

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

<p>AGENDA TITLE: Economic Development Strategic Plan DEPARTMENT: City Manager's Office PRESENTED BY: Steve Burkett, City Manager</p>

PROBLEM/ISSUE STATEMENT:

This memorandum is to review with Council the City's desired goals, outcomes and strategies for updating the Economic Development Program. As you know, economic development has been a top priority for the City Council since the Program was adopted in October 2001. At the time of adoption, it was anticipated that the Program would be reviewed and updated every three to five years. This review is timely with the Economic Development Coordinator position becoming vacant. A copy of the Economic Development Program's Strategic Plan is attached for your reference.

Current Goals

The current goals of the Economic Development Program are to

- 1) enhance the existing business environment in Shoreline;
- 2) improve the aesthetics of commercial areas to encourage higher quality investments;
- 3) provide citizens greater choices to live, work, shop and play in Shoreline; and
- 4) foster a healthier economic base generating increased property value and additional sales revenues.

Are these goals still appropriate for economic development in Shoreline? Are there other goals we should add? Which goals are of highest priority?

Desired Outcomes

The desired outcome of these economic development goals has been to stimulate new retail sales in the City's commercial areas by making strategic CIP investments there. During the adoption process, Council did discuss the option of focusing on job creation or large business recruitment but chose to focus on retail sales. Retail sales are a more cost-effective revenue source for the City and employers are attracted to areas that have the amenities, housing and services their employees desire.

Is growth of retail sales still the key desired outcome for economic development? Are there others?

FINANCIAL IMPACT

The Program is currently staffed by one FTE – the Economic Development Coordinator – with an annual budget of approximately \$153,000 in 2004. Current tasks of the Coordinator include project management and construction coordination, development coordination and advocacy, Chamber and community organizations liaison, business district coordination, and management of the overall Economic Development Program. The current Program has ten strategies for success. They are:

- 1) Analyze demographic and market data to determine City's competitive position in market area.
- 2) Identify specific locations for redevelopment.
- 3) Leverage the City's capital investments for better efficiencies and greater return on public/private investments.
- 4) Coordinate CIP improvements with redevelopment.
- 5) Improve the permit process to be more predictable and timely.
- 6) Consider development incentives such as fee waivers, designated Planned Action areas, business relocation strategies etc.
- 7) Address parking issues and calm the traffic.
- 8) Pursue other funding sources such as Block Grant funds, 108 Loan Program, and other grant opportunities.
- 9) Prepare and maintain a Community/Economic Development Business Plan with quarterly/annual reporting of activities, revenues and expenditures (could include CIP).
- 10) Pursue the installation of fiber optic cable and other high-technology infrastructure desired in office development in the Aurora Corridor and elsewhere in the City.

Given the goals and desired outcomes, which strategies should be emphasized?

RECOMMENDATION

None at this time.

I look forward to reviewing the Economic Development Program with Council at the July 6 workshop. By the end of that discussion, I want us to have a clear understanding and agreement of the goals and desired outcomes for economic development in Shoreline. Once we have that clarity, we will schedule another workshop with the Council to review options to use our resources to achieve the goals.

Approved By: City Manager  City Attorney N/A

Attachment A: Economic Development Strategic Plan

**SHORELINE CAPITAL
IMPROVEMENT INVESTMENTS**

Aurora Corridor Project:
The City's plan to improve safety, traffic flow, aesthetics and redevelopment potential of Aurora Avenue North.

North City Business District:
Shoreline has a series of capital improvement projects designed to kick-start redevelopment in the North City Business District.

Interurban Trail
This linear park will provide new recreation opportunities and a non-motorized transportation corridor, linking Shoreline to surrounding communities.

Central Shoreline Subarea Plan: The City is developing a vision for the central commercial area in Shoreline that will act as an incentive for redevelopment, align strategies for the use of public right-of-way and protect neighborhoods.

