### **Shoreline City Council Strategic Planning Workshop**

### Friday, February 28 | 8:00 am to 4:30 pm - City Council and Leadership Team

Facilitator: Allegra Calder

Edmonds Yacht Club, 326 Admiral Way, Edmonds

Time	Agenda Item	Presenter
8:00-8:30	Breakfast	
8:30-8:45	Welcome, Introduction & Purpose	Mayor
8:45-9:00	Review Agenda	Allegra
	Ground Rules	Calder/All
	Introductory Exercise	
9:00-9:15	Significant 2019 Accomplishments	John Norris/All
9:15-10:15	Budget Discussion Related to I-976 Impacts	Randy
	• Impacts of I-976 on the Annual Road Surface Maintenance (ARSM)	DeWitt/Sara
	Program	Lane/Debbie
	<ul> <li>Impacts of I-976 on the Long-Term ADA Plan for the Sidewalk Rehabilitation Program</li> </ul>	Tarry
	• 10-Year Financial Sustainability Plan Update and Alternative Revenue	
	Sources	
	Policy Options in Response to I-976	
10:15-10:45	Commercial Requirements in Non-Residential Zones Intro	Rachael Markle
	Research on other cities' codes	
	Shoreline Commercial Zone Requirements	
10:45-11:00	Break	
11:00-12:00	Panel – Commercial Requirements in Non-Residential Zones	Nate
	Aly Pennucci, Policy Analyst, City of Seattle	Daum/Allegra/
	Charles Strazzara, President, Studio Meng Strazzara	Panel
	Dave Boyd, Senior Planner, City of Bothell	
	Doug Larson, Principal and Project Director, Heartland LLC	
12:00-12:45	Lunch Break	
12:45-1:15	Commercial Requirements in Non-Residential Zones Wrap-Up	Rachael Markle
	Policy options	
1:15-2:45	Proposition 1 (ShARCC and Parks) Follow Up	Debbie Tarry/
	Shoreline ShARCC and Priority Park Improvements Next Steps	Eric Friedli/ All
2:45-3:00	Break	
3:00-4:00	City Council Goals and Action Steps	John
	• 2019-2021 Goals Update	Norris/Debbie
	Proposed 2020-2022 Staff Recommended Council Goals and Action	Tarry/Pollie
	Steps	McCloskey
	Additions/Subtractions/Modifications	
4:00-4:30	Day 1 Wrap Up and Reflections	All
4:30	Adjourn	
6:00	Dinner – Aurora Borealis	Council/Debbie
	16708 Aurora Ave N, Shoreline	/John and
		Spouses/Signifi
		cant Others

### Saturday, February 29, 2020 | 8:15am – 12:30pm – City Council, City Manager, Assistant City Manager

Facilitator: Allegra Calder

Shoreline City Hall, Council Chambers

Time	Agenda Item	Presenter
8:15-8:30	Breakfast	
8:30-8:35	Welcome	Mayor
8:35-8:40	Review Agenda	Allegra
8:40-9:15	Working Breakfast	Council/Debbie/John/
	Friday Review and Update	Allegra
	<ul> <li>Review of Revised Council Goals and Action Steps</li> </ul>	
9:15-10:15	Council Policy Issues	Council/Debbie/John/
	Council Salary Commission	Allegra
	<ul> <li>Considering the City's Support for the Shoreline Farmer's Market</li> </ul>	
	Environmental Sustainability Plan	
	<ul> <li>Diversity, Equity and Inclusion Council, Board and Commission Training</li> </ul>	
	<ul> <li>Potential Purchasing Code Changes to Increase Authorization and Competitive Purchasing Requirements</li> </ul>	
10:15-10:30	Break	
10:30-11:45	Friday Topics and Council Policy Issues Discussion; If Needed	Council/Debbie/John/ Allegra
	<ul> <li>Budget Discussion Related to I-976 Impacts</li> </ul>	
	Commercial Requirements in Non-Residential Zones	
	<ul> <li>Proposition 1 (ShARCC and Parks) Follow Up</li> </ul>	
	<ul> <li>Update on Proposed Process for the 2023</li> <li>Comprehensive Plan</li> </ul>	
	New Sidewalk Implementation Program Update	
	Impact Fees Update	
	Other topics	
11:45-12:30	Working Lunch (Jerseys) - Workshop Reflections/Takeaways	Council/Debbie/John/ Allegra
12:30	Adjourn	



### **City of Shoreline 2019 Accomplishments**

### Goal 1: Strengthen Shoreline's economic climate and opportunities

- Adopted the Shoreline Place Development Agreement, the City's first Development Agreement, for 17.3 acres of the site approving 72,000+ sf of new commercial space, 1,358 new dwelling units and 3.14+ acres of activated public recreation space.
- Developed and executed an infrastructure agreement with Shoreline Place developers to implement certain terms of the Development Agreement and coordinate design and construction by this developer, the City and the Alexan developer in the vicinity of Westminster Way and N 155<sup>th</sup> Street.
- Developed a draft updated sign code for Shoreline Place that will be brought forward in 2020.
- Successfully advocated for the State's vision of the future of underutilized portions of the Fircrest Campus to include development of a living-wage job center, as well as open space set aside for active recreational uses for the community.
- Enacted a moratorium on the siting of essential public facilities, facilities requiring a special use permit or the acceptance of new Master Development Plans for Campus Zoned properties, including Fircrest, and developed draft code updates for special use permits and master development plans.
- Issued 2,925 development permits worth \$4.77 million in permit revenue and roughly \$254.2 million in construction valuation.
- Conducted 5,391 inspections for building construction customers.
- Issued 582 ROW permits and finaled/completed 492 permits; completed 3,133 ROW inspections and 952 civil plan reviews; issued 383 sewer permits and completed 298 final sewer inspections.
- Adopted new Townhouse Design Standards that will ensure the quality, livability and street appeal of newly built townhouses.
- Completed inspection of Einstein Middle School, Parkwood Elementary and Aldercrest Elementary schools to ensure they could be occupied by the start of the 2019-2020 school year.
- Launched online permitting of single-family mechanical/plumbing permits and online payments of all permit types.
- Received a \$94,000 Department of Commerce grant to develop a housing action plan that will identify gaps in the City's housing stock, evaluate regulations and incentives to assist in filling those gaps, and prepare for the update of the Comprehensive Plan Housing Element.
- Stimulated the creation of 58 affordable housing units through Shoreline's Property Tax Exemption program.
- Held quarterly and topical developer stakeholder meetings.
- Held three Home Improvement Workshops and vendor fairs.
- Created a film manual and film permit processing procedures; increased number of film productions in Shoreline from 2 in 2018 to 11 in 2019, including four feature-length film productions.
- Developed a plat alteration process.

- Actively contributed to the development of State Amendments to the State Building Code update for adoption in 2020.
- Actively participated in the national code development of updates to the residential and energy 2021 model codes, including use of remote voting approvals.
- Implemented Business and Occupation Tax Collections Systems and Processes.
- Developed snapshot demographic reports for each of Shoreline's census tracts.
- Successfully held or supported many place-making activities and events in Shoreline, including, among others:
  - o Celebrate Shoreline Jazz Walk, Festival and Concert,
  - o Earth Day Every Day Event,
  - National Night Out,
  - o Fourth annual Seattle International Film Festival (SIFF) screenings in Shoreline,
  - o 8th season of the Shoreline Farmers Market; 5th at Shoreline Place,
  - Public Art Events and City Hall Art Gallery Openings,
  - Diversity and Inclusion Events,
  - King's Players Summer Theater,
  - Swinging Summer Eve,
  - o Monster Mash Dash 5K,
  - o Hamlin Haunt,
  - Shoreline Veteran's Day Event,
  - Holliday Craft Market,
  - Breakfast with Santa, and
  - o Richmond Beach Saltwater Park Christmas Ships, among others.

### Goal 2: Continue the delivery of highly-valued public services through management of the City's infrastructure and stewardship of the natural environment

- Completed the work of the Park Funding Advisory Committee which evaluated and offered a prioritized list of recommendations for a community and aquatics center and park improvements.
- Presented to the voters a ballot measure (Proposition 1) to build a new Aquatics, Recreation and Community Center and make improvements to four parks.
- Provided more than 24 informational presentations on Proposition 1 to community groups and developed informational material, including a citywide mailer, on Proposition 1.
- Became just the third nationally accredited parks and recreation agency in the state of Washington through the Commission for the Accreditation of Parks and Recreation Agencies.
- Became the first Salmon Safe Certified City in the State of Washington.
- Passed the Comprehensive Plan Goal to limit greenhouse gas emissions to limit global warming to no more than 1.5 degrees Celsius.
- Renegotiated the City's contract with Recology to increase waste disposal fees to support the
  processing and marketing of recyclable materials and to provide additional education and
  outreach programs designed to reduce recycling contamination.
- Worked with Recology to develop new recycling education tools, including community workshops, mailers regarding top contaminants and best practices, and updated sorting guides.

- Partnered with the Ocean Conservancy to launch the "Skip the Straw" pledge, and in the first four months of the program, 11 Shoreline businesses and roughly 70 individuals signed the pledge.
- Launched an environmental outreach campaign focused on local food service establishments which visited 106 businesses.
- Provided over \$12,000 in funding for four Environmental Mini-Grants to the 16<sup>th</sup> Northwest Solar Fest Renewable Energy & Sustainable Living Fair, climate and ecosystem education for 4<sup>th</sup> and 5<sup>th</sup> graders, aquarium refrigeration units for school aquariums used to raise salmon eggs, and Diggin' Shoreline's annual community film event.
- Reviewed and enhanced the City's Environmental Services Program and reorganized the program in the Community Services Division.
- Hired permanent Streets and Parks Grounds Maintenance Crews and completed the first year of grounds maintenance in the right-of-way.
- Completed the periodic update of the City's Shoreline Management Program.
- Received multiple grants, including \$498,000 for the Hidden Lake Dam Removal Project from the Recreation and Conservation Office and from King County and \$500,000 for the N 195<sup>th</sup> Street Shared Use Path from TIB Complete Streets.
- Awarded \$1,672,500 in King County Conservation Futures Tax Funding to support the purchase of new park properties within the station areas, as outlined in the PROS Plan.
- Planted 245 trees in the right-of-way and the City's park system.
- Joined the Green Cities Partnership to become a member of a coalition of cities and counties in a regional effort to improve forest and watershed environmental quality throughout the greater Puget Sound region.
- Hosted the first Green Shoreline Day with volunteer work parties at Hamlin, Twin Ponds and Saltwater Parks.
- Through the Volunteer Native Plant Steward program, restored 2.3 acres of riparian area at six separate park locations, including the removal of invasive species, replanting of native plants and mulching to prevent the spread of undesirable plant species.
- Completed a study on Green Stormwater Infrastructure to move into Standard Roadway crosssection in the City's Engineering Development Manual, completing a Salmon Safe Certification initiative.
- Completed and distributed to public the first annual Surface Water Utility Report.
- Utilized CityWorks for the first time to exclusively manage the Surface Water Utility's Annual Vactor Maintenance contract workflow and made a significant reduction to backlogged vactor work orders.
- Approved a strategy and funding for the City Maintenance Facilities project.
- Moved the Master Street Plan from the City's Comprehensive Plan to the Engineering Development Manual, making updates to the Master Street Plan much easier.
- Completed multiple roadway and traffic signal projects, including the 155<sup>th</sup> and Meridian signal project, 175<sup>th</sup> overlay (I-5 to 15<sup>th</sup> Avenue) project, 2019 BST project, 195<sup>th</sup> Street Pedestrian/ Bike Gap Filler project, and school zone flashers and radar speed signs installation projects at Echo Lake Elementary and Shorecrest H.S.
- Designed and opened bids on the Westminster Way and 155<sup>th</sup> Street Improvement Project, including storm line relocation and the Shoreline Place developer's sewer and water line improvements in ROW.

- Repaired and replaced sidewalk along N 175<sup>th</sup> Street and made emergency repairs and prepared for additional repairs and replacement on N 200<sup>th</sup> Street.
- Completed the Greenwood/160<sup>th</sup>/Innis Arden intersection concept plan with Shoreline Community College.
- Installed three new sets of play equipment at Twin Ponds Park at Shoreview Park.
- Constructed ¾ of a mile of new ADA accessible trail through the forest at Twin Ponds Park.
- Renovated the caretaker cottage at Saltwater Park into an artist studio.
- Implemented a new Ronald Wastewater District industrial discharge permit.
- Continued to respond to legal challenges of Ronald Wastewater District's assumption in Snohomish County.

### **Goal 3: Continue preparation for regional mass transit in Shoreline**

- Took regional and state legislative leaders and staff on a tour of the 145<sup>th</sup> Street Corridor and light rail station area and educated them on mobility benefits of Connecting Washington dollars on the corridor, the rebuild of the I-5 Interchange, and the value of funding a bike/pedestrian bridge at 148<sup>th</sup> Street.
- Continued to build on a multi-agency partnership with Sound Transit, WSDOT, Seattle and King County and developed set of roundabout improvements for the N 145<sup>th</sup> Street Interchange at I-5; setting the table for a regional funding partnership to fully fund the project prior to the opening of light rail in 2024.
- Attained more than \$9 million in funding for the 148<sup>th</sup> Street bike/pedestrian bridge from the US DOT Surface Transportation Program (STP); King County Parks Levy and Sound Transit System Access program.
- Completed 100% Design Review of the Stations and Garages for the Sound Transit Lynnwood Link Extension (LLE) Project.
- Complete successful Hearing Examiner Public Hearings and issued the Light Rail Special Use Permit and 200<sup>th</sup> Street Critical Area Special Use Permit for the Sound Transit LLE Project.
- Issued all of the Early Work permits for the Sound Transit LLE project, including demolition and sewer cap off permits for 59 homes, nine (9) right-of-way (ROW) use permits, nine (9) site development permits, two (2) industrial wastewater discharge permits, and tenant improvement permits for use of the old Sears building for contractor office space.
- Conducted intake and began review for over 20 ROW, Site Development, and building permits for the 'Main Package', or primary construction permits, of the Sound Transit LLE Project.
- Processed and reviewed countless revisions and supplemental submittals for Sound Transit LLE Project permits.
- Issued 12 noise variances using the City's updated Noise Code for work associated with the Sound Transit LLE Project.
- Adopted the 185<sup>th</sup> Street Multimodal Corridor Strategy Preferred Option in collaboration with Community Transit, King County Metro and community stakeholders to guide future design and development on the corridor.
- Completed the Station Area parking study.

### Goal 4: Expand the City's focus on equity and inclusion to enhance opportunities for community engagement

- Conducted five (5) half-day training sessions about Implicit Bias for all regular full-time and part-time staff.
- Conducted a "Train-the-Trainer" course about Implicit Bias, which resulted in a cohort of 15
  internal staff who are now trained to be facilitators and who will be conducing this training going
  forward.
- Conducted an Equity and Social Justice Foundations Training for those staff members who were hired since the last time this training was provided in early 2018.
- Completed the first Community Bridge Pilot Program for diverse multilingual residents to learn about Shoreline's government, services, and resources.
- Created a Diversity and Inclusion Vision and Guiding Principles Document for the organization.
- Added language to our job recruiting materials, classification specifications and interview
  questions that emphasize this organization's commitment to Racial Equity and Social Justice.
- Added a Diversity and Inclusion work plan or personal development goal component to our supervisors and managers' annual Performance Planning and Appraisal process.
- Held many community and partner events focused on diversity and inclusion, including a Day of the Dead Event, Duwamish Heritage Event, Multicultural Heritage Festival, World Dance Party, Under Our Skin: Conversations About Race Event, and multiple events for diverse youth and teens, such as the Pride Prom, Black Girl Magic Event, and Teen Cultural Potluck.
- Incorporated the Specialized Recreation Program into the community garden's Giving Garden and donated 783 pounds of fresh fruit and vegetables from Sunset Park and 2,413 pounds from Twin Ponds to the food bank.
- Completed the third year of the CityWise Program and hosted a reunion for all three classes.
- Developed a new Love Your Community grant program, which will offer micro grants in support of building community and connection.
- Expanded translation efforts by designating funds specifically for translation services and coordinated translation efforts through the City's Communications Program.
- Continued City's presence through Twitter, Facebook and other social media efforts.
- Awarded a \$26,714 Census Outreach Grant from the Washington State Office of Financial Management to help educate residents about the 2020 Census.

### Goal 5: Promote and enhance the City's safe community and neighborhood programs and initiatives

- Continued the CPTED (Crime Prevention Through Environmental Design) program along the south section of the Interurban Trail to actively manage the landscape, remove obstacles to sightlines, and to improve public exposure to limited undesirable activities.
- Closed out the US Department of Justice Smart Policing RADAR Program Grant, including a project concluding symposium to share the results with the greater law enforcement community.
- Continued to coordinate law enforcement efforts with various partners to address criminal activity and quality of life issues as part of the City's goal to work towards data driven policing.
- Continued special emphasis Police patrols on the south and north end of the Interurban Trail.
- Replaced the Echo Lake Park restroom with a new restroom designed to enhance public safety located at the front of the park for easier monitoring by police.

- Held multiple crime prevention and community safety neighborhood meetings and Civilian Response to Active Shooter Events (CRASE) trainings.
- Organized another very successful National Night Out event with a total of 64 registered block parties.
- Collected and analyzed traffic data and presented the Annual Traffic Report to the Council.
- Implemented the Police-CECRT Operations Team, which continues to meet on a regular basis.
- Developed strategy recommendations to address homelessness in the City of Shoreline.
- Partnered with the North Urban Human Services Alliance (NUHSA) to stand up a Severe Weather Shelter located in Shoreline beginning in December 2019 and running through March 2020.
- Developed a partnership with the Housing Development Consortium (HDC), NUHSA and A
  Regional Coalition for Housing (ARCH) to explore collaboration opportunities related to
  affordable housing.
- Updated the City's Addressing Prohibited Encampments Policy to center the people experiencing homelessness in the Policy.
- Adopted the SHB 1406 sales tax credit for affordable housing/rental assistance.
- Partnered with King County District Court to successfully create a Community Court in Shoreline.

### **Other 2019 Accomplishments**

- Signed an interlocal agreement with the Town of Woodway to coordinate our approaches to the Point Wells development proposal and began meeting with Woodway to develop a common set of development regulations for the Point Wells site.
- Continued to monitor development of the Snohomish County Draft Environmental Impact Statement for the proposed Point Wells development.
- Completed the City's first Mid-Biennium budget review, allowing greater focus for Council and staff on strategic planning and project execution.
- Refunded City Hall Debt, saving over \$200,000 per year.
- Implemented on-line timekeeping for half of the staff at the City.
- Received clean accountability, Federal Single (Federal Grants) and Community Development Block Grant (CDBG) audits.
- Conducted process improvement efforts for Grants Management, Position Vacancy Tracking and IT Inventory Management.
- Adopted a Latecomers Agreement Municipal Code Chapter.
- Successfully managed the February snow event response, while keeping the community and key stakeholders informed.
- Worked to identify a collaborative solution and negotiate a funding partnership for the Storm Creek Erosion Control Project.
- Adopted the 2019 Comprehensive Plan Amendments, including a controversial Amendment related to allowable uses in certain zones with a lot of public focus and attention.
- Held the 2019 State of the City Breakfast: "Community for All Generations".
- Earned the 2019 WellCity Award, which resulted in receiving a 2% premium discount on one of the medical plans offered.
- Held the annual Volunteer Soiree recognition event.
- Expanded the Shoreline Walks program, increasing participation by 12%.
- Increased summer camp capacity by 35%, providing access to more families to affordable, high quality camp experiences.

- Revamped the City's Standby and Callback Policy, including transitioning to an after-hours answering service and increasing the team supporting after hours calls.
- Updated the SCORE Jail contract, which will save the City about \$200,000 a year.
- Updated multiple Franchise Agreements, including the Puget Sound Energy Franchise.
- Selected and negotiated a new contract for the City's Public Defender.
- Updated City's social media policy.
- Hosted a free community viewing of the cargo bike documentary film, MOTHERLOAD, and a panel discussion in support of the City's designation as a Bicycle Friendly Community.
- Co-hosted with Feet First the 185<sup>th</sup> Street Station Subarea Walk and Talk that featured how the City of Shoreline is anticipating the arrival of light rail by planning a Transit-Oriented Community (and corridors) around the future Shoreline North/185<sup>th</sup> light rail station.
- Completed two Community Emergency Response Team (CERT) Trainings which resulted in 25 newly trained CERT members in the community.
- Completed the State required update to the Hazard Mitigation Plan.
- Developed a Shoreline Disaster Animal Plan.
- Reviewed many old code enforcement cases and decreased back-log of open cases.
- Processed 343 Public Disclosure Requests.
- Conducted 88 staff recruitments that resulted in 137 job placements.
- Worked with the Public Employment Relations Commission and the Teamsters Union to complete the union petition and certification process for all maintenance staff at the City.
- Implemented many Human Resource process improvements to better serve the organization and potential job applicants.
- Hired key leadership and programmatic staff, including a new HR Director, Community Services
  Division Manager, Surface Water Utility Manager, Information Technology Manager, Planning
  Manager, Grounds Maintenance Supervisor, Environmental Services Program Coordinator and
  City Manager/City Council Executive Assistant.



### Impacts of I-976 on the Annual Road Surface Maintenance (ARSM) Program

City Council Strategic Planning Workshop, February 28 and 29, 2020

### **Policy Questions**

With passage of I-976 and loss of approximately \$830,000 annually in Vehicle License Fee (VLF) funding for pavement maintenance, what are the implications of deferred maintenance for the City's roadway network:

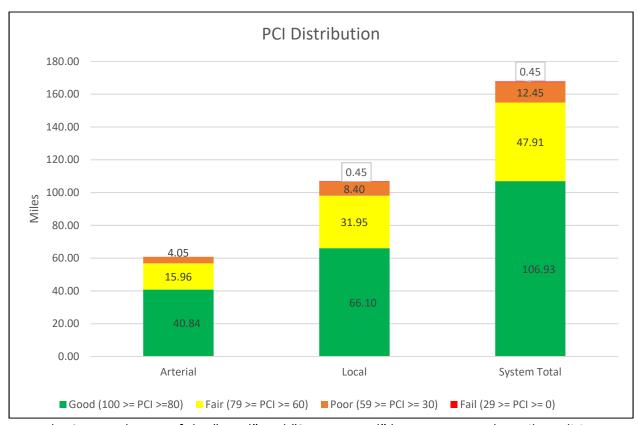
- If no funding back fill is provided?
- What are the implications for deferred maintenance if the program operates with a 50% funding back fill?
- Are there reduction options to backfill loss of VLF?

### **Background**

The City's roadway network is one of the largest and most expensive assets to maintain. In 2014, a pavement condition study was conducted to assess the condition of the roadways. The results provided a pavement condition index (PCI) that is used to identify the best treatments to maintain the pavement, and to establish priorities within the roadway network for pavement preservation. An updated pavement condition study will be conducted in 2020 to assess current conditions and establish future priorities for pavement preservation. Until there is new data, the 2014 study continues to provide the primary direction for the Annual Road Surface Maintenance program (ARSM).

The results of the 2014 condition study showed that overall, the City's roadways are in good condition. The average, system-wide PCI identified in the study was 82, on a 100-point scale. By most standards, including city staff experience, this value indicates an overall "Good" pavement condition. Puget Sound Region Council (PSRC) identifies an average PCI of 70 (Fair condition) as an indication of an agency with a good pavement management program. As an aside, City staff perceive the results of the 2014 evaluation of PCI values to be slightly higher than visual inspection indicates but agrees that overall the condition of the City streets are "Good". The following chart shows the miles of the roadway in the various condition categories. The PCI is based on the results of the 2014 pavement condition study and minor adjustments based on pavement overlays completed since 2014.





Note the 0.45 at the top of the "Local" and "System Total" bar represents the Fail condition streets – the red colored bar on the graph is too small to include the value.

In general, this shows a high majority of the street system is in "Good" condition. The City typically uses Bituminous Surface Treatment (BST) on roadways with a PCI rated as Fair (PCI between 79 and 60) and hot-mix asphalt overlays on roadways with PCIs rated as Poor (PCI between 59 and 30) with reconstruction necessary on roadways rated as Fail (PCI of 29 and lower). The objective of the program is to employ BST to keep roadways in the Fair or Good category and prevent them from falling into the Poor category where more expensive overlay or reconstruction methods are needed. While there is variability in costs year to year and street to street, on a typical two-lane roadway BST has a cost of approximately \$18/LF compared to an overlay which costs an average of \$331/LF. However, BST does need to be reviewed to ensure it is an appropriate pavement preservation strategy on certain street segments, particularly on arterials.

If the objective of the pavement management program is to keep the street system in the Good and Fair ranges, then the backlog of deferred maintenance can be characterized as those streets in the Poor or Fail categories. With this assumption and using the data above, there are approximately 12.9 miles of streets in these categories which has a backlog estimated at \$28.6 million. However, it may not be viable that the street system can be maintained at a Fair or



above rating. The current focus for the overlay portion of the program is on arterials with a Poor PCI score which has a backlog estimated at \$9 million.

### **Historical and Current Funding Plan**

Over the past 6 years, ARSM has averaged \$1.3 million of expenditures, most of which comes from the Transportation Benefit District (TBD) and grants. Vehicle License Fees were the sole revenue for the TBD until 2019 when the increased Sales and Use Tax was added as TBD revenue and dedicated to sidewalks. The Roads Capital Fund and General Fund contributions have filled in gaps as needed primarily for roadways to be overlaid that have not received grant funds. The table below shows the total expenditures and revenue sources over the past 6 years including the additional use of Roads Capital in 2015 and 2019 for roadways that were overlaid. In 2017, grant funds supplemented the costs for overlaying two segments of roadway.

Revenue	Actuals											
	Roads C	ар	Gen	eral Fund	STP		TBI	D	Interloca Other	l Govt	Total	
2014							\$	779,972			\$	779,972
2015	\$ 2	39,049	\$	500,000	\$	37,166	\$	793,800			\$	1,570,015
2016					\$	3,862	\$	174,685			\$	178,547
2017					\$	943,272	\$	1,089,204	\$	10,820	\$	2,043,296
2018					\$	2,786	\$	318,289			\$	321,075
2019	\$ 4	199,465			\$	43,501	\$	2,168,370		•	\$	2,711,336
Totals	\$ 7	738,514	\$	500,000	\$	1,030,587	\$	5,324,320	\$	10,820	\$	7,604,241

The 2019-2024 Capital Improvement Plan (CIP) shows TBD as the primary funding source for ARSM and increased the use of Roads Capital primarily to fund the more costly overlay projects. The adopted 6-year CIP includes \$4,980,000 in TBD and \$4,299,000 of Roads Capital. The table below shows the total expenditures and revenue sources in the adopted 2019-2024 CIP over the next 6 years. In the adopted CIP, the ARSM program was increasing the use of Roads Capital with a focus on eliminating or significantly reducing the arterial streets in the Poor category. The CIP did not assume future grant funding which we will continue to target.

ANNUAL ROAD SURFACE MAINTENANCE PROGRAM ORGKEY: 2918151 J.L# Multiple PHASE	PRIOR-YRS	2018CB	2018YTD	2018E	2019E	2020E	2021E	2022E	2023E	2024E	6-YEAR TOTAL	TOTAL PROJECT
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	2,484,422	300,000	64,684	573,000	350,000	259,085	506,000	180,000	125,000	200,000	1,620,085	4,677,507
2-REAL ESTATE ACQUISITION	1,227											1,227
3-CONSTRUCTION	12,762,695	2,000,000	46,987	269,000	2,340,000	1,450,915	1,000,000	1,669,000	775,000	1,000,000	8,234,915	21,266,610
TOTAL PROJECT EXPENDITURES	15,248,343	2,300,000	111,672	842,000	2,690,000	1,710,000	1,506,000	1,849,000	900,000	1,200,000	9,855,000	25,945,343
REVENUE SOURCES:										_		
GENERAL FUND CONTRIBUTION	2,239,888											2,239,888
TRANSPORTATION BENEFIT DISTRICT	3,565,152	1,222,280		830,000	830,000	830,000	830,000	830,000	B30,000	830,000	4,980,000	9,375,152
FEDERAL - STP	984,300	587,289		12,000	576,000						576,000	1,572,300
ROADS CAPITAL FUND	8,459,003	490,431	111,672		1,284,000	880,000	676,000	1,019,000	70,000	370,000	4,299,000	12,758,003
TOTAL PROJECT REVENUES	15,248,343	2,300,000	111,672	842,000	2,690,000	1,710,000	1,506,000	1,849,000	900,000	1,200,000	9,855,000	25,945,343
	ELIGIBLE (Y/N)											
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y	20,000	470	2,690	23,400	14,509	10,000	16,690	7,750	10,000	85,039	
DECISE THE LEVEL				30400	20405	20205	20245	20225	20225	20245		



The primary revenue for the Roads Capital fund is Real Estate Excise Tax (REET) which can be volatile based on market conditions. The 2019-2024 CIP included \$4.3 million of Roads Capital being utilized for ARSM which equates to approximately 56% of the projected REET revenue over the next six years that is currently allocated to the Roads Capital Fund. A significant amount of REET was projected in 2019 to support the overlay of N 175<sup>th</sup> Street. The 2021-2024 projections include \$2.14 million (averaged to \$530,000 annually) in REET over the next two biennium which is approximately 40% of the estimated REET revenue allocated to the Roads Capital Fund, which as noted earlier was targeted at reducing the arterial streets in the Poor category.

### Impacts of I-976

While the pavement network is in good shape, the loss of VLF funding to support the pavement maintenance program will result in a drop in the PCI over time, particularly as segments move from Fair to Poor to Fail. How much it will drop is dependent on how long we do nothing or defer treatments. With the limited data available, staff estimates that after a 5-year period of limited or no funding for pavement preservation, approximately 3.15 miles of roadway, mostly arterial streets, will decline from Fair to Poor status, thus requiring overlay instead of BST, and another 0.11 miles will decline from Poor to Fail, thus requiring full reconstruction. However, 67% of our street system are local streets which deteriorate at a much slower rate than arterials with their heavier loads and higher traffic volumes. The 2020 Pavement Condition Study will provide a more current view of pavement condition upon which to make projections about the impacts of service level changes over time.

### **Overall Pavement Maintenance Strategy Post I-976**

For purposes of this discussion, staff recommends utilizing \$530,000 of REET annually as the "baseline" amount to support the ARSM program absent any backfilling for the short-term.

The approach to maintaining the PCI of the City streets with reduced funding has two components. The first is to continue with the BST program with a project every other year as a relatively low-cost alternative to keep roadways in the Fair range. The second is to maintain a less aggressive overlay program in periodic (not every other year) non-BST years. How much is available for overlays will depend on the selected funding scenario discussed later in this report. The pavement condition survey is scheduled for 2020 and will be critical to evaluate the effectiveness of our pavement management system since 2014 and identify the future needs for BST and overlay. Overall, a pavement condition survey is needed every 4 to 5 years to assess the pavement condition and adjust the program accordingly.

Based on the assumption that \$530,000 annually of REET funding can be maintained scenarios have been identified and evaluated for funding the ARSM after the loss of \$830,000 in VLF. Included in these scenarios is maintaining the currently budgeted \$880,000 of Roads Capital in 2020. The 2020 workplan is comprised of the following:



- Subgrade repairs on N 155<sup>th</sup> Street (between Midvale and 15<sup>th</sup> Ave NE). These repairs will reduce the likelihood of the roadway dropping into the Fail category.
- Overlay of 15<sup>th</sup> Ave NE from NE 155<sup>th</sup> St to NE 160<sup>th</sup> St utilizing a combination of grants and Roads Capital
- Pavement condition survey to update the condition of the pavement and plan for future pavement preservation
- Preparation for the 2021 BST
- Preliminary planning and design of overlay of NE 155<sup>th</sup> Street (Meridian to Midvale).
   This roadway is in the Poor category and an overlay is needed before more costly rehabilitation is needed. It currently is scheduled for overlay in 2022.

Staff does not recommend deferring any of the 2020 workplan. While staff will continue to seek grants for pavement preservation in future years this has not been accounted for in the analysis since success in receiving grant is unpredictable.

# Scenario 1 – Complete Loss of VLF with No Backfill (\$530,000/year of Real Estate Excise Tax) In this scenario, the \$530,000 annually of Roads Capital funding would be used to fund a slightly reduced BST project on a biennial basis, with the remaining funds "saved up" until there was adequate funding for a payement overlay project. In general terms, approximately \$0.95

adequate funding for a pavement overlay project. In general terms, approximately \$0.95 million would be available every four years and would overlay approximately 0.54 miles of roadway. The following table shows the likely scenario for 2020-2026:

Scenario 1 - No Backfill (\$!									
		2020	2021	2022	2023	2024	2025	2026	Total
Revenue									
Roads Capital Fund	\$	880,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 530,000	\$4,060,000
Federal STP		\$461,913							\$ 461,913
Revenue Backfill									\$ -
Total	\$	1,341,913	\$ 530,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 530,000	\$4,521,913
Expenditures									
15th Ave NE	\$	605,913							\$ 605,913
N 155th St (I-5 to 15th Ave N)	\$	496,000							\$ 496,000
N 155th St( Midvale to Merid	ian)					\$ 900,000			\$ 900,000
BST	\$	60,000	\$ 530,000	\$ 60,000	\$ 530,000	\$ 60,000	\$ 530,000	\$ 60,000	\$1,830,000
Pavement Condition survey	\$	170,000						\$ 200,000	\$ 370,000
Total	\$	1,331,913	\$ 530,000	\$ 60,000	\$ 530,000	\$ 960,000	\$ 530,000	\$ 260,000	\$4,201,913
Surplus/Deficit	\$	10,000	\$ 10,000	\$ 480,000	\$ 480,000	\$ 50,000	\$ 50,000	\$ 320,000	

The \$60,000 in even years would be for BST preparation. This scenario sets up for an overlay of N 155th Street between Meridian and Midvale in 2024 The pavement condition survey would be conducted in 2020 and 2026.

The advantage to this approach is it keeps current operating programs whole. It allows the continuation of the BST program, but it will result in a deterioration in pavement condition,



particularly those currently in the lower Fair or Poor conditions. The costs for future restoration will consequently be higher.

### Scenario 2 - Backfill in the 2020-2021 Biennium with Unallocated REET

Currently there is approximately \$1.6 million in unallocated revenue in the Roads Capital Fund. The revenue is primarily a result of collections of Real Estate Excise Tax (REET) above budget projections. These funds can be added to 2021-2022 to fund the ARSM program at the original \$1.36M per year, with future years, starting in 2023, having a funding level of \$530,000 annually.

On the positive side, this allows the ARSM program to be funded at nearly the same levels as adopted in the 2019-2024 CIP through 2022. This would enable NE 155<sup>th</sup> St between Midvale Ave and Meridian Ave NE to be overlaid in 2022 as currently scheduled. Additionally, the 2020 pavement condition study will be completed and the results used to shape budget discussions for the 2023-2024 biennium and beyond. This approach also allows time for the resolution of I-976 through the court system and the potential identification of other revenue sources by the Legislature or Council.

On the downside, if upheld by the courts and no revenue options are identified, this scenario pushes difficult decisions on the long-term funding level to the 2023-2024 budget cycle, possibly making budget actions more difficult. Long-term impacts of inadequate budget will result in further deterioration of the roadway network. It also makes it difficult for staff to develop a five-year plan from the pavement condition survey without reliable funding.

### <u>Scenario 3 - Add 50% Backfill of VLF to Scenario 1 (\$530,000/year REET Plus an Additional</u> \$415,000/year of alternative revenue)

This would provide an average annual budget of \$945,000 per year by combining the \$530,000/year "no backfill" level of funding from REET in Scenario 1 plus an additional \$415,000/year of "backfill" funding from an alternative source. At the 50% level, this would allow continuation of the BST program and provide approximately \$1.4 million every other year which would allow overlay of approximately 0.8 miles every other year (or combined for \$2.8 million overlaying approximately 1.6 miles every four years).

This scenario allows for an overlay of N 155th Street (Meridian to Midvale) in 2022 and other overlay projects in 2024 and/or 2026. Pavement condition surveys would be conducted in 2020 and again in 2024 or 2025. This also provides the advantage of a stable revenue source to allow for program planning utilizing the 2020 pavement condition survey results.

On the downside, if funding is to come from budget reductions in other projects or programs those service impacts would be realized by stakeholders. In evaluating backfill revenue sources consideration could be given to either new revenue sources or through budget reductions in



the City's General Fund. There is little opportunity to generate additional revenue, particularly long-term revenue, through reductions of other transportation projects.

In considering backfill funding, a question to consider is how much back funding should be provided? This example shows how backfilling at 50% of the VLF could be used, this value could be increased or decreased to betterer fill the ARSM or even provide for sidewalk rehabilitation. Increasing the backfill to 100% of the lost VLF funds would provide an average annual budget of \$1.36 million per year by combining the \$530,000/year "no backfill" level of funding from REET plus an additional \$830,000/year of "backfill" funding. This will retain the current schedule of ARSM programming as updated by 2020 condition survey.

### Conclusion

In some of these scenarios, where the planned funding levels are reduced, the PCI will likely drop but the overall condition of the pavement system would remain in pretty good condition for several years. The key is to maintain the BST program and reduce the opportunities for streets to fall into the Poor category. Results from the 2020 pavement condition survey will provide additional information and provide the opportunity to refine the BST program and identify key arterials needing future overlay. In turn, these results can re-establish the funding needed to keep streets in the Fair and Good condition.

Another low-cost strategy for consideration is to increase the use of crack sealing on roadways in Good or "high" Fair condition, particularly on arterials. This work can be performed by Streets Crews but currently is limited as preparation to the BST program. Crack sealing can keep roads in Good condition by protecting the subgrade by reducing or limiting water intrusion below the pavement.



# Impacts of I-976 on the Long-Term ADA Plan for the Sidewalk Rehabilitation Program

City Council Strategic Planning Workshop, February 28 and 29, 2020

### **Policy Question**

With passage of I-976, what is the long-term ADA plan for the Sidewalk Rehabilitation Program? Should staff evaluate an alternative revenue source if the Vehicle License Fee is eliminated?

### **Background**

On March 4, 2019, staff shared with Council the results of the sidewalk inventory and condition assessment, and draft ADA Transition Plan The complete staff report can be found at the following link:

http://cosweb.ci.shoreline.wa.us/uploads/attachments/cck/council/staffreports/2019/staffreport030419-8b.pdf.

The inventory and condition assessment estimated a total cost of barrier removal at over \$180 million. The breakdown of these costs by type of asset is below:

Asset Type	Number of Assets	Estimated Costs
Sidewalks	1,081	\$141,708,000
Curb Ramps	1530	\$19,834,000
Crosswalks	1,644	\$10,686,000
Pedestrian Push Buttons	418	\$6,115,000
Driveways	547	\$5,644,000
Total Estimate Cost		\$183,987,000

The March 4<sup>th</sup> presentation also included a preliminary plan for sidewalk rehabilitation for 2019-2024. The prioritization of projects was based on the collection of approximately \$830,000 per year from a \$20 Vehicle License Fee (VLF) approved by Council on June 4, 2018. Collections of this \$20 VLF started March 1, 2019.

Wit the passage of I-976 there is the possibility that this VLF will be eliminated and therefore the revenue stream for this program would no longer exist.

### **Current Plan for Sidewalk Rehabilitation**

The City began collecting an additional \$20 Vehicle License Fee (VLF) on March 1, 2019. The revenue forecast for 2019 was roughly \$620,000, with the forecast being roughly \$830,000



annually in 2020 and beyond. The actual collection of VLF for sidewalk repair in 2019 was closer to \$580,000; the reduction is the result of I-976 having an effective date in December.

Historically, sidewalk repair has been funded through an annual \$152,000 general fund contribution. With the additional \$20 VLF for sidewalk repair, the 2019-2024 CIP maintained the general fund contribution for the 2019-2020 biennium, cut it in half for 2021-2022 and eliminated it starting in 2023.

Based on the VLF collected in 2019 and the approved general fund contribution, the Sidewalk Rehabilitation Program is using all of the remaining VLF revenue in 2020 for the activities listed below.

- N 200<sup>th</sup> Street this is a high priority in the ADA transition plan and the City has received complaints from disabled users that are using the roadway because the sidewalk is impassable.
- 15<sup>th</sup> Ave NE between NE 155<sup>th</sup> and NE 165<sup>th</sup>/NE 170<sup>th</sup> (based on available revenue) the portion of this segment between NE 155<sup>th</sup> to NE 160th is part of the Annual Road Surface Maintenance program (ARSM) for 2020. The overlay project will update the curb ramps and the Sidewalk Rehabilitation Program will repair and replace sidewalks starting at NE 155<sup>th</sup> and extend to the North based on the revenue available.

Previously staff has identified using remaining revenue to begin rehabilitation of sidewalks on 5<sup>th</sup> Ave NE between NE 165<sup>th</sup> and NE 175<sup>th</sup> (or to extent of available revenue). However, upon reviewing the available revenue staff determined more could be accomplished with the available revenue by extending the work on 15<sup>th</sup> Ave NE beyond the limits of the overlay project (155<sup>th</sup> to 165<sup>th</sup>), thus providing a longer segment that is more ADA accessible. Both 15<sup>th</sup> Ave NE and 5<sup>th</sup> Ave NE were identified as high priorities and scheduled for rehabilitation within the initial 2019-2024 timeframe.

### Plan with Loss of Revenue

With passage of I-976, VLF funding may no longer be available. If I-976 is found to be constitutional and the VLF is eliminated, staff recommends maintaining the general fund contribution of \$152,000 per year through 2022. If an alternative revenue source is identified prior to 2022 then this recommendation could be reconsidered. Staff recommends that the Council authorize a dedicated permanent revenue source, other than the General Fund contribution, to fund the Sidewalk Rehabilitation Program. Staff would further recommend that this program be funded at the original estimate of \$830,000/yr. If the \$152,000 per year level of funding is maintained ADA retrofits would be completed as follows:

- City capital projects
  - Overlay projects will continue to bring ramps in compliance
  - All new facilities will continue to be constructed in compliance with ADA and may capture some additional retrofits in close proximity to project
- Small retrofits based on complaints from disabled users \$50-100k/per year



- Unused contributions would be carried over until funding has accumulated to make reasonable progress on segments of sidewalk in larger corridors
- Seek additional funding through CIP process (either a General Fund Contribution or use of the Roads Capital fund) to fund corridors prioritized in the Transition Plan
  - o These would compete or be prioritized against other projects
- Redevelopment will retrofit sidewalks and ramps adjacent to some properties

The priorities identified in the Transition Plan would continue to be utilized in selecting repairs and replacement for limited funding.

