.3.3 Foster equitable outcomes by collaborating with communities most affected by past and present racially exclusive land use and housing practices. Includes: targeted actions to address negative impacts on BIPOC households; partnership with community-based organizations and BIPOC individuals; support for anti-displacement efforts and wealth building within BIPOC communities; and ensuring fair housing laws and best practices are upheld.*
- H-1.3.4 Partner with historically marginalized communities disproportionately affected by past and present racial housing and land use disparities to create equitable opportunities.*
- H-4.2.1 Support efforts of private developers, both for-profit and not-for-profit, to preserve or develop affordable housing, including housing with on-site services, for extremely low-, very low-, low- and moderate-income families. Includes: integrating affordable housing into publicly owned property proposals; supporting nonprofit applications for CDBG, HOME, and other funding; partnering with nonprofit developers; expediting permitting for affordable projects; and considering elimination of parking requirements within 1/4 mile of major transit stops and expanding the MFTE program.*
- H-4.2.8 Focus on projects that promote access to opportunity, anti-displacement, and wealth building for Black, Indigenous, and People of Color (BIPOC) communities.*
- H-4.3.4 Promote the creation of diverse ownership housing opportunities in Kenmore, encompassing different styles, sizes, and affordability levels.*

10. Homeowner-Developer Education Program

A public education initiative that equips existing Kenmore homeowners to navigate ADU construction, lot splits, and middle housing development on their own properties under HB 1110 and HB 1337 frameworks. The program would include workshops, a project navigator function, pre-vetted contractor and designer lists, and financing guidance covering ADU loans and renovation products. Outreach should specifically target lower-income owners, BIPOC households, and renters considering ownership, addressing equity in who benefits from new middle-housing rights.

Policies:

- H-1.1.1 Encourage private reinvestment in residential neighborhoods and private rehabilitation of housing by providing information, technical assistance, and referrals to appropriate agencies and organizations.*
- H-1.1.4 Consider modifications to existing development standards or development incentives which make the development of middle housing types and ADUs more feasible when maintaining existing housing on single-family lots.*
- H-1.1.6 Encourage homeowners to take advantage of existing programs and resources to maintain and preserve their homes.*
- H-1.4.15 Develop design guidelines, standards, or other measures to: (a) promote compatibility between new and existing housing; (b) connect multifamily developments with surrounding neighborhoods to enhance community cohesion; and (c) facilitate the integration of attached and detached accessory dwelling units into residential areas.*
- H-3.1.3 Expand allowed residential housing types in traditionally single-family zoned areas to include six of nine approved housing types.*
- H-3.1.4 Consider developing a Permit Ready program for ADUs and middle housing types to decrease the barrier to middle housing development.*
- H-4.3.2 Allow and accommodate accessory dwelling units in low and medium density residential districts.*
- H-4.3.5 Provide residents, especially those in underserved populations, with information about affordable housing opportunities and first-time homeownership programs.*
- H-5.1.5 Encourage existing housing providers and private lenders to conduct homebuyer education seminars for potential first-time homebuyers, including outreach to current renters to inform them about homeownership opportunities.*

11. Community Housing Outcomes Report

The City would provide an annual public-facing report to track progress against the HSP and Housing Element. This would provide detailed information to the public about progress across major topic areas, to help institutionalize accountability and provide information that can be included in open discussion regarding policy recalibration. This can be paired with regular information from ARCH, the Washington Center for Real Estate Research, and other data sources on housing. This can also be coordinated to align with other City reporting and/or major decisions such as the budgeting process.

