



SHORELINE CITY COUNCIL SPECIAL MEETING

Monday, November 24, 2014
5:45 p.m.

Conference Room 303 · Shoreline City Hall
17500 Midvale Avenue North

1. **Joint Meeting of Shoreline City Council and Shoreline Chamber of Commerce Executive Board**

- **Welcome, Introductions, Confirm Agenda** 5:45
- **Jan Vance, Chamber of Commerce Executive Director** 5:50
 - Updated Chamber Brand
 - Committed to a Strong Working Relationship with the City
 - Updated Chamber Website
- **Debbie Tarry, City Manager** 6:05
 - Vision 2029 & 2014-2016 City Council Goals
 - City Manager Vision & Organization Clarity Map
- **Dan Eernisse, Economic Development Program Manager** 6:15
 - Economic Development Strategic Plan
- **Topics of Mutual Interest** 6:20
 - Marketing Shoreline – A great place to live and invest
 - Aurora Square CRA
 - Community Events with Partnership Opportunities
- **Wrap-up** 6:40
- **Adjourn** 6:45

Attachments

- A. City of Shoreline Vision 2029 & 2014-2016 City Council Goals
- B. City of Shoreline - City Manager Vision & Organization Clarity Map
- C. City of Shoreline - Economic Development Strategic Plan
- D. Shoreline Chamber of Commerce Presentation

Attending

Shoreline Chamber of Commerce Executive Board

Board President Judy Smith
Board Vice President Robert Brouillard
Board Treasurer Dale Sutton
Board Secretary Jan Doran-Faulds
Jan Vance, Chamber Executive Director

Shoreline City Council and Staff

Mayor Shari Winstead
Deputy Mayor Chris Eggen
Councilmember Will Hall
Councilmember Doris McConnell
Councilmember Keith McGlashan
Councilmember Chris Roberts
Councilmember Jesse Salomon
Debbie Tarry, City Manager
John Norris, Assistant City Manager
Dan Eernisse, Econ. Development Manager

The Council meeting is wheelchair accessible. Any person requiring a disability accommodation should contact the City Clerk's Office at 801-2231 in advance for more information. For TTY service, call 546-0457. For up-to-date information on future agendas, call 801-2236 or see the web page at www.shorelinewa.gov. Council meetings are shown on Comcast Cable Services Channel 21 and Verizon Cable Services Channel 37 on Tuesdays at 12 noon and 8 p.m., and Wednesday through Sunday at 6 a.m., 12 noon and 8 p.m. Online Council meetings can also be viewed on the City's Web site at <http://shorelinewa.gov>.



VISION 2029

Imagine for a moment that it is the year 2029 and you are in the City of Shoreline.

This vision statement describes what you will see.



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 offer.

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 Neighborhoods

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

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 BOULEVARD Aurora Avenue is Shoreline's grand boulevard. It is a thriving corridor, with a variety of shops, businesses, eateries and entertainment, and includes clusters of some mid-rise buildings, well-designed and planned to transition 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 city-wide 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 well-designed 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.



A HEALTHY Community

Shoreline residents, city government and leaders care deeply about a 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.

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 Next Generation

In Shoreline it is believed that the best decisions are informed by the perspectives and talents of its residents. Community involvement in planning and opportunities for input are vital to shaping the future, particularly at the neighborhood 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.



Framework GOALS

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 15:** Create a business friendly environment that supports small and local businesses, attracts large businesses to serve the community and expand our jobs and tax base, and encourages innovation and creative partnerships.
- 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.



2014-2016 City Council Goals and Workplan

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; and
- Sustainable services—supporting quality services, facilities and infrastructure.

The City Council holds an annual strategic planning and goal setting session to monitor progress and determine priorities and action steps necessary to advance Vision 2029. This workplan, which is aimed at improving our ability to fulfill the community's vision, is then reflected in department workplans, the City's budget, capital improvement plan, and through special initiatives.

Goal 1: Strengthen Shoreline's economic base

Shoreline voters approved Proposition No. 1 in November 2010, which helped to maintain essential service levels through 2016. Whether or not Proposition No. 1 is renewed in 2016, it is vital to attract investment in Shoreline businesses and neighborhoods to enhance the local economy, provide jobs, and support the services that make Shoreline a desirable place to live and to . Investment will strengthen our tax base while providing our residents with greater housing choices, local employment, retail opportunities, and lifestyle amenities.