To provide context on the costs for sidewalk repair a few recent examples are as follows:

- N 155<sup>th</sup> 1,760 SF of sidewalk repair/replacement \$120,000
- N 175<sup>th</sup> ST 3,080 SF of repairs in conjunction with the 175<sup>th</sup> overlay project \$180,000
- Meridian Ave NE 4,690 SF in conjunction with the Meridian overlay project \$ 210,000

These are intended to provide scale of costs for recent projects. With a budget of \$150,000 it is reasonable to expect repairs in the magnitude of N 155<sup>th</sup> Street. Projects the size of N 175<sup>th</sup> or Meridian Ave NE would likely need more than one year of funding.

In development of the Sidewalk Rehabilitation Program, several options for completing repairs and rehabilitation were under consideration to minimize costs and maximize improvements. These include use of City crews and issuing small contracts for specialized contractors for smaller displacements. These alternatives will continue to be explored and utilized as feasible within this program.



# 10 Year Financial Sustainability Plan and Available Alternative Revenue Sources

City Council Strategic Planning Workshop, February 28 and 29, 2020

### Issue

This memo provides information on the status of the 10 Year Financial Sustainability Plan (10YFSP) and latest update of the 10 Year Financial Sustainability Model (10YFSM). It also provides revenue options that the City Council could consider in developing a plan to address the impacts of Initiative Measure No. 976 (I-976).

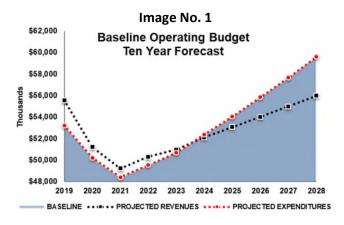
### **Background**

In 2014 the City Council accepted the 10 YFSP that identified seven strategies to help ensure that the City could continue to fund basic services through financial sustainability. The City Council and staff have implemented all the recommended strategies, including:

- Increasing investment returns by 100 basis points;
- Evaluate cost recovery for recreation, permitting and inspections fees and adjust fees accordingly;
- Renewal of the Levy Lid Lift in 2016 for years 2017 through 2022;
- Implementation of a Business & Occupation Tax effective January 1, 2019; and,
- Long-term replacement of the General Fund contribution to the Roads Capital Fund for Sidewalk Rehabilitation with a \$20 vehicle license fee effective April 1, 2019.

As part of the process of developing the 10YFSP, staff developed a 10-year forecast model. The 10 Year Financial Sustainability Model (10YFSM) is used to model changes in revenue and expenditures and forecast the impacts on the City's financial sustainability over a 10-year horizon. This model is updated at least annually.

During the City Council's mid-biennial review of the 2019-2020 Biennial Budget, the Council reviewed the updated 10YFSM. The model is for the City's operating budget only (General and City Street Fund) and reflects the impacts of all ongoing revenues and expenditures, including those proposed in the mid-biennial budget amendment. That forecast did not reflect a renewal of the property tax levy lid lift for 2023-2028. As can be seen from Image





No. 1, the City's operating budget was forecast to be balanced through 2023. In years beyond 2023, the 10YFSM indicates that the operation budget would have a deficit. In order to balance the City's operating budget for future years it would be necessary to ask voters to renew the levy lid lift, which will expire in 2022. Failure to renew the levy lid lift would likely leave the City's regular property tax levy rate at \$1.17 per \$1,000 of assessed valuation (AV) at the end of 2022 and would limit future property tax levy increases to 1% plus new construction.

Levy Lid Lift Renewal to Fund Basic Public Safety, Parks & Recreation, and Community Services Maintenance and Operations:

A renewal of the Levy Lid Lift that balances the budget throughout the 10-year forecast would require seeking voter approval to set the 2023 mill levy rate at \$1.29/\$1,000 AV and continuing to tie the annual escalator to CPI-U. As can be seen from Image No. 2, doing so would likely provide some one-time resources, revenues exceed expenditures. For context, voters approved resetting the City's levy rate to \$1.39/\$1,000 AV in 2016.



### Passage of I-976

In November 2019, voters on a state-wide ballot measure, approved Initiative 976, which limits Vehicle License Fees (VLF) to \$30 and revoked the ability of Transportation Benefit Districts from assessing a VLF.

Shoreline had been assessing a \$40 VLF which was projected to generate approximately \$1.66M per year. Approximately half of this amount (\$830,000) was from a \$20 VLF that had been implemented in 2009 to augment the City's funding of the Annual Road Surface Maintenance (ARSM) program. The other half (\$830,000) was from a relatively new \$20 VLF, effective March 2019, to fund the City's Sidewalk Rehabilitation Program.

Currently I-976 is stayed and as such individuals continue to pay the City's \$40 VLF. Although that is the case, the City is not spending any of the proceeds of the VLF received in 2020, since if I-976 is found constitutional those funds collected have be refunded to the individuals who made payment. It is anticipated that the constitutionality of I-976 will be determined by the Washington State Supreme Court by the end of 2020.

### Discussion

If I-976 is found to be constitutional and the City's ability to assess a VLF is eliminated, the City Council will need to determine if the City should:



- Reduce the ARSM program to reflect the loss of \$830,000 per year of VLF;
- Eliminate the Sidewalk Rehabilitation Program with the loss of \$830,000 per year of VLF;
- Implement an alternative revenue source to augment the funding level of the ARSM, the Sidewalk Rehabilitation Program or both;
- Make Operating Budget reductions and redirect that funding to either the ARSM, the Sidewalk Rehabilitation Program or both.

If the Council is interested in implementing an alternative revenue source to replace the loss of VLF as a result of the passage of I-976, there are several alternatives that Council can consider. Some sources would require voter approval, while others could be implemented by approval of the City Council. Some would require working with service providers to amend agreements. The remainder of this paper provides information about the alternative revenue options.

### **ALTERNATIVE REVENUE OPTIONS**

### Property Tax – Levy Lid Lift

The City's first levy lid lift passed in 2010 with a 56.49% (12,584 votes) approval and was renewed in 2016 with a 66.5% (19,272 votes) approval. A majority vote is required to pass a levy lid lift.

As previously stated, the current levy lid lift will expire at the end of 2022. Council could consider levy lid lift scenarios that would increase the reset of the levy rate to include an amount equal to all or part of the lost VLF.

### Levy Lid Lift to Fund City Services Maintenance and Operations, Including Backfill for the Impacts of I-976:

It was anticipated that the \$40 Vehicle License Fee would generate \$1.66 million per year, or \$830,000 each for the Annual Roads Surface Maintenance Program and Sidewalk Rehabilitation Program. Council may decide to seek a Levy Lid Lift that maintains existing services and also includes additional funding as backfill for the impacts of I-976. It is estimated that a levy rate of 6.5¢ or \$1.36 / \$1,000 AV is needed to support existing services and provide an additional \$830,000 in property tax, or 13¢ or \$1.42/\$1000 AV to provide an additional \$1.66 million necessary to fund both programs. The impact of the additional levy rate on the forecast median price of a home in 2023 (\$545,100) compared to the \$40 VLF eliminated by I976 is reflected below, assuming that median priced home has two registered vehicles.

Impact on Median Priced Home with Two Vehicles									
50% I-976 Backfill (Rate of 6.5¢) 100% I-976 Backfill (Rate of 13¢) \$40 VLF									
\$35.43	\$70.86	\$80.00							



It is important to note that in times of recession, if assessed valuations decrease, that the levy rate will increase. In this situation the City's levy rate is capped at \$1.60 and anticipated additional revenue would not be realized. This situation occurred for a period of three years (2012-2014) during the great recession.

### **Utility Revenues**

Any city may impose a tax on the income of utility companies. Revenues are generally unrestricted and may be used for any lawful governmental purpose.

**Electric, gas, steam, and telephone services utilities taxes** are limited to 6% without approval by a majority of voters. Because Shoreline's electric service is provided by Seattle City Light (SCL), which is owned by Seattle, we currently collect a contract payment in lieu of utility tax. Further study would be needed relating to SCL and the actions required to increase the contract rate above 6%.

While this revenue source is unrestricted, specifying a purpose in a voted ballot measure might make voters more likely to approve it. Attachment A includes a table of utility tax rates levied by Shoreline's comparable jurisdictions.

Water, sewer (wastewater), Solid Waste, and stormwater utilities tax rates are not restricted, and increases do not require voter approval, but is subject to a referendum period. Like the contract with Seattle City Light (SCL) for electric, the City currently collects franchise fee payments from Ronald Wastewater District (RWD), North City Water (NCW) and Seattle Public Utilities (SPU) roughly equivalent to the 6% tax rate for both water and wastewater. For Solid Waste the City would need to notify Recology, our contracted provider, of the change with adequate time for implementation.

Once the City has completed the assumption of RWD, the wastewater utility will be subject to a utility tax rather than the contract and changes could be made by Council. The possibility of utility tax rate increases is part of the narrative raised by some in opposition to the assumption.

**Taxes on cable service** cannot be "unduly discriminatory". Therefore, it appears that the cable rate could be increased if rates on other utilities are increased beyond 6%.

The table below breaks out Utility Tax and Franchise Fees by type and presents the estimated value of a 1.0% increase on each utility type:



Utility	Current Rate	2020 Revenue Estimate	Value of 0.1% Incr.	Value of 1.0% Incr.
Cable	6.00%	\$968,000	\$16,130	\$161,300
Natural Gas	6.00%	\$906,500	\$15,110	\$151,100
Telephone	6.00%	\$1,000,000	\$16,670	\$166,700
Solid Waste	6.00%	\$570,700	\$9,510	\$95,100
Electricity*	Contract Fee of 6.00%	\$2,713,300	\$45,220	\$452,200
Water*	Franchise Fee of 6.00%	\$868,800	\$14,480	\$144,800
Sewer (Wastewater)*	Franchise	\$964,000	\$16,070	\$160,700
Storm Drainage*	6.00%	\$432,930	\$7,220	\$72,200
Total		\$8,424,230	\$140,410	\$1,404,100
*Increase requires	a vote			

increase requires a vote

### **Gambling Tax**

Cities are limited in their authority to regulate gambling. However, they are authorized to do either or both of the following:

- tax certain gambling activities, or
- prohibit any or all gambling activities for which licenses are required.

Under RCW 9.46.113, revenues from local gambling taxes must be used primarily for the purposes of public safety. The City currently taxes all gambling activities at the maximum rate, except for card games, which is currently taxed at 10% of gross receipts. The City Council has the power to increase the Gambling Tax on card games to a maximum of 20%. Based on current receipts, each 0.1% increase in the Gambling Tax rate would generate approximately \$14,750, or for each 1.0% \$147,500.

The City has prohibited the establishment of new gambling uses in accordance with Shoreline Municipal Code (SMC) 20.40.372 but has permitted legally established and operated gambling uses to continue as a nonconforming use. It should be noted that gross gambling receipts have fallen in Shoreline as several establishments ceased operation in the last decade, with only two remaining card rooms operating in Shoreline. Revenue has been stable for the past two years. It is possible that any significant increase in the card game tax rate could result in further erosion of gross gambling receipts, thereby threatening this sector's economic viability.



#### **Business & Occupation Tax**

In 2019, Shoreline began levying a Business and Occupation (B&O) Tax on businesses as a percentage of the gross receipts of the business, less some deductions. To create a certain degree of uniformity for businesses operating within Washington, all cities and towns levying a B&O Tax adopted the provisions of the statewide model B&O Tax ordinance. A list of cities that have established a B&O Tax, as well as their respective tax rates is included as Attachment B.

#### Maximum B&O Tax Rates:

Businesses are put in different classes such as manufacturing, wholesaling, retailing, and services. The tax rate must be the same within each class, up to a maximum of 0.002 times gross receipts, but may differ among classes. Currently, 47 cities in Washington State impose a B&O Tax with 22 imposing at least one varying rate (refer to Attachment B).

A simple majority of voters may approve an increase of the tax rate beyond 0.002 but will be subject to a referendum procedure. Seattle is currently the only city with a voter-approved B&O Tax rate higher than 0.002; however, the law grandfathers in those cities that had a B&O tax rate greater than 0.002 on January 1, 1982. Staff recommended and Council agreed to set the services rate at the maximum, which is two times the retail rate. This maintained simplicity and recognized that the profit margin for service revenue is generally higher than that for other categories, which was a concern that was mentioned frequently in the City's previous outreach survey and interviews.

Council could consider increasing the rate set for Manufacturing, Retail and Wholesale, currently at 0.001, up to or equal to the higher "Services and Other Rate" which is set at the maximum rate of 0.002. At the time this memo is being prepared, fourth quarter tax returns for quarterly filers and annual tax returns for 2019 annual filers are being processed by staff. However, it can be estimated that increasing these rates to the maximum is projected to generate \$500-700,000 more per year in tax revenue.

### Increase B&O Tax Filing Threshold:

The model ordinance exempted gross receipts under \$20,000 per year from paying the tax. Council has set the threshold at \$500,000 annually, or \$125,000 during any quarter for businesses placed on a quarterly reporting basis. This means that a business will not pay tax if it earns less than \$500,000 per year, or \$125,000 per quarter if placed on a quarterly filing basis. Council could choose to reduce this exemption threshold to increase projected revenue as noted below:



	Estimated									
	# of	B&O Tax	<b>Additional</b>							
	Businesses	Revenue	Revenue							
Exemption	Exempted	(\$ in	(\$ in							
Threshold		'000's)	'000's)							
\$500,000	1,675	\$991	\$0							
\$400,000	1,626	\$1,006	\$14							
\$300,000	1,549	\$1,017	\$26							
\$200,000	1,429	\$1,033	\$41							
\$100,000	1,222	\$1,043	\$52							

### Revenue-Generating Business License Fees ("Head Taxes")

The City's general business license fee (Registration Fee) was designed to recover the administrative costs of registering businesses, such as issuing licenses and maintaining files. Instead of recouping administrative costs, some cities generate revenue by charging business license fees on a variable scale. The fees are based on one or more criteria such as the number of employees or number of employee hours worked, which are commonly referred to as a "head tax", although it is actually a fee rather than a tax. They may also be based on the type or square footage of the business. The law allows for a great deal of creativity in designing these license fees; however, classes of business must be clearly defined, and each business within each class must be charged the same fee.

The fee may be imposed by the City Council and does not require voter approval. Revenues are unrestricted and may be used for any lawful governmental purpose. However, if the City has adopted powers of initiative and referendum, it may be subject to a voter referendum.

### **Impact Fees**

The City started collecting Traffic Impact Fees (TIF) on January 1, 2015. It is paid by new development at the time of permit issuance according to the type of land use as defined in <u>SMC 3.01.015</u>. In approving TIF, the City Council opted to exempt certain businesses. When a qualifying business does not pay the TIF, then the City is required to make up that payment from other sources. In most cases this would be grants, real estate excise tax or general fund revenues.

The Council could decide not to exempt businesses from TIF which could generate more dollars for the City's growth projects and therefore potentially freeing up other resources that could be allocated towards filling the gap created by I-976.



### Traffic/Red Light Camera Revenue

The City Council last spoke about the potential use of automated school speed zone enforcement (traffic/red light cameras) in school zones on June 25, 2018. At that time Council was not supportive of furthering a policy discussion on the use automated enforcement. Other cities have utilized such enforcement and dedicated revenue for safety improvements. Staff believes that this method of enforcement could generate additional funds.

### Recommendation

Staff recommends that Council identify any revenue streams that they would like staff to explore in further detail that could be implemented if I-976 is found to be constitutional and VLFs are eliminated. Staff would further recommend that Council identify the revenue target, for example is Council interested in replacing the full \$1.66M or just part of this amount.

### Attachments

Attachment A: Comparison of Utility Tax Rates//Franchise Fee Rates

Attachment B: Local business & occupation (B&O) tax rates Effective January 1, 2020

Attachment C: Revenue Options Summary

### Attachment A: Comparison of Utility Tax/Franchise Fee Rates

					Federal								University
Utility	Shoreline	Auburn <sup>1</sup>	Burien	Edmonds	Way	Kent	Kirkland	Lakewood	Lynnwood	Olympia <sup>2</sup>	Redmond	Renton	Place
Cable	6.00%	6.00%	6.00%	6.00%	7.75%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
Natural Gas	6.00%	6.00%	6.00%	6.00%	7.75%	6.00%	6.00%	5.00%	6.00%	9.00%	6.00%	6.00%	6.00%
Telephone	6.00%	6.00%	6.00%	6.00%	7.75%	6.00%	6.00%	6.00%	6.00%	9.00%	6.00%	6.00%	6.00%
Solid Waste	6.00%	6.00%	6.00%	6.00%	7.75%	18.4%	7.50%	6.00%	6.00%	6.00%	6.00%	6.80%	6.00%
Electricity	Contract	N/A	6.00%	6.00%	7.75%	6.00%	6.00%	5.00%	6.00%	9.00%	6.00%	6.00%	N/A
Water	Franchise	7.00%	N/A	17.07%	7.75%	0.00%	7.50%	0.00%	6.00%	6.00%	0.00%	6.80%	N/A
Sewer	Franchise	7.00%	N/A	10.0%	0.00%	0.00%	7.50%	0.00%	6.00%	6.00%	0.00%	6.00%	N/A
<b>Storm Drainage</b>	6.00%	7.00%	0.00%	10.0%	7.75%	0.00%	6.00%	6.00%	6.00%	6.00%	0.00%	6.80%	6.00%
Passenger	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1.00%	N/A	N/A	N/A
Transport													

<sup>&</sup>lt;sup>1</sup> Auburn Ordinance No. 6170 (<a href="https://weblink.auburnwa.gov/External/DocView.aspx?id=261477&page=1&searchid=a4e58ba6-83fe-482b-b037-b4a36883c27f">https://weblink.auburnwa.gov/External/DocView.aspx?id=261477&page=1&searchid=a4e58ba6-83fe-482b-b037-b4a36883c27f</a>) amended Auburn Municipal Code 3.41.010, 3.84.040 and 3.88.040 to include, "The increase in tax revenue generated by the additional one percent tax levied pursuant to Ordinance No. 6170 shall be relegated for use by the city in support of its arterial street system. It is provided, however, that if the state of Washington provides a long-term sustainable funding source of to the city of Auburn arterial street fund in an amount sufficient to off-set the amount of the increases in utility tax rates of this chapter and the long-term funding source is sufficient to maintain the city of Auburn's arterial street system's pavement condition index (PCI) at an average of 70 PCI out of a score of 100 PCI for the foreseeable future..." the utility tax rate shall automatically revert to one percent less.

<sup>&</sup>lt;sup>2</sup> City of Olympia: In 2004<sup>2</sup>, Olympia voters approved a 3% increase to the private voted utility tax (VUT) to fund parks and recreation facilities. 2% of that tax, about \$2 million per year, is dedicated to parks. The other 1% of funds is dedicated to sidewalks and neighborhood pathways and is overseen by the City's Transportation division. More information is available on the City's website at <a href="http://olympiawa.gov/city-services/parks/Voted-Utility-Tax.aspx">http://olympiawa.gov/city-services/parks/Voted-Utility-Tax.aspx</a>.

Attachment B: Local business & occupation (B&O) tax rates Effective January 1, 2020

City	Manufacturing	Retail	Services	Wholesale	Thre	shold
City	rate	rate	rate	rate	Quarterly	Annual
Aberdeen	0.002	0.003 e	0.00370 e	0.003 e	\$5,000	\$20,000
Algona	0.00045	0.00045	0.00045	0.00045	\$10,000	\$40,000
Bainbridge Island	0.001	0.001	0.001	0.001		\$150,000
Bellevue	0.001496	0.001496	0.001496	0.001496		\$170,000
Bellingham	0.0017	0.0017	0.0044 e	0.0017	\$5,000	\$20,000
Blaine	0.002			0.002		\$250,000
Bremerton	0.0016	0.00125	0.002	0.0016		\$220,000
Burien	0.001	0.001	0.001	0.001		\$200,000
Cosmopolis	0.002	0.002	0.002	0.002	\$5,000	\$20,000
Darrington	0.00075	0.00075	0.00075	0.00075		\$20,000
Des Moines	0.002	0.002	0.002	0.002		\$50,000
DuPont	0.001	0.001	0.001	0.001	\$5,000	\$20,000
Everett***	0.001	0.001	0.001	0.001	\$5,000	\$20,000
Everson	0.002			0.002		\$1,000,000
Granite Falls**					\$5,000	\$20,000
Hoquiam	0.002	0.002	0.002	0.002	\$5,000	\$20,000
Ilwaco	0.002	0.002	0.002	0.002		\$20,000
Issaquah	0.0012	0.0012	0.0015	0.0012	\$25,000	\$100,000
Kelso	0.001	0.001	0.002	0.001		\$20,000
Kenmore	0.002 *				\$5,000	
Kent	0.00046	0.00046	0.00152	0.002	\$62,500	\$250,000
Lacey		0.001	0.002		\$5,000	\$20,000
Lake Forest Park	0.002	0.002	0.002	0.002	\$5,000	
Long Beach	0.002	0.002	0.002	0.002	\$5,000	
Longview	0.001	0.001	0.002	0.001		\$20,000
Lyman	0.002	0.002	0.002	0.002	\$5,000	\$20,000
Mercer Island	0.001	0.001	0.001	0.001		\$150,000
North Bend	0.002	0.002	0.002	0.002	\$5,000	
Ocean Shores	0.002	0.002	0.002	0.002	\$5,000	\$20,000
Olympia	0.001	0.001	0.002	0.001	\$5,000	\$20,000
Pacific	0.002	0.002	0.002	0.002	\$5,000	\$20,000
Port Townsend	0.002	0.002	0.002	0.002	\$0	\$100,000
Rainier	0.002	0.002	0.002	0.002	\$5,000	
Raymond	0.002	0.002	0.002	0.002	\$5,000	\$20,000
Renton	0.00085	0.00050	0.00085	0.00085		\$500,000

City	Manufacturing	Retail	Services	Wholesale	Thre	shold
City	rate	rate	rate	rate	Quarterly	Annual
Roy	0.001	0.002	0.002	0.001	\$5,000	\$20,000
Ruston	0.00110	0.00153	0.00200	0.00102	\$5,000	\$20,000
Seattle	0.00222 v	0.00222 v	0.00427 v	0.00222 v		\$100,000
Shelton	0.001	0.001	0.001	0.001	\$5,000	\$20,000
Shoreline	0.001	0.001	0.002	0.001	\$125,000	\$500,000
Snoqualmie	0.0015	0.0015	0.0015	0.0015	\$5,000	
South Bend	0.001	0.002	0.002	0.002	\$5,000	
Tacoma	0.00110	0.00153	0.00400 e	0.00102		\$250,000
Tenino	0.002	0.002	0.002	0.002	\$5,000	\$20,000
Tumwater	0.001	0.001	0.002	0.001	\$5,000	\$20,000
Westport	0.0025 e	0.005 e	0.005 e	0.0025 e	\$5,000	
Yelm	0.001	0.002	0.002	0.001	\$5,000	

<sup>(</sup>v) = voter approved increase above statutory limit

**NOTE:** Tax rates may apply to businesses categories other than those above. Thresholds are subject to change. Exemptions, deductions, or other exceptions may apply in certain circumstances. Contact the city finance department for more information.

<sup>(</sup>e) = rate higher than statutory limit because rate was effective prior to January 1, 1982 (i.e., grandfathered).

<sup>\*</sup>Kenmore's B&O tax applies to heavy manufacturing only.

<sup>\*\*</sup>Granite Falls repealed its B&O tax for all businesses other than extracting.

<sup>\*\*\*</sup>For manufacturing gross receipts over \$8 billion, the B&O rate drops to 0.00025.

<sup>^</sup> Tax rates are provided for cities with general local B&O taxes as of the date listed. If a city is not listed, they have not reported to AWC that they have a local B&O tax. Contact the city directly for specific information or other business licenses or taxes that may apply.

### Attachment C: Revenue Options Summary

	Implementation	Est. Potential				
Strategy	Requirement	Revenue	Considerations			
General Revenues (Unrestricted)						
1. Levy Lid Lift						
A) Renewal w/ CPI Increase only	Majority Vote on Ballot Measure	\$1.2M over six years	Required to keep revenue source in line with inflation; Balances through 2024.			
B) Renewal @ \$1.29 + CPI	Majority Vote on Ballot Measure	\$3.6M over six years	Required to maintain balanced forecast.			
C) Renewal @ \$1.30 up to \$1.60 + CPI	Majority Vote on Ballot Measure	Each \$0.01 est. to generate approximately \$127,700.	Could be a source of funding to replace the vehicle license fee eliminated by passage of I-976 or other priority services.			
2. Utility Tax  Revenue per 1% Increase						
A) Electricity, natural gas, and telephone	Majority Vote on Ballot Measure.	Electricity * \$452,200  Natural Gas \$151,100  Telephone** \$166,700	*Electric is currently under contract. Research needed to determine method for imposition.  ** Telephone tax revenue is declining.			
B) Water and Wastewater	Contract Negotiation	Water \$144,800 Sewer \$160,700	Water and wastewater would require negotiations with the service providers.			

Strategy	Implementation Requirement	Est. Potential Revenue	Considerations
C) Stormwater, Solid Waste, and Cable	Council Action	Solid Waste \$95,100 Stormwater \$72,200	Solid Waste would require notice to our contracted provider
		Cable \$161,300	Stormwater requires coordination with King County for PT billing
			Cable cannot be overly discriminatory so could only be increased if at least one other tax was increased
3. Other			
A) B&O Tax  • Increase  Manufacturing, Reta  and Other Rate to  .02%	Council action	\$500,000 per year at highest.	Rate could be set at .15% to retain variation between Service and Other Classification.
<ul> <li>Reduce B&amp;O Tax Filir</li> <li>Threshold</li> </ul>	ng	\$52,000 annually if reduced to \$100,000	A small amount of revenue is generated from this change.
B) Gambling Tax increase from 10% to 20% (State Max)	Council action.	\$147,500 per 1% Increase	It is possible that any significant increase in the card game tax rate could result in further erosion of gross gambling receipts, thereby threatening this sector's economic viability.
C) Revenue-Generating Business License Fee	Council action; may be subject to a voter referendum.	Depends on criteria	The law allows for a great deal of creativity in designing these license fees; however, classes of business must be clearly defined, and each business

Charles	Implementation	Est. Potential				
Strategy	Requirement	Revenue	Considerations			
			within each class must be charged the			
			same fee.			
D) Automated Traffic	Council Action	TBD	Red Light cameras have been proposed			
Enforcement (Traffic/Red			previously for safety purposes. Staff			
Light Cameras)			have not estimated the potential			
			revenue that could be generated.			
Restricted Revenues						
1. Parks Impact Fee -	Council Action	Up to \$1.7 million per	Restricted to Parks Growth Projects.			
Increase up to the		year	Potential to reduce demand for			
Maximum			development.			
2. Transportation Impact	Council Action	Up to 20% increase (\$4	Exemption was granted to encourage			
Fee- Eliminate Business		million through 2030)	business development.			
Exemption						



### Policy Options in Response to I-976

City Council Strategic Planning Workshop, February 28 and 29, 2020

Staff has identified the impacts of the passage of I-976 if it is found to be constitutional and Vehicle License Fees (VLF) are eliminated. Given the recent Superior Court ruling that I-976 is constitutional, it is anticipated that the ruling will be appealed and that the Washington Supreme Court will ultimately decide on the constitutionality of the measure. A decision wouldn't come until later in 2020, probably October or later. Given this timing it is likely that the City Manager will have already presented her recommended 2021-2022 Biennial Budget to the City Council. As the planning for the budget formulation is currently in process it would be helpful for the Council to indicate your preference for an approach to address the impacts of I-976. Staff has identified the following options that can be considered. The options do not have to be independent of each other, as there are opportunities to utilize multiple strategies.

### **OPTIONS**

## Option No. 1: Reduce the Annual Road Surface Maintenance Program Funding by the Lost Vehicle License Fee (\$830k/yr) and Eliminate the Sidewalk Rehabilitation Program Until a New Revenue Source is Approved

This option would retain the funding of the Annual Road Surface Maintenance (ARSM) program at approximately \$534,000 per year. Basically, the funding comes from Real Estate Excise Tax (REET) that is currently allocated to the Roads Capital Fund. Discussion of this approach was provided in the *Impacts of I-976 on the Annual Road Surface Maintenance Program* policy paper.

#### Pros:

- This approach reflects the decision by voters on the state-wide ballot to reduce VLF to \$30.
- Keeps the remainder of the City's budget for programs, services, and projects whole.
- Provides time for the legal challenges to be decided by the Courts and potentially for any state legislative remedies to be considered during the 2021 legislative session.
- Will allow staff to complete the 2020 Pavement Management Study and use the results to formulate a recommended future funding level for the program. The results of the study won't be available until late 2020.
- There would still be funding in the current budget allocation to complete the highest priority project (155<sup>th</sup>).
- It is unlikely that there would be any significant pavement degradation in the City's overall roadway pavement if this is a short-term measure.

#### Cons:

 Pavement conditions throughout the City would likely worsen over the long term if this funding level was not increased in future years.



• The cost of deferred maintenance would likely be more costly in the future than taking steps to maintain pavement conditions now.

### Option No. 2: Backfill the 2021-2022 Annual Road Surface Maintenance Program with Real Estate Excise Tax that is not currently allocated in the 2019-2024 Capital Improvement Program

Staff estimates that there is approximately \$1.6M in real estate excise tax (REET) within the Roads Capital Fund that has not yet been programmed into the existing Capital Improvement Program (CIP). These funds exist primarily because REET collections have exceeded projections over the last couple of years. State law requires that REET be used for projects within the City's CIP with some allowance for maintenance and some restrictions related to park property acquisition. The City's typical practice has been to use half of the REET collections towards the City's General Capital Fund projects (Parks and Facilities) and the other half for Road Capital Fund projects (Transportation). The \$1.6M that has accumulated in the Roads Capital Fund could be fully allocated to maintain the ARSM program funding as originally proposed in the 2019-2024 CIP at \$1.36M per year for 2021 and 2022 or it could be shared between the ARSM and the Sidewalk Rehabilitation Program.

#### Pros:

- Keeps the remainder of the City's budget for programs, services, and projects whole.
- Keeps funding level for ARSM at the level adopted in the CIP for 2021-2022.
- Provides time for the legal challenges to be decided by the Courts and potentially for any state legislative remedies to be considered during the 2021 legislative session.
- Will allow staff to complete the 2020 Pavement Management Study and use the results to formulate a recommended future funding level for the program. The results of the study won't be available until late 2020.
- There would still be funding in the current budget allocation to complete the highest priority project (155<sup>th</sup>).

### Cons:

- Potentially pushes hard decisions down the road.
- Taxpayers do not see impacts in near term in response to loss of revenue from I-976.
- Bigger potential gap starting in 2023.
- If the \$1.6M in REET is fully allocated to ARSM, these funds would not be available for other facility, park or transportation capital projects.
- May or may not fund any sidewalk rehabilitation.

### <u>Option No. 3: Identify an alternative(s) revenue sources to backfill loss of VLF if I-976 found</u> constitutional

Staff has identified a number of alternative revenue sources that the Council could either consider implementing or seek voter approval that could be used to fund ARSM and Sidewalk Rehabilitation. If I-976 is found to be constitutional, residents will see the cost of their vehicle



license renewals decrease and as such an alternative revenue could be implemented without necessarily increasing tax costs for residents.

#### Pros:

- Keeps the remainder of the City's budget for programs, services, and projects whole.
- Could fully fund ARSM and Sidewalk Rehabilitation.
- Not necessarily a "tax" increase.
- Some ability to provide partial/whole relief to low-income households.

#### Cons:

- May take time (negotiations, voter approval, etc.)
- Less alignment between tax charged and funding the ARSM and Sidewalk Rehabilitation programs.
- May be more regressive for lower income households.

### Option No. 4: Make operating budget cuts to backfill loss of VLF if I-976 found constitutional

The Council could decide that maintaining the funding of the ARSM and/or Sidewalk Rehabilitation programs is a higher priority than some other services or programs currently provided by the City. As such budget reductions could be made to lower priority items and the funding reallocated to the ARSM and/or Sidewalk Rehabilitation programs. If operating budget reductions were the primary means to provide funding for ARSM or Sidewalk Rehabilitation, staff would have to evaluate which programs could be eliminated in order to account for the annual \$1.6M loss that will occur if I-976 is found constitutional. Given that the most significant cost to the City is for personnel, and given that we are a service delivery organization, this level of budget reductions would include the elimination of personnel positions.

#### Pros:

- Provides funding to highest priority programs and services.
- Can make the tradeoff of funding choices evident to taxpayers.

### Cons:

- Eliminates programs valued by stakeholders.
- Potentially makes some programs less effective.
- Can reduce morale throughout the organization.
- Negative economic impacts to employees whose jobs are eliminated.

### **Policy Discussion Questions**

- 1. Does Council agree that funding ARSM is a higher priority than the Sidewalk Rehabilitation program?
- 2. Does Council have a preferred approach?



- 3. Should there be a short-term approach (i.e., 2021-2022) to allow for outcomes to the legal challenges of I-976, the 2020 Pavement Management Study, and the 2021 State Legislative Session?
- 4. If I-976 is found constitutional, is there a preferred approach to address long-term funding?



# Ground-Floor Commercial Code Requirements Research

City Council Strategic Planning Workshop, February 28 and 29, 2020

#### Issue

This paper includes staff research on ground floor commercial code requirements, including:

- Research on what other cities' codes require related to ground floor commercial; and
- Options and policy analysis to support a Council discussion on ground floor commercial requirements.

#### **Overview**

Based on research conducted, there are generally three methods of regulatory tools cities use to achieve ground-floor commercial uses in non-residential zones:

- 1. *Require:* Some cities simply require ground floor commercial in certain zoning districts, or in portions of certain zoning districts.
- 2. *Incentivize:* Some cities provide an incentive, or incentives, for providing ground floor commercial uses, such as increased height or Floor Area Ratio (FAR) exemption.
- 3. *Disincentivize:* Some cities provide a disincentive for not providing ground floor commercial uses, such as an increased setback.

As you will see in the following materials, several cities use more than one of these methods. Nearly all of the cities that require ground level retail have identified "pedestrian priority" streets within certain zones to make the requirement targeted. The Project for Code Reform, a program of the Congress for New Urbanism, cautions that ground floor commercial requirements are a common pitfall and that where required, non-residential ground floor uses should be along the primary retail corridor, typically no longer than ¼ mile, but should not be required throughout the district.<sup>1</sup>

Generally, locations facing arterials with high visibility and available on-site or street parking are most desirable for retail uses. Tenants in sites without these characteristics may struggle to stay in business. A recent publication<sup>2</sup> from the American Planning Association (APA) examines the shifting reality of brick and mortar retail in the age of ecommerce. It too cautions against "spreading retail everywhere", noting that limited retail demand will result in lower sales and rents for retail spaces overall. Instead, it recommends allowing more flexible uses in commercial areas, and shifting from a rigid list of approved uses in a code to a review of conditions instead (performance-based zoning).

<sup>&</sup>lt;sup>1</sup> The Project for Code Reform, Congress for New Urbanism (CNU), September 15, 2018

<sup>&</sup>lt;sup>2</sup> Planning for a Resilient Retail Landscape, APA PAS Memo, January 2020



#### **Research Conducted**

The information presented in this summary packet begins with broad concepts, eventually leading to more detail as follows:

- Table 1: Ground-Floor Commercial Regulations Format
  - Types of regulations cities have relating to ground-floor commercial.
- Table 2A: Municipal Regulatory Framework Summary At a Glance
  - o Type or types of regulations local cities are using.
- Table 2B: Regulatory Framework Summary
  - A summary of the cities' regulations.
- Table 3: Regulatory Framework Detail
  - More detail of cities' regulations.
- Table 4: "Commercial Use" Definitions
  - Details which uses are considered commercial and/or are itemized in regulations.

#### **Regulatory Framework Analysis**

The Comprehensive Plan docket for 2020 includes a privately initiated amendment to require commercial uses in the City's mixed-use and commercial zones. Currently, there are no regulations that require mixed-use or commercially zoned parcels be developed with commercial uses. The applicant has proposed a new Land Use Policy 9 which states:

**LU9:** Within the City's commercial areas, mixing of land uses is encouraged to bring shops, services, and offices in close proximity to residential uses. The purpose is to permit those uses which are intended to provide goods and services for the everyday needs of the immediate neighborhood rather than serve the broader nearby communities, and which generally conform to the Comprehensive Plan of the City. Multifamily residential uses are permitted, provided the multifamily residential use is part of a mixed-use building or is on property that has commercial uses. Multifamily residential development without commercial uses on the property shall not be permitted.

The applicant for this amendment has also submitted a companion Development Code amendment that lists specific development regulations for commercial uses in mixed-use and commercial zones.

While active ground floor uses in commercial zones are a significant component of the City's vision for vibrant, walkable urban neighborhoods, not requiring commercial uses was an intentional choice on the part of the City Council due to low market demand for this space. Ten years ago, developers were not investing in new multi-family and commercial projects in Shoreline. In order to attract new development, ground floor retail was not required in commercial zones. This strategy was successful and a market for multi-family development was created.



Allowing all residential buildings without impact fees, coupled with other development incentives, such as Planned Action Ordinances and land use entitlements afforded by Town Center and Mixed Business zoning, reduced the cost per square foot to develop in Shoreline enough to yield a profit despite not being able to charge Seattle, Bellevue or Kirkland rents. Projects like Arabella 1, Market Square, Polaris and Malmo proved to investors that development could be successful in Shoreline.

The completion of the Malmo Apartments in 2015 was a turning point as developers saw its rental rates were high enough to spark more multi-family investments in Shoreline. Of course, 2015 was also the year the City rezoned the area around the future 185<sup>th</sup> Street station, followed in 2016 by the rezone of the area around the future 145<sup>th</sup> Street station. These areas now have impact fees along with mandatory requirements for green building and affordable housing that would be layered onto any new commercial use requirements.

#### **Reasons to Employ Various Methods to Achieve Commercial Spaces**

Cities may choose to use an incentive over a requirement for various reasons, including past experience, political context, and/or budgetary constraints. For example, a City may have required ground floor commercial in its code in the past, only to discover the regulation led to empty storefronts. Or perhaps to identify key pedestrian priority areas, a market study and a planning study are needed which require allocation of city funds which may not be available and/or it may not be a political priority for that community.

Cities may not provide incentives because the regulatory framework is already quite generous in terms of density and height, or because they are trying to achieve the envisioned pedestrian oriented environment in key areas that have been studied, instead of leaving it up to individual property owners citywide.

Some cities are protective of certain land uses that may have a historic and/or economic importance, and so for those reasons limit residential uses in commercial areas. The thinking is that if all the current market demands is multifamily housing and that is allowed in key commercial areas, when a commercial project comes along, the space simply isn't available anymore for that use. From another perspective however, that commercial project may never come along, and so that community could end up with vacant land/storefronts.

In some communities allowing residential uses in historically industrial areas has led to the pricing out of those industrial users and loss of industry tax base. For some communities with historic main streets or business districts, they view limiting residential uses as key in ensuring those spaces continue to be used for commerce.

The right method to use depends on historic and political context, current regulatory framework, and budgetary considerations. It is difficult to say if Shoreline will see an



increase in market interest in commercial space in the coming years. However, to accommodate future commercial uses within these buildings when and if there is market demand, the City requires that the ground floor of residential buildings be built to commercial standards including:

- 1. Ground floor building interiors that are 12-foot height and 20-foot depth and built to commercial building code.
- 2. Minimum window area shall be 50 percent of the ground floor facade for each front facade which can include glass entry doors.
- 3. A building's primary entry shall be located on a street frontage and recessed to prevent door swings over sidewalks, or an entry to an interior plaza or courtyard from which building entries are accessible.
- 4. Minimum weather protection shall be provided at least five feet in depth, nine-foot height clearance, and along 80 percent of the façade where over pedestrian facilities.

#### Potential Options for Council Consideration

Potential Options to Increase Requirements to Develop Commercial Uses:

- 1) Short-Term: Amend the Development Code to exempt two (2) feet from being calculated in the over-all height of the building for development that increases the height of ground floor ceilings to 12 feet. (Removes disincentive).
- 2) Mid-Term:
  - Consider parking reduction/elimination for desired uses (e.g., retail, restaurant) and/or height bonus of 10 feet for providing ground floor commercial. (Create incentive).
  - In order to lower tenant improvement costs and make ground floor spaces more "restaurant ready" require that new buildings contain ADA compliant bathrooms (common facilities are acceptable), a central plumbing drain line, a grease trap and a ventilation shaft to accommodate a commercial kitchen hood/exhaust. (New Requirement)
- 3) Long-Term: Fund a retail market study of key mixed-use areas and a planning study to determine strategic "pedestrian priority" corridors and/or nodes within those areas where requiring ground floor commercial, and/or providing expanded incentive options, may be appropriate once a certain density threshold is reached. (More fully understand retail conditions in the City and explore potential for requirement and/or additional incentives).