Policies:

- H-1.3.5 Identify and eliminate barriers that prevent equal access to housing and neighborhood opportunities for people of all races and backgrounds.*
- H-1.3.6 Track progress in reducing racial and other inequalities in housing and neighborhood options. Identify controllable factors within Kenmore that contribute to disparities and take corrective actions.*
- H-3.1.7 Zone sufficient buildable land to accommodate Kenmore's projected housing need, meet allocated housing growth targets, and accommodate its allocated share of countywide future housing needs for moderate-, low-, very low-, and extremely low-income households as well as emergency housing and permanent supportive housing.*
- H-4.2.15 Develop meaningful, measurable targets and strategies to encourage the creation of affordable housing that meets local demands and monitor progress towards fulfilling these goals.*
- H-4.2.2 Participate in A Regional Coalition for Housing (ARCH) to help develop and preserve affordable housing in the community and region. Maintain data demonstrating the impact in the City of Kenmore and communicate the results to the community.*
- H-5.1.1 Utilize the City's Diversity, Equity and Inclusion (DEI) program to ensure that city housing policies, programs, regulations, or decisions do not result in housing discrimination.*

12. Modular Housing Review and Assessment

The City would pursue a technical study to assess how development and building regulations and permitting process could help to leverage modular, panelized, and prefab assembly construction approaches to lower per-unit costs for ADUs, middle housing, and affordable multifamily projects in Kenmore. This would cover state and local code conformance, permitting workflow adjustments, financing implications, and identification of regional manufacturers. The deliverables would include recommendations on a revised, streamlined permit pathway for modular projects and targeted area for code updates.

Policies:

- H-1.1.5 Allow for and encourage the development of small houses on small lots to provide diverse housing options, promote neighborhood housing diversity, promote housing affordability, and minimize environmental impacts through more sustainable development.*
- H-1.4.12 Promote the use of durable, low-maintenance building materials, high-efficiency energy systems, and low-impact development techniques to reduce housing lifecycle costs and align with the City's Climate Action Plan.*
- H-3.1.1 Ensure zoning regulations accommodate a range of housing styles and types in appropriate locations, including single-family detached dwellings, size-limited houses on smaller lots, duplexes, triplexes, cottage housing, townhouses, apartments, accessory dwellings, manufactured homes, and other types.*
- H-3.1.2 Ensure access to diverse housing options that cater to various household sizes, types, tenures, and income levels by implementing inclusive planning tools, regulations, and policies to boost housing supply and diversity citywide. Includes encouraging units suitable for large households, eliminating regulatory obstacles to housing diversity, and promoting a wide range of housing types through incentives and programs.*
- H-3.1.4 Consider developing a Permit Ready program for ADUs and middle housing types to decrease the barrier to middle housing development.*
- H-4.2.7 Before implementing a new policy or regulation, consider how it will impact the cost to build a home.*
- H-4.2.21 Simplify the regulatory review and building permit process and evaluate the cost of infrastructure improvements and their impact on housing affordability.*
- H-4.3.1 Allow designated manufactured homes built to state standards on single-family lots.*

H-4.3.3 Pursue land use policies and regulations that: (a) result in lower development costs without loss of adequate public review, environmental quality, or public safety; and (b) do not reduce design quality, inhibit infrastructure financing strategies, or increase maintenance costs for public facilities.

Alignment with Comprehensive Plan Housing Element Goals / Objectives

		1. Cost-to-Build Auditing	2. Permit-Ready ADU / Middle Housing Catalogue	3. Manufactured Home Community Preservation Policy/Program Package	4. Housing on Faith-Based and Public Surplus Lands Strategy	5. Coordinated Home Repair and Weatherization Support	6. Tenant/Homeowner Resource Hub and Landlord Anti-Displacement Engagement	7. Community Land Trust Partnerships	8. Calibrated MFTE + Inclusionary Zoning Package for Downtown and TOD Areas	9. Emerging Developer Capacity Building Program	10. Homeowner-Developer Education Program	11. Community Housing Outcomes Report	12. Modular Housing Review and Assessment
GOAL H-1	PROMOTE AND MAINTAIN STRONG, DIVERSE, EQUITABLE, AND INCLUSIVE RESIDENTIAL NEIGHBORHOODS.												
OBJECTIVE H-1.1	Encourage repair and maintenance of existing housing.		X			X	X				X		X
OBJECTIVE H-1.2	Support housing stability through tenant protections for renters.						X						
OBJECTIVE H-1.3	Prioritize and pursue social justice and equity in housing policies, regulations, and programs when considering zoning changes or capital projects. In particular consider impacts on marginalized people, with a particular focus on Black, Indigenous, and People of Color (BIPOC) communities.			X	X		X	X		X		X	
OBJECTIVE H-1.4	Promote safe, physically accessible, well maintained, and well-designed residential environments with associated open spaces.					X					X		X