ACTION STEPS:

1. Implement the Community Renewal Plan for Aurora Square including developing recommendations for incentives, property acquisition, and capital improvements to encourage Vision 2029 businesses to locate and thrive at Aurora Square
2. Implement efforts to make the permit process predictable, timely and competitive including the implementation of a new permit software system and enhancing the partnership with other permitting agencies
3. Implement the 10-year Financial Sustainability Plan to achieve sufficient fiscal capacity to fund and maintain priority public services, facilities, and infrastructure
4. Implement marketing strategies to promote Shoreline as a progressive and desirable community for new residents, investors, and businesses
5. Evaluate the competitiveness of Shoreline's regulations and evaluation processes to enhance the attractiveness of Shoreline as a place for private investment

PROGRESS INDICATORS:	2011	2012	2013
a. Annual growth of assessed property value from new construction	0.17%	0.50%	0.41%
b. Ratio of commercial versus non-commercial valuation	.112	.115	.117
c. Retail sales tax per capita	\$113	\$130	\$137
d. Number of licensed businesses	4,474	4,784	4,945
e. Number of housing units	23,049	23,204	23,329
f. Vacancy and rental rates of commercial and multi-family properties	Comm: 4-5%; \$15-30/sf; Resid: 4%; \$1.18/sf	Retail: 4%; \$17.50/sf; Office: 4.5%; \$23.63/sf; Resid: 3.2%; \$1.24/sf	Retail: 5.3%; \$19.50/sf; Office: 6.4%; \$24.27/sf; Resid: 1.9%; \$1.32/sf
g. Number of business mini-grants awarded; number of grand openings supported	N/A	N/A	2; 0

Goal 2: Improve Shoreline’s utility, transportation, and environmental infrastructure

Shoreline inherited an aging infrastructure when it incorporated in 1995. The City has identified needed improvements through our 20-year planning documents including the Surface Water Master Plan, Transportation Master Plan and Parks and Open Space Master Plan. Improvements are not limited to infrastructure investments – The City is also interested in improving coordination, planning, and overall information sharing among all service providers. 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. Construct the Aurora Corridor improvements from N 192nd to N 205th Streets
2. Identify funding strategies to implement the City’s transportation master plan including construction of new non-motorized improvements
3. Execute the Shoreline/Seattle Public Utility’s water system Acquisition Agreement and develop a multi-year implementation plan for creating the City’s water utility (70% voter approval in 2012)
4. Develop a plan to merge the Ronald Wastewater District into City operations as outlined in the 2002 Interlocal Operating Agreement
5. Work with the City of Seattle, King County and Washington State Department of Transportation on a plan and financial strategy that will improve safety, efficiency and modes of transportation for all users of 145th Street
6. Begin implementation of Phase 1 of the Urban Forest Strategic Plan short-term recommendations
7. Provide an update to the City Council on the City’s adopted environmental sustainability strategy
8. Implement a comprehensive asset management system for the City’s roads, streets, facilities and park systems

PROGRESS INDICATORS:	2011	2012	2013
a. Number of redevelopment projects improving the treatment of surface water	6	0	1
b. Number of linear feet of non-motorized facilities constructed	16,000	7,384	11,362
c. Number of trees planted in the public right-of-way and on City property (net)	470	145	362
d. Volume of paper purchased for City operations (letter reams)	1,760	2,008	1,710
e. Percent of community garden plots reserved	N/A	100%	100%
f. Water quality average index score ¹ for:			
· Boeing Creek Basin (Boeing Creek)	60 (Mod Concern)	60 (Mod Concern)	68 (Mod Concern)
· McAleer Creek Basin (McAleer Creek & Cedarbrook Creek)	50 (Mod Concern)	60 (Mod Concern)	70 (Mod Concern)
· Thornton Creek Basin (Thornton Creek)	31 (High Concern)	19 (High Concern)	30 (High Concern)
· Puget Sound Basin (Storm Creek)	24 (High Concern)	24 (High Concern)	41 (Mod Concern)

¹In 2013, the index used was changed to reflect small Puget Sound Streams more accurately. The resulting higher index scores shown here are artifacts of the index change; not an indication of improvement. By and large, the numbers have not changed over the past three years, as is noted by the level of concern noted with each index score.

Goal 3: Prepare for two Shoreline light rail stations

In 2008 Shoreline voters supported the Sound Transit 2 funding package by 61%. Our community looks forward to increasing mobility options and reducing environmental impacts through light rail service. Sound Transit estimates the light rail extension from Northgate to Lynnwood to be \$1.4-1.6 billion, which includes investment

in two stations in Shoreline, which are planned to open in 2023. Engaging our community on how this effort benefits Shoreline and the greater region needs to start now.

ACTION STEPS:

1. Engage the community in an education and outreach plan to help residents and businesses prepare for the addition of new light rail stations and service
2. Adopt the 185th and 145th Light Rail Station Sub-Area plans
3. Participate as a Cooperating Agency in Sound Transit's environmental process by providing early and continuous input into the development of the environmental impact statement (EIS)
4. Develop a multi-modal transportation strategy to deliver people to the future light rail stations, as an alternative to single occupancy vehicles
5. Work with Sound Transit to evaluate the redevelopment potential of large parcels in the light rail station areas

PROGRESS INDICATORS:	2011	2012	2013
a. Number and location of Shoreline light rail stations identified in the EIS process	N/A	3 - 145 th , 155 th & 185 th	2 - 145 th & 185 th
b. Number of City and Sound Transit opportunities provided for public input in the light rail planning process	4	21	37

Goal 4: Enhance openness and opportunities for community engagement

The Council values an open, transparent, and responsive government. And the City believes that the best decisions are informed by the perspectives and talents of our residents. Community involvement is vital, and finding effective ways to engage all segments of our community is key to shaping our future.