### **Table 1: Ground-Floor Commercial Regulations Format**

#### POSSIBLE REGULATIONS **EXAMPLES** Requirement Ground floor commercial is Geographic based required in downtown zoning districts and/or on certain pedestrian priority streets In certain zoning districts, residential use is not allowed, or is not allowed at the ground level In certain zoning districts, multifamily is not an allowed use unless ground-floor commercial is included in the development Incentive If provided, height can be Increase height increased by x number of feet FAR exemption If provided, that portion is exempt from inclusion in FAR calculation Disincentive If not provided, setback is Increase setback increased by x number of feet



## **Table 2A: Regulatory Framework Summary - At a Glance**

	CITY	GEOGRAPHIC BASED REQUIREMENT	INCENTIVE	DISINCENTIVE	OTHER
1	Bellevue				
2	Bellingham				
3	Bothell				
4	Brier				
5	Edmonds				
6	Everett				
7	Issaquah				
8	Kenmore				
9	Kirkland				
10	Lake Forest Park				
11	Lynnwood				
12	Mill Creek				
13	Mountlake Terrace				
14	Port Orchard				
15	Redmond				
16	Renton				
17	SeaTac				
18	Seattle				
19	Snoqualmie				
20	Tacoma				
21	Woodinville				



## Table 2B: Regulatory Framework Summary

CITY	GEOGRAPHIC BASED REQUIREMENT	INCENTIVE	DISINCENTIVE	OTHER
Bellevue	On certain streets in BelRed and Eastgate Transit Oriented Development Land Use District it is required	In the Downtown Land Use Districts and Perimeter Overlay there is a FAR exemption		
Bellingham	Required on certain street in Fountain District Urban Village and Samish Way Urban Village		Increased setback in meeting Commercial Development standards	
Bothell	"Pedestrian Oriented Retail" is required along certain streets in the Downtown Core (certain segments of Main Street and Bothell Way NE)	In the Downtown Neighborhood District, Open Space is not required for retail use		
Brier	In BN zoning district, dwelling units are not allowed on the ground floor along the street front			
Edmonds	Required in some Downtown Business zones		Increased setback in some Downtown Business zones	
Everett	In B-1, multifamily is only an allowed use if there is a commercial component			
Issaquah	<ul> <li>In IC, multifamily is only allowed as part of a mixed-use development</li> <li>In Central Issaquah Vertical Mixed Use Overlay it is required along certain streets</li> </ul>			In Residential Mixed-Use Developments shops and offices shall be on the ground floor
Kenmore	In Downtown Commercial Zone, ground floor nonresidential required on certain streets	TOD Overlay available for mixed-use developments and offers incentives such as increased density and height, and reduced parking		
Kirkland	<ul> <li>Required in BC, HENC 1, HENC 3, CBD 1, RH</li> <li>1A, RH 2A, RH 3, RH 5A, RH 5B and RH 7</li> </ul>			
	<ul> <li>Required in BC-1, BC-2, MSC 2 and MSC 3 if project includes a residential use</li> </ul>			



CITY	GEOGRAPHIC BASED REQUIREMENT	INCENTIVE	DISINCENTIVE	OTHER
Lake Forest Park				Providing ground floor commercial is one option for satisfying requirement in the SG-T zone along the north-south connector road
Lynnwood	<ul> <li>Required in Commercial Zones NC and PCD</li> <li>In Commercial-Residential Zone multifamily only allowed as part of mixed use development</li> </ul>			
Mill Creek	In a certain area, multifamily is only an allowed use if there is ground floor commercial	10-foot height bonus		
Mountlake Terrace	<ul> <li>Town Center and TCR prohibit ground floor residential uses except live/work units, on certain Storefront designated blocks</li> <li>F/T, SDD C/R and CG: Multifamily only allowed if ground floor commercial is provided</li> <li>BC multifamily only allowed as part of a mixed-use development.</li> </ul>			
Port Orchard	•	10-foot height bonus, for grocery store only		



CITY	GEOGRAPHIC BASED REQUIREMENT	INCENTIVE	DISINCENTIVE	OTHER
Redmond	<ul> <li>In downtown zones, residential use on ground floor is not permitted on ground floor street fronts of Type I pedestrian streets</li> <li>In certain downtown zones, residential use on ground floor is not allowed on Type II pedestrian streets within certain distance of a node</li> </ul>	<ul> <li>Convert ground floor space next to BNSF ROW to retail, parking exemption</li> <li>In downtown zones, lot coverage requirements do not apply to residential developments with ground floor commercial/retail uses</li> </ul>	<ul> <li>In downtown zones, max width of buildings is 120 feet without breaks in the façade, except for commercial portion of mixed-use buildings</li> <li>In downtown zones, when residential uses are located above a ground floor commercial use, the side and rear setbacks only apply to the residential use, not the commercial use</li> <li>In MDD, in locations where ground floor residential uses are permitted, the units shall be set back a minimum of 10 feet from sidewalk edge.</li> </ul>	
Renton	Required in CN – Commercial Neighborhood UC – Urban Center (along pedestrian-oriented streets)			
SeaTac	<ul> <li>In a certain area, multifamily is only an allowed use if there is ground floor commercial</li> <li>In certain overlay districts, certain uses are only allowed as part of a mixed-use development</li> </ul>			
Seattle	Required in Neighborhood Commercial zones under certain circumstances, such as pedestriandesignated zone and streets			
Snoqualmie				In commercial zones, multifamily as a use is not allowed, unless second story units above nonresidential uses



CITY	GEOGRAPHIC BASED REQUIREMENT	INCENTIVE	DISINCENTIVE	OTHER
Tacoma		X-District height bonus of 5 feet available if ground floor designed to accommodate retail and/or restaurant uses	In X-Districts, if ground floor retail/restaurant is not provided then residential yard space requirements apply	
Woodinville	<ul> <li>Developments on pedestrian-oriented streets with parking structures need to have ground level commercial space fronting on the street, at least 30 ft deep</li> </ul>			Pedestrian Core Design District requires residential dwelling units, the goal is at least 1,000 to support retail
	<ul> <li>Neighborhood Business zone does not allow residential uses</li> </ul>			
	<ul> <li>Central Business District allows townhomes and apartments subject to a number of criteria</li> </ul>			
	<ul> <li>Tourist Business zone allows townhomes and apartments subject to a number of criteria</li> </ul>			



## Table 3: Regulatory Framework Detail

CITY	APPLICABILITY	REQUIREMENT, INCENTIVE, DISINCENTIVE, OR OTHER	OVERVIEW
Bellevue (Section <u>20.25A.070</u> , <u>20.25D.130</u> , <u>20.25P.085</u> )	<ul> <li>BelRed (BR)</li> <li>Eastgate Transit Oriented         Development Land Use District (EG-TOD)</li> <li>Downtown Land Use Districts and         Perimeter Overlay</li> </ul>	<ul> <li>Required on certain streets in BR and EG-TOD</li> <li>Incentive in Downtown Land Use Districts</li> </ul>	<ul> <li>BR:         <ul> <li>Certain streets within BR are required to have retail and commercial uses</li> <li>Required on 100% of the building frontage, except residential lobbies can take up to 25%, and in one particular area, lobbies or work-live units can take up to 25%</li> </ul> </li> <li>EG-TOD:         <ul> <li>Certain streets within EG-TOD are required to have ground floor wholesale, retail and service uses</li> <li>Required on 100% of the building frontage, except residential lobbies can take up to 25%</li> </ul> </li> <li>Downtown Land Use Districts and Perimeter Overlay         <ul> <li>FAR exemption for ground-level uses, up to 1.0, and upper-level active uses, up to 0.5</li> </ul> </li> </ul>
Bellingham (Section 20.25.090, 20.33.030, 20.37.130, 20.37.210 and .230)	<ul> <li>Fountain District Urban Village</li> <li>Samish Way Urban Village</li> <li>Commercial Development (outside of an urban village)</li> </ul>	<ul> <li>Required on a certain street in Fountain District Urban Village</li> <li>Required on a certain street in Samish Way Urban Village</li> <li>Disincentive in Commercial Development</li> </ul>	<ul> <li>In the Fountain District Urban Village ground floor commercial is required on Meridian St between Broadway and W. Illinois St and in the Samish Way Urban Village ground floor commercial is required on Samish Way between Bill McDonald Parkway and E. Maple Street         <ul> <li>Minimum depth of 20 feet</li> <li>Lobbies for residential uses and hotels, and parking garage entries qualify, but hotel guest rooms, dwelling units and structured parking do not qualify</li> </ul> </li> <li>Commercial development standards (apply to Planned Commercial, Neighborhood Commercial, Auto and Waterfront zoning districts):         <ul> <li>Residential uses are only allowed in conjunction with commercial uses on the same property</li> <li>Require ground floor commercial if within 60 feet of a front or street side property line</li> <li>Minimum depth of 20 feet</li> <li>Minimum ceiling height of 12 feet</li> <li>Can be waived with a departure</li> </ul> </li> </ul>



CITY	APPLICABILITY	REQUIREMENT, INCENTIVE, DISINCENTIVE, OR OTHER	OVERVIEW
Bothell (Chapter 12.64.101,	<ul><li>Downtown Core (DC) Zoning District</li><li>Downtown Neighborhood (DN) District</li></ul>	<ul> <li>Required on certain streets in the Downtown Core</li> </ul>	<ul> <li>"Pedestrian Oriented Retail" is required along certain streets in the Downtown Core (certain segments of Main Street and Bothell Way NE)</li> </ul>
12.64.102)	Incentive in Downtown     Neighborhood District		<ul> <li>In the Downtown Neighborhood District, Open Space is not required for retail use</li> </ul>
		Neighborhood District	<ul> <li>Pedestrian Oriented Retail is described as pedestrian oriented and activity-generating retail uses that are appropriate and desirable in a downtown core environment. Chairs and tables for outdoor dining and carts for merchant display may be permitted in a public right-of-way (i.e., in sidewalk areas)</li> </ul>
			<ul> <li>Live-work uses are allowed in all districts that allow commercial uses, provided that ground-level units in DC conform with ground-level retail requirements and are designed to be convertible to pedestrian oriented retail, and in DN to business and personal uses</li> </ul>
Brier (Section <u>17.30.030</u> )	Neighborhood Business (BN) Zone	Required	<ul> <li>Dwelling units are allowed as a Conditional Use in BN, but not on the ground floor along the street front</li> </ul>
Edmonds	Downtown Business Zones:	Required in BD1, BD2 and BD3	Uses the term "Designated Street Front," with a corresponding map, which is defined
(Section <u>16.43.030</u>	BD1 – Downtown Retail Core	Disincentive in BD1 GFSF and	as "the 45 feet measured perpendicular to the street front of the building lot fronting on
Site Development Standards)	<ul> <li>BD1 GFSF (Ground Floor Designated Street Frontage)</li> </ul>	BD4	each of the mapped streets." This regulates uses in BD1 GFSF and minimum ground floor heights in all the BD zones.
	BD2 – Downtown Mixed Commercial		<ul> <li>Buildings set back 15 feet or more from the sidewalk are not subject to the BD1 Zone GFSF requirements.</li> </ul>
	BD3 – Downtown Convenience     Commercial		<ul> <li>Uses increased minimum setbacks as a disincentive (development loses 15 feet if</li> </ul>
	<ul><li>Commercial</li><li>BD4 – Downtown Mixed Residential</li></ul>		commercial uses are not provided) in BD1 and BD4.
BD4 – Downtown Mixed Residential     BD5 – Downtown Arts Corridor		<ul> <li>BD1 GFSF allowed uses only include retail stores, service uses, public markets, churches, neighborhood parks, museums, art galleries, and hotels and motels.</li> </ul>	
Everett ( <u>Table No. 15-1</u> )	B-1 Zone ("Neighborhood Business")	Required	<ul> <li>Multifamily is only a permitted use in mixed-used buildings that have at least 25% of gross floor area devoted to a nonresidential use, or at least ninety percent of the street frontage of the ground floor is devoted to retail use.</li> </ul>
			<ul> <li>Intent of the B-1 zone is to provide for the day-to-day retail, personal service and convenience consumer needs of the immediately adjacent residential neighborhoods.</li> </ul>



CITY	APPLICABILITY	REQUIREMENT, INCENTIVE, DISINCENTIVE, OR OTHER	OVERVIEW
Issaquah  (Central Issaquah  Area Development  and Design  Standards (Table  4.3, 6.4(D)), Section  18.07.370 and  Ordinance No. 2809)	<ul> <li>Intensive Commercial (IC)</li> <li>Central Issaquah Vertical Mixed Use Overlay</li> <li>Pedestrian Priority Streets</li> <li>Residential Mixed-Use Developments</li> </ul>	<ul> <li>Required in IC and in Central Issaquah Vertical Mixed Use Overlay along certain streets</li> <li>Other: Residential Mixed-Use Developments design standards</li> </ul>	<ul> <li>In the IC zoning district, multifamily is only allowed as part of a mixed-use development. A very limited area of the city is zoned IC and it is not a part of the city where mixed-use development is expected.</li> <li>In Central Issaquah Vertical Mixed Use Overlay it is required along certain streets. (This ordinance was passed fall 2017 and they have not yet had any development on the properties within this overlay.)</li> <li>Pedestrian priority streets are those that are narrow with two driving lanes with onstreet parking to provide traffic calming and parking for ground floor uses.</li> </ul>
			<ul> <li>For Residential Mixed-Use Developments, allowed shops and offices shall be located on the ground floor next to the street, except part of the frontage may be used a driveway</li> </ul>
Kenmore (Section 18.25.020 Table A, Chapter 18.29)	<ul> <li>Downtown Commercial Zone</li> <li>TOD Overlay</li> </ul>	<ul> <li>Required in certain areas in Downtown Commercial Zone</li> <li>Incentives in TOD Overlay</li> </ul>	<ul> <li>"Multiple-family dwelling" is subject to the following on properties fronting on SR-522, 73rd Avenue NE, NE 181st Street west of 68th Avenue NE, 65th Avenue NE, 67th Avenue NE, or 68th Avenue NE: <ul> <li>Minimum 80% of a structure's street front facade at street level shall be occupied by nonresidential (e.g., retail, office or service) uses. If the nonresidential and residential uses are located in separate structures, the 80% requirement shall apply to the lot's lineal street frontage at street level.</li> <li>The required nonresidential use shall extend at least 30 feet in depth at street level from the street front facade of the structure; provided, that the minimum required depth may be averaged, with no depth less than 15 feet.</li> </ul> </li> <li>TOD Overlay available for mixed-use developments and offers incentives such as increased density and height, and reduced parking</li> </ul>



#### Kirkland

(Sections <u>35.10.030</u>, 35.10.060, <u>50.05</u>, <u>51.18</u>, 51.28, <u>53.04</u>, 53.22, 53.32, 53.52, 53.72)

- Commercial Zones:
  - o BC
  - o BC-1
  - o BC-2
  - o HENC 1
  - o HENC 3
- Central Business District (CBD) Zone
   1
- Market Street Corridor (MSC) Zones:
  - o MSC 2
  - o MSC 3
- Rose Hill Business District (RHBD)
   Zones:
  - o RH 1A
  - o RH2A
  - o RH 3
  - o RH 5A
  - o RH 5B
  - o RH 7

- Required in BC, HENC 1, HENC 3, CBD 1, RH 1A, RH 2A, RH 3, RH 5A, RH 5B and RH 7
- Required in BC-1, BC-2, MSC 2 and MSC 3 if project includes a residential use

#### • BC, HENC 1 and HENC 3:

- At least 75% of the gross floor area must contain retail establishments, restaurants, taverns, hotels or motels, or offices
- They shall be oriented to an adjacent arterial, a major pedestrian sidewalk, a through-block pedestrian pathway or an internal pathway

#### BC-1 and BC-2:

- o Applies to all developments that include residential or assisted living uses
- The gross floor area of the commercial component on the ground floor shall be
   25% or greater of the parcel size of the subject property
- The commercial component shall be retail, restaurant or tavern, entertainment, cultural and/or recreational facility; or office
- Minimum commercial space height of 13 feet
- No residential uses on ground floor, unless a minimum depth 20-foot liner commercial use is provided

#### • CBD 1:

- o The street level floor of all buildings shall be retail, restaurant or tavern, etc
- The street level floor of buildings south of Second Avenue South may also include Office Use
- The required uses shall have a minimum depth of 20 feet and an average depth of at least 30 feet
- MSC 2 and MSC 3 (if project includes dwelling units):
  - o he street level floor of all buildings shall be retail, restaurant or tavern, etc
  - These uses shall be oriented toward Market Street and have a minimum depth of 20 feet and an average depth of at least 30 feet
  - o A minor reduction in the depth requirements may be approved
  - o The commercial floor shall be a minimum of 13 feet in height
  - Other uses allowed in this zone and parking shall not be located on the street level floor unless a liner commercial use is provided; lobbies for residential or assisted living uses are allowed within the commercial frontage provided they do not exceed 20% of the building's linear commercial frontage along Market Street.
- RH 1A, RH 2A, RH 3, RH 5A, RH 5B and RH7:
  - At least 50 percent of the gross floor area must contain retail establishments, restaurants, taverns, hotels or motels.
  - These uses shall be oriented to NE 85th Street, a major pedestrian sidewalk, a through-block pedestrian pathway or an internal pathway (see also Chapter 92



CITY	APPLICABILITY	REQUIREMENT, INCENTIVE, DISINCENTIVE, OR OTHER	OVERVIEW
			KZC).
Lake Forest Park (Section 18.47.040)	Southern Gateway – Transition Zone (SG-T)	Other	<ul> <li>Buildings facing the north-south connector road (the envisioned street as described in LFPMC 18.47.070) shall feature either:</li> </ul>
			<ul> <li>Ground floor commercial spaces and uses facing the connector road over at least 85 percent of the building frontage; or</li> </ul>
			At least 55 square feet of public open space for every one linear foot of connector road street frontage adjacent to the development. The public open space shall be a park, plaza or other publicly accessible and usable open space approved by the code administrator. Buildings featuring ground level units facing the connector road shall feature ground floors with at least 12 feet from floor to ceiling and have entries that meet the Americans with Disabilities Act standards so that they may be used for commercial activities;
<b>Lynnwood</b> (Section	Commercial Zones:     Neighborhood Commercial	Required	<ul> <li>For properties zoned NC, dwellings may be permitted in commercial or office buildings on the second floor or higher.</li> </ul>
21.46.116(B), 21.54.100)	<ul><li>(NC)</li><li>Planned Commercial</li><li>Development (PCD)</li></ul>		<ul> <li>For properties zoned PCD, dwellings may be permitted on the second floor of buildings or higher; provided, that:</li> <li>General commercial, office, or similar land uses occupy the ground level of the</li> </ul>
	Commercial-Residential Zone		building where the building faces or abuts a public street.
			<ul> <li>Not more than 20 percent of the linear frontage of the ground level that faces a public street may be used for the entrance, lobby, leasing office, etc., for the building's residences.</li> </ul>
			<ul> <li>Floor area at ground level limited to general commercial, office, or similar uses shall have a minimum depth of 30 feet, as measured perpendicular to the building facade, so that the floor area may be occupiable for nonresidential land uses.</li> </ul>
			<ul> <li>For development sites where the building is not accessible or visible from the abutting public street, the community development director may authorize dwellings to be located below the second floor of the building.</li> </ul>
			<ul> <li>In the Commercial-Residential Zone: Multifamily residential uses are permitted, provided the multifamily residential use is part of a mixed-use building or is on property that has commercial uses. Multifamily residential development without commercial uses on the property shall not be permitted.</li> </ul>
Mill Creek (Section <u>17.19.040</u>	EGUV - East Gateway Urban Village	Incentives	<ul> <li>West of the 44th Avenue SE intersection, multi-family residential is permitted only above ground floor commercial</li> </ul>
Principal Uses)			Mixed-use buildings get an additional story/10 feet of height (from 50 feet to 60 feet)



CITY	APPLICABILITY	REQUIREMENT, INCENTIVE, DISINCENTIVE, OR OTHER	OVERVIEW
Mountlake Terrace (Section 19.45, 19.50.040, 19.55, 19.60.070, 19.85, 19.123.050)	<ul> <li>Town Center and TCR Zone</li> <li>Freeway/Tourist District (F/T)</li> <li>Community Business District (BC)</li> <li>Special Development District Commercial/Residential (SDD C/R)</li> <li>General Commercial District (CG)</li> </ul>	Required	<ul> <li>Town Center and TCR:         <ul> <li>The Town Center Design Standards prohibit ground floor residential uses except live/work units, on certain Storefront designated blocks.</li> <li>Lobbies and accessory uses associated with upper-floor professional-office and multi-household residential uses are allowed provided they are limited to 20% of all storefront block frontages and other storefront frontages.</li> </ul> </li> <li>F/T:         <ul> <li>Multiple-household residential development shall be allowed; provided, that commercial uses, excluding parking facilities, are located on the ground floor facing and adjacent to the circulator street or public street and comprise the majority of the ground floor building area. On the ground floor, residential use is limited to no more than 15 percent of the floor area.</li> </ul> </li> <li>BC:         <ul> <li>Multifamily dwellings only allowed as part of a mixed-use development.</li> <li>Only allows five building types, all of which are commercial or mixed-use, except for townhome or live-work unit which has to be setback 50 feet or have 150 sf of ground floor space suitable for a home occupation or commercial use.</li> </ul> </li> <li>SDD C/R:         <ul> <li>Multifamily dwellings only allowed as part of a mixed-use development, provided, that residential use comprises no more than 10 percent of the ground floor area of the building.</li> <li>CG:</li> </ul> </li> </ul>
			<ul> <li>Multiple-household residential development shall be allowed; provided, that commercial uses, excluding parking facilities, are located on the ground floor facing and adjacent to the public street and comprise the majority of the ground floor building area.</li> </ul>
Port Orchard (Section 20.38.640 DHOD Height Limits)	Downtown height overlay district - DHOD	Incentive	10-foot height bonus specific to grocery store use
Redmond (Section <u>21.10.030</u> , 21.10.040, 21.10.060, 21.10.070,	<ul> <li>Downtown Zones</li> <li>Old Town Zone (OT)</li> <li>Anderson Park Zone (AP)</li> <li>Bear Creek (BC), Valley View (VV) and Trestle (TR) Zones</li> </ul>	Required Incentive Disincentive	Downtown Design Standards:         O All ground floor space next to the BNSF right-of-way shall have a minimum height of 10 feet. Ground floor garage space facing and abutting the BNSF ROW that is later converted to commercial/retail space with entry doors and storefront facing the BNSF ROW are exempt from providing required parking for the space



CITY	APPLICABILITY	REQUIREMENT, INCENTIVE, DISINCENTIVE, OR OTHER	OVERVIEW
21.10.080, 21.10.090, 21.10.100, 21.12.150, <b>Redmond</b> (continued) 21.13.070, 21.62.020, 21.62.030)	Sammamish Trail (SMT) Zone Town Square Zone (TSQ) River Bend Zone (RVBD) River Trail (RVT), Carter (CTR) and East Hill (EH) Zones  Overlake Village (OV) Marymoor Design District (MDD)	DISINCENTIVE, OR OTHER	converted to commercial space and is exempt from replacing any parking stalls eliminated by the conversion of the ground floor parking stalls to retail/commercial space.  The max width of buildings is 120 feet without breaks in the façade plane, except for the commercial portion of mixed-use buildings  Downtown Zones (OT, AP, SMT, TSQ, RVBD, BC, VV, TR, RVT, CTR and EH):  Residential use on ground floor is not permitted on ground floor street fronts of Type I pedestrian streets  Residential use on ground floor is allowed on Type II pedestrian streets, but not within the shorter distance of 50 feet or a quarter-block length from a street intersection (OT and TSQ zones only); or within 100 feet (AP, BC, VV, TR and SMT zones only)  For residential development without ground floor commercial/office, lot coverage shall be governed by the Downtown Residential Densities Chart (RZC 21.10.130.B), otherwise max lot coverage is 100% in OT, AP, SMT, TSQ and RVBD, 80% in BC, VV and TR, and 75% in RVT, CTR and EH  Lot coverage requirements do not apply to residential developments with ground floor commercial/retail uses  When residential uses are located above a ground floor commercial use, the side and rear setbacks only apply to the residential use, not the commercial use  Overlake Village Design Standards:  Ground floor of new buildings designed to accommodate future conversion to the pedestrian-oriented uses required shall meet the following:  Minimum height of 14 feet  Minimum average depth of 25 feet  Inclusion of an entrance or entrances at the sidewalk level  OV Zones:  On "retail streets" pedestrian-oriented uses are required, residential uses are prohibited at the street level; on "neighborhood streets" a mix of residential and pedestrian-oriented uses are required at the street level  Where pedestrian-oriented ground flood uses are required the following requirements have to be met:  A minimum 50% of linear sidewalk-level façade shall be occupied by pedestrian-oriented uses and should be continuous



CITY	APPLICABILITY	REQUIREMENT, INCENTIVE, DISINCENTIVE, OR OTHER	OVERVIEW
Do doo oo d			<ul> <li>Up to 50% of the linear sidewalk-level frontage may be designed to accommodate future conversion to pedestrian-oriented uses. Any uses other than residential may be permitted until conversion of the space.</li> <li>In locations where ground floor residential units are permitted the units shall be set back a minimum of 10 feet from the back of the required setback zone, or all living areas with windows shall be elevated above the street grade at least three feet</li> </ul>
Redmond (continued)			MDD:
(continued)			<ul> <li>Pedestrian-oriented block faces identified on Map 13.4 must meet the following:</li> </ul>
			<ul> <li>A minimum 50% of linear sidewalk-level façade shall be occupied by pedestrian-oriented uses and should be continuous</li> </ul>
			<ul> <li>Up to 50% of the linear sidewalk-level frontage may be designed to accommodate future conversion to pedestrian-oriented uses. Any uses other than residential may be permitted until conversion of the space.</li> </ul>
			<ul> <li>Where pedestrian-oriented (non-residential) ground floor uses are encouraged, 100% of the linear sidewalk-level façade shall be designed to accommodate future conversion to pedestrian-oriented uses.</li> </ul>
			<ul> <li>In locations where ground floor residential uses are permitted, the units shall be set back a minimum of 10 feet from sidewalk edge.</li> </ul>
Renton (Section 4-4-150	<ul> <li>CN – Commercial Neighborhood</li> <li>UC – Urban Center (along pedestrian-</li> </ul>	Required	<ul> <li>CN and UC along pedestrian-oriented streets requires ground floor commercial, but the code also requires residential (not just commercial) in the following:</li> </ul>
Residential Mixed	oriented streets)		<ul> <li>Along any street frontage in the CA Zone</li> </ul>
Use Development			<ul> <li>The CD Zone within the Downtown Business District</li> </ul>
Standards)			<ul> <li>Along NE Sunset Blvd. for properties in the CV Zone abutting NE Sunset Blvd. east of Harrington Avenue NE</li> </ul>
			<ul> <li>The ground floor commercial space standards have to meet the following:</li> </ul>
			<ul> <li>A minimum average depth of thirty feet (30') and no less than twenty feet (20') at any given point;</li> </ul>
			<ul> <li>A minimum floor-to-ceiling height of eighteen feet (18'), and a minimum clear height of fifteen feet (15') unless a lesser clear height is approved by the Administrator;</li> </ul>
			<ul> <li>ADA compliant bathrooms (common facilities are acceptable);</li> </ul>
			<ul> <li>A central plumbing drain line; and</li> </ul>
			<ul> <li>A grease trap and a ventilation shaft for a commercial kitchen hood/exhaust.</li> </ul>



CITY	APPLICABILITY	REQUIREMENT, INCENTIVE, DISINCENTIVE, OR OTHER	OVERVIEW
SeaTac (Chapter 15.300 City Center Overlay District; Chapter	<ul> <li>City Center Overlay District</li> <li>Angle Lake Station Area Overlay District</li> </ul>	Required	<ul> <li>The mixed-use development standards apply in the City Center Overlay District to development proposing land uses specified as being part of a mixed use development, which includes Veterinary Clinic, Professional Office, Retail Stores, Beauty Salon, Coffee Shop, Dry Cleaner, Financial Institution, Restaurant, and Tavern</li> </ul>
15.310 Angle Lake Station Area Overlay District)			<ul> <li>For designated parcels fronting International Blvd., S. 176th St., or S. 188th St., Multifamily is only allowed in the City Center Overlay District if at least 50% of a building's ground floor is a retail, service, or commercial use</li> </ul>
			<ul> <li>A minimum of fifty percent (50%) of the length of the exterior ground floor facing the street(s), excluding vehicle entrances, exits, and alleys, shall be designed to be occupied by a retail/commercial or service use on certain street frontages</li> </ul>
			<ul> <li>The leasable ground floor area shall extend in depth a minimum of thirty (30) feet from the exterior building facade; provided, that the minimum required may be averaged, with no depth less than fifteen (15) feet.</li> </ul>
			<ul> <li>The minimum clear interior ceiling height standard for the retail/commercial or service use portion of mixed-use buildings shall be a minimum ten (10) feet for all street level building space.</li> </ul>
Seattle <sup>3</sup> (Chapter 23.47A)	<ul> <li>Neighborhood Commercial Zones (NC1, NC2, NC3)</li> </ul>	Required	<ul> <li>In NC zones, residential uses limited to 20% of the street-level street-facing façade in certain circumstances/locations:</li> </ul>
,			<ul> <li>In a pedestrian-designated zone, facing a designated principal pedestrian street</li> </ul>
			<ul> <li>In all NC and C1 zones within the Bitter Lake Village Hub Urban Village, except lots abutting Linden Avenue North, north of North 135th Street</li> </ul>
			<ul> <li>Within a zone that has a height limit of 85 feet or higher, except as provided in subsection 23.47A.005.C.2</li> </ul>
			<ul> <li>Within an NC1 zone, except as provided in subsection 23.47A.005.C.2</li> </ul>
			<ul> <li>In all NC and C1 zones within the Northgate Overlay District, except as provided in Section 23.71.044</li> </ul>
			<ul> <li>In all NC and C1 zones within the areas shown on Maps A through D for 23.47A.005 at the end of this Chapter 23.47A when facing an arterial street</li> </ul>

<sup>&</sup>lt;sup>3</sup> Seattle's entire land use code (Title 23) was not examined, only reviewed the Neighborhood Commercial Zones section



CITY	APPLICABILITY	REQUIREMENT, INCENTIVE, DISINCENTIVE, OR OTHER	OVERVIEW
Snoqualmie (Chapter <u>17.55</u> , <u>17.20.010</u> )	<ul> <li>Commercial Zones</li> <li>Business-General District (BG)</li> <li>Business-Office District (BO)</li> <li>Office Park District (OP)</li> <li>Planned Commercial/Industrial District (PCI)</li> </ul>	Other	<ul> <li>"Multiple-Family Dwellings" are not allowed in Commercial Zones, but "Second Story SF or MF Dwelling Units above Nonresidential Uses" is a Permitted use by right in BO and BG, and a Conditional Use in OP and PCI</li> <li>Includes the following verbiage in the "Purpose" section of the Commercial/Industrial District Regulations: "A mix of primarily commercial and some residential uses should be allowed in commercial districts with commercial uses at the street level and residential generally above." (SMC 17.20.010) Specifically, the Planned Commercial/Industrial District (PCI) allows and encourages a mix of uses, but does not require such (SMC 20.20.050(E)).</li> </ul>
Tacoma (Section 13.06.300(E)(2), Table 13.06.300.G)	Mixed-Use Centers zoning districts	Incentive Disincentive	<ul> <li>X-District height bonus of 5 feet available if at least 70% of ground floor street frontage along designated core pedestrian street is designed to accommodate retail and/or restaurant uses. Retail space shall be a minimum of 1,000 sf and have a minimum depth of 25 ft. Restaurant space shall be a minimum of 2,000 sf. Minimum ceiling height is 12 ft.</li> <li>In X-Districts, if ground floor retail/restaurant is not provided then residential yard space requirements apply.</li> </ul>
Woodinville (Section 21.21.030, 21.40.030(2)(b), 21.40.110(2)(h))	<ul> <li>Pedestrian Core Design District</li> <li>Neighborhood Business Zone (NB)</li> <li>Tourist Business Zone (TB)</li> <li>Central Business District (CBD)</li> </ul>	Required Other	<ul> <li>Pedestrian Core Design District requires residential dwelling units, the goal is at least 1,000 to support retail</li> <li>Developments on pedestrian-oriented streets with parking structures shall be designed with ground level commercial space fronting on the street, at least 30 ft deep</li> <li>Neighborhood Business zone does not allow residential uses</li> <li>Central Business District allows townhomes and apartments subject to a number of criteria:         <ul> <li>Residential dwelling units are not permitted within 300 feet of State Route 522.</li> <li>In the Pedestrian Core Design District, residential and/or retail uses are required for all new development on the ground floor, where retail is provided on the ground floor, it shall be a minimum of 30 feet deep.</li> </ul> </li> <li>Tourist Business zone allows townhomes and apartments subject to a number of criteria:         <ul> <li>A development agreement is obtained pursuant to Chapter 21.82 WMC establishing the terms under which the residential development may be allowed;</li> <li>The residential development is integrated into the overall development in a manner that supports the vision and goals of the Tourist District Master Plan;</li> <li>Dwelling units on the ground floor or below grade are prohibited, except where:</li> </ul> </li> </ul>



CITY	APPLICABILITY	REQUIREMENT, INCENTIVE, DISINCENTIVE, OR OTHER	OVERVIEW
Woodinville (continued)			<ul> <li>Authorized by a development agreement; and</li> <li>No ground floor dwelling units are within 100 feet from the property lines abutting 148th Avenue NE, NE 145th Street, or Woodinville-Redmond Road, unless such dwelling units are screened from 148th Avenue NE, NE 145th Street, or Woodinville-Redmond Road by commercial building spaces; and</li> <li>Excluding all parking structures, the total ground floor building footprint of dwelling units and other floor areas associated with residential uses shall</li> </ul>
			<ul> <li>dwelling units and other floor areas associated with residential uses shall not exceed 50 percent of the total ground floor building footprint of all nonresidential uses; and</li> <li>The height of a building having ground floor dwelling units shall not</li> </ul>
			<ul> <li>exceed 38 feet;</li> <li>No direct dwelling unit entrances or exits are permitted onto 148th Avenue NE,</li> <li>NE 145th Street, or Woodinville-Redmond Road;</li> </ul>
			<ul> <li>Public benefits are provided of which the composition shall be agreed to in the development agreement and the City having the option to require studies to evaluate the reasonableness of the public benefit in exchange for the residential development; and</li> </ul>
			<ul> <li>For purposes of this condition, public benefits may include but are not limited to:</li> <li>Affordable housing units that are sold or rented at rates below market agreed to in the development agreement;</li> </ul>
			<ul> <li>Public art such as fountains, sculptures, paintings, murals, etc.;</li> <li>Indoor and/or outdoor public space and amenities, which are permanently reserved for use by the general public such as commons, greens, plazas, etc.;</li> </ul>
			<ul> <li>Payment of transportation and/or park impact fees above those required in Chapters 3.36 and 3.39 WMC; and/or</li> </ul>
			<ul> <li>Other types of public benefits not listed that are found to be acceptable by the City Council.</li> </ul>



## **Table 4: "Commercial Use" Definitions**

CITY	Commercial Use Defined and/or Commercial Uses Specified in Corresponding Ground Floor Regulations				
Bellevue	Active Uses: Those uses listed in LUC 20.25A.050 under "Cultural, Entertainment and Recreation," "Wholesale and Retail" (with the exception of recycling centers and gas stations), and "Services" (limited to finance, insurance, real estate services; barber and beauty shops; photography studios; shoe repair; and travel agencies). Those uses listed in LUC 20.25A.050 under "Residential" (including entrance lobbies and private indoor amenity space), "Services" (except those uses listed above), "Transportation and Utilities," and "Resources" are not considered Active Uses, but may be determined to meet the definition for an Active Use through an Administrative Departure pursuant to LUC 20.25A.030.D.1 and 20.25A.070.C.1.c. An Active Use shall meet the design criteria in the FAR Exemption for Ground Level and Upper-Level Active Uses in LUC 20.25A.070.C.1 and the design guidelines for the applicable right-of-way designation in LUC 20.25A.170.B. (20.25A.020)				
Bellingham	"Commercial" not defined in Section 20.08.020 Specific Definitions				
	• Land use permission table (Table 20.33.030) lists uses by category, including "Commercial" and clarifies in footnote (2) that residential uses in conjunction with commercial uses on the same property, any permitted commercial use is approved for ground floor commercial use, except hotel/motel guest rooms, dwelling units, storage units and parking facilities				
Bothell	"Retail" defined in 12.64.201 as "Shopping including retail anchors, eating and drinking establishments, specialty goods/foods, entertainment and recreation, convenience uses, services, and commercial goods."				
Briar	"Commercial" not defined in 17.04.040 Definitions				
Edmonds	"Commercial use" defined as "an activity with goods, merchandise, or services for sale or rent" (21.15.070)				
Everett	• "Nonresidential" is not defined in Chapter 19.04, but are itemized in Table 5.2 Nonresidential use chart				
	• "Retail use" defined as "an establishment engaged in the sale of goods or merchandise to the general public" in Chapter 19.04				
Issaquah	• "Commercial use" is defined as an occupation, employment or enterprise that is carried on for profit by the owner, lessee or licensee. For purposes of transportation impact fee calculations, this definition does not include dwellings or professional offices.* (Section 18.02.050)				
	"Offices" is not defined in 18.02.170 but the following are defined:				
	<ul> <li>Office/professional/financial: Establishments such as those engaged in providing internal office administration, the headquarters and/or the administrative office for a major corporation or establishments engaged in providing professional services such as advertising, architecture, consulting, engineering, finance, insurance, law, real estate, software design and technical support to business establishments or individual clients from an office setting with no on-site manufacturing or outdoor storage. This use classification includes banks and similar financial institutions.</li> </ul>				
	<ul> <li>Office, professional, service related: Establishments engaged in providing services to business establishments or individual clients from an office setting with no outdoor storage.</li> </ul>				
Kenmore	Commercial use not defined in Chapter 18.20 Technical Terms and Land Use Definitions				
	Nonresidential examples given as retail, office or service (Section 18.25.020 Table A)				
Kirkland	The individual zoning district requirements (e.g., HENC in 35.10.060) specify ground floor uses of retail establishments, restaurants, taverns, hotels or motels, or offices				
Lake Forest Park	"Commercial" is not defined in Chapter 18.08				
	In 18.47.020, the list of permitted commercial and nonresidential uses is limited to:				
	o Retail sales of food and commodities, which involve only incidental and limited fabrication and assembly. Uses excluded from this zone would include auto service stations,				



CITY	Commercial Use Defined and/or Commercial Uses Specified in Corresponding Ground Floor Regulations
	sale of gasoline or other fuels, and car washes, repair or sale of heavy equipment, boats, tires and motor vehicles, sale of alcohol for on-premises consumption except in a restaurant with a license from the Washington State Liquor Control Board.
	<ul> <li>Business offices and uses which render professional, personal, and instructional services, such as real estate or insurance brokerages, consultants, medical or dental clinics, technical training, health clubs, and repair of jewelry, eyeglasses, clothing, household appliances and tools, or other such similar uses; excluding vehicle or tool rentals, pet sales and veterinary clinics.</li> </ul>
	<ul> <li>Government buildings and uses, including but not limited to community centers, police stations, libraries, administrative offices, and other public service uses that are compatible with the intent of the SG-T zone.</li> </ul>
	o Day care facilities.
	o Public utilities.
	<ul> <li>Electric vehicle charging stations.</li> </ul>
111111111111111111111111111111111111111	o In-home businesses and services
Lynnwood	General commercial, office or similar uses are specified in 21.46.116(B), but these are not defined in Chapter 21.02 Definitions
Mill Creek	The EGUV (East Gateway Urban Village) zone allows the following as principal uses: Retail sales and services except automotive, boat, and recreational vehicle sales; Eating and drinking establishments (drive-through service prohibited); Banks, financial and professional services; Multi-Family Residential. West of the 44th Avenue SE intersection, multi-family residential is permitted only above ground floor commercial; Business and professional offices; Personal services, dry cleaners, salons, etc.; Medical and dental clinics and offices; Parking structures; Commercial day care; Craft shops and galleries; Public buildings, facilities/utilities; Transit facilities/stops; Hotel and motels; Open space, parks and plazas; Religious facilities; Theaters and performing arts uses; and Other uses consistent with the purposes of the district. (17.19.040)
Mountlake Terrace	Commercial use not defined in Section 18.05.060 "C"
	• In the Town Center Zones, only certain uses are allowed on the ground floor facing a designated storefront or storefront corner block frontage: commercial retail; eating/drinking establishments; entertainment, commercial indoor; health/exercise club with <10,000 sf gross floor area; hotels/motels; personal service; artisan manufacturing (Table 19.50.040)
	Several zoning districts state that "commercial use" excludes parking facilities
Port Orchard	Grocery store at least 10,000 sf (20.38.640)
Redmond	The terms commercial, office and retail are not defined in 21.78 Definitions
Renton	Commercial is defined as a type of land use that includes commercial office activities, services and/or retail sales. (Section 4-11-030)
SeaTac	The City Center Overlay District specifies certain uses only allowed as part of a mixed-use development: Veterinary Clinic, Professional Office, Retail Stores, Beauty Salon, Coffee Shop, Dry Cleaner, Financial Institution, Restaurant, and Tavern (15.300.050)
Seattle	Along designated principal pedestrian streets, the following uses are required along 80% of street-level façade: Arts facilities; Community gardens; Eating and drinking establishments; Entertainment uses, except for adult cabarets, adult motion picture theaters, and adult panorams; Food processing and craft work; Institutions, except hospitals or major institutions; Lodging uses; Medical services; Offices, provided that no more than 30 feet of the street-level, street-facing façade of a structure may contain an office use; Parks and open spaces; Rail transit facilities; Retail sales and services, automotive, in the Pike/Pine Conservation Overlay District if located within an existing structure or within a structure that retains a character structure as provided in Section 23.73.015; Sales and services, general, provided that no more than 40 feet of the street-level, street-facing facade of a structure on a principal pedestrian street may contain a customer services office; and Sales and services, heavy, except for heavy commercial sales, and provided that no more than 30 feet of the street-level, street-facing facade of a structure may contain a non-household sales and service use. (SMC 23.47A.005(D))
Snoqualmie	"Nonresidential uses" is not defined in Chapter 17.10 Definitions, but Table 17.55.020 lists uses allowed by zoning district
Tacoma	Retail or restaurant are specified (Section 13.06.300(E)(2))



CITY	Commercial Use Defined and/or Commercial Uses Specified in Corresponding Ground Floor Regulations
Woodinville	"Commercial" and "Nonresidential" are not defined in Chapter 21.11 Technical Terms and Land Use Definitions
	• "Pedestrian-oriented use (or business)" is defined in <a href="21.40.380">21.40.380</a> as a commercial enterprise whose customers commonly arrive by foot; or whose signage, advertising, window display, and entryways are oriented toward pedestrian traffic. Pedestrian-oriented businesses may include restaurants, retail shops, personal service businesses, travel services, banks (except drive-through windows), and similar establishments.