		1. Cost-to-Build Auditing	2. Permit-Ready ADU / Middle Housing Catalogue	3. Manufactured Home Community Preservation Policy/Program Package	4. Housing on Faith-Based and Public Surplus Lands Strategy	5. Coordinated Home Repair and Weatherization Support	6. Tenant/Homeowner Resource Hub and Landlord Anti-Displacement Engagement	7. Community Land Trust Partnerships	8. Calibrated MFTE + Inclusionary Zoning Package for Downtown and TOD Areas	9. Emerging Developer Capacity Building Program	10. Homeowner-Developer Education Program	11. Community Housing Outcomes Report	12. Modular Housing Review and Assessment
GOAL H-2	PROVIDE HOUSING OPPORTUNITIES AND ZONE SUFFICIENT LAND IN KENMORE TO ACCOMMODATE PROJECTED HOUSING NEEDS FOR VULNERABLE POPULATIONS.												
OBJECTIVE H-2.1	Provide opportunities for the development of short-term and permanent housing for vulnerable populations.		X		X								
OBJECTIVE H-2.2	Support and promote community facilities and programs that are important to the safety, health, and social needs of residents.		X			X							
GOAL H-3	PLAN APPROPRIATE LAND USE DESIGNATIONS AND ZONING CATEGORIES TO ACCOMMODATE PROJECTED HOUSEHOLD GROWTH.												
OBJECTIVE H-3.1	Plan for an adequate supply of land to accommodate projected household growth.		X								X	X	X
OBJECTIVE H-3.2	Identify and support Kenmore’s Downtown as a center for commercial, civic, cultural, park, and higher density housing uses and activities consistent with its designation as a Countywide Growth Center.	X							X				

	1. Cost-to-Build Auditing	2. Permit-Ready ADU / Middle Housing Catalogue	3. Manufactured Home Community Preservation Policy/Program Package	4. Housing on Faith-Based and Public Surplus Lands Strategy	5. Coordinated Home Repair and Weatherization Support	6. Tenant/Homeowner Resource Hub and Landlord Anti-Displacement Engagement	7. Community Land Trust Partnerships	8. Calibrated MFTE + Inclusionary Zoning Package for Downtown and TOD Areas	9. Emerging Developer Capacity Building Program	10. Homeowner-Developer Education Program	11. Community Housing Outcomes Report	12. Modular Housing Review and Assessment
GOAL H-4	MAKE ADEQUATE PROVISIONS FOR A PROPORTIONATE AMOUNT OF THE EXISTING AND PROJECTED COUNTYWIDE NEED FOR HOUSING AT ALL INCOME LEVELS.											
OBJECTIVE H-4.1			X		X		X					
OBJECTIVE H-4.2	X	X		X			X	X	X		X	X
OBJECTIVE H-4.3	X	X		X		X	X		X	X		X
GOAL H-5	ACKNOWLEDGE THE HISTORICAL INEQUITIES THAT LIMITED THE ABILITY OF ALL RESIDENTS TO LIVE IN THE NEIGHBORHOOD OF THEIR CHOICE AND WORK TO REDUCE DISPARITIES IN ACCESS TO NEIGHBORHOODS WITH GOOD SCHOOLS, PARKS, AND OTHER AMENITIES.											
OBJECTIVE H-5.1						X				X	X	