ACTION STEPS:

1. Communicate and provide opportunities for public input on key policies and initiatives, including Vision 2029, light rail station planning, safe community initiatives, and other City projects
2. Continue to support neighborhood associations and volunteer initiatives and to host community forums and workshops
3. Continue to provide documents online and improve the ease of use of the City's website
4. Advance public engagement with implementation of the City's e311 system, online communication and survey tools and social media platforms
5. Enhance the City's crime prevention and safe community communication programs including promotion of the City's E-Alert system and expanding the City's Shoreline Neighborhood Watch Program

PROGRESS INDICATORS:	2011	2012	2013
a. Percent of residents who believe the City is moving in the right direction ²	71%	72%	72%
b. Percent of residents somewhat/very satisfied with the City's efforts to keep residents informed ¹	67%	67%	67%
c. Number of citizen volunteer hours	19,530	16,758	12,653
d. Number of documents available on the City's website	9,576	12,512	13,317
e. Number of annual website visits; number of Facebook "likes"	77,400/545	111,000/700	151,306/860
f. Number of service requests responded to through the City's See Click Fix app	3	179	258
g. Number of Shoreline Neighborhood Watches supported	75	80	80
h. Number of Alert Shoreline subscribers	N/A	N/A	1,580
i. Number of public record requests (excludes routine requests)	161	174	179

²Indicator taken from biennial citizen survey – most recent survey occurred in 2012

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 2012 Citizen Survey reflected that 91% of respondents felt safe in their neighborhood during the day and 78% had an overall feeling of safety in Shoreline. Although these results are reflective of statistics from medium sized cities across the United States, it was a slight decrease from previous citizen surveys conducted by the City. As a result, in November 2012 the City held a public focus group on crime prevention efforts to receive citizen input. Based on this feedback, the City is pursuing 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.

ACTION STEPS:

1. Utilize the City's cross-department safe community team to resolve issues and develop proactive programs related to traffic, code enforcement, and crime prevention efforts
2. Utilize the joint Parks and Police effort to maintain safe parks by addressing resident concerns through crime prevention through environmental design (CPTED)
3. Continue to work with the Shoreline schools, Emergency Management Council, Shoreline Fire Department and other stakeholders to keep school safety policies up to date and consistent with best practices
4. Enhance safety and security for seniors by meeting directly with senior groups to discuss criminal activity and deceptive scams that target the senior population
5. Acquire the Grease Monkey property and integrate Police Facility at Shoreline City Hall
6. Continue the efforts of the Traffic Action Plans and the Neighborhood Traffic Safety Program to address neighborhood traffic safety concerns

PROGRESS INDICATORS:	2011	2012	2013
a. Percent of residents who have an overall feeling of safety in Shoreline ²	83%	78%	78%
b. Percent of residents who feel safe in City parks and trails ²	58%	56%	56%
c. Number of Shoreline schools provided with training on school lockdown procedures	N/A	N/A	16
d. Number of parks with completed CPTED reviews or implemented directed safety emphasis	N/A	N/A	2
e. Number of neighborhood traffic safety improvement efforts completed	6	2	1

² Indicator taken from biennial citizen survey – most recent survey occurred in 2012

City Manager Vision

My tenure as City Manager will result in an engaged community that has a high level of trust and support for its City government, a high performing organization with employees dedicated to serving the Shoreline community, and a City Council whose primary focus is delivery of municipal services and projects that progressively makes the community's vision - Vision 2029 - a reality. We will succeed through an organizational culture built on integrity, teamwork and excellence.

What does this look like?

Citizen Perspective

- Community members will experience their City government as being accessible, responsive, valuing their input and participation, and supportive of their community vision.

Staff Leadership Perspective

- The City Manager will provide clear organizational priorities and will advocate for resources to complete the goals and workplan commitments made to the community and the City Council.
- The City's Leadership Team will be diverse, cohesive, and talented; committed to excellence and accountable to completing established goals and creating a culture of excellent customer satisfaction.
- Our managers and supervisors will possess and display key leadership skills in the areas of planning, feedback, self-development, accountability, conflict resolution and innovative thinking.

Employee Perspective

- We will deliver results.
- We care about those we work with and will appreciate the different personalities, skills, and interests that each individual brings to our team.
- We will have an organization that is supportive and celebrates the success of individuals and the success we have as an organization.
- We will incorporate fun and humor into our workplace.