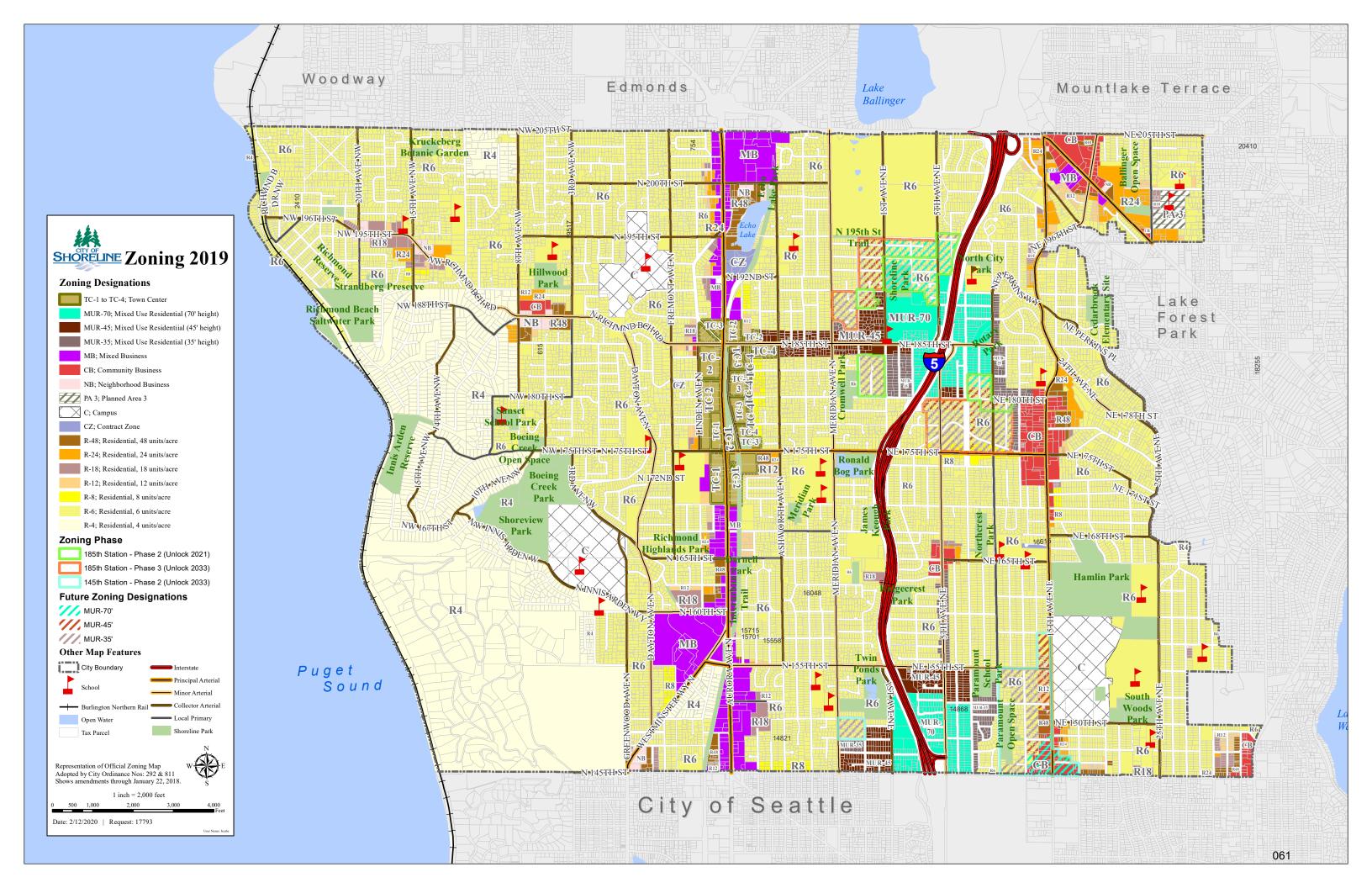
## Shoreline Commercial Zone Requirements

City Council Strategic Planning Workshop, February 28 and 29, 2020

#### Overview

The following is a brief review of current regulatory requirements for multifamily development and market conditions in Shoreline:

Zone:	NB	СВ	МВ	TC1- TC4	MUR 35	MUR 45	MUR 70
Height Limit	50'	60'	70'	35-70'	35'	45'	70'
Parking	• 0.75 per		r studio/1-b		• 0.75 per stu	_	• 0.75 per
Requirements	studio/1BD	unit	1 Studio/ 1-0	euroom			studio/1BD
(Residential)	• 1.5 per		2-bedroom	unit	'		• 1.5 per 2BD
• No	2BD	1.5 per	2-060100111	unit	• 1 per townhome • 1.5 per 2B		1.5 per 200
unbundling	• 2 per						
• Up to 25%	townhome						
reduction							
available							
Inclusionary	Optional	•			Mandatory	/ 10% of unit	s at 60/70%
Affordability	MFTE availal	ble (20% d	of units at 70	0/80%	AMI or 20% at 70/80% AMI		
	AMI)				MFTE avail	able (20% at	70/80%
					AMI), but sunsets in 2021		
Green	<ul><li>Optional</li></ul>				Mandatory: Built Green 4-Star		
Building	• Permit fee re	eduction,	permit expe	editing,	minimum.		
	and parking	reduction	incentives a	available	<ul><li>Incentives</li></ul>	available at	higher levels
Parking	• 1 per 300 sq	uare feet	of general s	ervices, re	creation, cultural use		
Requirements	• 1 per 400 sq	uare feet	of retail trad	de use			
(Commercial)	• 1 per 500 sq	uare feet	of office use	9			
Impact Fees	• \$9,379 per unit (Fire, Parks & Transportation)						
(Residential)							
Impact Fees	• \$1.83-\$5.73 per square foot (Fire only – Parks is excluded for commercial uses and				cial uses and		
(Commercial)	Transportation Impact Fee waived for most commercial uses)						
Market Rent	• \$2.16/sf						
& Vacancy	• 7.9%						
(Multifamily-							
New Construction)							
Market Rent	• \$27.98/sf						
& Vacancy	• \$27.98/\$T • 14.5%						
(Retail)	14.5%						





# Commercial Requirements in Non-residential Zones Panel Bios

City Council Strategic Planning Workshop, February 28 and 29, 2020

#### **Discussion Topic**

The City of Shoreline Development Code (SMC Chapter 20) currently allows buildings in commercial zones to be entirely residential. The City Council has indicated an interest in exploring a review of this Code provision to incentivize or require more active ground-floor uses and/or some level of commercial use in some or all new buildings in these zones. At Council's request, staff has assembled a panel of experts in policy, design, and development to support a discussion of the trade-offs of requirements such as this and on community placemaking through active ground-floor uses in multifamily buildings.

#### **Panelists**

#### Aly Pennucci, Policy Analyst, City of Seattle



Aly led the development of the City of Seattle's "Pedestrian Retail Areas" (Pzone) policies. Under City of Seattle Code, a Pzone is "an intensely retail and pedestrian-oriented shopping district where non-auto modes of transportation to and within the district are strongly favored." Aly has been a Policy Analyst for Seattle City Council Central Staff since 2015. She was a Senior Planning and Development Specialist for the City of Seattle for two years prior to that.

#### Charles Strazzara, President, Studio Meng Strazzara



Charles is the studio leader for multi-family residential, mixed-use facilities, commercial, retail imaging, and corporate design, but also finds himself involved in institutional and public agency projects as well. As a life-long Seattle resident, his local community and family play important roles in his life and drive a responsibility to create a better future for our children and the region.

#### Dave Boyd, Senior Planner, City of Bothell



Dave is a Senior Planner in the Community Development Department at the City of Bothell, where he has worked since 2005. Dave has played a key role in the Bothell's urban transformation, where "Pedestrian Oriented Retail" is required along certain streets in the Downtown Core and incentivized through the exemption of retail from open space requirements. Dave will share some of the lessons learned from a ground-floor commercial policy

that, in his observation, has produced varied results in Bothell.



#### Doug Larson, Principal and Project Director, Heartland LLC



Doug assists public and private clients with complex property, portfolio, and policy strategies, utilizing a foundation of in-depth research and analysis. With a focus on helping clients create and sustain dynamic neighborhoods, Doug's experience spans all major property types, and often involves projects that are complex and politically sensitive in nature. Doug received a Master of Urban Planning degree from the University of Washington, with a concentration in Real Estate Finance and Development through the Runstad

Center for Real Estate Studies, and a Bachelor of Arts, Magna Cum Laude from Gonzaga University. He is a licensed Managing Broker in the State of Washington. Doug is an active member in both the Pacific Real Estate Institute (PREI) and the Urban Land Institute (ULI) as well as graduate of the Center for Sustainable Leadership program. He also serves as a real estate mentor to students at the UW Foster School of Business.



# Shoreline ShARCC and Priority Park Improvements Next Steps

City Council Strategic Planning Workshop, February 28 and 29, 2020

#### **Background**

In 2019, the City Council approved placing Shoreline Proposition 1 on the 2019 general election ballot. Proposition 1 would have authorized the construction of the Shoreline Aquatics, Recreation, and Community Center (ShARCC) and improvements to four neighborhood parks. The ShARCC would replace the almost 50-year-old Shoreline Pool and the 70 plus year-old Spartan Recreation Center. Because it was a bond measure, Proposition 1 required 60% voter support to pass. The final vote tally showed that 54% (10,134) of the voters supported the Proposition and 46% (8,630) opposed it, which meant the Proposition failed. Attachment A provides the Shoreline Proposition 1 final results by voter precinct.

The proposed ShARCC was expected to be approximately 75,000 square feet and include the following amenities:

- Space for classes, rentals, and gatherings;
- 6,000 square feet of space prioritized for senior programs, including a commercial kitchen;
- A two-court gymnasium;
- Indoor walking/jogging track;
- Exercise/weight rooms:
- An activity pool with play features;
- A separate eight-lane lap pool for recreational and competitive swimming and diving, swim lessons, and shallow and deep-water exercise classes;
- An ADA accessible pool viewing area for 500 spectators; and
- An outdoor play/gathering area.

The four neighborhood parks that would have received improvements are Brugger's Bog, Hillwood, Richmond Highlands, and Briarcrest Community Park (Hamlin East). Park improvements include such things as playgrounds, splash-pads, multi-sports courts, trails and a fully accessible play area for people of all physical abilities.

Following the failure of Proposition 1, the City Council opted to move forward with the purchase of the Midvale Site (Storage Court Property), reaffirming its commitment to the development of a 'civic center' in Town Center. This decision provides flexibility in timing and scope for the future development of the ShARCC or its various components.



#### **Key Policy Questions**

There are a series of key policy questions that staff feel need to be addressed to provide guidance for moving forward with a new community and aquatics center and/or potential park improvements:

- 1. Should we change the scope of the ballot measure?
- 2. Should we explore alternative funding mechanisms for the Shoreline Aquatic, Recreation and Community Center (ShARCC)?
- 3. Should the City go back to the voters in 2020?
- 4. Should we plan for the closure of the Shoreline pool given the current building and mechanical conditions of the facility?

#### **Policy Issues Discussion**

#### 1. Should we change the scope of the ballot measure?

If the Council desires to ask the voters again if they are willing to approve a property tax measure increase one of the primary considerations is if the measure scope should be changed. There are basically two options:

- Keep the project scope as is and seek voter approved funding.
- Reduce the project scope and cost and seek voter approved funding

#### Keep the project scope as is and seek voter approved funding

The King County Park Measure passed in August 2019 and that measure included funding for a grant program for communities that were making significant investment in new/updated aquatic facilities. It is likely that the City could get up to \$5M through this program to lower the cost to local taxpayers. This approach does not necessarily change the scope of the project but would reduce the cost to taxpayers.

#### Reduce project scope and cost and seek voter approved funding

The Council could consider setting a target dollar amount for the bond measure and building the scope of the measure based on this. The Council could also consider whether to include both the ShARCC and park improvements in the measure or focus on just one aspect or separate them into separate measures.

#### Possible Options to Consider

Staff has identified several options that Council could consider in changing the dollar amount of the measure and/or the scope of the project. It should be noted that the bond amounts are based off of the cost estimates used for the 2019 bond measure. These costs used a 2022 mid-construction assumption to determine the escalation of costs. It is likely that the actual construction costs may need to increase depending on the timing for putting a measure before voters.



TABLE 1: Estimated impact of various possible bond amounts

Description	Bond amount (in Millions)	2019 Median House Annual cost (Net of 2006 Parks Levy) *
2019 Prop 1	\$103.6	\$244
2019 Prop 1 (less \$5M King County Levy contribution)	\$98.6	\$229
ShARCC Only (less \$5M King County contribution)	\$80.7	\$179
Community and Recreation Center Only	\$52.3	\$88
Aquatic Only (less \$5M King County contribution)	\$50.1	\$81
Renovation of Existing Pool	\$10 - \$15	(\$41) – (\$26)
Parks Funding Advisory Committee Recommended Park Improvements	\$52.8	\$89
Priority Park Improvements (\$18M) + Park Property Acquisition(s) (\$12M)	\$30.0	\$20
Priority Park Improvements only	\$17.9	(\$17)

<sup>\*</sup>Costs and impacts have not been adjusted for inflation due to delay in construction timing. Current 2006 Parks Levy impact is \$72 per year for the median household valued at \$480,000 and is paid off in 2021. Calculations anticipate 20-year debt.

# 2. Should we explore alternative funding mechanisms for the Shoreline Aquatic, Recreation and Community Center (ShARCC)?

Council has discussed both the idea of exploring a Public-Private Partnership (P3) or the creation of a Metropolitan Park District as a mechanism to fund and construct the ShARCC.

#### Public-Private Partnership (P3)

Staff has done some research regarding the potential for a P3 as a means to reduce the cost to taxpayers for the new ShARCC. To date we have not been able to find an example of a P3 that mirrors the type of facility that was envisioned with the ShARCC. Staff has met with professionals who have worked with P3 projects and based on the high-level discussions it is likely that two options would exist for a P3:

- Reduce the scope/size of the ShARCC in order to fit on a portion of the site and surplus
  a portion of the land for another desirable and complementary use. The proceeds from
  the sale of the surplused property could be used to reduce the ask to taxpayers.
- Reduce the scope/cost of the ShARCC and pursue a P3 to share/further reduce project costs by the value of the public incentive/contribution offered. The contribution by the



City would most likely have to be land, regulatory relief or tax relief. The City would most likely need to seek proposals from the private sector to test interest or viability of this type of partnership and that process is estimated to take at least a year. Ultimately there would most likely need to be a bond measure put before voters, but it could be for a lesser amount than was on the ballot in 2019.

#### Metropolitan Park District

A metropolitan park district (MPD), authorized by <u>Ch. 35.61 RCW</u>, may be created for the management, control, improvement, maintenance, and acquisition of parks, parkways, boulevards, and recreational facilities. An MPD may include territory located in portions or in all of one or more cities or counties.

An MPD may also be formed for a limited purpose that identifies specific public parks and/or recreational facilities (such as specific swimming pools, playfields, or public parks). A limited purpose MPD must establish its levy rate within the initial ballot measure. The rate becomes the maximum levy rate until a future ballot measure is placed before the voters for a levy rate lift. Formation of a metropolitan park district (MPD) is a possible method for funding the construction of a new pool and/or recreation center.

The resolution or petition submitting the ballot proposition must designate the composition of the board of metropolitan park commissioners from among three alternatives:

- Five commissioners may be elected at the same election creating the district;
- For a district located entirely within one city the legislative authority of the city may act as the metropolitan park board (similar to the Shoreline Transportation Benefit District); or
- For a district located in multiple cities or counties, each legislative authority may appoint
  one or more members to serve as the board via interlocal agreement

An MPD is a junior taxing district that has two regular property tax levies available - one of \$0.50 per \$1,000 assessed valuation (AV) and one of \$0.25. They are considered as a single levy (up to \$0.75) for the purposes of the 1% annual levy limits in <a href="mailto:chapter 84.55 RCW">chapter 84.55 RCW</a>, which sets limits on the amount by which a levy can be increased (RCW 35.61.210).

Any taxing jurisdiction, including a metropolitan park district, that is levying property taxes at a rate lower than its maximum rate can ask the voters to lift the levy lid by more than one percent. A simple majority vote is required.

#### City of Shoreline MPD

Shoreline can ask voters to form an MPD to construct and/or operate the ShARCC. The MPD levy rate could support operations and/or construction of the ShARCC.



#### Process to create a City of Shoreline Metropolitan Park District

- Election to form MPD requires a 50% approval and can set a limit for the levy rate for the MPD. The levy rate can be set to both meet the operational needs of the facility and the rate needed to pay for the debt service to construct a facility, as long as it is within the \$0.75 levy rate maximum. There are no validation requirements for an MPD election.
- The MPD could assume financial responsibility for the operations of the current pool by contracting with the City of Shoreline or focus only on the construction and operation of the ShARCC.
- The MPD could enter into an ILA with the City where the City and the MPD issue Councilmanic debt to construct the facility (discussed below).
- The MPD could also place a ballot measure in front of voters to fund the ShARRC or a more limited project, which would require 60% approval and authorizes an excess property tax levy. The excess levy is subject to validation requirements.

#### MPD in Conjunction with the City of Lake Forest Park

The City of Lake Forest Park (LFP) leadership initially indicated they would not be interested in supporting an MPD if the ShARCC were to be located at Midvale site but have since expressed an interest in further discussions. An MPD in conjunction with LFP would be focused on developing an aquatics and recreation center facility. The timing for negotiating a path forward with LFP, placing a measure on the ballot, forming the MPD, and updating studies for a facility is likely to take additional time.

#### Process to create an MPD with Lake Forest Park:

- An election to form an MPD that encompasses both Shoreline and Lake Forest Park requires a 50% approval in both jurisdictions. The levy rate can be set to both meet the operational needs of the facility and the rate needed to pay for the debt service to construct a facility, as long as it is within the \$0.75 levy rate maximum. There are no validation requirements for an MPD election.
- The MPD could contract with City of Shoreline to operate the current pool, conduct a pool assessment and options analysis for rebuilding or renovating the existing pool or building a new aquatics center and/or recreation center.
- The MPD could sponsor a ballot measure to fund pool renovations through an excess property tax levy, rebuild the existing pool or build a new facility with both aquatics and recreation center amenities, requiring a 60% approval by voters (discussed further below).
- The MPD could create an Interlocal Agreement (ILA) with the cities where the cities would use Councilmanic debt authority to issue debt to construct the facility (discussed further below).



#### Regular Levy Authority

For levy rate limit calculations, MPD's are considered a Junior Taxing District and have two property tax authorities set at \$0.25 and \$0.50 for a total of \$0.75 per \$1,000 AV. The levy can be used to pay operating costs or debt service. The MPD is subject to the county local statutory limit of \$5.90 and could be impacted should the County ever exceed this level. The maximum levy rate could be set at a lower limit in the formation of the MPD that is approved by voters.

A tax levy at the maximum rate of \$0.75 in 2020 would be projected to generate:

- \$8.6 million per year for Shoreline only
- \$11.3 million for a joint Shoreline/LFP MPD

#### Excess Levy Authority

The MPD has the authority to request approval for an Excess Levy to support the repayment of debt. The excess levy for an MPD is very similar to an Excess Levy requested by the City and is still subject to a 60% voter approval. The amount of the levy would be equal to the debt service requirements each year, and for a Shoreline Only MPD the impact would be the same as those noted earlier in this document.

#### **Election Timing**

If the vote to form the MPD and appoint the board is held in the General Election, the collection of a levy would be delayed by one full year due to timing to certify the election, levy authorization requirements and King County levy certification deadlines. After certification of the election results forming the MPD, the MPD governing board needs to adopt the annual levy by Ordinance. Because election results are typically certified by the fourth week of November, there will not be enough time to take board action and meet King County's deadline for certifying the property tax levy by the end of November. Should Council choose to place the formation of an MPD on the general election ballot, the MPD could do short term borrowing either from the City or a bank to begin operations. The subsequent year's levy could be adjusted (up to the \$0.75 limit) to repay the loan. Submitting the formation of an MPD in any election other than the General Election would allow enough time to certify the levy in order for collection of the levy to begin in the following year unless the governing board is to be elected which would delay collections accordingly.

#### **Election Dates and Submission Deadlines**

Election Date
August 4, 2020 (Primary)
November 3, 2020 (General)
February 2021 (Special)
April 2021 (Special)

Submission Deadline May 8, 2020 August 4, 2020 December 2020 February 2021



#### Councilmanic Debt Authority and Interlocal Agreements

Once formed the Governing Body has authority to issue Councilmanic debt (within debt limit) and enter into ILA's with local jurisdictions for capital and operating needs. Therefore, the MPD is able to enter into an ILA with the City (or cities) relating to construction and operation of a facility. The MPD can issue councilmanic debt up to its authority, and the City(s) could also issue council manic debt within their authority for construction of the facility. The MPD would pay the City(s) for the construction and/or operation of the facility using the MPD levy revenues. The City could continue to subsidize operations or rely on the MPD to fund operation of the facility. Current projections anticipate that a Shoreline MPD alone could support the debt service on construction with a rate of \$0.53 per \$1,000 AV. When fully operational, the operating subsidy, if included, would add an estimated to \$0.12 cents to the MPD levy.

TABLE 2: Shoreline Only MPD - Construction Debt (Net of 2006 Parks Levy):

Description	Levy Covers	Annual Impact on a 2019 Median Priced Home (\$480K)	Annual Impact on \$500K Home (2020)	Annual Impact on \$750K Home (2020)	Annual Impact on \$1M Home (2020)
ShARCC Only – No Parks Improvements	\$80.7M 20-Year Debt (includes \$5.0M in KC grant)	\$179	\$189	\$282	\$375

For a combined Shoreline/LFP MPD, that covers the debt service on construction the rate is estimated to be \$0.40 per \$1,000 AV. When fully operational, the operating subsidy, if included, would add an estimated to \$0.10 cents to the MPD levy. The impact is estimated as follows:

TABLE 3: Combined Shoreline/LFP MPD Construction Debt – 2020 (No Park Improvements)

Description	Levy Covers	Annual Impact on \$500K Home	Annual Impact on \$750K Home	Annual Impact on \$1M Home
ShARCC Only – No Parks Improvements	\$80.7M 20-Year Debt (includes \$5.0M in KC grant)	\$201 (\$129 for Shoreline Net of 2006 Parks Levy)	\$302 (\$192 for Shoreline Net of 2006 Parks Levy)	\$402 (\$255 for Shoreline Net of 2006 Parks Levy)

#### 3. Should the City go back to the voters in 2020?

If the Council would like to place a bond measure on the 2020 ballot staff recommends that a decision be made by May 2020. It is unlikely that the Council could conclude its deliberations to meet the ballot submission deadline for the Primary Election unless Council decides the



scope of the measure by the end of March. There are two election dates still remaining in 2020:

Election Date Ballot Submission Deadline

August 4, 2020 (Primary) May 8, 2020 November 3, 2020 (General) August 4, 2020

#### **Key Considerations**

There are some reasons that Council may want to consider moving forward with a ballot measure in 2020 including:

- Fresh in the voter's mind.
- The need for replacing the pool and priority park improvements has not changed.
- Create separation between a bond measure and the levy lid lift in 2022.
- Create separation between a bond measure and Council elections in 2021.

Other ballot measures which have been identified include:

Year	Potential Measures
2020 (A)	King County Library Levy Lid Lift
2020 (A)	Tentative – King County Transit Sales Tax
2020 (N)	King County Harborview Hospital Bond
2021	Fire Department Fire Benefit Charge Renewal
2021	KC Best Starts for Kids Renewal
2021	KC Family Justice Center
2022	Shoreline Levy Lid lift
2022	Shoreline School District O&M Levy
	Replacement/Renewal
2022	Shoreline School District Technology Levy
	Replacement/Renewal

Additional Information found in Attachment B.

# 4. Should we plan for the closure of the Shoreline pool given the current building and mechanical conditions of the facility?

King County constructed the Shoreline Pool in 1971 as part of the Forward Thrust Bond program. Based on an assessment of the pool completed in 2013, it needs significant health and safety upgrades and other major maintenance to keep it operational. These include ADA accessibility upgrades, seismic retrofitting, and a new roof. After the 2013 pool assessment, the City Council made the decision to invest \$750,000 in several short-term repairs to extend the life of the Shoreline Pool for another five to seven years. The contractor had to conduct a



nationwide search to find some of the parts needed for the repairs as the parts are no longer made for the pool's outdated equipment. Aside from not making economic sense, continuing to apply temporary fixes will no longer be feasible as more of the pool structure and equipment begin to fail. In 2019 the City spent over \$100,000 in maintenance and emergency repairs at the pool.

Still remaining from the study are repairs to address shower and locker room floor settling, active roof leaks, and clerestory natatorium window replacement. The cost, in 2014 dollars, to complete this work was approximately \$300,000. In addition to this work staff has concerns regarding the following:

- Filter tank support deterioration. This was repaired in 2016, but it is continuing to deteriorate.
- Encased pool circulation pipe deterioration. Similar facilities have experienced failure that are not as old as Shoreline's pool. System repair is not possible.
- Seismic integrity of the concrete masonry blocks which make up the foundation and other walls of the facility. These elements continue to deteriorate, and portions of the filter pit foundation can be seen crumbling.

These items do not have a cost estimate to repair and would most likely require the demolition of the current structure and replacement with newer construction methods. To extend the life of the current pool for another 10 to 15 years it is likely that the City would need to invest at least \$5M. It would probably be more cost effective to renovate the existing pool at an estimated \$10 to \$15M to that would garner a longer lifespan for the facility.

In considering whether to keep operating the pool or to close the pool consideration should be given to whether it is better to announce a date certain or wait for system failure and close the pool unexpectedly. Obviously even with announcing a date certain, system failure could occur. Staff has struggled with determining the best strategy, but ultimately have determined that it would be better to announce a date certain.

Investments made in the pool in 2015 were made with the hope of extending the life of the pool by five to seven years. This would indicate that the City's goal was to keep the pool operating to at least 2020, with the possibility of extending the life to 2022. Given that there were significant emergency repairs in 2019 and that there are still concerns regarding other facility issues, the City Manager would recommend that Council consider closure in 2021. The School District completes its swim team season in February, and as such closure March 1, 2021 would allow the district to complete its season. If the City were able to keep the pool operational and staffed until September 1, 2021, this would allow the City to include aquatic offerings as part of its 2021 Summer Day Camp program.

The City could offer to allow another entity to operate the pool prior to announcing a closure date. If there is not an entity that wants to step forward to operate the facility, then the City



will need to plan for decommissioning and demolition of the facility. The cost for this is estimated at \$1M. If the City plans to operate an aquatic program in the future, it would be recommended that any budget savings during the period in which the City does not operate an aquatic facility be allocated for one-time investments and therefore made available in future budgets to offset future ShARCC operating subsidy needs.

Operating the pool will only be possible if the City can retain pool staffing to safely operate the facility. As such it may be necessary to consider some type of incentive for key staff to continue employment with the City until the time of the closure.

#### **Summary**

Staff has proposed four key policy questions for the Council to consider:

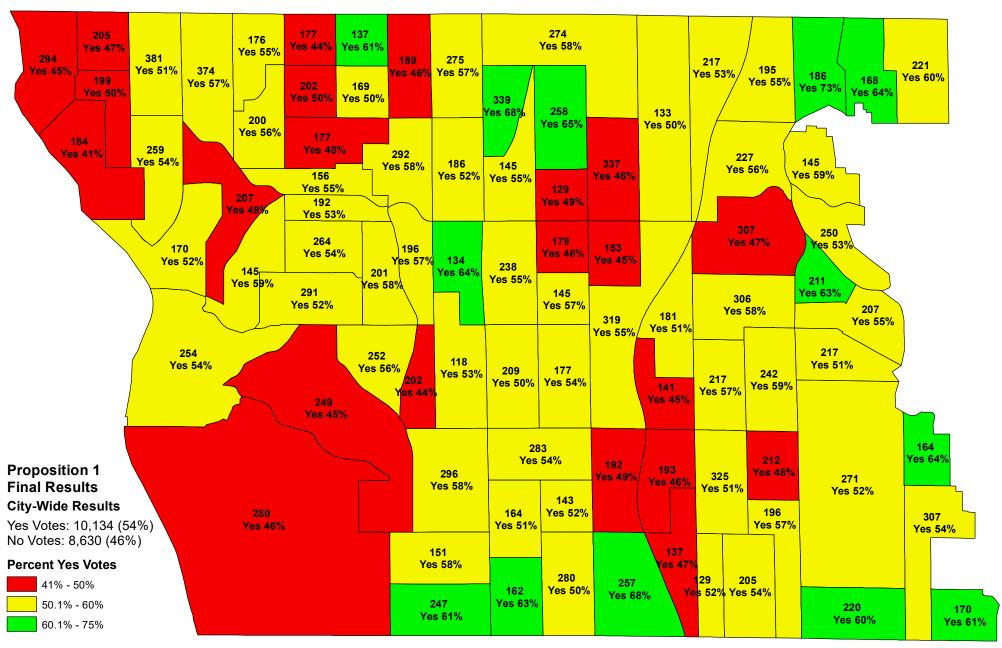
- 1. Should we change the scope of the ballot measure?
- 2. Should we explore alternative funding mechanisms for the Shoreline Aquatic, Recreation and Community Center (ShARCC)?
- 3. Should the City go back to the voters in 2020?
- 4. Should we plan for the closure of the Shoreline pool given the current building and mechanical conditions of the facility?

The Council Goal Setting Workshop will provide an opportunity for Council to discuss each of these and provide direction to staff.

#### Attachments:

Attachment A – Shoreline Proposition 1 Final Results by Voter Precinct Map Attachment B – Potential Ballot Measures

#### Attachment A – Shoreline Proposition 1 Final Results by Voter Precinct Map



This map is not an official map. No warranty is made concerning the accuracy, currency, or completeness of data depicted on this map.

Request #23630 | As of12/3/2019

#### **Attachment B – Potential Ballot Measures**

#### Timeline of Possible Levy/Sales Tax Votes February 2020

Levy/Bond/Sales Tax Ballot Measures	2020 Rate	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Comments
City of Shoreline Levy Lid Lift	\$1.20/\$1,000 AV									<b>\rightarrow</b>							
Prop. 1 Aquatic/Community Center Bond							_										
Levy	Vote did not pass						•										Vote took place in November 2019. Did not meet 60% requirement.
Sidewalk BondSales Tax	0.2% Sales Tax					<b>\</b>											
	Charge based on calculation depending								<b>\rightarrow</b>								
Fire Department Fire Benefit Charge	on use and square footage.																
Fire Department Capital Bond	\$0.11/\$1,000 AV													<b>\rightarrow</b>			Fire Dept total levy is \$1.06/\$1,000 AV
																	25 Year Levy. Also includes a sales and use tax, motor-vehicle excise tax (now dependent on
Sound Transit - ST3	\$0.20/ \$1,000 AV																outcome of I-976 legal challenge.
I-976: \$30 Car Tabs	Limited Car Tabs to \$30																Currently under legal challenge.
								•									Not currently on a ballot. Media report say plans could be up to \$1.7 billion bond measure
Possible Harborview Improvements Bond	Approx. \$0.15/\$1,000 AV							_									and will likely be on the 2020 general election ballot.
KC Pudget Sound Emergency Radio	\$0.05/\$1,000 AV										<b>\rightarrow</b>						
KC Best Start for Kids	\$0.11/\$1,000 AV								<b>\rightarrow</b>								Annual Levy Increases Limited to 3% in the five succeeding years.
King County -Veterans and Human											<u> </u>						
Services Levy	\$0.09/\$1,000 AV										_						Rate increases annualy by 3.5% each year. Estiamted 2023 rate of \$0.12/\$1,000 AV
												<b>•</b>					
King County - Automated Fingerprinting	\$0.03/\$1,000 AV																
King County Land Conservation Initiative	\$0.03 /\$1,000 AV																
King County EMS	\$0.27/\$1,000 AV												<b>\rightarrow</b>				November 2019 election reset the 2020 rate to \$0.265.
King County - Parks, Trails, and Open													_				
Space Replacement Levy	\$0.18/\$1,000 AV												<b>♦</b>				Appeared on August 2019 ballot. Estimated to be \$0.16 to \$0.19 per \$1,000 AV.
King County Children/Family Justice									<b>(</b>								
Center	\$0.04/\$1,000 AV								_								
School District - Replacement Levy for																	
Educational Programs, Maintenance, and										<b>\rightarrow</b>				<b>•</b>			
Operations	\$1.58/\$1,000 AV																
		<b>^</b>				_				<b>•</b>							
School District -Tech Levy	\$0.22/\$1,000 AV					<b>•</b>				<b>—</b>							Estimated Rates per Ballot Measure: 2020=\$0.21 / 2021=\$0.19 / 2022 = \$0.17
School District - Facilities Bond	\$2.28/\$1,000 AV																
KC Library (Capital Bond)	\$0.04/\$1,000 AV																Budget does not mention need for another capital bond.
, t t	Not established (regular levy currently at												<b>†</b>				Per KC Library System Finance Committee Meeting Notes (12/18/2019). Not yet placed on
(Last one ended)	\$0.32)							<b>\rightarrow</b>									2020 ballot.
Port of Seattle (regular levy)	\$0.12/\$1.000 AV																The Port is permitted to levy up to \$0.45 per \$1,000 AV for general purpose.
Troit of Seattle (regular levy)	20.12/ 31,000 AV		Danida														The Fort is permitted to levy up to 30.43 per \$1,000 AV for general purpose.

= Previous/Scheduled Vote

= Possible Renewal

= Vote did not pass

### 2019-2021 City Council Goals and Work Plan

The Council is committed to fulfilling the community's long-term vision – Vision 2029 – and being a sustainable city in all respects:

- Sustainable neighborhoods—ensuring they are safe and attractive;
- Sustainable environment—preserving our environmental assets and enhancing our built environment so that it protects our natural resources;
- Sustainable services—supporting quality services, facilities and infrastructure; and
- Sustainable finances—responsible stewardship of fiscal resources to achieve the neighborhoods, environment and services desired by the community.

The City Council holds an annual Strategic Planning Workshop to monitor progress and determine priorities and action steps necessary to advance Vision 2029. This workplan, which is aimed at improving the City's ability to fulfill the community's vision, is then reflected in department work plans, the City's budget, capital improvement plan, and through special initiatives.

#### Goal 1: Strengthen Shoreline's economic climate and opportunities

Robust private investment and economic opportunities help achieve Council Goals by enhancing the local economy, providing jobs and housing choices, and supporting the public services and lifestyle amenities that the community desires and expects.

- 1. Implement the Community Renewal Plan for Shoreline Place, including execution of development agreements in the Community Renewal Area and construction of intersection improvements at N 155<sup>th</sup> Street and Westminster Way N **COMPLETE/IN PROGRESS**
- 2. Enhance the attractiveness of Shoreline as a place for private investment, including investment by small and medium sized developments, by ensuring that the permit process is predictable, timely and competitive, and by constantly evaluating and improving the quality of regulations for the City **IN PROGRESS**
- 3. Continue fostering innovative, community-supported place-making efforts that help create diverse communities with a mix of residential and commercial uses and promote economic development **IN PROGRESS**
- 4. Encourage affordable housing development in Shoreline and engage the community to determine which additional housing types and policies may be appropriate for Shoreline and codify standards for selected styles **IN PROGRESS**
- 5. Facilitate collaboration with and between members of the business community in order to remove barriers to starting and growing businesses, increase commerce and profitability, and to identify appropriate new industries for Shoreline **IN PROGRESS**
- 6. Redefine in partnership with the State, specific land uses on the property identified by the State as underutilized adjacent to the Fircrest Campus in support of State and local goals and policies IN PROGRESS

PF	ROGRESS INDICATORS:	2015	2016	2017	2018	2019
a.	Annual growth of assessed property value from new construction	0.73%	0.79%	0.57%	1.09%	1.36%
b.	Percent of assessed property value that is commercial (business)	17.50%	16.22%	15.49%	17.00%	13.68%
C.	Retail sales tax per capita	\$143.66	\$151.69	\$151.69	\$173.67	\$161.99

PROGRESS IN	NDICATORS:	2015	2016	2017	2018	2019
d. Number of businesses		5,166	5,285	5,351	5,443	5,673
e. Number of units	housing	23,581	23,650	23,838	24,250	24,517
f. Vacancy a rates of co and multi-f properties	mmercial amily	Retail: 5.0% \$19.20/sf Office: 4.0% \$24.00/sf Residential: 3.0%; \$1.45/sf (all), \$2.00/sf (new)	Retail: 4.5% \$19.92/sf Office: 1.9% \$22.33/sf Residential: 2.0%; \$1.5/sf (all), \$2.10/sf (new)	Retail: 4.5% \$20.50/sf Office: 2.0% \$24.00/sf Residential: 2.5%; \$1.70/sf (all), \$2.25/sf (new)	Retail: 1.1% \$23.87/sf Office: 2.5% \$25.42/sf Residential: 7.0%; \$1.80/sf (all), \$2.05/sf (new)	Retail: 14.5% \$27.98/sf Office: 2.1% \$26.71/sf Residential: 5.2%; \$1.99/sf (all), 7.9% \$2.16/sf (new)

<sup>&</sup>lt;sup>1</sup> Data source for 2017 and prior (Dupree+Scott) out of business; 2018 & 2019 data from CoStar.

# **Goal 2:** Continue to deliver highly-valued public services through management of the City's infrastructure and stewardship of the natural environment.

The City has identified needed improvements to strengthen its municipal infrastructure to maintain public services the community expects through adoption of the Comprehensive Plan, Surface Water Master Plan, Transportation Master Plan, and Parks, Recreation and Open Space Master Plan. As capital improvements are made, it is important to include efforts that will enhance Shoreline's natural environment, ultimately having a positive impact on the Puget Sound region.

- 1. Implement the Sidewalk Repair and Construction Program ON-GOING
- Implement the Parks, Recreation, and Open Spaces Plan, including development of a strategy for a new community and aquatic center and priority park improvements and acquisitions – PARTIALLY COMPLETE
- 3. Continue implementing the Urban Forest Strategic Plan IN PROGRESS
- 4. Implement the 2019-2021 Priority Environmental Strategies by achieving citywide Salmon-Safe certification, developing a citywide plan based on the Station Subarea Climate Action Analysis recommendations, and exploring ways to increase rates of solid waste diversion through enhanced recycling and composting **PARTIALLY COMPLETE/IN PROGRESS**
- Continue implementing a comprehensive asset management system, including condition assessment and lifecycle/risk analysis for the City's streets, facilities, trees, parks, and utilities – IN PROGRESS
- 6. Establish a plan to address the City's long-term maintenance facility needs IN PROGRESS
- 7. Continue implementing the proactive strategy of the adopted 2017-2022 Surface Water Master Plan **IN PROGRESS**
- 8. Continue the Master Street Plan update, including developing cross-sections for different street typologies/classification in support of the Transportation Master Plan (TMP) update **IN PROGRESS**
- 9. Design the N 175<sup>th</sup> Street Corridor Project from Interstate-5 to Stone Avenue N ON-GOING
- 10. Implement the in-house City Grounds Maintenance program COMPLETE
- 11. Explore establishment of a Shoreline Parks Foundation COMPLETE
- 12. Continue implementing the Public Arts Program ON-GOING

PR	OGRESS INDICATORS:	2015	2016	2017	2018	2019
a.	Number of linear feet of non- motorized facilities constructed	19,912	2,480	22,280	20,7122	1,369
b.	Number of trees planted in the public right-of-way and on City property (net)	319	10	81	332	245 <sup>3</sup>
C.	Tons of street sweeping waste removed	323.04	398.53	391.19	687.93	727.61
d.	Grant funds received for utility, transportation, and environmental infrastructure improvements	\$294,525	\$8,026,289	\$412,859	\$6,510,171	\$1,672,500
e.	Percent of all work orders in Cityworks Asset Management System that are proactive versus reactive in nature	76.1%	60%	63%	58%	45%
f.	Number of work orders completed (or similar) in the Cityworks Asset Management System	3,121	3,432	3,615	5,869	7,209

<sup>&</sup>lt;sup>2</sup> Includes some new sidewalk construction, but primarily new bike lane striping and bike sharrow markings.

#### Goal 3: Continue preparation for regional mass transit in Shoreline

Our community looks forward to increasing mobility options and reducing environmental impacts through public transit services. The ST2 light rail extension from Northgate to Lynnwood includes investment in the Shoreline North/185<sup>th</sup> Street Station and the Shoreline South/145<sup>th</sup> Street Station, which are planned to open in 2024. The ST3 package includes funding for corridor improvements and Bus Rapid Transit service along State Route 523 (N 145<sup>th</sup> Street) from Bothell Way connecting to the Shoreline South/145<sup>th</sup> Street Station. Engaging our community members and regional transit partners in plans to integrate local transit options into the future light rail service continues to be an important Council priority.

- 1. Work with the City of Seattle, King County, Sound Transit, the Washington State Department of Transportation, and federal agencies on a plan that will improve safety and efficiency for all users of 145<sup>th</sup> Street, including a design for the 145<sup>th</sup> Street and Interstate-5 interchange, design of the 145<sup>th</sup> Street corridor west of the Interstate-5 interchange, and coordination with Sound Transit for design and construction of 145<sup>th</sup> Street improvements from Highway 522 to Interstate-5 as part of ST3 **IN PROGRESS**
- Work collaboratively with Sound Transit to permit the Lynnwood Link Extension Project and coordinate on project construction and work proactively with Sound Transit to develop plans to minimize, manage, and mitigate anticipated impacts to Shoreline neighborhoods from construction and operation of the Lynnwood Link Extension Project – PARTIALLY COMPLETE/IN PROGRESS
- 3. Complete the 185<sup>th</sup> Street Corridor Study between Aurora Avenue N and 10<sup>th</sup> Avenue NE to identify multi-modal transportation improvements necessary to support growth associated with the 185<sup>th</sup> Street Station Subarea Plan and the Shoreline North/185<sup>th</sup> Street Station **IN PROGRESS**
- 4. Create non-motorized connections to the Light Rail Stations and provide for multiple transportation options in and between the Station Subareas by continuing to coordinate design elements of the Trail Along the Rail, 148<sup>th</sup> Street Non-Motorized Bridge and 3<sup>rd</sup> Avenue NE Woonerf projects with Sound Transit and seek funding through federal, state and regional opportunities to complete the designs and construction of these projects IN PROGRESS
- 5. Continue collaborating with regional transit providers to completely fund and implement long range regional transit plans including Sound Transit's ST3 Plan, King County Metro's Metro

<sup>&</sup>lt;sup>3</sup> Does not include Sound Transit Project tree removal or replanting.

