

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:

Economic development has been a top priority for the City Council since the Economic Development 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. Now that our Economic Development Coordinator position is vacant, it is also timely and appropriate to review our goals, strategies, and resource allocation. Council reviewed the goals, outcomes and strategies of the Plan on July 6, 2004. This memorandum is to present options and recommendations for updating and implementing the Economic Development Strategic Plan.

Goals

At the July 6 work session, Council agreed that the current goals of the Economic Development Strategic Plan are still appropriate. They 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.

Desired Outcomes

At the July 6 meeting, Council also agreed the desired outcome of the City's economic development goals should be to stimulate new retail sales in the City's commercial areas. Retail sales are a more cost-effective revenue source for the City than just job creation and thriving, healthy commercial areas are more attractive to employers who seek the amenities, housing and services their employees need.

STRATEGIES AND ACCOMPLISHMENTS

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. **Complete**
- 2) Identify specific locations for redevelopment. **Complete**
- 3) Leverage the City's capital investments for better efficiencies and greater return on public/private investments. **Underway**
- 4) Coordinate CIP improvements with redevelopment. **Continuous and underway**
- 5) Improve the permit process to be more predictable and timely. **Continuous and underway**
- 6) Consider development incentives such as fee waivers, designated Planned Action areas, business relocation strategies etc. **Adopted Tax Exemption Program**
- 7) Address parking issues and calm the traffic. **Has become new Council Goal for safe and friendly streets**
- 8) Pursue other funding sources such as Block Grant funds, 108 Loan Program, and other grant opportunities. **Continuous**
- 9) Prepare and maintain a Community/Economic Development Business Plan with quarterly/annual reporting of activities, revenues and expenditures (could include CIP). **Has become quarterly report on Council Goals**
- 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. **Complete**

As can be seen above, many of the Plan's ten strategies have been completed or are underway. As part of considering new strategies for this update, staff sought input from the Chamber Economic Development Subcommittee and from Forward Shoreline. Notes from those meetings were forwarded to Council in a memo dated July 1 and many of the ideas from these groups have been incorporated into the proposed strategies discussed below.

Proposed New Economic Development Strategies

- S1) Continue pursuing growth in retail sales to ensure financial stability and economic vitality.
- S2) Continue leveraging the City's capital improvement investments in targeted areas to support and encourage private reinvestment in commercial areas.
- S3) Continue improving the permit process to be predictable and timely. Streamline approval processes in targeted areas for commercial, retail and mixed use development.
- S4) Initiate an active campaign to define and improve the public perception of Shoreline.
- S5) Identify alliances and partnerships between the City and other organizations in accomplishing economic development goals. Encourage an environment of mutual respect between business owners and the City.
- S6) Implement a low cost business registration system for tracking businesses and jobs in the City.
- S7) Continue development incentives such as fee waivers, designated Planned Action areas, business relocation strategies, parcel assembly, grant and low-interest loan funding.

- S8) Help facilitate private efforts to install banners, flowerpots and other programs to decorate the City throughout the year, but especially during holiday and community event celebrations.
- S9) Work with innovative commercial developers and brokers in identifying areas in different segments of the City in which new development might best occur.
- S10) Proactively collaborate with private organizations that are working to bring new companies and institutions to Shoreline.

CITY ROLE AND PARTNERSHIPS

There are many factors in economic growth that are not within the City's control but are influenced by market conditions and the private sector's response to those conditions. The City's role in economic growth is setting the stage for the private sector to risk its capital and invest in the community. This means delivering those services – safe and friendly streets, safe and attractive neighborhoods, adequate parks and open spaces, vital places to shop and gather - that make the City a positive place to live, work and play.

Outside partners are also very important in making Shoreline a great place. These partners include the School District, the Chamber, the Community College, community service and neighborhood organizations, Forward Shoreline, and junior taxing districts. They all play a part in creating and affecting the overall fabric of the community and its condition.

The City and each partner can play a different and complementary role in achieving economic development goals. The City's role is described above. Additional contributions might include the Chamber and North City Business Association concentrating on the needs and health of the local business community, the College assisting with employer recruitment, and Forward Shoreline assisting with public perception and development partnerships. Each partner has very important contributions to make and together can implement successful and cost-effective economic development results.