Service Delivery Standard

- We will actively demonstrate our organizational values as we serve the Shoreline community and each other.
- Daily we will give our best effort to deliver on our commitments and to uphold the trust of our community by being responsible stewards of resources and responsive providers of high quality services.

In Pursuit of Continuous Improvement

- We will recognize that change is necessary and that through growth and transition we will become more effective.
- We will engage in active communication, problem solving, and system improvement to help our organization reach its full potential.
- We will be committed to investing in the development of our employees to meet individual and collective potential so that we can provide excellent service to our community.

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 our community's vision through exceptional public service.

Values

Integrity

Act with honesty, openness and accountability.

Teamwork

Accomplishing goals and resolving 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
dm-11

Organizational Goals

Attachment B

1. **Exceptional Public Service:** Continue to make Shoreline a desirable place to live and invest by providing public services that our community desires and deserves.
2. **Organizational Strength:** Enhance the effectiveness of our organization through development of employee skills and knowledge.
3. **Fiscal Sustainability:** Secure and sustain long-term financial sustainability to ensure delivery of public services to our community.
4. **Achieve Council Goals:** Complete action steps included in the adopted City Council Goals.



2012-2017 Economic Development Strategic Plan

The year-long collaborative process that resulted in the 2012 – 2017 Economic Development Strategic Plan concluded that the goal of economic development in Shoreline is captured by the concept of **Place Making**. Fred Kent calls Place Making the thing that “turns a City from a place you can’t wait to get through into a place you never want to leave.” Through Place Making, projects can be accomplished that realize the six **Council Guidelines for Sustainable Economic Growth**:

- **Multiple areas** – improvements and events throughout the City that attract investment
- **Revenue** – growing revenue sources that support City programs
- **Jobs** – employers and business starts that create more and better jobs
- **Vertical growth** – sustainable multi-story buildings that efficiently enhance neighborhoods
- **Exports** – vibrant activities and businesses that bring money into Shoreline
- **Collaboration** – broad-based partnerships that benefit all participants

Four significant projects were identified that can dramatically affect the economic vitality of Shoreline. Therefore, these **City-Shaping Place Making Projects** shall be the focus of concerted effort:

- **Creating a Dynamic Aurora Corridor Neighborhood** – unleashing the potential created by the City’s tremendous infrastructure investment
- **Reinventing Aurora Square** – catalyzing a master-planned, sustainable lifestyle destination
- **Unlocking the Fircrest Surplus Property** – establishing a new campus for hundreds of family-wage jobs
- **Planning Light Rail Station Areas** – two imminent and crucial opportunities

Other worthy Place Making projects are listed below that deserve on-going effort:

- | | |
|---|--|
| • Town Center Development Area | • Attracting Mid-sized Businesses |
| • Echo Lake Development Area | • Farmers Market Launch |
| • North City Development Area | • Expansion of Events and Festivals |
| • Richmond Beach Development Areas | • Surplus Institutional Property |
| • Ridgecrest Development Areas | • Enhancing the Community College |
| • Ballinger Development Area | • Attracting Artists and Trendsetters |

The Strategic Plan shall guide a dynamic Action Plan for Staff, and an annual update shall be presented to Council that includes metrics designed to monitor Shoreline’s economic health as well as staff performance. Outcome-based metrics measuring revenue, jobs, exports, and new construction will monitor whether the Council Guidelines are being achieved. Output-based metrics will monitor the performance of staff as it carries out the five **Activities of Place Making**:

- **Creating cachet** – buzz, energy, celebrations, significance, identity, marketing, recognition
- **Building infrastructure** – efficiency, capacity, compatibility, synergy, sustainability, beauty
- **Collaborating** – networking, public-private partnerships, communication, mobilization
- **Serving businesses** – listening, acting as liaison, events, education, expertise, counseling
- **Honing legislation** – clear, fair, predictable, timely, reasonable



What's been happening since mid July

Attachment D

- } Updated Brand
 - Updated brochure
 - New website
 - Shop Local focus
- } 18 New Members to date and membership drive
- } New map and directory
- } Relationship with Mark McVeety and QuickStart Program



Future Vision

- } Committed to an open and beneficial relationship with the City
- } Increasing operation and non-dues income i.e. events, business promotion opportunities, and more
- } Economic Development Committee to support and work with City's Economic Development Director on business related issues
- } Partner with City in marketing strategies to promote Shoreline
- } Partner with City on outreach to home-based businesses
- } More outreach to neighborhood groups



Working together

- } City expectations of the Chamber?
- } Ideas the City can help support
 - Outreach to businesses about the Chamber
 - Logo link on City's website
 - Support events that bring people to Shoreline and/or brings the community together.
 - Marketing strategies that promote Shoreline