Connects Long Range Plan, and Community Transit's Long Range Plan for the City of Shoreline – **IN PROGRESS** 

Pi	ROGRESS INDICATORS:	2015	2016	2017	2018	2019
a.	Number of City and Sound Transit opportunities provided for public input in the light rail planning process	14	40	9	12	9

# **Goal 4:** Expand the City's focus on equity and inclusion to enhance opportunities for community engagement

The Council values all residents and believes they are an important part of the Shoreline community, including those who have been historically marginalized and underrepresented. The Council believes it is important to improve inclusion, equity, and participation among all members of the Shoreline community in the development and implementation of policies and programs in a meaningful and impactful way.

#### **ACTION STEPS:**

- 1. Continue implementing the City's Diversity and Inclusion Program ON-GOING
- 2. Continue addressing homelessness solutions on a regional and local level IN PROGRESS
- 3. Ensure all Shoreline residents have access to and benefit from the City's programs and activities through continued compliance with federal and state anti-discrimination laws, including Title VI of the Civil Rights Act, the Civil Rights Restoration Act, Title II of the Americans with Disabilities Act, and Washington's Law Against Discrimination PARTIALLY COMPLETE
- 4. Conduct meaningful and intentional community engagement to ensure all Shoreline residents, especially those who have been historically marginalized or underrepresented, are included in the City's decision-making processes, including review of the City's written material and public information to make sure that it is understandable and accessible for all residents **IN PROGRESS**
- Continue building relationships that support community policing within the Shoreline community IN PROGRESS

PR	OGRESS INDICATORS:	2015	2016	2017	2018	2019
a.	Percent of residents who believe the City is moving in the right direction <sup>4</sup>	65%	61%	61%	62%	62%
b.	Percent of residents somewhat/very satisfied with overall effectiveness of City communication with the public <sup>4</sup>	65%	59%	59%	61%	61%
C.	Number of resident volunteer hours	9,629	8,615	7,149	9,892	9,458
d.	Number of annual website visits; number of Facebook "likes"; number of Twitter followers	390,238 1,444 1,031	358,352 1,896 1,476	374,703 2,194 1,883	346,117 6,702 2,207	406,058 7,369 2,520
e.	Number of service requests responded to through the City's See Click Fix app	231	449	726	957	1,348
f.	Number of Community Meetings with Police/Crime Prevention	42	47	46	41	34
g.	Number of Alert Shoreline subscribers	2,891	3,547	3,950	2,856	2,883
h.	Number of public record requests (excludes over the counter requests)	307	322	344	344	343

<sup>&</sup>lt;sup>4</sup> Indicator taken from biennial resident survey; most recent survey occurred in 2018.

# **Goal 5**: Promote and enhance the City's safe community and neighborhood programs and initiatives

Maintaining a safe community is the City's highest priority. The 2018 Citizen Survey reflected that 93% of respondents felt safe in their neighborhood during the day and 81% had an overall feeling of safety in Shoreline. The City is continuing a concentrated workplan to enhance our public safety communication

and crime prevention efforts to ensure that our residents and businesses continue to find Shoreline a safe place to live, work, and play.

- Use data driven policing to address crime trends and quality of life concerns in a timely manner IN PROGRESS
- 2. Continue quarterly meetings of the City's cross-department safe community team to address public safety problems and implement solutions **IN PROGRESS**
- 3. Continue the partnership between the Parks Department and Police, focusing on park and trail safety through Crime Prevention Through Environmental Design (CPTED), Problem Solving Projects (PSPs) and police emphasis to improve safety and the feeling of safety **IN PROGRESS**
- 4. Continue partnering with Shoreline schools and the Shoreline Fire Department to implement best practice school safety measures **IN PROGRESS**
- 5. Continue addressing traffic issues and concerns in school zones and neighborhoods using the City's speed differential map and citizen traffic complaints **IN PROGRESS**
- 6. Continue coordinating efforts between the Community Outreach Problem Solving (COPS) officer and the City's Neighborhoods Program to work on crime prevention education and outreach
- 7. Conduct trainings, and community programs to promote personal safety, awareness and response **IN PROGRESS**
- 8. Fully implement the Risk Analysis De-escalation and Referral (RADAR) program to effectively serve individuals with mental health needs, including partnering with Mental Health Professional Navigators to connect those individuals with services, and publicize the outcomes and results COMPLETE
- Develop recommendations and an implementation work plan to address gaps that exist in connecting those experiencing homelessness and/or opioid addiction with supportive services – IN PROGRESS
- 10. Partner with King County District Court to explore the creation of a Community Court in Shoreline for defendants who conduct "crimes of poverty" with the goal of connecting them with services to address the underlying challenges that may contribute to further criminal activity – COMPLETE

PR	OGRESS INDICATORS:	2015	2016	2017	2018	2019
a.	Percent of residents who have an overall feeling of safety in Shoreline <sup>4</sup>	80%	80%	80%	81%	81%
b.	Percent of residents who feel safe in City parks and trails <sup>4</sup>	58%	53%	53%	58%	58%
C.	Number of CPTED reviews completed or safety emphasis initiatives implemented on City parks or parks facilities	3	2	2	3	2
d.	<ul> <li>Number of neighborhood traffic safety improvement efforts</li> <li>Phase 1 (resident involvement/minor traffic control device installation or revisions)/</li> <li>Phase 2 (installed engineering solution)</li> </ul>	21/1	22/6	25/1	22/2	5/2 <sup>5</sup>
e.	Number of community outreach events/activities attended by Police and Emergency Management <sup>6</sup>	22	6	35	41	34

<sup>&</sup>lt;sup>4</sup> Indicator taken from biennial resident survey; most recent survey occurred in 2018.

<sup>&</sup>lt;sup>5</sup> New applications were not accepted in 2019 to provide time for reevaluation of the program.

<sup>&</sup>lt;sup>6</sup> National Night Out is counted as one event; police crime prevention community meetings counted separately.

# Staff-Proposed 2020-2022 City Council Goals and Work Plan

The Council is committed to fulfilling the community's long-term vision – Vision 2029 – and being a sustainable city in all respects:

- Sustainable neighborhoods—ensuring they are safe and attractive;
- Sustainable environment—preserving our environmental assets and enhancing our built environment so that it protects our natural resources;
- Sustainable services—supporting quality services, facilities and infrastructure; and
- Sustainable finances—responsible stewardship of fiscal resources to achieve the neighborhoods, environment and services desired by the community.

The City Council holds an annual Strategic Planning Workshop to monitor progress and determine priorities and action steps necessary to advance Vision 2029. This workplan, which is aimed at improving the City's ability to fulfill the community's vision, is then reflected in department work plans, the City's budget, capital improvement plan, and through special initiatives.

#### Goal 1: Strengthen Shoreline's economic climate and opportunities

Robust private investment and economic opportunities help achieve Council Goals by enhancing the local economy, providing jobs and housing choices, and supporting the public services and lifestyle amenities that the community desires and expects.

#### **ACTION STEPS:**

- 1. Conduct a review of development that has occurred in the 185<sup>th</sup> and 145<sup>th</sup> Station Areas and identify City policies and regulations that may need to be revised in order to realize the City's vision of mixed-use, environmentally sustainable, and equitable neighborhoods
- 2. Implement the Community Renewal Plan for Shoreline Place including the construction of the intersection improvements at N 155<sup>th</sup> Street and Westminster Way N, the adoption and implementation of revised signage requirements, and the processing of Phase 1 and 2 permits
- 3. Continue to implement development review and permitting best practices, including the expansion of the City's online permit capabilities, so that permit applicants experience predictable, timely, accessible and responsive permitting services
- 4. Enhance business retention and expansion efforts through a pilot business outreach initiative through quantitative and qualitative data from businesses to build relationships, identify regulatory challenges, and explore expansion opportunities and plans
- 5. Facilitate collaboration with and between members of the business community to support new businesses and identify strategies that the City can consider to support these businesses
- 6. Partner with North King County service providers and partners to develop a plan to formalize the management of the City's affordable housing program
- 7. Engage the community in creating a Housing Action Plan to identify additional housing choices, associated policies and regulatory modifications
- 8. Participate in the State's Master Plan process for the Fircrest Campus and advocate for uses compatible with the City's vision for underutilized properties

# **Goal 2:** Continue to deliver highly-valued public services through management of the City's infrastructure and stewardship of the natural environment

The City has identified needed improvements to strengthen its municipal infrastructure to maintain public services the community expects through adoption of the Comprehensive Plan, Surface Water Master Plan, Transportation Master Plan, and Parks, Recreation and Open Space Plan. As capital

# 2019-2021 Staff-Proposed 2020-2022 City Council Goals and Work Plan

The Council is committed to fulfilling the community's long-term vision – Vision 2029 – and being a sustainable city in all respects:

- Sustainable neighborhoods—ensuring they are safe and attractive;
- Sustainable environment—preserving our environmental assets and enhancing our built environment so that it protects our natural resources;
- Sustainable services—supporting quality services, facilities and infrastructure; and
- Sustainable finances—responsible stewardship of fiscal resources to achieve the neighborhoods, environment and services desired by the community.

The City Council holds an annual Strategic Planning Workshop to monitor progress and determine priorities and action steps necessary to advance Vision 2029. This workplan, which is aimed at improving the City's ability to fulfill the community's vision, is then reflected in department work plans, the City's budget, capital improvement plan, and through special initiatives.

#### Goal 1: Strengthen Shoreline's economic climate and opportunities

Robust private investment and economic opportunities help achieve Council Goals by enhancing the local economy, providing jobs and housing choices, and supporting the public services and lifestyle amenities that the community desires and expects.

- Conduct a review of development that has occurred in the 185<sup>th</sup> and 145<sup>th</sup> Station Areas and identify
   <u>City policies and regulations that may need to be revised in order to realize the City's vision of mixed-use, environmentally sustainable, and equitable neighborhoods</u>
- Implement the Community Renewal Plan for Shoreline Place, including execution of development agreements in the Community Renewal Area and the construction of the intersection improvements at N 155<sup>th</sup> Street and Westminster Way N, the adoption and implementation of revised signage requirements, and the processing of Phase 1 and 2 permits
- 3. Enhance the attractiveness of Shoreline as a place for private investment Continue to implement development review and permitting best practices, including investment by small and medium sized developments, by ensuring that the expansion of the City's online permit process is capabilities, so that permit applicants experience predictable, timely and competitive, accessible and responsive permitting services
- 4. Enhance business retention and by constantly evaluating and improving the quality of regulations for the Cityexpansion efforts through a pilot business outreach initiative through quantitative and qualitative data from businesses to build relationships, identify regulatory challenges, and explore expansion opportunities and plans
- 1. Continue fostering innovative, community-supported place-making efforts that help create diverse communities with a mix of residential and commercial uses and promote economic development
- 2. Encourage affordable housing development in Shoreline and engage the community to determine which additional housing types and policies may be appropriate for Shoreline and codify standards for selected styles
- 5. Facilitate collaboration with and between members of the business community in order to remove barriers to starting and growing businesses, increase commerce and profitability, and to identify appropriate new industries for Shorelineto support new businesses and identify strategies that the City can consider to support these businesses
- <u>6. Redefine in partnershipPartner</u> with the State, specific land uses on the property identified by North King County service providers and partners to develop a plan to formalize the management of the City's affordable housing program

- 7. Engage the State as underutilized adjacent to community in creating a Housing Action Plan to identify additional housing choices, associated policies and regulatory modifications
- 8. Participate in the State's Master Plan process for the Fircrest Campus in support of State and local goals and policies and advocate for uses compatible with the City's vision for underutilized properties

# **Goal 2:** Continue to deliver highly-valued public services through management of the City's infrastructure and stewardship of the natural environment

The City has identified needed improvements to strengthen its municipal infrastructure to maintain public services the community expects through adoption of the Comprehensive Plan, Surface Water Master Plan, Transportation Master Plan, and Parks, Recreation and Open Space Master Plan. As capital improvements are made, it is important to include efforts that will enhance Shoreline's natural environment, ultimately having a positive impact on the Puget Sound region.

#### **ACTION STEPS:**

- 1. Implement the <u>new Sidewalk Repair and Construction Program</u>
- 2. Implement the Parks, Recreation, and Open Spaces Space Plan, including development of a strategy for a new community and aquatic center and the future of the Shoreline Pool and Spartan Recreation Center, priority park improvements and acquisitions acquisition of additional park properties
- 3. Continue implementing Implement the Urban Forest Strategic Plan, including the Green Shoreline Partnership
- 4. Implement the 2019-20212020-2022 Priority Environmental Strategies by achieving citywide including implementation of Salmon-Safe certification, developing a citywide plan based on the Station Subarea activities, resource conservation and zero waste activities, and an update of the City's Climate Action Analysis recommendations, and exploring ways to increase rates of solid waste diversion through enhanced recycling and composting Plan
- 1. Continue implementing a comprehensive Implement the asset management system, including condition assessment policy and lifecycle/risk analysis for the City's streets, facilities, trees, parks, and utilities
- 5. Establish a planstrategy to address better align data with the City's long-term maintenance facility needs goal of supporting life-cycle and risk-based decision making using accepted asset management principles and practices
- 6. Implement Phase One of the City Maintenance Facility project
- 6.7. Continue implementing the proactive strategy of the adopted 2017-2022 Surface Water Master Plan
- 8. Continue the Master Street Plan update, including developing cross-sections for different street typologies/classification in support of <u>Update</u> the Transportation Master Plan, including evaluating a multi-modal level of service, concurrency, <u>Transportation Impact Fees</u>, and shared use mobility options
- 7.9. Begin the state mandated major update of the Comprehensive Plan (TMP) update
- 8.10. Design the N 175<sup>th</sup> Street Corridor Project from Interstate-5 to Stone Avenue N
- 2. Implement the in-house City Grounds Maintenance program
- 3. Explore establishment of a Shoreline Parks Foundation
- 9.11. Continue implementing Update the Public Arts Program Policy and implement the Public Art Plan
- 12. Seek a funding mechanism to offset or replace lost Vehicle License Fee revenue if I-976 is implemented
- 13. Complete the assumption of the Ronald Wastewater District in collaboration with the District

#### **Goal 3:** Continue preparation for regional mass transit in Shoreline

Our community looks forward to increasing mobility options and reducing environmental impacts through public transit services. The ST2 light rail extension from Northgate to Lynnwood includes

investment in the Shoreline North/185<sup>th</sup> Street Station and the Shoreline South/145<sup>th</sup> Street Station, which are planned to open in 2024. The ST3 package includes funding for corridor improvements and Bus Rapid Transit service along State Route 523 (N 145<sup>th</sup> Street) from Bothell Way connecting to the Shoreline South/145<sup>th</sup> Street Station. Engaging our community members and regional transit partners in plans to integrate local transit options into the future light rail service continues to be an important Council priority.

#### **ACTION STEPS:**

- Mork with the City of Seattle, King County, Sound Transit, the Washington State Department of Transportation, regional and federal agencies on a plan that will improve safety and efficiency for all users of 145<sup>th</sup> Street, including apartners to fund, design for, and construct the 145<sup>th</sup> Street and Interstate-5 interchange improvements
- 2. Work with regional and federal partners to fund, design-of, and construct the 145<sup>th</sup> Street corridor improvements west of the Interstate-5 interchange, and coordination with Sound Transit for design and construction of
- 4.3. Support Sound Transit's 145<sup>th</sup> Street improvements from Highway 522 to Interstate-5 as part of ST3
- 4. Work collaboratively with Sound Transit to permitcomplete the permitting phase of the Lynnwood Link Extension Project and coordinate on project construction and work proactively inspection
- 2.5. Coordinate with Sound Transit to develop plans to minimize, manage, developers and mitigate anticipated impacts to Shoreline neighborhoods from construction seek partnerships and operation of the Lynnwood Link Extension Project funding for implementation of the 185th Street Corridor Strategy
- 1. Complete the 185<sup>th</sup> Street Corridor Study between Aurora Avenue N and 10<sup>th</sup> Avenue NE to identify multi-modal transportation improvements necessary to support growth associated with the 185<sup>th</sup> Street Station Subarea Plan and the Shoreline North/185<sup>th</sup> Street Station
- 3.6. Create non-motorized connections to the light rail stations and provide for multiple transportation options in and between the Station subareas by continuing to coordinate design elements of the Trail Along the Rail, 148<sup>th</sup> Street Non-Motorized Bridge and 3<sup>rd</sup> Avenue NE Woonerf projects with Sound Transit and seek funding through federal, state and regional opportunities to complete the designs and construction of these projects
- 7. Continue collaboratingComplete 30 percent design of the 148<sup>th</sup> Street Non-Motorized Bridge and work with regional and federal partners to fully fund the project
- 4.8. Collaborate with regional transit providers to completely fund and implement long range regional transit plans including Sound Transit's ST3 Plan, King County Metro's Metro Connects Long Range Plan, and Community Transit's Blue Line and Long Range Plan for the City of Shoreline

# **Goal 4:** Expand the City's focus on equity and inclusion to enhance opportunities for community engagement

The Council values all residents and believes they are an important part of the Shoreline community, including those who have been historically marginalized and underrepresented. The Council believes it is important to improve inclusion, equity, and <a href="mailto:meaningful">meaningful</a> participation among all members of the Shoreline community in the development and implementation of policies and programs in a meaningful and impactful way.

- 1. Continue implementing the City's Diversity and Inclusion Program, including identifying and implementing ongoing equity training for City staff, Council, boards and commissions
- 1. Continue addressing homelessness solutions on a regional and local level
- 2. Develop resources and training to assist staff in understanding meaningful community engagement practices and approaches
- 3. Continue to offer Community Bridge as an alternative engagement strategy for Shoreline's diverse population

- 2.4. Ensure all Shoreline residents have access to and benefit from the City's programs and activities through continued compliance with federal and state anti-discrimination laws, including Title VI of the Civil Rights Act, the Civil Rights Restoration Act, Title II of the Americans with Disabilities Act, and Washington's Law Against Discrimination
- 3.5. Conduct meaningful and intentional community engagement to ensure all Shoreline residents, especially those who have been historically marginalized or underrepresented, are included in the City's decision making processes, including review of Review the City's written material and public information to make sure that it is understandable and accessible for all residents
- 4.6. Continue building relationships that support community policing within the Shoreline community

# **Goal 5**: Promote and enhance the City's safe community and neighborhood programs and initiatives

Maintaining a safe community is the City's highest priority. The 2018 Citizen Survey reflected that 93% of respondents felt safe in their neighborhood during the day and 81% had an overall feeling of safety in Shoreline. The City is continuing a concentrated <a href="workplanwork plan">workplanwork plan</a> to enhance our public safety communication and crime prevention efforts to ensure that our residents and businesses continue to find Shoreline a safe place to live, work, and play. <a href="mailto:The Council recognizes that supporting stronger community connections and making it possible for residents to meet their needs are critical elements of a safe and thriving community.

- 1. Use data driven policing to address crime trends and quality of life concerns in a timely manner
- 2. Continue quarterly meetings Expand coordination of the City's cross-department safe community Police Department-Community Response Operations Team to address public safety problems and implement solutions related to public safety, code enforcement and homelessness response
- 3. Continue the partnership partnerships between the Community Services, Parks Department, Economic Development and Police, focusing on park and trail safety through Crime Prevention Through Environmental Design (CPTED), Problem Solving Projects (PSPs) and police emphasiscrime prevention to improve safety and the feeling of safety
- 4. Continue partnering with Shoreline schools and the Shoreline Fire Department to implement best practice school safety measures
- 5. Continue addressing traffic issues and concerns in school zones and neighborhoods using the City's speed differential map and citizen traffic complaints
- 1. Continue coordinating efforts between the Community Outreach Problem Solving (COPS) officer and the City's Neighborhoods Program to work on crime prevention education and outreach
- 6. Conduct trainings, and community programs to promote personal safety, awareness and response
- 2. Fully implement the Risk Analysis De escalation and Referral (RADAR) program to effectively serve individuals with mental health needs, including partnering with Mental Health Professional Navigators to connect those individuals with services, and publicize the outcomes and results
- 3. Develop recommendations and an implementation work plan to address gaps that exist in connecting those experiencing homelessness and/or opioid addiction with supportive services
- 7. Partner with King County District Court to explore the creation of a Community Court in Shoreline for defendants who conduct "crimes of poverty" with the goal of connecting them with services to address the underlying challenges that may contribute to further criminal activityBegin a process of developing partnerships with North King County cities and other key stakeholders in support of siting a 24/7 shelter/navigation center to serve homeless single adults in North King County
- 8. Actively monitor developments related to the new Regional Homelessness Authority with a particular focus on actions and resources related to sub-regional planning efforts
- 7.9. Pilot the Love Your Community mini-grant program to expand the City's community building efforts beyond established neighborhood associations

improvements are made, it is important to include efforts that will enhance Shoreline's natural environment, ultimately having a positive impact on the Puget Sound region.

#### **ACTION STEPS:**

- 1. Implement the new Sidewalk Construction Program
- 2. Implement the Parks, Recreation, and Open Space Plan, including development of a strategy for the future of the Shoreline Pool and Spartan Recreation Center, priority park improvements and acquisition of additional park properties
- 3. Implement the Urban Forest Strategic Plan, including the Green Shoreline Partnership
- 4. Implement the 2020-2022 Priority Environmental Strategies including implementation of Salmon-Safe certification activities, resource conservation and zero waste activities, and an update of the City's Climate Action Plan
- 5. Implement the asset management policy and strategy to better align data with the goal of supporting life-cycle and risk-based decision making using accepted asset management principles and practices
- 6. Implement Phase One of the City Maintenance Facility project
- 7. Continue implementing the proactive strategy of the adopted 2017-2022 Surface Water Master Plan
- 8. Update the Transportation Master Plan, including evaluating a multi-modal level of service, concurrency, Transportation Impact Fees, and shared use mobility options
- 9. Begin the state mandated major update of the Comprehensive Plan
- 10. Design the N 175th Street Corridor Project from Interstate-5 to Stone Avenue N
- 11. Update the Public Arts Policy and implement the Public Art Plan
- 12. Seek a funding mechanism to offset or replace lost Vehicle License Fee revenue if I-976 is implemented
- 13. Complete the assumption of the Ronald Wastewater District in collaboration with the District

#### **Goal 3:** Continue preparation for regional mass transit in Shoreline

Our community looks forward to increasing mobility options and reducing environmental impacts through public transit services. The ST2 light rail extension from Northgate to Lynnwood includes investment in the Shoreline North/185<sup>th</sup> Street Station and the Shoreline South/145<sup>th</sup> Street Station, which are planned to open in 2024. The ST3 package includes funding for corridor improvements and Bus Rapid Transit service along State Route 523 (N 145<sup>th</sup> Street) from Bothell Way connecting to the Shoreline South/145<sup>th</sup> Street Station. Engaging our community members and regional transit partners in plans to integrate local transit options into the future light rail service continues to be an important Council priority.

- 1. Work with regional and federal partners to fund, design, and construct the 145<sup>th</sup> Street and Interstate-5 interchange improvements
- 2. Work with regional and federal partners to fund, design, and construct the 145<sup>th</sup> Street corridor improvements west of the Interstate-5 interchange
- 3. Support Sound Transit's 145<sup>th</sup> Street improvements from Highway 522 to Interstate-5 as part of ST3
- 4. Work collaboratively with Sound Transit to complete the permitting phase of the Lynnwood Link Extension Project and coordinate on project construction and inspection
- 5. Coordinate with developers and seek partnerships and funding for implementation of the 185th Street Corridor Strategy
- 6. Create non-motorized connections to the light rail stations and provide for multiple transportation options in and between the Station subareas by continuing to coordinate design elements of the Trail Along the Rail
- 7. Complete 30 percent design of the 148<sup>th</sup> Street Non-Motorized Bridge and work with regional and federal partners to fully fund the project
- 8. Collaborate with regional transit providers to implement long range regional transit plans including Sound Transit's ST3 Plan, King County Metro's Metro Connects Long Range Plan, and Community Transit's Blue Line and Long Range Plan

# **Goal 4:** Expand the City's focus on equity and inclusion to enhance opportunities for community engagement

The Council believes it is important to improve inclusion, equity, and meaningful participation among all members of the Shoreline community in the development and implementation of policies and programs.

#### **ACTION STEPS:**

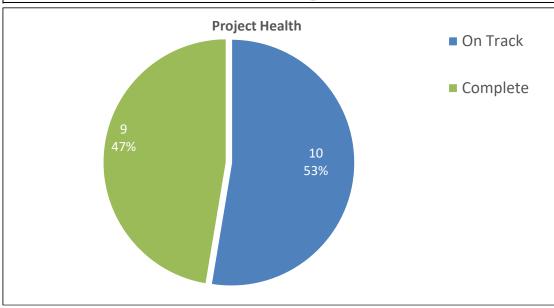
- 1. Continue implementing the City's Diversity and Inclusion Program, including identifying and implementing ongoing equity training for City staff, Council, boards and commissions
- 2. Develop resources and training to assist staff in understanding meaningful community engagement practices and approaches
- 3. Continue to offer Community Bridge as an alternative engagement strategy for Shoreline's diverse population
- 4. Ensure all Shoreline residents have access to and benefit from the City's programs and activities through continued compliance with federal and state anti-discrimination laws, including Title VI of the Civil Rights Act, the Civil Rights Restoration Act, Title II of the Americans with Disabilities Act, and Washington's Law Against Discrimination
- 5. Review the City's written material and public information to make sure that it is understandable and accessible for all residents
- 6. Continue building relationships that support community policing

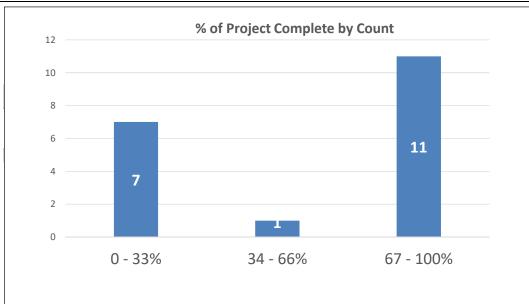
# **Goal 5**: Promote and enhance the City's safe community and neighborhood programs and initiatives

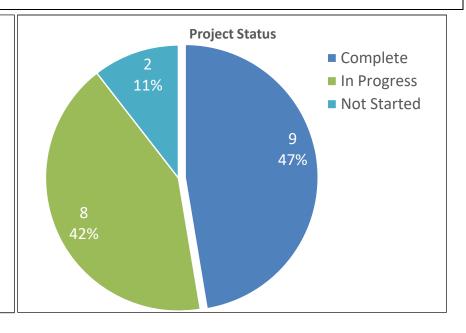
Maintaining a safe community is the City's highest priority. The 2018 Citizen Survey reflected that 93% of respondents felt safe in their neighborhood during the day and 81% had an overall feeling of safety in Shoreline. The City is continuing a concentrated work plan to enhance our public safety communication and crime prevention efforts to ensure that our residents and businesses continue to find Shoreline a safe place to live, work, and play. The Council recognizes that supporting stronger community connections and making it possible for residents to meet their needs are critical elements of a safe and thriving community.

- 1. Use data driven policing to address crime trends and quality of life concerns in a timely manner
- 2. Expand coordination of the City's Police Department-Community Response Operations Team to implement solutions related to public safety, code enforcement and homelessness response
- 3. Continue partnerships between Community Services, Parks, Economic Development and Police on Problem Solving Projects and crime prevention to improve safety and the feeling of safety
- 4. Continue partnering with Shoreline schools and the Shoreline Fire Department to implement best practice school safety measures
- 5. Continue addressing traffic issues and concerns in school zones and neighborhoods using the City's speed differential map and citizen traffic complaints
- 6. Conduct trainings and community programs to promote personal safety, awareness and response
- 7. Begin a process of developing partnerships with North King County cities and other key stakeholders in support of siting a 24/7 shelter/navigation center to serve homeless single adults in North King County
- 8. Actively monitor developments related to the new Regional Homelessness Authority with a particular focus on actions and resources related to sub-regional planning efforts
- 9. Pilot the Love Your Community mini-grant program to expand the City's community building efforts beyond established neighborhood associations

## **Council Goal - CG 1 Strengthen Shoreline s Economic Climate and Opportunties**







1) Select City Goal Here:

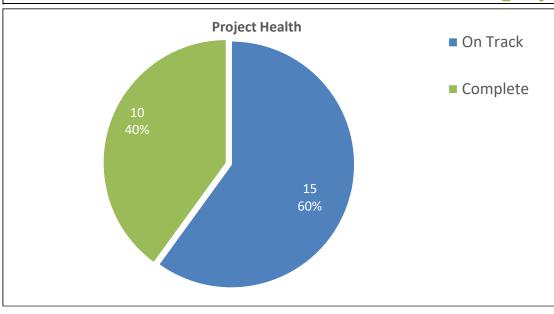
CG1 CG2 CG3 CG4 CG5 S1 S2

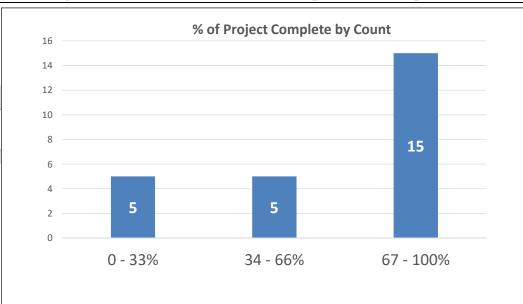
#	CG	Action Step	Action Step Coordination Lead	Implementation Project Manager	Implementation Step/Sub-Step	Start	Finish	Project Status	% of Project Complete	Project Health	Notes (Abbr.)
1	CG1	Implement the Community Renewal Plan for Shoreline Place, including execution of development agreements in the Community Renewal Area and construction of intersection improvements at N 155th Street and Westminster Way N	Nathan Daum	Leif Johansen	Design of Westminster and 155th St Intersection Improvements	06/01/17	02/28/19	Complete	100%	Complete	Project was advertised for bids in November. Bid opening scheduled in December. Continuing coordin
2	CG1	Implement the Community Renewal Plan for Shoreline Place, including execution of development agreements in the Community Renewal Area and construction of intersection improvements at N 155th Street and Westminster Way N	Nathan Daum	Leif Johansen	Construction of Westminster and 155th St Intersection Improvements	02/01/20	12/31/20	Not Started	0%	On Track	Construction anticipated to begin February 2020
3	CG1	Implement the Community Renewal Plan for Shoreline Place, including execution of development agreements in the Community Renewal Area and construction of intersection improvements at N 155th Street and Westminster Way N	Nathan Daum	John Featherstone	Boeing Creek Regional Stormwater Facility Study // Review final report and organize project documentation to complete project.	01/01/19	12/31/19	Complete	100%	Complete	Decision to not construct RSF has been made. Final report was received in December 2019.

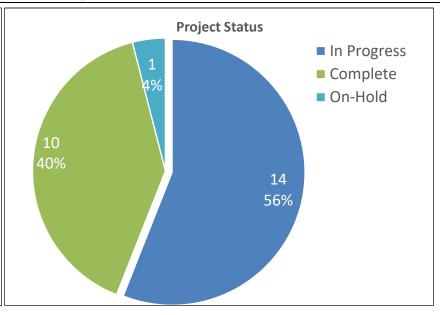
# CG	Action Step	Action Step Coordination Lead	Implementation Project Manager	Implementation Step/Sub-Step	Start	Finish	Project Status	% of Project Complete	Project Health	Notes (Abbr.)
4 CG1	Implement the Community Renewal Plan for Shoreline Place, including execution of development agreements in the Community Renewal Area and construction of intersection improvements at N 155th Street and Westminster Way N	Nathan Daum	Margaret King	Add provision to SMC that details City latecomer agreement process. Review SMC requirements for Community Renewal Area	10/01/18	10/01/19	Complete	100%		Development Agreement approved by Council and recorded. Council adopted Latecomers Ordinance. Revi
5 CG1	Implement the Community Renewal Plan for Shoreline Place, including execution of development agreements in the Community Renewal Area and construction of intersection improvements at N 155th Street and Westminster Way N	Nathan Daum	Nora Gierloff	Rebranding Aurora Square CRA; signage changes / requirements for businesses based on Code Requirement	04/01/15	06/30/20	In Progress	30%	On Track	Next steps include formally adopting CRA Signage Design Guidelines. Design Guidelines were commissio
6 CG1	Implement the Community Renewal Plan for Shoreline Place, including execution of development agreements in the Community Renewal Area and construction of intersection improvements at N 155th Street and Westminster Way N	Nathan Daum	Rachael Markle	Adoption of the Shoreline Place Development Agreement	12/21/18	10/01/19	Complete	100%	Complete	Implementation delayed beyond 6/30 as PC Public Hearing won't occur until July 11. Earliest Council
7 CG1	Enhance the attractiveness of Shoreline as a place for private investment, including investment by small and medium sized developments, by ensuring that the permit process is predictable, timely and competitive, and by constantly evaluating and improving the quality of regulations for the City and other local permitting organizations	Rachael Markle	Catherine Lee	Improve zoning and plan review processes // Update the Development Code with specific design standards for Attached Single Family (Townhouses)	01/01/19	01/06/20	Complete	100%	Complete	Ordinance 871 adopted January 6, 2020.
8 CG1	Enhance the attractiveness of Shoreline as a place for private investment, including investment by small and medium sized developments, by ensuring that the permit process is predictable, timely and competitive, and by constantly evaluating and improving the quality of regulations for the City and other local permitting organizations	Rachael Markle	Jarrod Lewis	Improve zoning and plan review processes // Implement electronic plan review	01/01/19	09/30/20	In Progress	20%	On Track	Revised goal due to 9/30/20
9 CG1	Enhance the attractiveness of Shoreline as a place for private investment, including investment by small and medium sized developments, by ensuring that the permit process is predictable, timely and competitive, and by constantly evaluating and improving the quality of regulations for the City and other local permitting organizations	Rachael Markle	Jarrod Lewis	Improve zoning and plan review processes // Launch next set of permits in eTRAKiT	01/01/19	06/30/20	Not Started	0%		Online permit submittal for residential mechanical permits started September 2019. The next set of
10 CG1	Enhance the attractiveness of Shoreline as a place for private investment, including investment by small and medium sized developments, by ensuring that the permit process is predictable, timely and competitive, and by constantly evaluating and improving the quality of regulations for the City and other local permitting organizations	Rachael Markle	Jarrod Lewis	Improve zoning and plan review processes // Conduct quarterly development stakeholder meetings	01/01/19	12/31/20	In Progress	0%	On Track	
11 CG1	Enhance the attractiveness of Shoreline as a place for private investment, including investment by small and medium sized developments, by ensuring that the permit process is predictable, timely and competitive, and by constantly evaluating and improving the quality of regulations for the City and other local permitting organizations	Rachael Markle	Nora Gierloff	Improve zoning and plan review processes // Update the Development Code to address emerging housing trends and expand housing choices	01/01/20	07/01/21	In Progress	5%	On Track	Applied for a Dept. of Commerce grant to take an inclusive look at Shoreline's housing needs, analyz

# CG	Action Step	Action Step Coordination Lead	Implementation Project Manager	Implementation Step/Sub-Step	Start	Finish	Project Status	% of Project Complete	Project Health	Notes (Abbr.)
12 CG1	Enhance the attractiveness of Shoreline as a place for private investment, including investment by small and medium sized developments, by ensuring that the permit process is predictable, timely and competitive, and by constantly evaluating and improving the quality of regulations for the City and other local permitting organizations	Tricia Juhnke	Sierra Gawlowski	Annual Update of the Engineering Development Manual // 2020 EDM Update	01/01/20	03/01/20	In Progress	95%	On Track	A second draft of the 2020 manual will be out for public review in January. Adoption is scheduled fo
13 CG1	Continue fostering innovative, community-supported place-making efforts that help create diverse communities with a mix of residential and commercial uses and promote economic development	Nathan Daum	Nathan Daum	Evaluate promotional efforts, such as Surprised by Shoreline and Shoreline Farmer's Market	04/08/16	12/31/19	Complete	100%	Complete	Shoreline Farmers Market reported significant increased sales as a result of Port-funded marketing a
14 CG1	Encourage affordable housing development in Shoreline and engage the community to determine which additional housing types and policies may be appropriate for Shoreline and codify standards for selected styles	James Hammond	James Hammond	Develop partnership with King County in the development of affordable housing on the City's property at Aurora Avenue and N 198th Street	08/01/18	10/28/19	Complete	100%	Complete	Project is now in development,
15 CG1	Encourage affordable housing development in Shoreline and engage the community to determine which additional housing types and policies may be appropriate for Shoreline and codify standards for selected styles	Nathan Daum	Nathan Daum	Coordinate with King County's redevelopment of 192nd Park and Ride for possible affordable housing development	01/01/17	12/31/20	In Progress	3%	On Track	Contacted King County in 2019 and learned Metro does not have any immediate plans to redevelop the S
16 CG1	Encourage affordable housing development in Shoreline and engage the community to determine which additional housing types and policies may be appropriate for Shoreline and codify standards for selected styles	Nathan Daum	Nathan Daum	Identify opportunities for integration of affordable housing at the future community and aquatic center facility	01/01/13	06/30/19	Complete	100%	Complete	Not feasible at this time given market conditions. Recommend revisiting after more of Town Center ar
17 CG1	Encourage affordable housing development in Shoreline and engage the community to determine which additional housing types and policies may be appropriate for Shoreline and codify standards for selected styles	Nathan Daum	Nathan Daum	Promotion of the Property Tax Exemption Program	01/01/18	12/31/20	Complete	100%	Complete	Opportunities for improvement in how this program is managed. Developing an understanding of outstan
18 CG1	Facilitate collaboration with and between members of the business community in order to remove barriers to starting and growing businesses, increase commerce and profitability, and to identify appropriate new industries for Shoreline	Nathan Daum	Nathan Daum	Meet with prospective investors	05/01/17	12/31/20	In Progress	50%		Examples include: Provided market information to coffee shop/roastery owned by North City Residents
19 CG1	Redefine in partnership with the State, specific land uses on the property identified by the State as underutilized adjacent to the Fircrest Campus in support of State and local goals and policies	Nathan Daum	James Hammond	Working with DNR and DSHS on the state study; working with all state parties and external stakeholders through state legislative process.	01/01/20	12/31/20	In Progress	80%	On Track	The key parties have been in communication since the end of the 2019 Legislative Session. Staff hav

## Council Goal - CG 2 Continue to deliver highly valued public services through management of the City s infrastructure and







1) Select City Goal Here:

CG1 CG2 CG3 CG4 CG5 S1	S2 -	â
------------------------	------	---

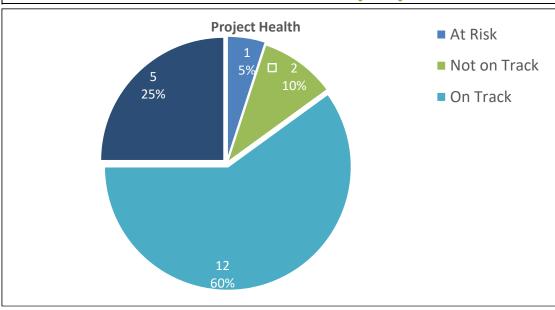
# CG	Action Step	Action Step Coordination Lead	Implementation Project Manager	Implementation Step/Sub-Step	Start	Finish	Project Status	% of Project Complete	Project Health	Notes (Abbr.)
20 CG2	Implement the Sidewalk Repair and Construction Program	Tricia Juhnke	Eduardo Aban	Implement ADA Transition Plan (Repair and Maintenance of Existing Sidewalks)	01/01/20	12/31/20	In Progress	80%	On Track	Projects selected for 2020 project. With loss of TBD funds, 2020 is last year with funding for this
21 CG2	Implement the Sidewalk Repair and Construction Program	Tricia Juhnke	Tricia Juhnke	Implementation of New Sidewalk Construction // Establishing the Plan	01/01/20	12/31/20	In Progress	5%	On Track	Consultants selected. Anticipated NTP in Q1 2020 to kick off program development and design for two
22 CG2	Implement the Parks, Recreation, and Open Spaces Plan, including development of a strategy for a new community and aquatic center and priority park improvements and acquisitions	Eric Friedli	Eric Friedli	Establish & Support Park Funding Advisory Committee to recommend funding strategy for PROS Plan implementation	07/01/18	04/30/19	Complete	100%	Complete	

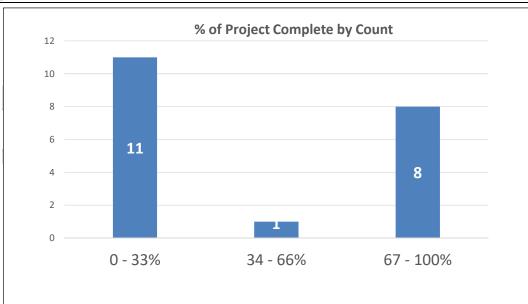
# CG	Action Step	Action Step Coordination Lead	Implementation Project Manager	Implementation Step/Sub-Step	Start	Finish	Project Status	% of Project Complete	Project Health	Notes (Abbr.)
23 CG2	Implement the Parks, Recreation, and Open Spaces Plan, including development of a strategy for a new community and aquatic center and priority park improvements and acquisitions	Eric Friedli	Eric Friedli	Select and install major art sculpture	10/31/17	06/28/20	In Progress	75%	On Track	
24 CG2	Continue implementing the Urban Forest Strategic Plan	Eric Friedli	Eric Friedli	Engage in Urban Forest Carbon Credit Program at Ballinger Open Space	08/01/18	06/30/20	Complete	100%	Complete	Crabon credits contracts are completed and work is underway by MTS Greenway Trust. It will be ongoi
25 CG2	Continue implementing the Urban Forest Strategic Plan	Eric Friedli	Eric Friedli	Join the Green Cities Partnership	01/01/19	12/31/19	Complete	100%	Complete	Shoreline has joined the Green Cities Partnership. https://forterra.org/subpage/gr een-shoreline-part
26 CG2	Continue implementing the Urban Forest Strategic Plan	Eric Friedli	Eric Friedli	Maintain urban forest restoration program	12/31/18	12/31/20	In Progress	33%	On Track	This is an ongoing project.  More milestones will be defined in the 20-year Urban Forest Restoration
27 CG2	Implement the 2019-2021 Priority Environmental Strategies by achieving citywide Salmon-Safe certification, developing a citywide plan based on the Station Subarea Climate Action Analysis recommendations, and exploring ways to increase rates of solid waste diversion through enhanced recycling and composting	Autumn Salamack	Autumn Salamack	Task Force to Implement 185th Climate Action Analysis	01/01/21	12/31/21	On-Hold	0%	On Track	If funded, the work will start in 2021.
28 CG2	Implement the 2019-2021 Priority Environmental Strategies by achieving citywide Salmon-Safe certification, developing a citywide plan based on the Station Subarea Climate Action Analysis recommendations, and exploring ways to increase rates of solid waste diversion through enhanced recycling and composting	Autumn Salamack	Autumn Salamack	Solid waste diversion // Recology Solid Waste Contract Amendment - 6/3/19	01/01/19	06/30/19	Complete	100%	Complete	Contract amendment executed in June 2019, which increased rates and identified deliverables for enha
29 CG2	Implement the 2019-2021 Priority Environmental Strategies by achieving citywide Salmon-Safe certification, developing a citywide plan based on the Station Subarea Climate Action Analysis recommendations, and exploring ways to increase rates of solid waste diversion through enhanced recycling and composting	Autumn Salamack	Autumn Salamack	Expand Commercial Green Building Incentives Program	06/01/18	03/25/19	Complete	100%	Complete	Council adopted Ordinance No. 839 on April 1.
30 CG2	Implement the 2019-2021 Priority Environmental Strategies by achieving citywide Salmon-Safe certification, developing a citywide plan based on the Station Subarea Climate Action Analysis recommendations, and exploring ways to increase rates of solid waste diversion through enhanced recycling and composting	Autumn Salamack	Autumn Salamack	Achieve Salmon Safe Certification	05/01/18	04/22/19	Complete	100%	Complete	Council approved and became 1st Salmon Safe Certified City in Washington April 22, 2019.