**Shoreline City
Council**

Ron Hansen
Mayor

Scott Jepsen
Deputy Mayor

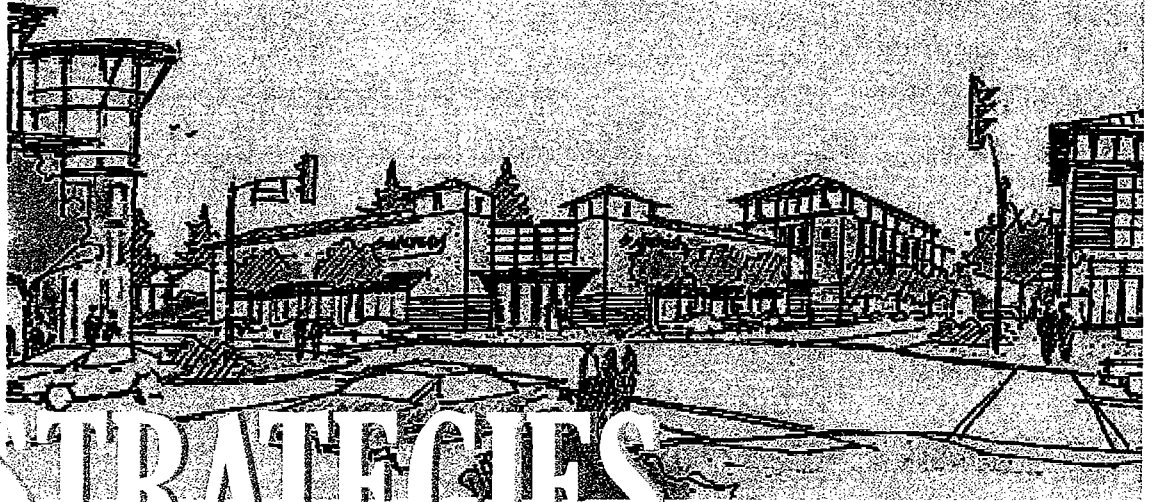
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CITY OF SHORELINE ECONOMIC DEVELOPMENT

Strengthening Our Business Environment



STRATEGIES STRATEGIES FOR SUCCESS

- 1) Analyze demographic and market data to determine City's competitive position in market area.
- 2) Identify specific locations for redevelopment.
- 3) Leverage the City's capital investments for better efficiencies and greater return on public/private investments.
- 4) Coordinate CIP improvements with redevelopment.
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- 7) Address parking issues and calm the traffic.
- 8) Pursue other funding sources such as Block Grant funds, 108 Loan Program, and other grant opportunities.
- 9) Prepare and maintain a Community/Economic Development Business Plan with quarterly/annual reporting of activities, revenues and expenditures (could include Capital Improvement Projects).
- 10) Pursue the installation of fiber optic cable and other high-technology infrastructure desired in office development in the Aurora Corridor and elsewhere in the City.

FOR MORE INFORMATION

about the City of Shoreline Economic Development Program, contact
**Economic Development Coordinator
Jan Knudson at (206) 546-0959.**

Strengthening Our Business Environment



VISION VISION

To create vibrant, mixed-use commercial areas that contribute to the whole health of the community.

The Shoreline City Council has made a major commitment to improving the economic vitality of the City.

Many of the commercial areas in Shoreline are underdeveloped and underutilized. Some are blighted and require parcel assembly to form large enough parcels for redevelopment. Job opportunities within the City are limited and many residents must work elsewhere. In order to accomplish its goals, the City will need to form partnerships with other public agencies as well as with the private sector. The City also needs to be strategic with its capital investments.

Shoreline does have many advantages that can help attract redevelopment: a central location in the Puget Sound region with easy access to Seattle and Snohomish County, excellent public schools including Shoreline Community College, stable single family

residential neighborhoods and frequent all-day transit service to commercial and employment centers.

Improvements the City is currently making to infrastructure, land use planning, services and redevelopment affect the community's livability and, therefore, its economic vitality. The Aurora Ave. N., Interurban Trail, Central Shoreline Subarea Plan and North City projects will serve as major catalysts for redevelopment in Shoreline.

Some of the other strategies the City will use include improving the City's image, sense of identity and competitive position in the market area; strategically investing in capital improvements and marketing; focusing efforts and resources in selected areas rather than using a shotgun approach; creating financially feasible plans and programs that encourage private investment, and; supporting private investments with appropriate and realistic public investments.

MISSION

To bring together the public and private resources necessary to enhance the existing business environment in Shoreline and ensure the long-term viability of the City's economic base.

GOALS

- Enhance the existing business environment in Shoreline.
- Improve the aesthetics of commercial areas to encourage higher quality investments.
- Provide citizens greater choices to live, work, shop and play in Shoreline.
- Foster a healthier economic base generating increased property value and additional sales revenues.



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