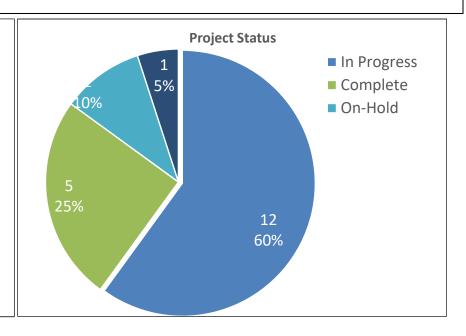
# CG	Action Step	Action Step Coordination Lead	Implementation Project Manager	Implementation Step/Sub-Step	Start	Finish	Project Status	% of Project Complete	Project Health	Notes (Abbr.)
31 CG2	Implement the 2019-2021 Priority Environmental Strategies by achieving citywide Salmon-Safe certification, developing a citywide plan based on the Station Subarea Climate Action Analysis recommendations, and exploring ways to increase rates of solid waste diversion through enhanced recycling and composting	Autumn Salamack	Autumn Salamack	Solid waste diversion // Waste reduction and compost campaign for local food service establishments	01/01/20	12/31/20	In Progress	85%	On Track	Cascadia staff conducted a total of 160 site visits at 106 unique food service businesses from Septe
32 CG2	Implement the 2019-2021 Priority Environmental Strategies by achieving citywide Salmon-Safe certification, developing a citywide plan based on the Station Subarea Climate Action Analysis recommendations, and exploring ways to increase rates of solid waste diversion through enhanced recycling and composting	Autumn Salamack	Autumn Salamack	Implement Salmon-Safe Conditions	01/01/20	12/31/22	In Progress	6%	On Track	Engaged in discussions with Public Works staff regarding certification conditions. Submitted artwor
33 CG2	Continue implementing a comprehensive asset management system, including asset inventory, condition assessment and lifecycle/risk analysis, for the City's streets, facilities, trees, parks, and utilities	John Norris	Ryan Nolet	Optimize Cityworks Application	12/01/16	12/31/20	In Progress	90%	On Track	Executive Committee had a mini- retreat to update the Vision/goals/objectives and ensure that our wor
34 CG2	Continue implementing a comprehensive asset management system, including asset inventory, condition assessment and lifecycle/risk analysis, for the City's streets, facilities, trees, parks, and utilities	John Norris	Ryan Nolet	Standardize overall business processes for asset management	10/01/16	12/31/20	In Progress	40%	On Track	Steering Committee are working on prioritized tasks to help achieve the vision and goals of Citiwork
35 CG2	Establish a plan to address the City's long-term maintenance facility needs	Bob Earl	Zachary Evans	Implementation of Phase 1 to make early work improvements at the NMF site, design and construction of Brightwater site improvements, and preliminary design for NMF and Hamlin Yard (final design and construction for those sites under future phasing) // NMF early work substantial completion by end of 2019;	01/01/19	12/31/21	In Progress	90%	On Track	Phase 1 early work underway - permits issued, trailers and storage trailers delivered, construction
36 CG2	Continue implementing the proactive strategy of the adopted 2017-2022 Surface Water Master Plan	Lance Newkirk	John Featherstone	Complete design and permitting and construction for the Hidden Lake Dam Removal Project // Design and permitting completed by early 2021, summer 2021 construction of dam removal and associated restoration.	01/01/19	12/31/21	In Progress	60%	On Track	Project is on track for March 2020 permit submittals. Design phase is somewhat behind the original s
37 CG2	Continue implementing the proactive strategy of the adopted 2017-2022 Surface Water Master Plan	Lance Newkirk	John Featherstone	Implement the re-issued 2019-2024 Western Washington Phase II Municipal Stormwater Permit (NPDES Phase II Permit) // Begin implementing permit requirements beging July 1, 2019	01/01/18	06/30/24	In Progress	50%	On Track	Staff is actively working towards fulfilling all permit requirements. Although the permit was active
38 CG2	Continue implementing the proactive strategy of the adopted 2017-2022 Surface Water Master Plan	Autumn Salamack	Autumn Salamack	Implement Surface Water Master Plan // Climate Impacts & Resiliency Study	01/01/20	12/31/20	In Progress	65%	On Track	Task 1 deliverables complete and public website content for sharing study results is drafted; Task 2
										089

#	CG	Action Step	Action Step Coordination Lead	Implementation Project Manager	Implementation Step/Sub-Step	Start	Finish	Project Status	% of Project Complete	Project Health	Notes (Abbr.)
39		Continue the Master Street Plan update, including developing cross- sections for different street typologies/classification in support of the Transportation Master Plan (TMP) update		Nora Daley-Peng	Master Street Plan Update	01/01/19	12/31/19	Complete	100%	Complete	This has become operationalized, the Master Street Plan will be updated annually as part of regular
40	CG2	Continue the Master Street Plan update, including developing cross- sections for different street typologies/classification in support of the Transportation Master Plan (TMP) update		Nora Daley-Peng	TMP document update	01/01/20	12/31/22	In Progress	15%	On Track	
41		Design the N 175th Street Corridor Project from Interstate-5 to Stone Avenue N	Bob Earl	Leif Johansen	Design for the N 175th Street Corridor Project // Consultant Design Contract Awarded 1/28/2019 - Perteet, Inc.	09/03/18	12/31/20	In Progress	5%	On Track	With Don R leaving, Bob is filling in. Public outreach postponed, design slowed and limited interse
42	CG2	Implement the in-house City Grounds Maintenance program	Lance Newkirk	Lance Newkirk	Continue with 2019 program development including hiring and training of additional authorized staff, acquisition of equipment and set up of asset and work order management within Cityworks. // Hire GMW II and GMW I and take delivery of turf mowers in 4th Quarter. Develop 20202 workplan and implement 2020 workplan		12/31/20	Complete	100%	Complete	Implemented 90% of of 2019 goals and now transitioning to 2020 goals of implementing Parks landscape
43	CG2	Explore establishment of a Shoreline Parks Foundation	Eric Friedli	Eric Friedli	Prepare white paper on steps to create a Parks Foundation	03/30/19	03/30/20	Complete	100%	Complete	
44	CG2	Continue implementing the Public Arts Program	Eric Friedli	Susana Villamarin	Propose a sustatinable funding plan for the Public Art program	01/01/19	12/30/19	Complete	100%	Complete	

## Council Goal - CG 3 Continue preparation for regional mass transit in Shoreline







1) Select City Goal Here:

CG1 CG2 CG3 CG4 CG5 S1 S2

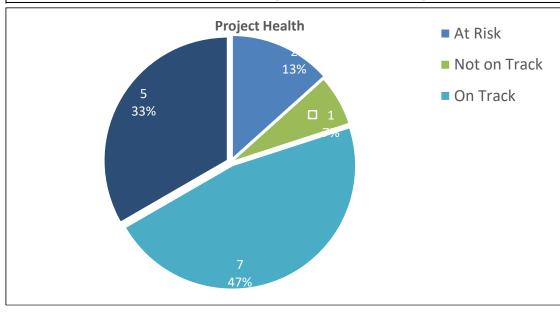
‡	# CG	Action Step	Action Step Coordination Lead	Implementation Project Manager	Implementation Step/Sub-Step	Start	Finish	Project Status	% of Project Complete	Project Health	Notes (Abbr.)
4		Work with the City of Seattle, King County, Sound Transit, the Washington State Department of Transportation, and federal agencies on a plan that will improve safety and efficiency for all users of 145th Street, including a design for the 145th Street and Interstate-5 interchange, design of the 145th Street corridor west of the Interstate-5 interchange, and coordination with Sound Transit for design and construction of 145th Street improvements from Highway 522 to Interstate-5 as part of ST3	Nytasha Walters	Bob Earl (Temp)	Design and Environmental Review (145th Street/I-5 interchange)	01/01/19	08/12/21	In Progress	10%	On Track	Now at 10% design and revising the contract with the consultant for 30% design. At 30% design, WSDO
4		Work with the City of Seattle, King County, Sound Transit, the Washington State Department of Transportation, and federal agencies on a plan that will improve safety and efficiency for all users of 145th Street, including a design for the 145th Street and Interstate-5 interchange, design of the 145th Street corridor west of the Interstate-5 interchange, and coordination with Sound Transit for design and construction of 145th Street improvements from Highway 522 to Interstate-5 as part of ST3	Nytasha Walters	Robert Victor	Design and Environmental Review (145th from I-5 to SR99)	12/01/16	04/30/20	In Progress	30%	At Risk	Due to being put on hold list for Connet WA funding, this project is on hold, and at risk, pending I
4	7 CG3	·	Nytasha Walters	Nytasha Walters	ST SR-522/523 BRT // ST SR-522/523 BRT Partnering Agreement	01/01/20	12/31/20	In Progress	25%	On Track	
		322 to interstate-3 as part or 313									0.91

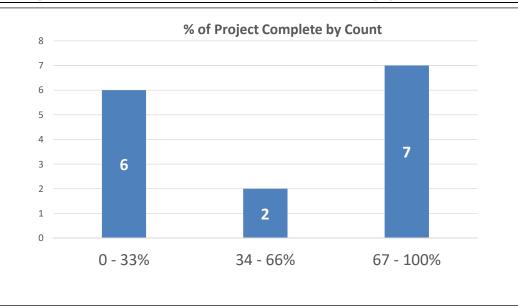
# CG	Action Step	Action Step Coordination Lead	Implementation Project Manager	Implementation Step/Sub-Step	Start	Finish	Project Status	% of Project Complete	Project Health	Notes (Abbr.)
48 CG3	Work with the City of Seattle, King County, Sound Transit, the Washington State Department of Transportation, and federal agencies on a plan that will improve safety and efficiency for all users of 145th Street, including a design for the 145th Street and Interstate 5 interchange, design of the 145th Street corridor west of the Interstate-5 interchange, and coordination with Sound Transit for design and construction of 145th Street improvements from Highway 522 to Interstate-5 as part of ST3	-	Nytasha Walters	ST3 SR-522/523 BRT // ST SR-522/523 BRT Coordination	01/01/20	12/31/23	In Progress	10%	On Track	
49 CG3	Work collaboratively with Sound Transit to permit the Lynnwood Link Extension Project and coordinate on project construction and work proactively with Sound Transit to develop plans to minimze, manage, and mitigate aticipated impacts to Shoreline neighborhoods from construction and operation of the LynnwoodL Link Extension Project	Juniper Nammi	Juniper Nammi	Review and issue construction permits for the Light Rail Project and provide ongoing construction services for project permits. // Land use and construction permit issuance expected to be mostly completed in 2019	01/01/18	06/30/20	In Progress	70%	On Track	The majority of the land use, demolition, and early work permits were issued in 2019 and the first o
50 CG3	Work collaboratively with Sound Transit to permit the Lynnwood Link Extension Project and coordinate on project construction and work proactively with Sound Transit to develop plans to minimze, manage, and mitigate aticipated impacts to Shoreline neighborhoods from construction and operation of the LynnwoodL Link Extension Project	Juniper Nammi	Juniper Nammi	Develop Construction Management Plan	01/01/18	12/31/19	Complete	100%	Complete	The light rail project construction management plans were approved for start of Main Package work pr
51 CG3	Work collaboratively with Sound Transit to permit the Lynnwood Link Extension Project and coordinate on project construction and work proactively with Sound Transit to develop plans to minimze, manage, and mitigate aticipated impacts to Shoreline neighborhoods from construction and operation of the LynnwoodL Link Extension Project	Juniper Nammi	Juniper Nammi	Develop Neighborhood Traffic Impacts Mitigation Plans	01/01/18	12/31/20	In Progress	30%	On Track	SUP Condition of Approval C(10) requires development of Trafic Mitigation Study and plan for the fir
52 CG3	Work collaboratively with Sound Transit to permit the Lynnwood Link Extension Project and coordinate on project construction and work proactively with Sound Transit to develop plans to minimze, manage, and mitigate aticipated impacts to Shoreline neighborhoods from construction and operation of the LynnwoodL Link Extension Project	Juniper Nammi	Juniper Nammi	Negotiate Construction Services Agreement and other Agreements for Sound Transit Light Rail Project	01/01/17	12/31/20	In Progress	75%	On Track	Construction Services was added to the Expedited Permitting and Reimbursement agreement by amendment
53 CG3	Work collaboratively with Sound Transit to permit the Lynnwood Link Extension Project and coordinate on project construction and work proactively with Sound Transit to develop plans to minimze, manage, and mitigate aticipated impacts to Shoreline neighborhoods from construction and operation of the LynnwoodL Link Extension Project	Juniper Nammi	Juniper Nammi	Partner on 90% design and construction open house and provide 90% design review comments	12/12/18	03/04/19	Complete	100%	Complete	90% Design/Construction Open House was held by Sound Transit on February 26, 2019. Council was updat
54 CG3	Work collaboratively with Sound Transit to permit the Lynnwood Link Extension Project and coordinate on project construction and work proactively with Sound Transit to develop plans to minimze, manage, and mitigate aticipated impacts to Shoreline neighborhoods from construction and operation of the LynnwoodL Link Extension Project	Juniper Nammi	Juniper Nammi	Special Use Permit review and public hearing	06/01/18	05/31/19	Complete	100%	Complete	Special Use Permit hearing was held 4/24/2019. Sound Transit agreed to all the conditions of approva

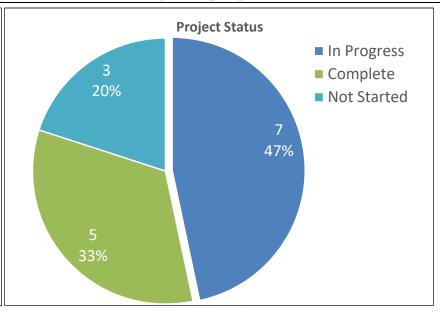
#	ŧ CG	Action Step	Action Step Coordination Lead	Implementation Project Manager	Implementation Step/Sub-Step	Start	Finish	Project Status	% of Project Complete	Project Health	Notes (Abbr.)
55	5 CG3	Work collaboratively with Sound Transit to permit the Lynnwood Link Extension Project and coordinate on project construction and work proactively with Sound Transit to develop plans to minimze, manage, and mitigate aticipated impacts to Shoreline neighborhoods from construction and operation of the LynnwoodL Link Extension Project	Kendra Dedinsky	Kendra Dedinsky	Subareas on-street parking monitoring report // Complete draft report	10/01/18	11/29/19	Complete	100%	Complete	Presented to Council as discussion item on 10/28/19. Follow up steps and next round of data collecti
56	6 CG3	Complete the 185th Street Corridor Study between Aurora Avenue N and 10th Avenue NE to identify multi-modal transportation improvements necessary to support growth associated with the 185th Street Station Subarea Plan and the Shoreline North/185th Street Station	Nytasha Walters	Nora Daley-Peng	Study multi-modal transportation improvements // 185th Multimodal Corridor Strategy Report	07/01/18	03/31/20	In Progress	90%	On Track	
57	7 CG3	Create non-motorized connections to the Light Rail Stations and provide for multiple transportation options in and between the Station Subareas by continuing to coordinate design elements of the Trail Along the Rail, 148th Street Non-Motorized Bridge and 3rd Avenue NE Woonerf projects with Sound Transit and seek funding through federal, state and regional opportunities to complete the designs and construction of these projects.	Juniper Nammi	Juniper Nammi	Shoreline South/145th Station Kiss & Ride contingency plan // Special Use Permit Condition recommended to Hearing Examiner to address this issue.	06/30/17	05/31/19	Complete	100%	Complete	Special Use Permit (SUP) Decision includes Condition of Approval C(10) to address this issue, whic
58	8 CG3	Create non-motorized connections to the Light Rail Stations and provide for multiple transportation options in and between the Station Subareas by continuing to coordinate design elements of the Trail Along the Rail, 148th Street Non-Motorized Bridge and 3rd Avenue NE Woonerf projects with Sound Transit and seek funding through federal, state and regional opportunities to complete the designs and construction of these projects.	Bob Earl	Lea Bonebrake	148th Street Non-motorized Bridge Preliminary Design and Environmental Analysis	01/01/19	12/31/20	In Progress	10%	On Track	NTP for design was issued on 8/15/2019 to kickoff 30% design. Currently in preliminary design devel
59	9 CG3	Create non-motorized connections to the Light Rail Stations and provide for multiple transportation options in and between the Station Subareas by continuing to coordinate design elements of the Trail Along the Rail, 148th Street Non-Motorized Bridge and 3rd Avenue NE Woonerf projects with Sound Transit and seek funding through federal, state and regional opportunities to complete the	Tricia Juhnke		Trail Along the Rail Preliminary Design and Environmental Analysis	01/01/19	12/31/20	On-Hold	0%	Not on Track	No work- lack of staff capacity to perform- lower priority than other projects
60	0 CG3	Create non-motorized connections to the Light Rail Stations and provide for multiple transportation options in and between the Station Subareas by continuing to coordinate design elements of the Trail Along the Rail, 148th Street Non-Motorized Bridge and 3rd Avenue NE Woonerf projects with Sound Transit and seek funding through federal, state and regional opportunities to complete the	Nytasha Walters		Woonerf Preliminary Design and Environmental Analysis	01/01/19	12/31/20	On-Hold	0%	Not on Track	Unfunded - no work on this implementation step
63	1 CG3	Create non-motorized connections to the Light Rail Stations and provide for multiple transportation options in and between the Station Subareas by continuing to coordinate design elements of the Trail Along the Rail, 148th Street Non-Motorized Bridge and 3rd Avenue NE Woonerf projects with Sound Transit and seek funding through federal, state and regional opportunities to complete the designs and construction of these projects.	Juniper Nammi	Tricia Juhnke	Design and construction of access mitigation projects	06/01/19	09/03/24	Not Started	0%	On Track	Design start for 5th Ave NE (NE 175th to NE 182nd) in Q1 2020; Design start for 1st Ave NE (NE 145th

# CG	Action Step	Action Step Coordination Lead	Implementation Project Manager	Implementation Step/Sub-Step	Start	Finish	Project Status	% of Project Complete	Project Health	Notes (Abbr.)
62 CG3	Continue to coordinate design elements of the Trail Along the Rail, 148th Street Non-Motorized Bridge and 3rdAvenue NE Woonerf projects with Sound Transit and seek funding through federal, state and regional opportunities to complete the designs and construction of these projects	Nytasha Walters	Bethany Wolbrecht- Dunn	Seek funding for the Trail along the Rail	01/01/19	12/31/23	In Progress	0%	On Track	Trail along Rail - No funding on the horizon - will keep looking.
63 CG3	Continue to coordinate design elements of the Trail Along the Rail, 148th Street Non-Motorized Bridge and 3rdAvenue NE Woonerf projects with Sound Transit and seek funding through federal, state and regional opportunities to complete the designs and construction of these projects	Nytasha Walters	James Hammond and Bethany Wolbrecht Dunn	Seek funding for the 148th St non-motorized bridge	01/01/19	12/31/23	In Progress	55%	On Track	148th NM Bridge - ST grant was awarded and project is included in the KC parks levy; Federal fundi
64 CG3	Continue to coordinate design elements of the Trail Along the Rail, 148th Street Non-Motorized Bridge and 3rdAvenue NE Woonerf projects with Sound Transit and seek funding through federal, state and regional opportunities to complete the designs and construction of these projects	Nytasha Walters	Bethany Wolbrecht- Dunn	Seek funding for the the Woonerf projects	01/01/19	12/31/23	In Progress	0%	On Track	Woonerf - No funding on the horizon - will keep looking

## Council Goal - CG 4 Expand the City s focus on equity and inclusion to enhance opportunities for community engagement







1) Select City Goal Here:

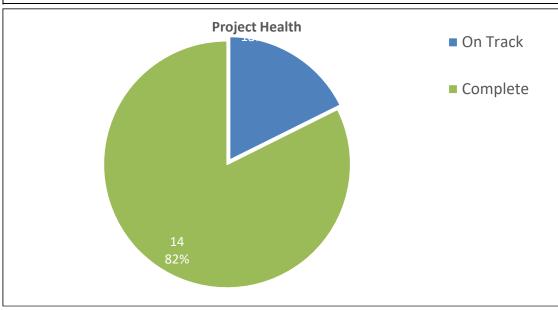
	CCA	CCE		<u> </u>
	CG4	LG5		

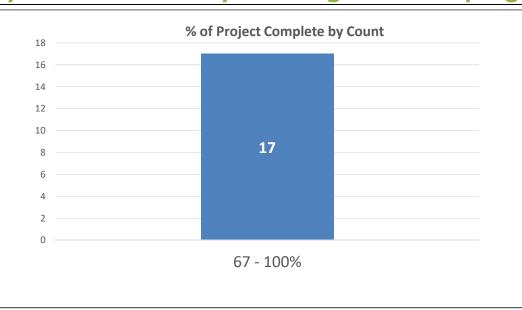
# CG	Action Step	Action Step Coordination Lead	Implementation Project Manager	Implementation Step/Sub-Step	Start	Finish	Project Status	% of Project Complete	Project Health	Notes (Abbr.)
65 CG4	Continue to implement the City's Diversity and Inclusion Program	Colleen Kelly	Suni Tolton; Don Moritz	Engage with community groups and local community members, particularly people of color, to seek ways we can increase our job opportunity outreach and receive feedback on the City's hiring processes with the goal of eliminating barriers that may prevent them from applying	01/01/19	06/30/20	In Progress	10%	On Track	HR is in the process of identifying individual candidates of color who have applied for positions wi
66 CG4	Continue to implement the City's Diversity and Inclusion Program	Colleen Kelly	Suni Tolton	Develop and implement the Community Bridge Program	01/01/19	12/31/19	Complete	100%	·	First cohort of Community Bridge was held in May with a diverse group of participants who provided p
67 CG4	Continue to implement the City's Diversity and Inclusion Program	Colleen Kelly	Suni Tolton	Develop and Conduct All Staff Anti-Bias Training	01/01/19	12/31/19	Complete	100%	·	The 2019 Implicit Bias training served as an opportunity for staff to learn how to facilitate an imp

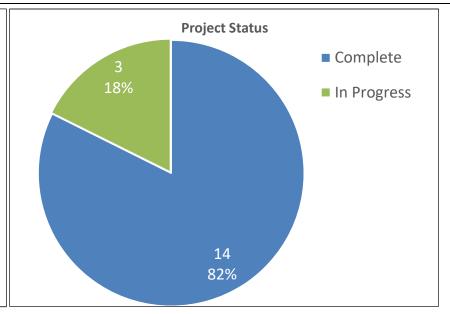
# CG	Action Step	Action Step Coordination Lead	Implementation Project Manager	Implementation Step/Sub-Step	Start	Finish	Project Status	% of Project Complete	Project Health	Notes (Abbr.)
68 CG4	Continue addressing homelessness solutions on a regional and local level	Colleen Kelly	Colleen Kelly	Serve as a Sound Cities Association representative to the Regional Homelessness System Redesign process to ensure North and East City perspective is included in planning processes	01/01/01	12/31/19	Complete	100%	Complete	The Regional Homelessness Authority has been created through legislative action by both the City of
69 CG4	Continue addressing homelessness solutions on a regional and local level	Colleen Kelly	Colleen Kelly	Evaluate existing Outreach and RADAR programs to determine whether additional strategies might be needed	01/01/19	12/31/20	In Progress	50%	On Track	
70 CG4	Continue addressing homelessness solutions on a regional and local level	Colleen Kelly	Colleen Kelly	Serve as a Sound Cities Association appointee to the Housing Interjurisdictional Staff Team (provides analysis and support to the newly formed Regional Affordable Housing Committee) to ensure Shoreline's perspective is included in deliberations for recommended action	05/01/19	12/31/19	Complete	100%	Complete	
71 CG4	Ensure all Shoreline residents have access to and benefit from the City's programs and activities through continued compliance with federal and state anti-discrimination laws, including Title VI of the Civil Rights Act, the Civil Rights Restoration Act, Title II of the Americans with Disabilities Act, and Washington's Law Against Discrimination	John Norris	Bob Earl	Conduct Parks Facilities ADA Condition Assessment	01/01/20	12/31/20	Not Started	0%	At Risk	Awaiting assignment of Public Works project manager.
72 CG4	Ensure all Shoreline residents have access to and benefit from the City's programs and activities through continued compliance with federal and state anti-discrimination laws, including Title VI of the Civil Rights Act, the Civil Rights Restoration Act, Title II of the Americans with Disabilities Act, and Washington's Law Against Discrimination	John Norris	Bob Earl	Create Parks Facilities ADA Transition Plan	01/01/21	12/01/21	Not Started	0%	At Risk	This project is dependent on the ADA Facilities Assessment which is still awaiting a projecr manager
73 CG4	Ensure all Shoreline residents have access to and benefit from the City's programs and activities through continued compliance with federal and state anti-discrimination laws, including Title VI of the Civil Rights Act, the Civil Rights Restoration Act, Title II of the Americans with Disabilities Act, and Washington's Law Against Discrimination	John Norris	John Norris	Develop Title VI Civil Rights Act Internal Working Group to manage Title VI Compliance and Reporting Responsibilities	01/01/19	12/31/20	In Progress	10%	On Track	Have updated the Title VI Citywide organization chart identifying Title VI Specialists throughout th
74 CG4	Ensure all Shoreline residents have access to and benefit from the City's programs and activities through continued compliance with federal and state anti-discrimination laws, including Title VI of the Civil Rights Act, the Civil Rights Restoration Act, Title II of the Americans with Disabilities Act, and Washington's Law Against Discrimination	John Norris	Tricia Juhnke	Create ADA ROW Transition Plan	10/01/17	03/30/20	In Progress		Not on Track	Remainig tasks include clean up of data and finalization of draft report. Behind due to other proje
75 CG4	Conduct meaningful and intentional community engagement to ensure all Shoreline residents, especially those whom have been historically marginalized or underrepresented, are included in the City's decision-making processes, including review of the City's written material and public information to make sure that it is understandable and accessible for all residents	John Norris	John Norris	Review and update the staff report template with a focus on accessibility for the visually impaired and opportunities to highlight diversity and inclusion and equity	07/01/19	09/30/20	In Progress	15%	On Track	Have charter committee to work on this project and met wtih the City Council to get their initial fe

# CG	Action Step	Action Step Coordination Lead	Implementation Project Manager	Implementation Step/Sub-Step	Start	Finish	Project Status	% of Project Complete	Project Health	Notes (Abbr.)
76 CG4	Conduct meaningful and intentional community engagement to ensure all Shoreline residents, especially those whom have been historically marginalized or underrepresented, are included in the City's decision-making processes, including review of the City's written material and public information to make sure that it is understandable and accessible for all residents	John Norris	Eric Bratton	Develop Community Engagement Tool kits and Guiding Documents	03/01/19	06/30/20	In Progress	40%	On Track	
77 CG4	Conduct meaningful and intentional community engagement to ensure all Shoreline residents, especially those whom have been historically marginalized or underrepresented, are included in the City's decision-making processes, including review of the City's written material and public information to make sure that it is understandable and accessible for all residents	John Norris	Eric Bratton	Train Staff on Community Engagement Tool Kits	01/01/20	09/30/20	Not Started	0%	On Track	
78 CG4	Conduct meaningful and intentional community engagement to ensure all Shoreline residents, especially those whom have been historically marginalized or underrepresented, are included in the City's decision-making processes, including review of the City's written material and public information to make sure that it is understandable and accessible for all residents	John Norris	Eric Bratton	Continue to Support the development of the translation of City documents and materials into various languages	01/01/19	12/31/20	In Progress	100%	On Track	
79 CG4	Continue to build relationships that support community policing with all members of the Shoreline community	Shawn Ledford	Shawn Ledford	Provide outreach to Shoreline's Muslim community including trainings/info meetings, police visibility when requested	01/01/19	12/31/19	Complete	100%	Complete	Shoreline patrol and command staff had dinner with the Islamic Community of Bosnias in December 2018

## Council Goal - CG 5 Promote and enhance the City s safe community and neighborhood programs and initiatives







1) Select City Goal Here:

CG1 CG2 CG3 CG4 CG5 S1 S2

ı	# CG	Action Step	Action Step Coordination Lead	Implementation Project Manager	Implementation Step/Sub-Step	Start	Finish	Project Status	% of Project Complete	Project Health	Notes (Abbr.)
	80 CG5	Use data driven policing to address crime trends and quality of life concerns in a timely manner	Shawn Ledford	Shawn Ledford	Track locations of highest call volumns; communiacate these trends, ansd research and strategize effective responses to reduce crime.	01/01/19	12/31/19	Complete	100%	Complete	Quarterly reports and crime trends dicusseed with the City Manager. 2019 KCSO transitioned to NIBRS
	81 CG5	Continue quarterly meetings of the City's cross-department safe community team to address public safety problems and implement solutions	Colleen Kelly	Colleen Kelly	Work with Chief Ledford to evaluate ongoing value of the Safe Community Team and develop recommendations for improvement.	01/01/19	12/31/19	Complete	100%	Complete	This meeting will be discontinued; Instead the Community Services Manager will join the monthly Poli
	82 CG5	Continue the partnership between the Parks Department and Police, focusing on park and trail safety through Crime Prevention Through Environmental Design (CPTED), Problem Solving Projects (PSPs) and police emphasis to improve safety and the feeling of safety	Eric Friedli	Eric Friedli	Implement Darnell Park CPTED recommendations	01/01/17	12/31/20	In Progress	70%	On Track	

# CG	Action Step	Action Step Coordination Lead	Implementation Project Manager	Implementation Step/Sub-Step	Start	Finish	Project Status	% of Project Complete	Project Health	Notes (Abbr.)
83 CG5	Continue the partnership between the Parks Department and Police, focusing on park and trail safety through Crime Prevention Through Environmental Design (CPTED), Problem Solving Projects (PSPs) and police emphasis to improve safety and the feeling of safety	Eric Friedli	Shawn Ledford	Conduct special emphasis project at S. Interurban Trail and Echo Lake Park	01/01/19	12/31/19	Complete	100%	Complete	Patrol emphasis with two officers at various times throughout the day will continue through August.
84 CG5	Continue partnering with Shoreline schools and the Shoreline Fire Department to implement best practice school safety measures	Shawn Ledford	Shawn Ledford	Complete at least one active shooter and patrol training at varied locations annually	01/01/19	12/31/19	Complete	100%	Complete	ASAP training scheduled for August at King's School.
85 CG5	Continue addressing traffic issues and concerns in school zones and neighborhoods using the City's speed differential map and citizen traffic complaints	Kendra Dedinsky	Kendra Dedinsky	Develop annual traffic safety evaluation report & update traffic data for police use	01/01/19	12/31/19	Complete	100%	Complete	Mid-year speed differential map expected by end of Feb 2019. Annual Traffic Report discussed at 6/24
86 CG5	Continue coordinating efforts between the Community Outreach Problem Solving (COPS) officer and the City's Neighborhoods Program to work on crime prevention education and outreach	Colleen Kelly	Constance Perenyi	Conduct annual National Night Out Celebration // Event scheudled for August 6, 2019	01/01/19	12/31/19	Complete	100%	Complete	This was another successful National Night Out, with 64 registered parties on August 6. All partici
87 CG5	Continue coordinating efforts between the Community Outreach Problem Solving (COPS) officer and the City's Neighborhoods Program to work on crime prevention education and outreach	Colleen Kelly า	Shawn Ledford	Conduct ongoing crime prevention meetings between Shoreline neighborhoodsoccurring as needed/requested by Neighborhood Associations and other groups	01/01/19	12/31/19	Complete	100%	Complete	
88 CG5	Conduct trainings, and community programs to promote personal safety, awareness and response	Paula Bates	Shawn Ledford	Provide 2-3 Personal Safety, Awareness, & Response Training and Civilian Response to Active Shooter Events Trainings annually	01/01/19	12/31/19	Complete	100%	Complete	PSAR training - third quarter of 2019.
89 CG5	Fully implement the Risk Analysis De-escalation and Referral (RADAR) program to effetively serve individuals with mental health needs, including partnering with Mental Health Professional Navigators to connect those individuals with services, and publicize the outcomes and results	Shawn Ledford	Shawn Ledford	Analysis / Assessment Phase: RADAR continues in the field, research partners will conduct data analysis and submit final report to DOJ / BJA	01/01/18	01/31/20	Complete	100%	Complete	RADAR is implemetned and working in Shoreline. Shoreline, Bothell, Kenmore, Kirkland and LFP are wor
90 CG5	Fully implement the Risk Analysis De-escalation and Referral (RADAR) program to effetively serve individuals with mental health needs, including partnering with Mental Health Professional Navigators to connect those individuals with services, and publicize the outcomes and results	Shawn Ledford	Shawn Ledford	Develop and implement Navigator/Mental Health Strategy for North Sound Radar	01/01/18	06/30/20	In Progress	75%	On Track	North Sound RADAR is hiring a full time project managmer in July 2019. The project manager will coor

#	CG	Action Step	Action Step Coordination Lead	Implementation Project Manager	Implementation Step/Sub-Step	Start	Finish	Project Status	% of Project Complete	Project Health	Notes (Abbr.)
91	CG5	Fully implement the Risk Analysis De-escalation and Referral (RADAR) program to effetively serve individuals with mental health needs, including partnering with Mental Health Professional Navigators to connect those individuals with services, and publicize the outcomes and results	Shawn Ledford	Shawn Ledford	Promote accessiblity of RADAR among local jurisdictions by partnering with Bothell, LFP, Kirkland, and Kenmore	01/01/13	06/01/19	Complete	100%	Complete	North Sound RADAR executive team (chief's) and operations group (captains & sergeants) meet on a reg
92	CG5	Develop recommendations and an implementation work plan to address gaps that exist in connecting those experiencing homelessness and/or opioid addiction with supportive services	Colleen Kelly	Colleen Kelly	Continued analysis of current needs and Human Services investments in Shoreline; goal to develop recommendations for city council in Q1 2020	07/02/18	02/28/20	In Progress	90%	On Track	Changed from 100% to 90% by JN on 12/3/19; Discussion with Council scheduled for Feb, 2020
93	CG5	Partner with King County District Court to explore the creation of a Community Court in Shoreline for defendents who conduct "crimes of poverty" with the goal of connecting them with services to address the underlying challenges that may contribute to further criminal activity.	Christina Arcidy f	Christina Arcidy	Brief City Council on Community Court, including partnership opportunities, benefits, and cost	03/02/19	04/22/19	Complete	100%	Complete	Attended City Council Meeting on April 22, 2019 and received direction to continue planning Communit
94	CG5	Partner with King County District Court to explore the creation of a Community Court in Shoreline for defendents who conduct "crimes of poverty" with the goal of connecting them with services to address the underlying challenges that may contribute to further criminal activity.	Christina Arcidy f	Christina Arcidy	Determine first year and sustainable funding for Community Court.	04/22/19	11/30/19	Complete	100%	Complete	Budget and Tax Manager believes there is sufficient savings from the criminal justice budget (primar
95	CG5	Partner with King County District Court to explore the creation of a Community Court in Shoreline for defendents who conduct "crimes of poverty" with the goal of connecting them with services to address the underlying challenges that may contribute to further criminal activity.	Christina Arcidy	Christina Arcidy	Plan for a soft launch of Community Court by Q4 2019.	04/22/19	12/31/19	Complete	100%	Complete	Eligibility criteria completed; communications plan drafted and started to be implemented; recruitme
96	CG5	Partner with King County District Court to explore the creation of a Community Court in Shoreline for defendents who conduct "crimes of poverty" with the goal of connecting them with services to address the underlying challenges that may contribute to further criminal activity.	Christina Arcidy f	Christina Arcidy	Official launch Community Court.	04/22/19	06/30/20	Complete	100%	Complete	Likely be in March 2020 now that we have a soft launch date confirmed.



### Council Salary Commission

City Council Strategic Planning Workshop, February 28 and 29, 2020

#### **Policy Question**

Is the City Council interested in exploring the establishment of a Council Salary Commission, or is Council still comfortable with the current process where the Council can review Council salaries on their own?

#### **Background**

The Washington State Constitution (WSC) and Revised Code of Washington (RCW) govern how and when the salaries of elected officials may change (WSC Section 8 Salaries and Limitations Affecting, RCW 35.21.015 Salary Commissions.) In summary, if a city has established an independent salary commission by ordinance, the commission may increase elected officials' salaries at any time. The salary commission is appointed by the Mayor and approved by the City Council, but makes independent salary decisions for the Council. If there is no salary commission, the Council may vote to increase their salaries upon commencement of the next term of office (this has the effect of some council members receiving the increase before others.) Any decrease in salary (by a Commission or a Council) can only take effect upon commencement of the next term of office.

RCW 41.04.190 provides that elected officials may receive actual medical insurance without triggering the prohibition against raising salaries during a term of office, presumably because actual insurance is not salary. However, it seems intuitively clear that any form of compensation such as deferred compensation, in lieu of insurance, would be akin to salary and the prohibition against change during a term of office should apply to meet the intent of the WSC and RCW as it relates to elected official salaries.

#### **Current City of Shoreline Council Salaries and Process**

As the City does not currently have a Salary Commission, it is up to Council to review their own salaries and make recommendations for increases or decreases in Council compensation. The Shoreline City Council last reviewed the salaries of its elected officials on October 21, 2013 via Ordinance No. 673. The staff report for this Council action can be found at the following link: Approval of Ord. No. 673 to Increase Council Salaries.

The current salary of Shoreline Councilmembers is \$1,000 per month. For the Mayor and Deputy Mayor, their salaries are \$1,250 and \$1,100 respectively. In addition to base salary, Councilmembers also receive a health benefits allocation of \$1,035 per month. Currently, these funds are deposited into a deferred compensation plan for each Councilmember, as there are not enough Councilmembers who have chosen to purchase health insurance through the City of Shoreline. It takes four or more Councilmembers to agree to purchase health insurance through the City for Councilmembers to participate in the City's AWC Trust Health Plan.



#### **Review of Potential Salary Commission**

From time to time, the Council has inquired what may be involved in establishing a Salary Commission to review salaries of elected officials. This was last discussed by Council in May of 2013. At that time, Council provided direction to staff that they would like to continue with the City's current practice of setting Council salaries.

#### Salary Commission Process as Set Forth in State Law

The Salary Commission process is set forth in RCW. The following table lists each section of the RCW and provides staff comments accordingly:

RCW 35.21.015 Salary Commissions Sections	Staff Comments				
(1) Salaries for elected officials of towns and cities may be set by salary commissions established in accordance with city charter or by ordinance and in conformity with this section.	The Council would need to adopt an ordinance to establish a Commission.				
(2) The members of such commissions shall be appointed in accordance with the provisions of a city charter, or as specified in this subsection:	The Mayor would need to appoint Commission members, and the members				
(a) Shall be appointed by the mayor with approval of the city council;	would be subject to the approval of the City Council.				
(b) May not be appointed to more than two terms;					
(c) May only be removed during their terms of office for cause of incapacity, incompetence, neglect of duty, or malfeasance in office or for a disqualifying change of residence; and					
(d) May not include any officer, official, or employee of the city or town or any of their immediate family members. "Immediate family member" as used in this subsection means the parents, spouse, siblings, children, or dependent relatives of the officer, official, or employee, whether or not living in the household of the officer, official, or employee.					
(3) Any change in salary shall be filed by the commission with the City Clerk and shall become effective and incorporated into the city or town budget without further action of the city council or salary commission.	The Commission would directly mandate increases or decreases independent of any other approvals.				
(4) Salary increases established by the commission shall be effective as to all city or town elected officials, regardless of their terms of office.	Effective date of change would be consistent with standard procedural rules for when ordinances take effect.				



RCW 35.21.015 Salary Commissions Sections	Staff Comments
(5) Salary decreases established by the commission shall become effective as to incumbent city or town elected officials at the commencement of their next subsequent terms of office.	
(6) Salary increases and decreases shall be subject to referendum petition by the people of the town or city in the same manner as a city ordinance upon filing of such petition with the city clerk within thirty days after filing of the salary schedule. In the event of the filing of a valid referendum petition, the salary increase or decrease shall not go into effect until approved by vote of the people.	
(7) Referendum measures under this section shall be submitted to the voters of the city or town at the next following general or municipal election occurring thirty days or more after the petition is filed, and shall be otherwise governed by the provisions of the state Constitution, or city charter, or laws generally applicable to referendum measures.	
(8) The action fixing the salary by a commission established in conformity with this section shall supersede any other provision of state statute or city or town ordinance related to municipal budgets or to the fixing of salaries.	
(9) Salaries for mayors and councilmembers established under an ordinance or charter provision in existence on July 22, 2001, that substantially complies with this section shall remain in effect unless and until changed in accordance with such charter provision or ordinance.	



# Considering the City's Support for the Shoreline Farmers Market

City Council Strategic Planning Workshop, February 28 and 29, 2020

#### **Discussion Question**

What is the appropriate management model for the Shoreline Farmers Market and role for the City of Shoreline within that model?

#### **Background**

The Shoreline Farmers Market began in 2012 as a small Washington state non-profit housed on the second floor of City Hall's garage. In 2015, the market moved to its current home in the Shoreline Place Community Renewal Area (CRA), adjacent to Central Market and the vacant Sears building, at the City's request. The City promoted the Farmers Market as "Phase Zero," the initial redevelopment catalyst and proof of the City's commitment to the long-term realization of the CRA Plan.

For 18 Saturdays a year, the Farmers Market brings thousands of customers to the CRA to shop while enjoying music, chef demonstrations, and unique children's activities. Due to the impending start of Shoreline Place Phase 1 construction, the Farmers Market will relocate next season. A potential location identified within Shoreline Place is the former drive-through US Bank located at the Westminster Way and 155<sup>th</sup> entry to the CRA. In response to community interest captured in surveys and other outreach, Merlone Geier Partners (MGP) has designed its redevelopment of the former Sears property with a permanent home for the Farmers Market and is committed to providing an interim location for the market during construction.

Market founder and Executive Director Brendan Lemkin launched the Farmers Market as part of a school project, which he then grew into the public/private partnership it is today. The market can be characterized as a public/private partnership due to the close relationship between the City and market, the City's on-going and increased financial support, the City's inkind donation of office space, and the overlapping economic and community development goals the market helps achieve. While the day-to-day operations have been overseen by a Market Manager, Mr. Lemkin has managed much of the administrative work on his own.

Several years ago, Mr. Lemkin indicated he was ready to step away from the market. At that time, City staff and Mr. Lemkin discussed various options including the City taking over direct management of the market as a City program or the formation of a "Friends of Shoreline Place" organization to provide fiduciary oversight of the Market Manager and support other community interests related to the CRA. In 2019, staff began to reach out to members of the community to determine potential interest in joining or leading such an effort.

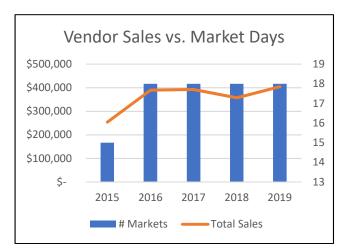


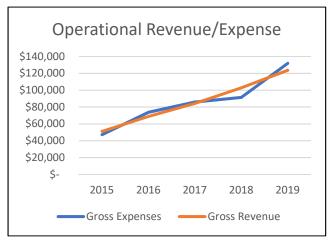
The Shoreline Farmers Market does not operate with a board of directors typical to many non-profits. There was an Advisory Committee in the early days of the market, but it was discontinued about five years ago. There is also no succession plan in place for the Executive Director. Without such a plan in place and given the competing needs of the City, it is reasonable for the City to evaluate the best management model for the Shoreline Farmers Market in order to determine the City's future role with the market.

#### **Farmers Market Financials**

The Shoreline Farmers Market has been at its current location in Shoreline Place for five years. Each time a Farmers Market moves, the financial picture "resets" since visitor patterns change. The Shoreline Farmers Market has steadily increased its gross expenses and gross revenues and over the course of the last five years has essentially broken even. Vendor sales, however, have been relatively flat since the market increased from 15 markets per season to 18 markets per season in 2016, despite the operational increases in revenues and expenses.

Operational revenue for the market has steadily increased between 20-35% per year since 2015, for a total increase of 142% in five years. Operational expenses have grown at a faster rate however, increasing 165% during the same period. The City's investment has also steadily



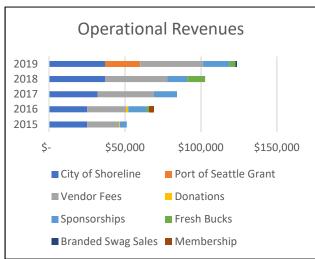


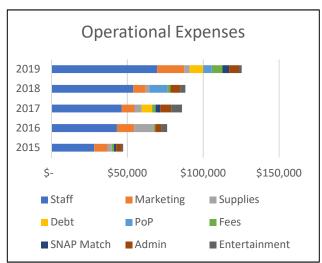
Revenues					
	2019	9 Actuals	202	20 Budget	
City of Shoreline	\$	37,000	\$	37,000	
Port of Seattle Grant	\$	23,000	\$	23,000	
Vendor Fees	\$	37,389	\$	35,500	
Donations	\$	-	\$	-	
Sponsorships	\$	17,300	\$	17,000	
Fresh Bucks	\$	4,168	\$	3,000	
Branded Swag Sales	\$	769	\$	500	
Membership	\$	4,028	\$	3,000	
Total Revenue	\$	123,654	\$	119,000	
Ex	xpens	ses			
2019 Actuals 2020 Budge					
	2019	9 Actuals	20	20 Budget	
Staff	<b>201</b> 9	<b>9 Actuals</b> 69,617	<b>20</b> \$	<b>20 Budget</b> 71,600	
Staff Marketing					
	\$	69,617	\$	71,600	
Marketing	\$ \$	69,617 17,940	\$ \$	71,600 13,360	
Marketing Supplies	\$ \$ \$	69,617 17,940 3,586	\$ \$ \$	71,600 13,360	
Marketing Supplies Debt	\$ \$ \$ \$	69,617 17,940 3,586 8,879	\$ \$ \$ \$	71,600 13,360 1,200	
Marketing Supplies Debt PoP	\$ \$ \$ \$	69,617 17,940 3,586 8,879 5,631	\$ \$ \$ \$	71,600 13,360 1,200 - 6,000	
Marketing Supplies Debt PoP Fees	\$ \$ \$ \$	69,617 17,940 3,586 8,879 5,631 7,023	\$ \$ \$ \$ \$	71,600 13,360 1,200 - 6,000 3,091	
Marketing Supplies Debt PoP Fees SNAP Match	\$ \$ \$ \$ \$	69,617 17,940 3,586 8,879 5,631 7,023 4,381	\$ \$ \$ \$ \$ \$	71,600 13,360 1,200 - 6,000 3,091 8,000	
Marketing Supplies Debt PoP Fees SNAP Match Misc. Admin (not staff)	\$ \$ \$ \$ \$ \$	69,617 17,940 3,586 8,879 5,631 7,023 4,381 6,521	\$ \$ \$ \$ \$ \$	71,600 13,360 1,200 - 6,000 3,091 8,000 11,600	



increased during this time, from \$25,000 in 2015 and 2016, to \$32,000 in 2017, and \$37,000 in 2018 and 2019. In 2019, the City also allocated \$23,000 from the Port of Seattle Economic Development Partnership Program grant, which was invested into the market's kids programming and overall marketing efforts. The market enjoyed an increase of approximately 9,000 additional customers in 2019, participation in the kids program increased by 31%, and vendors saw an increase in sales of 15%.

Operational revenues and expense types have remained relatively similar, with the City of Shoreline and vendor fees being the largest sources of revenue, and staff and marketing being the largest expenses.





#### **Market Management Models**

There are three typical management models for farmers markets in the Puget Sound region: non-profit, fiscal sponsorship, and city-operated.

**Non-profit:** Non-profit markets are typically governed by a volunteer working board of directors. Two comparable non-profit markets in the area, Mercer Island and Bellevue, rely on typical sponsorship and vendor fee revenue, as well as fundraising activities. The City of Mercer Island does not contribute to their market, whereas the City of Bellevue contributes \$10,000 annually their non-profit market. Contract staff perform the day-to-day tasks, including recruiting vendors and managing volunteers. They may also perform administrative tasks, though the Board may elect to do those tasks themselves or contract them out to others. In Seattle, the Seattle Farmer's Market Association, which is also a non-profit, operates seven farmers markets throughout the City. The City of Seattle does not support the Association, though it does allow for special lower cost permits if a market meets certain criteria. Although due to the size of the Association and their economies of scale, they are not a comparable model for Shoreline.



**Fiscal Sponsors:** Non-profits with another main mission may operate a farmers market as a fundraising tool to support its primary activities. This is referred to as a fiscal sponsorship model. The Edmonds Historical Museum and Friends of Third Place Commons in Lake Forest Park are good examples of this model, as they operate the farmers markets in Edmonds and Lake Forest Park respectively as fundraisers to support their primary activities. The Edmonds market was opened by the Museum 26 years ago and it has since grown to 120 vendors. It contracts only one employee, the market manager, and all market set up and takedown work is done by a solid volunteer base. In 2018, the market made over \$111,000 in revenue, enough to cover \$38,000 in expenses and put significant funds back into the Historical Museum.

At Third Place Commons in Lake Forest Park, the farmers market happens to be run by the same manager as the Edmonds Market and in the 2019 season produced approximately \$30,000 after expenses to help support its parent non-profit. The main source of revenue for both of these markets is initial registration fees and then a tiered fee per market for each vendor based on weekly revenues. Neither has significant corporate sponsorships or other fundraising events. Both of these markets quickly reached self-sufficiency because the work of managing the market was shared between committed community volunteers and existing staff at each parent non-profit, and only when the market could afford to pay a contracted manager did the board of directors hire one.

City-operated: City-operated markets are markets that are managed and operated by cities using city staff, often as programs within Parks and Recreation Departments. In Auburn and Renton, city staff coordinate their market programs and other city-sponsored events throughout the year, utilizing a 1.0 FTE position. These markets face less pressure to be financially sustainable, though they do typically have some combination of the same kinds of vendor, grant, and sponsorship revenue as privately-operated markets. Similar to the Shoreline Farmers Market's role as a catalyst to activate Shoreline Place, the City of Auburn opened a farmers market to activate and revitalize its downtown business district. The City still supports the municipal farmers market as an event that provides important benefit to the community and therefore is not expected to operate in a cost-neutral manner. In 2019, Auburn generated \$49,000 in revenues while expenses, including approximately 60% of the full-time coordinator's salary, totaled more than \$95,000.

#### **Options**

Staff is interested in understanding from Council what the City's preferred management model for the Shoreline Farmers Market is, and what the City's role and financial contributions within that model should be. Staff identified four options, all of which assume the Shoreline Farmers Market importance to the community and Council. Council may want to request additional research to guide this decision, including evaluating residents' interest in continuing the market (or if other local markets meet our community's needs) and a more in-depth analysis of the market's ability to become financially sustainable. As noted above, the market will move



locations in 2020, which will likely not be the last time as different areas within the CRA are developed in the years to come.

**Option 1 – Non-profit Model:** This model entails the City supporting and influencing the transition to a traditional non-profit or fiscal sponsorship model. This likely would include the City working with the market's Executive Director to plan for reducing City funding over the next two biennial budgets, recruiting additional operational volunteers, and forming a working board of directors. The transition could begin during the 2020 market season by focusing on increasing volunteer support and building an active board of directors. The City would also help incentivize the move to greater market independence and fiscal sustainability by eliminating the Port of Seattle grant funding for the market in 2021, and then further reducing City financial support over the following three years. The Port grant could then be used for other economic development purposes in Shoreline, however this should be studied further so as not to unintentionally destabilize the market given its recent success. While the City would commit staff time to support the transition by working closely with the Executive Director and Market Manager throughout the transition period, success of this model will require willingness on behalf of the market to lead the effort to develop a non-profit operating structure and build the capacity of the organization so that they can achieve fiscal and operational sustainability.

**Option 2 – City Program:** This model entails the City assuming the farmers market as a municipally-operated program and increasing its level of financial support. This would require the City to staff the market with a 0.5-0.75 FTE, and all liability would be taken on by the City. It is estimated that this would cost the City at least \$125,000 per year given the Shoreline Farmers Market 2019 expenses, cost of City staff, and an increased reliance on volunteers for work previously completed by temporary paid staff or stipended volunteers. While this option is the most expensive, it is also the option with the greatest level of City control and certainty for future operations.

Option 3 – Status Quo (Public/Private Partnership): This model entails no change to the current funding or operational model of the market. The City would continue to fund the Shoreline Farmers Market at \$37,000 per year (or \$60,000 if the \$23,000 Port grant is continued to be used for market funding) and the market would continue operation as is, as long as the Executive Director continues to be interested in operating the market. Goals like growth and continued development of the market, or a reduction of reliance on City funding, will not be significantly achieved with this model. As well, the future viability of the market would be greatly in question, as the market would likely cease to be a going concern if the Executive Director were to step away.

**Option 4 – Reduce or Eliminate Support:** This model entails the City immediately reducing or ending fiscal support for the market, which would likely result in the dissolution of the market. This would relieve the City of its financial commitments to the market, which would allow the City to re-program the general funds used to support the market, and Shoreline residents could



continue to access other area markets such as Edmonds, Lake Forest Park, Lake City, and Ballard. However, eliminating the CRA's City-sponsored placemaking effort would change the trajectory of the CRA as the momentum of building community and activating Shoreline Place would be lost. Although the Farmers Market is a key element in Merlone Geier Partners' final phase, it is unlikely a market would reform to occupy the planned location if it were to cease operations before that time. While the decision about whether to transition to a new management model or dissolve the market is ultimately up to the Executive Director, that choice would likely be influenced by the City's financial support.

#### **Recommendation**

Staff recommends Option 1 - supporting and influencing the Shoreline Farmers Market to grow into a traditional non-profit organization or similar fiscal sponsorship model. The Shoreline Farmers Market provides value to the community and is potentially an important part of the strategy to realize the vision at the Shoreline Place CRA as a bridge between phase zero and phase 1 redevelopment of the CRA. City staff would work with the market leadership to ensure a successful transition over a period of 3-5 years, including drawing down City financial support over this time frame. This will give the market an opportunity to build capacity while maintaining operational momentum.



## Environmental Sustainability Workplan

City Council Strategic Planning Workshop, February 28 and 29, 2020

#### **Discussion Question**

Is there additional policy direction that the City Council would like staff to consider in developing the City's Environmental Sustainability Workplan for the next three to five-year period?

#### **Background**

The City is committed to being a sustainable city in all respects. This is reflected in the community's long-term vision - *Vision 2029* - which includes supporting:

- Sustainable neighborhoods ensuring they are safe and attractive;
- **Sustainable environment** preserving our environmental assets and enhancing our built environment so that it is protects our natural resources;
- Sustainable services supporting quality services, facilities and infrastructure; and
- **Sustainable finances** responsible stewardship of fiscal resources to achieve the neighborhoods, environment and services desired by the community.

#### **Environmental Sustainability & Climate Action Plans**

The City's Environmental Sustainability Strategy outlines how the City will meet its Sustainability goals. This Strategy was developed and adopted by the City Council in 2008 in response to a 2007-2008 Council Goal. The Strategy defines sustainability as "meeting the needs of the present without compromising the ability of future generations to meet their own needs, while working to regenerate and restore the environment where it has been damaged by past practices." As of December 2019, 88% of the recommendations from the Strategy were either complete or on-going.

The <u>Climate Action Plan</u>, which was adopted by Council in 2013, includes a summary of Shoreline's <u>2012 Greenhouse Gas Emissions Inventory</u>, along with an action plan highlighting how residents, businesses, and the City can help address climate change. Through adoption of the Climate Action Plan, the City committed to reducing Greenhouse Gas (GHG) emissions 50% by 2030 and 80% by 2050. To better understand how to accomplish this goal, the City worked with Climate Solutions to develop a <u>Carbon Wedge Analysis</u>. The City also participates in the <u>King County-Cities Climate Collaboration</u> (K4C) to coordinate and enhance the effectiveness of local government climate and sustainability action. As of December 2019, 91% of the Climate Action Plan recommendations, and 54% of the Carbon Wedge Analysis recommendations, were either complete, on-going or identified as not being feasible.

#### **Environmental Services Work Plan Recommendations**

Staff recommend the following update for Council Goal 2, Action Step No. 4: "Implement the 2020-2022 Priority Environmental Strategies including implementation of **Salmon-Safe** 

certification activities, **resource conservation and zero waste** activities, and an update of the City's **Climate Action Plan**."

The work plan items below pertain primarily to 2020, with reference to significant climate change-related work plan activities in 2021-22.

#### **Community sustainability programming** to include the following:

- Host community events, including a special focus on the 50th Anniversary of Earth Day.
- Release an annual Sustainability Report for the City of Shoreline to communicate programs, initiatives and successes related to our Sustainable Shoreline program.
- Pilot a Sustainability Ambassador course for Shoreline residents to increase knowledge about climate change, resource use and conservation topics, Sustainable Shoreline program goals, community resources and opportunities for engagement.
- Host a series of natural yard care workshops to reduce pollution and protect local water quality.
- Administer the Environmental Mini-Grant Program to increase community-driven sustainability actions.
- Identify and pursue grant funding in support of waste reduction and recycling, hazardous waste management, pollution prevention and Greenhouse Gas (GHG) emission reduction actions for the community.
- Increase participation in the EnviroStars green business program and support sustainable business practices.

#### **Interdepartmental coordination** on programs including the following:

- Coordinate implementation of Salmon-Safe conditions, primarily working with Public Works Department staff. Of the 12 conditions associated with certification, ten (10) have deliverables in 2020-2022.
- Support Public Works staff in developing programming and communications associated with our 2018-2022 Bicycle-Friendly Community Designation and alternative transportation options.
- Support local implementation of regional K4C priorities.
- Coordinate employee Green Team activities to address municipal operations and engage staff in sustainability efforts.

**Continued implementation of climate action recommendations from past plans**. Actions from past sustainability and climate action plans included in the current Environmental Services workplan include the following:

- Develop new education and outreach programming for waste reduction and diversion activities for residential, multifamily and commercial customers.
- Manage the solid waste contract with Recology, including their annual Contamination Monitoring Protocol and Enforcement Procedure.

- Complete the Climate Impacts & Resiliency Study, communicate results with the community and work with Public Works staff to implement a new tool to incorporate potential climate change impacts in designing capital improvement projects.
- Identify initial actions in support of Ordinance No. 811, adopted by Council in December 2019, to update Natural Environment Goal V in the Comprehensive Plan to support Paris Climate Accord targets of limiting global warming to less than 1.5° C above pre-industrial levels. Existing GHG emission reduction targets from the City's 2013 Climate Action Plan with actions in support of limiting global warming to less than 2.0° C above pre-industrial levels may need to be revised with a more ambitious target to limit global warming to less than 1.5° C.
- Update the 2013 Climate Action Plan. An updated GHG emissions inventory will be completed in 2021 using 2020 data. This inventory will help inform a 2021-2022 update to the City's Climate Action Plan to include active community engagement, a strong equity lens and consideration of the 1.5° C goal.

#### Exploration of a Regulation for No Natural Gas in New Construction

One strategy identified in the Carbon Wedge Analysis that may yield significant results in reducing GHG emissions is to reduce the use of natural gas for heating in buildings. The City's 2016 Greenhouse Gas Emissions Inventory showed that residential and commercial natural gas use accounted for roughly 21% of community emissions, while industrial natural gas use accounted for another 4% of community emissions.

As electric grids become less carbon-intensive, increasing concerns about the impact of natural gas on climate change have led several cities and towns to explore bans on new natural gas hookups in commercial and residential buildings. Berkeley, CA passed the first such ban in the country in 2019, and several other cities have since followed with bans or initiatives discouraging natural gas hookups in new buildings, or laws that strongly encourage all-electric construction. Many communities are targeting natural gas to both reduce GHG emissions and to address safety concerns for human health from indoor exposure to natural gas, concerns about pipeline leaks and explosions, and concerns about impacts associated with natural gas extraction.

Berkley: In 2019, the City of Berkeley, CA adopted an ordinance adding a new Chapter 12.80 to the Berkeley Municipal Code Prohibiting Natural Gas Infrastructure in New Buildings, effective January 1, 2020. This ordinance requires all new single-family homes, town homes and small apartment buildings to have electric infrastructure. Builders will be prohibited from applying for permits for land uses that include gas infrastructure—gas piping to heat water, space, food, etc.—as each building type and system is modelled for all-electric design by the California Energy Commission. The city will include commercial buildings and larger residential structures as the state moves to develop regulations for those entities. The ordinance allocates \$273,341 per year for a two-year staff position with responsibility for implementing the ban. The California Restaurant Association recently sued Berkeley, citing concerns about restaurants' abilities to prepare many specialties without natural gas.

**Seattle:** A natural gas ban was recently proposed in the City of Seattle but met resistance from business and union representatives who were concerned that a stakeholder group had not been convened to discuss this issue and that a ban could lead to lost jobs. As of December 2019, this discussion was tabled for the time being.

A number of topics would need to be assessed in evaluating a potential regulation to reduce natural gas use in Shoreline, including:

- Type of tool to utilize: encouragement/incentives for all electric buildings (expedited permitting for all electric buildings, incentives for the use of heat pumps in lieu of gas, etc.) or a ban that restricts gas piping within new building construction
- Types of buildings to address: many communities are starting with single-family and smaller dwellings
- Potential community impacts associated with the selected tool: who would be impacted by removal or dis-incentivization of gas; technical support that might be needed for developers; potential workforce impacts and opportunities
- Stakeholder engagement process: how to engage various audiences in a meaningful, timely and equitable manner
- Analysis of costs and benefits associated with the proposed tool, both during construction and building operation
- Assessment of potential issues related to generation supply and/or transmission and distribution constraints with a transition to all electric
- Assessment of staffing needs to lead stakeholder engagement and implement final action

<sup>&</sup>quot;These Cities Want to Ban Natural Gas. But Would It Be Legal?" December 12, 2019. <a href="https://insideclimatenews.org/news/12122019/natural-gas-ban-cities-legal-cambridge-brookline-massachusetts-state-law-berkeley-california">https://insideclimatenews.org/news/12122019/natural-gas-ban-cities-legal-cambridge-brookline-massachusetts-state-law-berkeley-california</a>



# Diversity, Equity and Inclusion Council, Board and Commission Trainings

City Council Strategic Planning Workshop, Feb 28 and 29, 2020

#### **Policy Question**

Is the City Council and members of Shoreline Boards and Commission interested in engaging in training related to diversity, equity, and institutional racism?

#### **Background**

In order to support Council Goal 4: Expand the City's focus on equity and inclusion to enhance opportunities for community engagement, an assessment of employees' comfort with issues related to diversity and race was conducted by Dr. Stephan Blanford of Lighthouse Consulting in late October 2016. Sixty-four percent (64%) of employees completed the survey and seventeen employees participated in focus group sessions to gather more qualitative feedback on the survey questions. As a result of the assessment, Dr. Blanford provided the following recommendations focused on training:

- City leadership must assert a clear rationale for trainings and devise a structure to ensure broad-based support and overcome resistance of some staff.
- Convene a multifunction internal committee to guide training implementation and follow up activities. This committee could make recommendations for the content and modes of trainings and other related questions.
- Initial trainings should be designed to deepen staff understanding of individual, institutional, and systemic racism and implications for City of Shoreline services.

In accordance with these recommendations, a staff Diversity and Inclusion Committee was formed in 2017 to support the creation and implementation of staff training, with strong and visible support of the City Manager Debbie Tarry.

#### **Foundation Training**

In the 2016 staff assessment, 30% of survey respondents reported that they had never received any type of training related to diversity. Prior to 2018, the last training for all Shoreline staff related to diversity was provided in 2007 and focused on cross-cultural communication skills. In early 2018, Kyana Wheeler and Fran Partridge of Racial Equity Consultants were hired to conduct one-day Foundation training for all Shoreline regular staff. Five sessions were provided so that staff could participate in smaller groups and in an environment conducive for discussion and learning. In June 2019, another Foundation training session was provided for new employees who had been hired after the 2018 trainings were provided.

The purpose of the Foundation training is to help all staff gain a critical analysis and understanding of institutional racism, historical oppressions, and implications for City employees and community partners. The learning objectives include:

- Build awareness of the importance of identity, and the impact of "othering".
- Learn about different forms of oppression as they relate to "intersectionality" and why we lead with race and racism.
- Learn terms and develop a common language for discussing racial equity.
- Deepen knowledge of history and how it has shaped the context in which we live.
- Explore the interconnectedness of the interpersonal, institutional, and structural levels of racism.
- Explore "Whiteness" and how it shapes society and impacts our work.
- Examine the organizational continuum to evaluate what institutional progress is needed to become an anti-racist, multicultural institution.

In the evaluations submitted, 99% (132 employees) responded that the information provided in the training increased their knowledge of issues related to race and 97% (130 employees) found that the training content was relevant to their work.

In order to create meaningful organizational change, it is vital for all staff to continue to build a shared understanding of how to become an anti-racist institution and engage in the steps needed for individual, institutional, and structural change.

#### **Implicit Bias Workshop**

In addition to the mandatory Foundation training, all Shoreline regular staff were required to attend a three-hour Implicit Bias workshop in October 2019. It is important to address interpersonal dynamics and understand how systemic racism and other types of oppression can occur without conscious *intent*. The purpose was to 1) Understand implicit bias and its impact on people and decisions, and 2) Explore strategies to reduce implicit bias and eliminate disparate outcomes. Employees were highly encouraged to take at least one of the online Harvard Implicit Association Tests (IAT) before the workshop in order to begin reflecting on the concept of implicit bias. The training was adapted and facilitated by Benita Horn, independent equity consultant for the City of Renton and other governmental entities. Several Shoreline employees volunteered to be trained and co-facilitate the workshop with Benita in order to build internal capacity and model peer leadership.

#### **Other Training Opportunities**

In addition to the Foundation and Implicit Bias trainings, the following optional opportunities have been provided for Shoreline employees:

- Screenings and discussion of <u>Race: Power of an Illusion</u> three-part documentary series that investigates the idea of race in society, science, and history.
- Lunch and Learns Staff screening of short videos during the lunch hour, followed by discussion. Videos have included: Eyes on the Prize, Episode 1 Awakenings 1954-1956; Google Talks interview with Jessica Bennett, Seattle author of Feminist Fight Club: A Survival Manual for Your Sexist Workplace; United Shades of America, Episode Muslims in America; Coming Out: a 50 Year History, and others.
- <u>People's Institute for Survival and Beyond Undoing Institutional Racism</u> Two-day
  intensive workshop designed to educate, challenge, and empower people to "undo" the
  racist structures that hinder effective social change. The training premise is that racism

- has been systematically erected and it can be "undone" if people understand where it comes from, how it functions, and why it is perpetuated. Members of the staff Diversity and Inclusion Committee, Directors, Managers, and Supervisors in the organization are encouraged to attend. About 25 employees have participated thus far.
- Government Alliance for Racial Equity (GARE) Northwest Learning Cohort Four Shoreline employees volunteered to participate in a 9-month cohort (June 2019-February 2020) for government jurisdictions from Washington and Oregon. Monthly training sessions focused on deepening understanding of racial equity with GARE racial equity tools, racial equity training curriculum, and examples of policies and practices from other institutions.

Training on its own does not result in easy solutions for dismantling inequitable systems which have taken generations to create. The goal is for staff trainings to support an analytical framework for examining systemic factors that maintain racism and oppression, and motivate staff to evaluate their potential to make institutional and systemic change for racial equity and social justice. The Diversity and Inclusion Committee and Human Resources Department will work together to continue providing effective and efficient staff training opportunities in the future.

#### **Recommendations**

There is no single training that provides all the answers for addressing racism and creating inclusive systems. In order to align with the training being provided to City employees, it is important for Councilmembers and members of Boards and Commissions to make a long-term commitment to learning and increasing their understanding of how to support institutional transformation; focus on and increase knowledge on what an anti-racist institution means; and engage in the steps needed for individual, institutional, and structural change. City representatives would ideally have the skills necessary to articulate, plan, strategize, communicate, and lead the organization forward in anti-racism and anti-oppression work.

There are several organizations that provide local and national training and resources (see below). The key is in creating learning goals and identifying a timeline to work on and achieve the learning goals. If Council is interested, staff could put together various training modules with various time commitments for further Council consideration.

#### **Local Training Organizations**

- Cultures Connecting
- Equity Matters
- Leadership Snohomish
- People's Institute for Survival and Beyond Undoing Racism
- Racial Equity Consultants

#### National Training Organizations

- Race Forward: Facing Race Conference 2020
- Government Alliance for Racial Equity (GARE)
- White Privilege Conference

Racial Equity Consultants provided the following book list for staff to continue learning after the Foundation Training; however, this is just a small piece of the many resources available:

- Alexander, M., (2010). The New Jim Crow: Mass Incarceration in the Age of
  Colorblindness. New York: The New Press. Alexander argues that we have not ended
  racial caste in America: we have simply redesigned it. By targeting black men through
  the War on Drugs and decimating communities of color, the U.S. criminal justice system
  functions as a contemporary system of racial control. She points out how the old forms
  of discrimination in employment, housing, education, and public benefits, denial of the
  right to vote, and exclusion from jury service are suddenly legal once you're labeled a
  felon.
- Bireda, M.R. (2002). Eliminating Racial Profiling in School Discipline: Cultures in Conflict. Scarecrow Education. Referrals, suspensions, and expulsions of African American students, especially males, are at an alltime high. However, as this book shows, culturally determined assumptions and friction over communication have a role to play in this as well. Eliminating Racial Profiling in School Discipline is designed to make readers aware of how cultural factors relate to the ways that discipline is meted out. Administrators and teachers will gain an understanding of how culturally conditioned beliefs and assumptions negatively influence student-teacher relationships. Ultimately, this book proposes a set of strategies to solve increased disciplinary referrals.
- Bolgatz, J. (2005). Talking Race in the Classroom. New York: Teachers College Press. This lively book will help new and veteran teachers develop the knowledge, skills, and confidence needed to successfully address racial controversies in their classrooms. The author first explains what race and racism mean and why we need to talk about these topics in schools. Then, based on an in-depth study of a high school classroom, she shows what happens when teachers and students talked about race and racism in a history and language arts classroom. Throughout the book she guides teachers in ways to discuss important issues—from civil rights to institutional racism—that will ultimately help teachers and students to change school culture.
- Bonilla-Silva, E. (2003). Racism without Racists: Color-blind Racism and the Persistence of Racial Inequality in the United States. Lanham, MD: Rowman & Littlefield Publishers, Inc. Many Americans believe racism has all but disappeared, and that we live in a truly colorblind society. Yet people of color lag behind whites in almost all social indicators. They are poorer, less 2 Cultures Connecting, LLC www.culturesconnecting.com 07.17.14 educated, and have less access to health care. If race has become largely irrelevant--and racists are few and far between--how can these conditions persist? This new book challenges our racial common sense, showing that new, more subtle forms of discrimination have emerged that help preserve white privilege. This "new racism" has produced a powerful ideology of "color- blind racism" that justifies contemporary inequities. The voices of whites and African Americans heard in this book expose how white America manufactures nonracial accounts of persistent realities like residential and school segregation.
- DeGruy Leary, J., (2005) Post Traumatic Slave Syndrome: America's Legacy of Enduring
  Injury and Healing. Uptone Press. While African Americans managed to emerge from
  chattel slavery and the oppressive decades that followed with great strength and

- resiliency, they did not emerge unscathed. Slavery produced centuries of physical, psychological and spiritual injury. This book lays the groundwork for understanding how the past has influenced the present, and opens up the discussion of how we can use the strengths we have gained to heal.
- Grineski, S., Landsman, J., Simmons III, R. (2013). Talking about Race: Alleviating the Fear. Sterling. Stylus Publishing, LLC. For any teacher grappling with addressing race in the classroom, and for pre-service teachers confronting their anxieties about race, this book offers a rich resource of insights, approaches, and guidance that will allay fears and provide the reflective practitioner with the confidence to initiate and respond to discussion of race, from the preschool and elementary classroom through high school. Both Ilsa Govan and Dr. Caprice Hollins contributed essays to this book.
- Kivel, P. (1995). Uprooting Racism: How White People Can Work for Racial Justice.
   Gabriola
   Island, BC, Canada: New Society Publishers. Uprooting Racism is a guide for white
   people struggling to understand and end racism while supporting anti-racism work. It
   highlights the many ways in which concerned white people can 3 Cultures Connecting,
   LLC www.culturesconnecting.com 07.17.14 play an active role in confronting white
   racism. This book features exercises, questions, and suggestions to engage, challenge
   assumptions, and motivate the reader towards social action.
- Obidah, J. & Teel, K., (2001) Because of the Kids: Facing Racial and Cultural
   Differences in Schools. Teacher College Press. New York. This book is an amazing story
   by two teachers—one Black and one White—who directly confront the boundary of
   race. They take readers on their joint journey through distrust, anger, and fear as they
   grapple with race in classroom teaching. Together, they build a bridge of trust,
   communication, and understanding, and in the process they teach the rest of us how to
   do this.
- Pollock, M., (2008). Everyday Anti-Racism: Getting Real About Race in Schools. New York. The New Press. Howe should teachers respond when children ask challenging questions about race? How should teachers handle the use of the "N-word" or discuss "achievement gaps" with colleagues? How can teachers avoid unwittingly making children of color speak on behalf of their entire group? In more than fifty original pieces written especially for this groundbreaking book, Everyday Antiracism offers practical advice for teachers and parents.
- Steele, C.M. (2010) Whistling Vivaldi: And Other Clues to How Stereotypes Affect Us. New York. Norton & Company. Through dramatic personal stories, Steele shares the researcher's experience of peering beneath the surface of our ordinary social lives to reveal what it's like to be stereotyped based on our gender, age, race, class, or any of the ways by which we culturally classify one another. What he discovers is that this experience of "stereotype threat" can profoundly affect our functioning: undermining our performance, causing emotional and physiological reactions, and affecting our career and relationship choices.
- Tatum, B.D. (2003). Why Are All The Black Kids Sitting Together In The Cafeteria? And Other Conversations about Race. Revised Edition. New York: Basic Books. Beverly Daniel Tatum, a renowned authority on the psychology of racism, asserts that we do not know how to talk about our racial differences: Whites are afraid of using the wrong

words and being perceived as "racist" while parents of color are afraid of exposing their children to painful racial realities too soon. Using real-life examples and the latest research, Tatum presents strong evidence that straight talk about our racial identities—whatever they may be—is essential if we are serious about facilitating communication across racial and ethnic divides.

#### DiAngelo, R. (2012). What Does it Mean to be White?: Developing White Racial Literacy

What does it mean to be white in a society that proclaims race meaningless yet is deeply divided by race? In the face of pervasive racial inequality and segregation, most whites cannot answer that question. Robin DiAngelo argues that a number of factors make this question difficult for whites miseducation about what racism is; ideologies such as individualism and colorblindness; defensiveness; and a need to protect (rather than expand) our worldviews. These factors contribute to what she terms white racial illiteracy. Speaking as a white person to other white people, Dr. DiAngelo clearly and compellingly takes readers through an analysis of white socialization.



## Potential Purchasing Code Changes to Increase Authorization and Competitive Purchasing Requirements

City Council Strategic Planning Workshop, February 28 and 29, 2020

#### Issue

The City's Purchasing Code, Shoreline Municipal Code (SMC) Chapter 2.6, has dollar limits related to services and materials, supplies and equipment that have not been updated since May of 2001 when the Code was adopted. Over time, the costs of these items have increased but the thresholds for approval authority and competition requirements have not. There is significant additional administrative effort and time requirements, both for staff and vendors, related to conducting Requests for Qualifications (RFQs) and Requests for Proposals (RFPs), and seeking Council approval for these services impacts staff's ability to deliver priority projects to the community. There is also significant investment in staff and vendor time to develop either informal or formal bid processes for the acquisition of materials, supplies or equipment. Staff are requesting that Council consider raising the dollar levels in SMC Chapter 2.6 related to services and material, supplies and equipment and consider some additional housekeeping updates as well.

#### **Background**

The City Council adopted SMC Chapter 2.60 – Purchasing - in May of 2001 and the City has not updated their service-related or materials, supplies and equipment authorization levels since. The Code was last amended in 2017 to raise dollar limits for public works and tie dollar limits to the updated dollar values found in state law (RCW). The RCW does not provide guidance or limits relating to contracts for services. The Consumer Price Index (CPI), a general measure of inflation, has increased 44.85% since the purchasing thresholds were adopted.

#### **Contract Approval Process**

Going through an RFP process, from vendor solicitation through selection, and seeking Council approval for a contract, takes significant time. For an RFP, the average lapsed time from preparation to contract award is generally three months. While the process for Council approval is not as onerous, it adds a minimum of three weeks to the contract approval process.

The process includes preparation of the solicitation, advertisement, evaluation of the proposals (typically by multiple people), interviews and ultimately the selection. This takes approximately 60 hours of total staff time just to get to vendor selection. Consultants similarly spend significant time preparing the proposals and participating in interviews if short listed. Consultants often decide to not submit proposals because of the time investment required for a relatively small contract.



#### Recent RFPs

Staff conducted 31 RFPs in 2018 and 2019. Of these, 24 were over \$100,000 and seven (7) were under \$100,000. The process for projects between \$50,000 and \$100,000 is typically the same level of effort as the larger projects that exceed \$100,000.

#### Potential Amendments to the City's Purchasing Code

Staff have identified several potential amendments the City's Purchasing Code for Council consideration, including increases to authorization levels for services and Code clean-up. Staff is seeking initial Council input on these potential amendments prior to taking the time to prepare and present a proposed ordinance for further Council consideration. The following table provides the proposed amendments to the Code that have been identified by staff and the rationale for the proposals:

Potential Amendments	Rationale for the Change
Increase All Three Thresholds     Related to Services.	While the three thresholds for services could be changed independently, there is significant value to maintaining consistency of thresholds within the services classification.
a. Increase minimum threshold for requiring an RFQ for Architectural and Engineering (A&E) services from \$50,000 to \$100,000.	<ul> <li>Results in quicker project delivery and facilitates an increased use of new consultants.</li> <li>There is a small works roster that staff can utilize to identify qualified A&amp;E firms and request qualifications, informal proposals and/or identify capacity and capabilities to provide the desired service. This will increase flexibility for staff to select a wider variety of consultants rather than being limited to the firms that chose to submit on the RFQ.</li> </ul>
b. Increase minimum threshold for requiring an RFP for professional services from \$50,000 to \$100,000.	<ul> <li>The same rationale applies for professional services as A&amp;E services.</li> <li>Provides for consistency between professional and A&amp;E services.</li> </ul>
c. Increase Council approval threshold from \$50,000 to \$100,000 for both professional services and A&E services.	<ul> <li>Maintains consistency with the thresholds for competitive process.</li> <li>Streamlines the contract approval process by three weeks for those contracts between \$50,000 and \$100,000, allowing faster service delivery.</li> </ul>



	Potential Amendments		Rationale for the Change
2.	Increase minimum threshold for requiring quotes for materials, supplies and equipment from \$5,000 to \$10,000.	•	Staff will continue to request quotes to maximize their budget dollars but remove the requirement for quotes to keep up with the increase of costs over time.
3.	Increase minimum threshold for requiring a service contract or purchase order from \$3,000 to \$10,000 to match the level for materials, supplies, and equipment.	•	Provides consistency and efficiency. The different amounts for contracts and purchase orders between services and materials, supplies and equipment are confusing for staff.
4.	Include an annual escalator for threshold values not tied to CPI, rounded to the nearest \$5,000.	•	Ensures that the service thresholds keep pace with rising costs over time.

#### **Council Direction and Next Steps**

Staff is interested in understanding from Council which of the potential changes Council is interested in pursuing and if Council has any concerns regarding these proposed amendments. Staff is also interested in understanding if there are any other purchasing related changes that Council would be interested in considering. Based on Council feedback, staff would prepare draft proposed Code amendments for further discussion at a future City Council meeting.



## Proposed Process for the 2023 Comprehensive Plan Update

City Council Strategic Planning Workshop, February 28 and 29, 2020

#### **Purpose**

The purpose of this memo is to outline schedule considerations and propose a process for the update of the 2012 Comprehensive Plan. Shoreline is mandated to adopt a periodic update of its Plan by June of 2023 and thus needs to balance the current planning workload, ongoing projects and long-range planning over the next three years.

#### **Comp Plan Introduction**

Vision 2029 and the Comprehensive Plan framework goals were completed in 2009 after an extensive outreach effort by Council, Planning Commission, and staff. In discussions last year Council thought that the Vision and goals were still a valid expression of the City's direction. However, the City should provide an opportunity for the community to review the language and suggest shifts in emphasis or reflect trends that have occurred over the last 10 years. The type and extent of outreach on this topic will need to be determined but should begin this year.

We will be reviewing the Comprehensive Plan with a lens of social equity and environmental sustainability. Staff suggests that we address these themes in the Introduction section by discussing how the City values inclusiveness and diversity and the ways equity and sustainability are woven throughout the Elements. As each element is updated, staff will look for additional opportunities to integrate these values.

#### **Comprehensive Plan Elements**

For some of the Comprehensive Plan Elements there are opportunities for efficiencies and cost savings through a collaborative approach with related functional plans scheduled for updates before the end of 2023. In an effort to combine resources and prevent meeting fatigue for both the public and City, staff proposes that some updates be considered concurrently with the development or update of other relevant plans. For example, the following Element reviews and plan updates could be combined:

- Housing Element with Housing Action Plan, deadline 6/2021
- Transportation Element with Transportation Master Plan (TMP), deadline 12/2022
- PROS Element with Parks, Recreation, and Open Space (PROS) Plan, deadline 7/2023
- Economic Development Element with Economic Development Strategy, deadline 12/2023
- Capital Facilities Element with Capital Improvement Plan, updated annually

Due to the different adoption schedules for the plans listed above staff proposes to adopt changes to the Elements (Goals, Policies, and Supporting Analysis) along with each of the

relevant plans. This will entail adopting certain elements sooner than others. In the case of the Housing Element up to two years prior to the Comp Plan deadline.

The City included an optional Natural Environment Element in 2012 and will continue to do so in the 2023 update. The Natural Environment Element has sections on sustainability and climate change, so those goals and policies should be reviewed prior to the update of the Climate Action Plan, which will follow the 2021 Greenhouse Gas Inventory.

The Utilities Element involves several agencies with various timelines for updating their plans. Staff has been commenting on the plans as they are routed to the City for review and will give the agencies opportunity to comment on the relevant Element goals and policies as they are developed. The North City Water District Comprehensive Water System Plan and Ronald Wastewater Comprehensive Plan are currently being updated.

The Land Use and Community Design Elements are not tied to functional plans and can be reviewed and adopted at any time before June 2023. The Puget Sound Regional Council plans to update their Vision 2050 document by May 2020. Following this, King County will update the Countywide Planning Policies, potentially with adoption in 2021.

#### Proposed Schedule

Introduction/Public Participation Plan	2020-2021
Land Use	2020-2021
Community Design	2020-2021
Housing	2020-2021
Transportation	2021-2022
Natural Environment	2021-2022
Capital Facilities	2021-2022
PROS	2021-2023
Economic Development	2022-2023
Utilities	2021-2023

#### **Public Outreach**

Public participation and outreach for some elements can be achieved by combining with other Departments during the adoption of the Housing Action Plan, TMP, CIP, Economic Development Strategy, and the PROS Plan. The Housing Action Plan process will give the City an opportunity to explore new methods to connect with our residents beyond community meetings, charrettes, and physical workshops. Successful methods can be incorporated into the outreach for the later elements. Staff will also look for consultant help to develop a robust and innovative Public Participation Plan to reach our underrepresented populations.

#### **Summary of Plans**

A summary of each of the plans, including update deadlines, components, analysis needed, budget allocated or requested, and adoption process, is included below. Elements common to each plan include stakeholder/public engagement, environmental analysis, GIS mapping, and adoption by the City Council. Many of the plans will also need to be approved by the Parks, Recreation, and Cultural Services Board and/or the Planning Commission.

#### **Comprehensive Plan**

- Deadline- June 30, 2023
  - o Last Update- December 2012
  - Update Cycle- Every eight (8) years from 2015 State deadline
- Lead Department/Staff- P&CD, Planning Manager and Senior Planner
- Components- Goals & Policies and Supporting Analysis
- Analysis Needed-
  - Supporting Analysis is required for each element, this will include census data (available 2021), housing data, traffic modeling, Urban Growth Capacity Study, and growth information
  - o Visioning- Community Input
  - SEPA- Non-project Checklist
  - GIS Mapping
- Budget Allocated or Requested: TBD
- Adoption Process- Community Meetings, Parks Board, Planning Commission, and City Council

#### **Climate Action Plan**

- Deadline- No requirement. Update will follow 2021 Greenhouse Gas Inventory
  - Last Update: September 2013
  - Update Cycle: Every ten (10) years; Staff would like to update this plan in 2021-2022 given regional climate planning updates currently underway.
- Lead Department/Staff Community Services, Environmental Services Coordinator
- Components- GHG reduction goals for four (4) focus areas:
  - Energy and Water
  - Materials and Waste
  - o Transportation, Land Use, and Mobility
  - o Urban Trees, Parks, and Open Spaces

\*Note that previous City efforts have focused on mitigation (emission reductions) but current efforts focus on adaption and resiliency. It will be important for the next update to include information about the best ways to reduce emissions to prevent the most catastrophic impacts of the climate crisis, but also include strategies to adapt to effects that will be unavoidable based on projected warming from past and current emissions.

- Analysis Needed:
  - Community Input

- Stakeholders: Environmental Advocates, Utilities, Recology, PRCS
  Department and Board, Chamber of Commerce and Local Businesses,
  Youth, etc.
- o 2021 GHG Inventory (for 2020 data)
- 2019 Climate Impacts and Resiliency Study (complete by Spring 2020 but additional work likely needed to flush out a climate adaptation component for the CAP)
- Updated recommendations to implement new Comprehensive Plan policy to limit global warming to under 1.5 degrees Celsius
- SEPA- Non-project Checklist
- o GIS Mapping
- Follow-up Action- Carbon Wedge Analysis
- Budget Allocated or Requested-TBD
- Adoption Process: City Council

#### **Transportation Master Plan**

- Deadline- December 2022
  - o Last Update: 2011
  - Update Cycle: Every ten (10) years
- Lead Department/Staff Public Works, Transportation Division
- Components
  - Inventory
  - Sustainability and Quality of Life
  - o Bicvcle Plan
  - Pedestrian Plan
  - Transit Plan
  - Master Street Plan
  - Concurrency and (Multi-modal) Level of Service
  - Recommended Transportation Improvements
  - Funding
  - Shared Use Mobility (proposed new chapter)
- Analysis Needed:
  - Visioning and Survey
    - Stakeholders: Neighborhood Associations, Transit Agencies, Mobility Advocates, Pedestrian and Bicycle Advocates, Underrepresented voices, Seniors, Youth, etc.
  - Multi-modal Level of Service (modeling)
  - Baseline counts for mode split projections
  - Performance Measures (multi-modal)
  - Inventory of Assets/Facilities
  - SEPA- Non-project Checklist
  - GIS Mapping
  - Follow-up Action- Update TIP, CIP, TIF projects
- Budget Allocated or Requested: ~\$300,000

Adoption Process: Planning Commission and City Council

#### Surface Water Master Plan

- Deadline- December 2023 (to inform '23/'24 budget, due June '22)
  - Last Update- October 2018
  - Update Cycle- roughly every five to six (5-6) years
- Lead Department/Staff Public Works, Surface Water Utility Manager
- Components:
  - Levels of Service
  - Drainage Systems
  - Systems Evaluation
  - Regulatory Compliance
  - Policies and Procedures
  - Utility Programs
  - Management Strategies
  - Financial Analysis
  - Implementation
  - Limitations
- Analysis Needed:
  - o Community Input
    - Stakeholders: Neighborhood Associations; Chamber of Commerce and Local Businesses; Utilities, including Ronald Wastewater District (RWWD) Board, etc.
  - Level of Service
  - Inventory
  - o Rate and CIP Prioritization
  - Integration with RWWD
  - Salmon-Safe Certification
    - Water Quality Monitoring
    - GIS Inventory of Stormwater Infrastructure Service Areas
    - Habitat and Fish Use information
    - Snow and Ice Removal
  - Climate Resiliency Plan- Adaptation Analysis for Stormwater Infrastructure (complete December 2019)
  - o SEPA- Non-project checklist
  - GIS Mapping
  - Follow-up Action- Update CIP
- Budget Allocated or Requested: \$580,000
- Adoption Process- Planning Commission and City Council

#### Parks, Recreation, and Open Space Plan

Deadline: July 31, 2023

o Last Update: 2017

Update Cycle: Every six (6) years

- Lead Department/Staff PRCS, Director or designee
- Components:
  - Community Profile
  - Vision, Goals, and Policies
  - o Demand and Needs Assessment
  - Facilities, Services, and Programs
  - Recommendations and Implementation
  - Public Art
  - Urban Forestry
- Analysis Needed:
  - Community Input and Resident Survey
    - Stakeholders: Facility Users, including Pool (swim teams, recreational users), Camp Patrons, Spartan Recreation Program users (yoga, basketball, etc.); Neighborhood Associations; Youth; etc.
    - Citizen Advisory Committee- Property Acquisition and Programs
  - o Tree Canopy Assessment
  - o Carbon Off-sets for Trees
  - SEPA- Non-project Checklist
  - GIS Mapping
- Budget Allocated or Requested: TBD +/- \$175,000
- Adoption Process- Parks Board, Planning Commission, and City Council

#### Ronald Wastewater District Sewer Comprehensive Plan

- Deadline: 2021/2022
  - o Last Update: 2010
  - o Update Cycle: No State Utilities District requirement, but update underway
- Lead Department/Staff Public Works, Utility & Operations Manager
- Components:
  - Introduction
  - Physical and Economic Considerations
  - Population and Land Use
  - Design Criteria
  - Existing Sewer System
  - Wastewater Treatment
  - Agreements
  - Capital Facilities Plan
  - Finances
- Analysis Needed:
  - Community Input
    - Stakeholders: Ratepayers, RWWD Board, PW Department, etc.
  - Hydraulic Modeling
  - Rate Study
  - SEPA- Non-project Checklist
  - GIS Analysis

- o Follow-up Action- Update CIP
- Budget Allocated or Requested: N/A (RWWD is supporting this update, not the City)
- Adoption Process: RWWD Board and City Council

#### **Economic Development Strategic Plan**

- Deadline: December 2023
   Last Update: 2018
  - Update Cycle: Every five (5) years
- Components: current Strategy is one-page document outlining high-level Economic Development priorities, including Placemaking and supporting Neighborhood Commercial Centers.
- Analysis Needed:
  - o Community Input
    - Stakeholders: Neighborhood Associations, Chamber of Commerce and Local Businesses, Developers, etc.
  - Supporting Analysis for Economic Development Element of Comprehensive Plan (including data regarding Population and Employment, Revenue Base, Real Estate Market Conditions, and Economic Development Initiatives)
- Budget Allocated or Requested: TBD
- Adoption Process: City Council



# New Sidewalk Implementation Program Update

City Council Strategic Planning Workshop, February 28 and 29, 2020

#### **Background**

In 2018, Shoreline residents approved an increase in Sales and Use Tax to fund new sidewalks and maintenance of existing sidewalks. The ballot measure specifically identified that new sidewalks would be installed in the following 12 locations:

No.	Street	From	То
98	15th Ave NE	NE 150th St	NE 160th St
57	Meridian Ave N	N 194th St	N 205th St
21	8th Ave NW	North side of Sunset Park	Richmond Beach Rd NW
34	Dayton Ave N	N 178th St	N Richmond Beach Rd
73	19th Ave NE	NE 196th St	NE 205th St
58	1st Ave NE	NE 192nd St	NE 195th St
40	Westminster Way N	N 145th St	N 153rd St
74	Ballinger Way NE	19 <sup>th</sup> Ave NE	25 <sup>th</sup> Ave NE
35b	Dayton Ave N	N 155 <sup>th</sup> St	N 160 <sup>th</sup> St
85	5th Ave NE	NE 175th St	NE 185th St
48	Linden Ave N	N 175th ST	N 185th St
4	20th Ave NW	Saltwater Park entrance	NW 195th St

In March 2019, Council provided authorization of several items associated with this program, including:

- Budget authorization of \$4,245,000 for the 2019-2020 biennium,
- Authorization to issue bonds to fund the program, and
- Authorization for 2.0 FTEs in the Public Works Engineering Division to staff the program.

#### **Current Status/Key Accomplishments in 2019**

In June 2019, an Administrative Assistant (1.0 FTE) to support this program and other capital projects was hired. Hiring a Project Manager (1.0 FTE) to manage this program was more problematic, largely because of the competitive market for Engineers and Project Managers. A newly hired Project Manager has been assigned to the program and is proceeding with the consultant negotiations and program delivery.

In November 2019, the Administrative Services Department issued \$11.6 million in bonds for this program. This will be the first of several bonds issued over the next 20 years to fund the development of sidewalks.



In October 2019, the Engineering Division issued a Request for Qualifications (RFQ) to select two firms to provide program development and design support for the program. Nine firms responded to the RFQ and four firms were interviewed. Staff is negotiating the scope of work and fees with the two selected firms. The basic scopes of work include:

- Program development: This includes preliminary assessment and estimates of ten of the 12 new sidewalk projects and development of a schedule for design and construction of those projects to complete them within ten years. The other two projects are proceeding with design, and therefore they will not be included in the program development.
- Design of 1<sup>st</sup> Ave NE Sidewalk from NE 192<sup>nd</sup> to NE 195<sup>th</sup>: This was identified as an early start project because of the relatively small size and relative ease of design and construction.
- Design of 5<sup>th</sup> Ave NE Sidewalk from NE 175<sup>th</sup> to NE 185<sup>th</sup>: This project was identified as an early start project because of the relationship with Sound Transit and timing of their construction of improvements on 5<sup>th</sup> Ave NE from NE 182<sup>nd</sup> St to NE 185<sup>th</sup> Street.

#### Workplan for 2020

With work proceeding on the new sidewalk program, key milestones for 2020 are as follows:

- Updated cost estimates and schedule/order for delivery of projects
- Community outreach plan for program and individual projects
- Design of 1<sup>st</sup> Ave NE (192<sup>nd</sup> to 195<sup>th</sup>) Sidewalk
- Design of 5<sup>th</sup> Ave NE (175<sup>th</sup> to 185<sup>th</sup>) Sidewalk will progress, but coordination with Sound Transit will partially drive the schedule
- Design of two to four additional routes will be initiated based on the results of the program development
- Review of collection of revenue to date and comparison to initial projections



### Impact Fees Update

City Council Strategic Planning Workshop, February 28 and 29, 2020

#### Issue

Mayor Hall asked for an update on Transportation and Park Impact Fees, specifically how much has been collected to date, how much is expected to be collected and how much of the Capital Improvement Plan remains unfunded. Mayor Hall also asked for staff input on potential topics for Council consideration, such as a change of the discount rate or increasing the number of potential units in the MUR70 zone by increasing height.

#### **Background**

#### Park Impact Fee (PIF)

The PIF was adopted by the City Council on July 31, 2017 (Ordinance No. 786) and went into effect January 1, 2018. It is paid by new residential development at the time of permit issuance according to the type as shown in Table 1 below.

Table 1: 2020 Park Impact Fees

Land Use Category	Impact Fee		
Single family	\$4,286 per dwelling unit		
Multi-family	\$2,812	per dwelling unit	

The topic of PIF was presented to the City Council on February 13 and July 17, 2017. The staff report for the presentation on February 13, 2017 can be found at the following link:

http://cosweb.ci.shoreline.wa.us/uploads/attachments/cck/council/staffreports/2017/staffreport021317-9d.pdf.

The staff report for the presentation and discussion of proposed Ordinance No. 786 on July 17, 2017 can be found at the following link:

http://cosweb.ci.shoreline.wa.us/uploads/attachments/cck/council/staffreports/2017/staffreport071717-9b.pdf.

Background analysis for determining and establishing the PIF was included in the presentations to Council along with a PIF Rate Study. The PIF Rate Study consists of an in-depth analysis of the statutory authority and limitations associated with PIF, growth estimates for residential and commercial growth that would place increased demand on parks and recreation facilities in Shoreline, and analysis of Shorelines parks and recreation facilities and identification of projects needed to accommodate future growth.

The methodology used to establish PIF is based on anticipated costs associated with capital projects that expand the City's park system. Those capital projects are listed in Exhibit B1 of the *Rate Study for Impact Fees for Parks, Open Space, and Recreation Facilities*, City of Shoreline, dated July 2017, which was incorporated by reference per SMC 3.70.010. Use of Park Impact Fees is restricted to projects that are identified on Exhibit B1. That PIF Rate Study analysis resulted in a calculation of what would be the maximum PIF allowed by state regulations (Table 2). The Council reviewed that information and considered the maximum amount of PIF allowed and adjusted the PIF based on comparisons with other cities and consideration of impacts on Shoreline's development community. The Council adopted adjustment reduced the PIF by 71% from the maximum allowed. Impact fees are set to increase annually based on the Construction Cost Index resulting in 2020 PIF approximately 5.6% higher than originally effective in 2018.

Table 2: Park Impact Fees

Land Use Category	Impact Fee per dwelling unit			
	Maximum allowable Council adopted (2017 rate study) (Ordinance No. 786)			
Single Family Residential	\$13,723	\$3,979	\$4,286	
Multi-Family Residential	\$9,001	\$2,610	\$2,812	

#### Transportation Impact Fee (TIF)

The TIF was adopted by the City Council on July 21, 2014 (Ordinance No. 690) and went into effect January 1, 2015. It is paid by new development at the time of permit issuance according to the type of land use as defined in <u>SMC 3.01.015</u> and shown in the table below. Highlighted land uses qualify for a business exemption.

Table 3: Transportation Impact Fees

ITE	Land Use Category/Description	Impac	Impact Fee Per Unit @		
Code		\$7,0	\$7,603.80 per Trip		
90	Park-and-ride lot w/bus service	\$3,604.21	Per parking space		
110	Light industrial	\$9.85	Per square foot		
140	Manufacturing	\$7.42	Per square foot		
151	Mini-warehouse	\$2.64	Per square foot		
210	Single family house (includes townhouse and	\$7,045.64	Per dwelling unit		
220	Apartment (includes accessory dwelling unit)	\$4,565.33	Per dwelling unit		
230	Condominium	\$4,635.09	Per dwelling unit		
240	Mobile home park	\$3,292.62	Per dwelling unit		
251	Senior Housing	\$1,506.79	Per dwelling unit		
254	Assisted Living	\$690.60	Per bed		
255	Continuing care retirement	\$2,247.78	Per dwelling unit		
310	Hotel	\$4,710.27	Per room		

320	Motel	\$3,752.25	Per room
444	Movie theater	\$14.77	Per square foot
492	Health/fitness club	\$19.45	Per square foot
530	School (public or private)	\$5.72	Per square foot
540	Junior/community college	\$14.96	Per square foot
560	Church	\$3.85	Per square foot
565	Day Care Center	\$36.94	Per square foot
590	Library	\$18.67	Per square foot
610	Hospital	\$9.05	Per square foot
710	General office	\$13.62	
720	Medical Office	\$24.74	Per square foot
731	State Motor vehicles dept.	\$119.22	Per square foot
732	United States post office	\$28.45	Per square foot
820	General retail & Personal Svr. (includes shopping	\$10.30	Per square foot
841	Car Sales	\$18.94	Per square foot
850	Supermarket	\$28.13	Per square foot
851	Convenience market-24 hr	\$52.28	
854	Discount Supermarket	\$28.69	Per square foot
880	Pharmacy/Drugstore	\$16.57	Per square foot
912	Bank	\$40.31	Per square foot
932	Restaurant: sit-down	\$29.07	Per square foot
934	Fast food	\$66.88	Per square foot
937	Coffee/donut shop	\$84.85	Per square foot
941	Quick lube shop	\$30,170.72	Per service bay
944	Gas station	\$27,435.58	Per pump
948	Automated car wash	\$58.64	Per square foot

The topic of TIF was presented to the City Council on May 12, 2014, discussed further on June 2, 2014 prior to adoption on July 21, 2014. The staff report for the adoption of Ordinance No. 690 on July 21, 2014 can be found at:

http://cosweb.ci.shoreline.wa.us/uploads/attachments/cck/council/staffreports/2014/staffreport051214-9a.pdf. Links for the prior dates of discussion can be found within the June 21, 2014 staff report.

Background analysis for determining and establishing TIF were included in the presentations to Council along with a TIF Rate Study. This Rate Study consists of an indepth analysis of the statutory authority and limitations associated with TIF, methodology for calculating TIF, Road System Improvements eligible for TIF for the 2008-2030 time horizon and the calculation of TIF for development within the same time horizon. The TIF Rate Study resulted in a TIF / vehicle trip to fund developments proportionate share for over \$38 million in capital costs associated with six specific projects. Subsequent to the adoption of Ordinance No. 690, Council has amended the code to provide exemptions for specific businesses and qualifying non-profit organizations. The fees have been increased annually based on the methodologies specified in the code at the time of the adoption of the fees. The table below shows the comparison of the original TIF fee to today's fee per trip.

Table 4: 2015 and 2020 TIF Rates

Year	Impact Fee Per Trip		
2015	\$6,124.77		
2020	\$7,603.80		

## How Much Impact Fees Are Expected to be Collected and Have Been Collected to Date?

#### Park Impact Fees

In 2017, staff estimated that PIF would generate \$19.3 million in revenue between 2018 and 2035. As of January 2020, \$768,440 has been collected. Had the PIF been set at the maximum level, and permit levels remained the same, the City would have generated an additional \$1.95 million in PIF revenue.

While staff don't have enough historical data to create a forecast based on history, given the City's experience in 2019 and planned developments, it is likely that our annual PIF collections in future years could meet or exceed 2019 PIF collections.

Based on that, for the next three years (2020-2022), staff projects collections of \$730,000 per year unless there is a downturn in the economy. If PIF is set at the maximum, and permit levels continue, staff anticipate it could generate approximately \$2.5 million per year.

#### Transportation Impact Fees

In 2015, the TIF Rate Study was based on the need for \$38.09 million in capital costs to accommodate approximately 6,000 new trips. The time horizon for the new trips was 2008-2030. As of December 31, 2019, \$4.33 million in TIF has been collected. An additional \$836,434 has qualified for a business exemption since 2015; 2019 accounted for 50% of the total exemptions to date. The City is required by RCW to backfill the business exemptions from another revenue source. Grants qualify as an alternate revenue which although meeting the RCW requirements, leave less funding available for the TIF or other projects. If grant funds are not sufficient to meet the RCW requirements, other city funds will need to fill the gap.

Historically, staff has been reluctant to project future TIF revenue based on the limited historical data and uncertainty in the future market for redevelopment. However, with five full years of data, the annual revenue collected between 2016 and 2019 has been relatively stable, averaging around \$1.02 million annually. Data from 2015 is not used in the averages, as the first year of implementation is not a reliable measure because a high volume of permits were submitted in December 2014 to avoid paying the TIF. Based on this average and the permits currently in review, another \$11.7 million is anticipated to be collected from 2020-2030. This projection combined with collections to date would generate a total of approximately \$16 million by the end of 2030. This does not account for escalation of the per trip cost over the next ten years.

#### **How Much of the Capital Improvement Plan is Unfunded?**

#### Park Impact Fees

A key part of preparing the Park Impact Fee proposal in 2017 was identifying potential projects that would qualify for Park Impact Fee funding. Public input and level of service analysis conducted during the development of the 2017-2023 Parks, Recreation and Open Space (PROS) Plan update provided the mechanism for identifying those projects. Park Impact Fees can only be applied to the 27 projects identified in the rate study that were used to calculate the PIF. The list of potential projects totals \$72.28 million and has been updated to reflect the amendment adopted through Ordinance No. 876 (Table 5). The project list includes expansion of recreation facilities at existing parks and acquisition and development of new parkland. Table 5 does not include maintenance projects that might be included in the CIP that would not be eligible for PIF funding.

Projects listed in Table 5 are included in the PROS Plan but not all are included as projects in the six-year CIP. The only project included in the 2019-2024 CIP that includes PIF as part of the funding assumption is the \$50,000 Basketball Court.

Table 5: Potential Park Impact Fee Funded Projects

Project	Estimated Total Cost (\$)	% of project cost eligible for Impact Fee funding	Impact fee Cost (\$)
Aquatic-Community Center Development	75,362,000	28%	21,371,000
Park Facility Recreation Amenities Planning	150,000	50%	75,000
Richmond Highlands Recreation Center Outdoor Basketball Court	50,000	100%	50,000
Briarcrest Neighborhood Park @ Upper Hamlin & 25th Av NE Development	817,000	100%	817,000
Playground @ Hamlin	437,000	100%	437,000
Park at Town Center Phase 1	980,000	50%	490,000
James Keough Park Development Project	972,000	50%	486,000
Ridgecrest Park Development Project	1,153,000	50%	576,500
Twin Ponds Trail Development	219,000	100%	219,000
Paramount Open Space Trail Development	195,000	100%	195,000
Cedarbrook Acquisition	2,779,000	100%	2,779,000
Rotary Park Expansion Acquisition	3,992,000	100%	3,992,000

Project	Estimated Total Cost (\$)	% of project cost eligible for Impact	Impact fee Cost (\$)
Rotary Park Development	1,406,000	Fee funding 100%	1,406,000
·		100%	
145th Station Area Acquisition	6,291,000		6,291,000
145th Station Area Development	1,113,000	100%	1,113,000
185th & Ashworth Acquisition	1,203,000	100%	1,203,000
185th & Ashworth Development	520,000	100%	520,000
5th & 165th Acquisition	7,041,000	100%	7,041,000
5th & 165th Development	4,456,000	100%	4,456,000
Paramount Open Space Acquisition	3,734,000	100%	3,734,000
Paramount Open Space Improvements	257,000	100%	257,000
Cedarbrook Playground	503,000	100%	503,000
Dayton - I-5 145th - 165th Acquisition	9,931,000	100%	9,931,000
Dayton - I-5 145th - 165th Development	1,615,000	100%	1,615,000
DNR Open Space Access Acquisition	2,027,000	100%	2,027,000
DNR Open Space Access Development	616,000	100%	616,000
Ronald Bog Park to James Keough Pk Trail	84,000	100%	84,000
Total			\$72,284,500

#### <u>Transportation Impact Fees</u>

Transportation Impact Fees can only be applied to the six projects identified in the rate study that were used to calculate the TIF (\$/trip). Table 6 is the list of projects and cost estimates included in the rate study:

Table 6: TIF Growth Projects

	TABLE 1 GROWTH SHARE OF FUTURE PROJECT COST					
	(1)	(2)	(3) Cost of	(4) Cost of Post- 2030	(5)	
			Existing	Reserve	2008 - 2030	
#	Project	Project Cost	Deficiency	Capacity	Growth Share	
1.	N 185th St/Meridian Ave N: 500 ft NB/SB	\$ 5,479,125	\$199,241	\$ 0	\$ 5,279,884	
2.	N 175th St/Meridian Ave N: 500 ft	5,260,356	180,502	0	5,079,854	
3.	Meridian Ave N: N 145th St to N 205th St	10,108,030	0	0	10,108,030	
4.	NE 185th St: 1st Ave NE to 7th Ave NE	308,068	0	211,797	96,271	
5.	N 175th St: Meridian Ave N to I-5	4,269,679	0	0	4,269,679	
6.	N 175th St: Stone to Meridian	13,253,502	0	0	13,253,502	
	Totals	38,678,760	379,743	211,797	38,087,220	

Of these six projects, the three projects associated with N 175<sup>th</sup> (listed as projects 2, 5 and 6 in Table 6) are in design. In addition to TIF, and a federal- Surface Transportation Program (STP) grant is being utilized for the design phase of the project. A grant has also been obtained that may cover a portion of project 3, Meridian Ave N: N145th St to N 205<sup>th</sup> St. Design will start later in 2020. Sound Transit mitigation will complete project 4, NE 185<sup>th</sup> St: 1<sup>st</sup> Ave NE to 7<sup>th</sup> Ave NE. Project 1, N 185<sup>th</sup>St/Meridian Ave N was included as part of the 185<sup>th</sup> Corridor study but is not currently included in the 2019-2024 CIP. While grants cover the City's legal responsibility to backfill for the business exemptions, TIF will not fully fund the growth projects therefore additional funding will still be needed at some point to complete the projects. The above projects' costs have not been re-estimated therefore it is difficult to ascertain if the \$38.68 million is still reasonable. Staff will continue to seek grants for these projects to supplement TIF funds.

#### **Policy Questions**

#### Park Impact Fee

Does the City Council want to consider a change to the PIF beyond the standard annual increase based on the Construction Cost Index?

In 2017 the Council was presented with a comparison of PIF in other cities. That information has been updated in Table 7.

Table 7: PIF City Comparison 2017, 2020

	2017		2020	
	Single Family	Multi- family	Single Family	Multi- family
Sammamish	\$6,739	\$4,362	\$6,739	\$4,362
Issaquah	\$5,977	\$5,148	\$6,360	\$5,477
Olympia	\$5,446	\$3,704	\$5,581	\$3,796
Kirkland	\$4,047	\$3,075	\$4,391	\$3,338
Bothell (DU 2,000 Sq. feet or more)	\$4,010		\$4,165	
Shoreline	\$3,979	\$2,610	\$4,286	\$2,812
Redmond	\$3,574	\$2,873	\$4,933	\$3,424
Mountlake Terrace	\$2,975	\$2,151	\$3,189	\$2,305
Renton	\$2,740		\$3,945	
Edmonds	\$2,734	\$2,340	\$2,734	\$2,340
Kenmore	\$2,565	\$1,677	\$2,737	\$1,789
Bothell (DU 1,000-1,999 Sq. feet)		\$3,285		\$3,412
Olympia (MFDU - Downtown)		\$2,832		\$2,233
Bothell (DU 500-900 Sq. Feet)		\$2,309		\$2,398
Renton (MFDU - 2 Units)		\$2,224		\$3,202

	2017		2020	
	Single Family	Multi- family	Single Family	Multi- family
Olympia (ADU)		\$2,179		\$2,233
Renton (MFDU 3-4 Units)		\$2,117		\$3,048
Renton (MFDU 5+ Units)		\$1,859		\$2,676
Bothell (Less than 500 Sq. Feet)		\$1,557		\$1,617
Average w/out Shoreline	\$4,081	\$2,731	\$4,477	\$2,978
Median w/out Shoreline	\$3,792	\$2,325	\$4,278	\$2,862

#### Transportation Impact Fee

Does the Council want to explore eliminating or modifying current TIF business exemptions?

The TIF was developed based on cost estimates and projected growth at the time of adoption. Council adopted TIF at 97% of the calculated cost per trip in alignment with RCW. As a result, there is little opportunity to increase the rates based on the methodology used at that time. However, it is within the Council's authority to eliminate or modify the current business exemptions. The current business exemptions of \$836,434 represent approximately 20% of the total TIF collected since 2015. If applied to staff's projections that could increase revenue through 2020 by as much as \$4 million.

An update to the Transportation Master Plan is scheduled to begin in 2020 and be completed in 2022. This update will include an update and review of the City's traffic model and the current concurrency standard. As part of, or subsequent to, this update, Council will have the opportunity to revise the TIF, both the projects and the fees.

## **SHORELINE: IN FORWARD MOTION**

## **VISION**

Shoreline is a thriving, friendly city where people of all ages, cultures, and economic backgrounds love to live, work, and play, and most of all, call home.

## **MISSION**

Fulfilling the community's vision through highly valued public services.

## **VALUES**

**Integrity:** Act with honesty, openness, and accountability.

**Teamwork:** Accomplish goals, resolve issues through quality communication and collaboration.

**Respect:** Listen, value others, and treat everyone with fairness and dignity.

**Innovation:** Learn from experience, explore new ideas, and implement creative solutions.

**Sustainability:** Exemplify and encourage sustainable practices in our organization and community.

## **ORGANIZATIONAL GOALS**

**Delivery of Public Services:** Continue to make Shoreline a desirable place to live and invest by providing public services that are valued by our community.

Organizational Strength: Enhance the effectiveness of our organization through development of employee skills and knowledge.

**Fiscal Sustainability:** Secure and sustain long-term financial sustainability to ensure delivery of public services to our community.

Achieve Council Goals: Complete action steps included in the adopted City Council Goals.











# **VISION 2029**

Shoreline in 2029 is a thriving, friendly city where people of all ages, cultures, and economic backgrounds love to live, work, play and, most of all, call home. Whether you are a first-time visitor or long-term resident, you enjoy spending time here.

There always seems to be plenty to do in Shoreline -- going to a concert in a park, exploring a Puget Sound beach or dense

forest, walking or biking miles of trails and sidewalks throughout the city, shopping at local businesses or the farmer's market, meeting friends for a movie and meal, attending a street festival, or simply enjoying time with your family in one of the city's many unique neighborhoods.

People are first drawn here by the city's beautiful natural setting and abundant trees; affordable, diverse and attractive housing; award-winning schools; safe, walkable neighborhoods; plentiful parks and recreation opportunities; the value placed on arts, culture, and history; convenient shopping, as well as proximity to Seattle and all that the Puget Sound region has to

The city's real strengths lie in the diversity, talents and character of its people. Shoreline is culturally and economically diverse, and draws on that variety as a source of social and economic strength. The city works hard to ensure that there are opportunities to live, work and play in Shoreline for people from all backgrounds.

Shoreline is a regional and national leader for living sustainably. Everywhere you look there are examples of sustainable, low impact, climate-friendly practices come to life – cutting edge energy-efficient homes and businesses, vegetated roofs, rain gardens, bioswales along neighborhood streets, green buildings, solar-powered utilities, rainwater harvesting systems, and local food production to name only a few. Shoreline is also deeply committed to caring for its seashore, protecting and restoring its streams to bring back the salmon, and to making sure its children can enjoy the wonder of nature in their own neighborhoods.

## A CITY OF

Shoreline is a city of neighborhoods, each with its own character and sense of place. Residents take pride in their neighborhoods, **Neighborhoods** working together to retain and improve their distinct identities while embracing connections to the city as a whole. Shoreline's neighbor-

hoods are attractive, friendly, safe places to live where residents of all ages, cultural backgrounds and incomes can enjoy a high quality of life and sense of community. The city offers a wide diversity of housing types and choices, meeting the needs of everyone from newcomers to long-term residents.

Newer development has accommodated changing times and both blends well with established neighborhood character and sets new standards for sustainable building, energy efficiency and environmental sensitivity. Residents can leave their car at home and walk or ride a bicycle safely and easily around their neighborhood or around the whole city on an extensive network of sidewalks and trails.

No matter where you live in Shoreline there's no shortage of convenient destinations and cultural activities. Schools, parks, libraries, restaurants, local shops and services, transit stops, and indoor and outdoor community gathering places are all easily accessible, attractive and well maintained. Getting around Shoreline and living in one of the city's many unique, thriving neighborhoods is easy, interesting and satisfying on all levels.







## Neighborhood **CENTERS**

the city.

The city has several vibrant neighborhood "main streets" that feature a diverse array of shops, restaurants and services. Many of the neighborhood businesses have their roots in Shoreline, established with the help of a local business incubator, a long-term collaboration between the Shoreline Community College, the Shoreline Chamber of Commerce and

Many different housing choices are seamlessly integrated within and around these commercial districts, providing a strong local customer base. Gathering places - like parks, plazas, cafes and wine bars - provide opportunities for neighbors to meet, mingle and swap the latest news of the day.

Neighborhood main streets also serve as transportation hubs, whether you are a cyclist, pedestrian or bus rider. Since many residents still work outside Shoreline, public transportation provides a quick connection to downtown, the University of Washington, light rail and other regional destinations. You'll also find safe, well-maintained bicycle routes that connect all of the main streets to each other and to the Aurora core area, as well as convenient and reliable local bus service throughout the day and throughout the city. If you live nearby, sidewalks connect these hubs of activity to the surrounding neighborhood, bringing a car-free lifestyle within reach for many.

**The Signature** Aurora Avenue is Shoreline's grand boulevard. It is a thriving corridor, with a variety of shops, businesses, eat-BOULEVARD eries and entertainment, and includes clusters of some mid-rise buildings, well-designed and planned to transi-

tion to adjacent residential neighborhoods gracefully. Shoreline is recognized as a business-friendly city. Most services are available within the city, and there are many small businesses along Aurora, as well as larger employers that attract workers from throughout the region. Here and elsewhere, many Shoreline residents are able to find family-wage jobs within the City.

Housing in many of the mixed-use buildings along the boulevard is occupied by singles, couples, families, and seniors. Structures have been designed in ways that transition both visually and physically to reinforce the character of adjacent residential neighborhoods.

The improvements put in place in the early decades of the 21st century have made Aurora an attractive and energetic district that serves both local residents and people from nearby Seattle, as well as other communities in King and Snohomish counties. As a major transportation corridor, there is frequent regional rapid transit throughout the day and evening. Sidewalks provide easy access for walking to transit stops, businesses, and connections to adjacent neighborhoods.

Aurora has become a green boulevard, with mature trees and landscaping, public plazas, and green spaces. These spaces serve as gathering places for neighborhood and citywide events throughout the year. It has state-of-the-art stormwater treatment and other sustainable features along its entire length.

As you walk down Aurora you experience a colorful mix of bustling hubs - with welldesigned buildings, shops and offices - big and small - inviting restaurants, and people enjoying their balconies and patios. The boulevard is anchored by the vibrant Town Center, which is focused between 175th and 185th Street. This district is characterized by compact, mixed-use, pedestrian-friendly development highlighted by the Shoreline City Hall, the Shoreline Historical Museum, Shorewood High School, and other civic facilities. The interurban park provides open space, recreational opportunities, and serves as the city's living room for major festivals and celebrations.









Shoreline residents, city government and leaders care deeply about a A HEALTHY
healthy community. The city's commitment to community health and welfare is reflected in the rich network of programs and organizations that provide human services throughout the city to address the needs of all its residents. residents.

Shoreline is a safe and progressive place to live. It is known region wide for the effectiveness of its police force and for programs that encourage troubled people to pursue positive activities and provide alternative treatment for non-violent and non-habitual offenders.

**BETTER FOR THE** In Shoreline it is believed that the best decisions are informed by the perspectives and talents of its residents. Com-Next Generation munity involvement in planning and opportunities for input are vital to shaping the future, particularly at the neighbor-

hood scale, and its decision making processes reflect that belief. At the same time, elected leaders and city staff strive for efficiency, transparency and consistency to ensure an effective and responsive city government.

Shoreline continues to be known for its outstanding schools, parks and youth services. While children are the bridge to the future, the city also values the many seniors who are a bridge to its shared history, and redevelopment has been designed to preserve our historic sites and character. As the population ages and changes over time, the City continues to expand and improve senior services, housing choices, community gardens, and other amenities that make Shoreline such a desirable place to live.

Whether for a 5-year-old learning from volunteer naturalists about tides and sea stars at Richmond Beach or a 75-year-old learning yoga at the popular Senior Center, Shoreline is a place where people of all ages feel the city is somehow made for them. And, maybe most importantly, the people of Shoreline are committed to making the city even better for the next generation.







The original framework goals for the city were developed through a series of more than 300 activities held in 1996-1998. They were updated through another series of community visioning meetings and open houses in 2008-2009. These Framework Goals provide the overall policy foundation for the Comprehensive Plan

and support the City Council's vision. When implemented, the Framework Goals are intended to preserve the best qualities of Shoreline's neighborhoods today and protect the City's future. To achieve balance in the City's development the Framework Goals must be viewed as a whole and not one pursued to the exclusion of others.

Shoreline is committed to being a sustainable city in all respects.



- **FG 1:** Continue to support exceptional schools and opportunities for lifelong learning.
- **FG 2:** Provide high quality public services, utilities, and infrastructure that accommodate anticipated levels of growth, protect public health and safety, and enhance the quality of life.



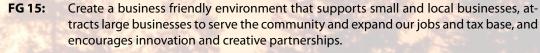
- **FG 3:** Support the provision of human services to meet community needs.
- **FG 4:** Provide a variety of gathering places, parks, and recreational opportunities for all ages and expand them to be consistent with population changes.
- **FG 5:** Encourage an emphasis on arts, culture and history throughout the community.
- **FG 6:** Make decisions that value Shoreline's social, economic, and cultural diversity.
- **FG 7:** Conserve and protect our environment and natural resources, and encourage restoration, environmental education and stewardship.



- **FG 8:** Apply innovative and environmentally sensitive development practices.
- **FG 9:** Promote quality building, functionality, and walkability through good design and development that is compatible with the surrounding area.
- **FG 10:** Respect neighborhood character and engage the community in decisions that affect them.
- **FG 11:** Make timely and transparent decisions that respect community input.
- **FG 12:** Support diverse and affordable housing choices that provide for Shoreline's population growth, including options accessible for the aging and/or developmentally disabled.



- **FG 13:** Encourage a variety of transportation options that provide better connectivity within Shoreline and throughout the region.
- **FG 14:** Designate specific areas for high density development, especially along major transportation corridors.





- FG 16: Encourage local neighborhood retail and services distributed throughout the city.
- **FG 17:** Strengthen partnerships with schools, non-governmental organizations, volunteers, public agencies and the business community.
- **FG 18:** Encourage Master Planning at Fircrest School that protects residents and encourages energy and design innovation for sustainable future development.





#### 2018-2023 Economic Development Strategic Plan

The City of Shoreline's economic development strategy is based on **Placemaking Projects.** Fred Kent calls Placemaking the thing that "turns a City from a place you can't wait to get through into one you never want to leave." Organizing economic development efforts into Placemaking Projects provides the flexibility needed to tailor efforts to achieve both the goals articulated in **Vision 2029** and the annually updated **Council Goals and Workplans**.

Four specific areas possess the potential to dramatically strengthen the economic vitality of Shoreline. These four **City-Shaping Areas** shall be the focus of concerted Placemaking Projects designed to trigger large-scale redevelopment and growth.

- Strengthen Shoreline's Signature Boulevard leveraging the city's \$140 million Aurora Corridor Project by facilitating constant investment along its six miles of improved frontage
- Catalyze Shoreline Place encouraging intensive private redevelopment of the former Sears center into an exemplary lifestyle destination
- Unlock the Fircrest Surplus Property establishing new uses and industries that create hundreds of new Shoreline-based jobs and economic opportunities
- **Ignite Station Area Growth** parlaying the extraordinary public investment that will bring light rail service to Shoreline's two rezoned station areas

Additional commercial nodes can influence the economic vitality of the surrounding neighborhoods. Placemaking Projects in these **Neighborhood Commercial Centers** shall seek to create identity, encourage walkability, expand housing options, and provide needed goods and services.

- Shoreline Town Center
- Echo Lake at Aurora & N 192nd
- North City Business District

- Four Corners at NW Richmond Beach Rd
- Downtown Ridgecrest
- Ballinger Commercial Center

**Non-geographic Placemaking Projects** enrich the overall economic climate of the city and make Shoreline an even more attractive place to live, to invest, and to conduct business.

- Growing a Media Production Industry
- Promoting Shoreline to Investors
- Serving Home-based Businesses
- Increasing Inventory of Business Spaces
- Expanding Events & Festivals

- Supporting the Community College
- Attracting Artists & Trendsetters
- Continually Improving Code & Policies
- Facilitating Collaboration With & Between Businesses

Both inputs and outcomes shall be tracked to **Monitor the Effectiveness** of Shoreline's economic development efforts. Inputs shall be tracked through regular Placemaking Project updates; outputs shall be tracked through annual updates of economic metrics such as assessed values, sales tax generation, vacancy and rental rates, Shoreline-based jobs, and new market-rate and affordable housing units.