OPTIONS FOR IMPLEMENTATION

The following options were considered in reviewing how the City implements its economic development strategies. They are:

- a) Keep the Economic Development Coordinator position and responsibilities as shown in Attachment A;
- b) Use the funding from the Coordinator position to hire an additional Capital Projects Manager to manage commercial district CIP projects; (proposed by Councilmember Ransom)
- c) Disperse the various duties performed by the Economic Development Coordinator amongst existing staff such as the Deputy City Manager, Assistant City Manager, Neighborhoods Coordinator, or other as appropriate; or
- d) Hire by contract for specific economic development activities.

As described in the previous section, there are certain roles and strategies unique to City government that require City staff to execute, not just by contract. A large part of the existing economic development effort is internal advocacy for private sector business and property owners. This internal advocacy requires familiarity with City staff and processes in order to assist these private sector customers. Council has also given economic development a very high priority in the City and dispersing economic development tasks among existing staff or using economic development funds to hire a capital projects manager would not adequately meet our economic development needs.

The City has already hired an additional project manager for its Capital Improvement Program and economic development funds are not needed for this. And, while there is value in having staff with experience in real estate development on the capital project team, economic development and capital project management are two different disciplines. The City needs both.

Dispersing economic development tasks among existing staff would require the tasks and responsibilities currently assumed by staff to be discontinued or tasks added to existing workloads. The City's staff is small and at this time, there are no staff available to assume these additional tasks. Because of the City's small staff, contracting for some economic development services is appropriate and can be pursued. Examples of this are the City's contracts with Forward Shoreline and with the Seattle-King County Economic Development Council.

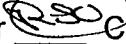

Finally, it is also important that the City continue to participate in organizations like the Chamber, the North City Business Association and Forward Shoreline. Taking these factors into account, it is recommended that the City continue to provide dedicated staff and resources in pursuing its economic goals.

FINANCIAL IMPACT

The Program is currently staffed by one FTE with an annual budget of approximately \$153,000 in 2004. It is recommended that this level of funding be continued into 2005.

RECOMMENDATION

- A) Staff is requesting Council concurrence in refilling the Economic Development Coordinator position, renaming it Economic Development Program Manager increasing the salary range 5% to range 59 of the exempt salary table as recommended by Human Resource Director Wright (see attachment A); and
- B) Updating the economic development strategic plan to include the new proposed strategies outlined above.

Approved By: City Manager  City Attorney 

Attachment A: Economic Development Program Manager Job Description

CITY OF SHORELINE

ECONOMIC DEVELOPMENT PROGRAM MANAGER

Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are not intended to reflect all duties performed within the job.

DEFINITION

Plan, organize, develop and implement economic development activities for the City; coordinate with business and development interests; provide assistance in the implementation and promotion of program events; act as liaison with City departments and officials involved in departmental programs and projects; assist in representing the City on economic development boards and committees and on other issues as assigned.

SUPERVISION RECEIVED AND EXERCISED

Receives general supervision from the City Manager or designee.

ESSENTIAL AND MARGINAL FUNCTION STATEMENTS *Essential responsibilities and duties may include, but are not limited to, the following:*

Essential Functions:

1. Plan, organize, coordinate, direct and evaluate economic development activities within the City; coordinate and encourage the development of strategies that maintain and enhance the long-term financial health of the City.
2. Develop liaisons between the City and various economic development organizations and agencies; coordinate communication, projects and activities with various City departments and personnel, special interest groups and the general public; provide information and technical assistance to staff, citizens, community and neighborhood groups in the development of improvement programs and self-help projects.
3. Coordinate the implementation of programs as assigned; coordinate program activities; evaluate program progress and results; develop, prepare and coordinate special projects as assigned; manage procurement process and work of consultants hired to assist the City in economic development efforts.
4. Coordinate and facilitate public and private efforts to retain and expand existing businesses; entice and recruit development projects to the City; work with developers and potential new businesses to identify opportunities for new development and redevelopment; coordinate City resources in completing other joint projects with the Chamber of Commerce and other economic development associations.
5. Communicate with, respond to and resolve complaints, conflicts, concerns and questions from citizens, contractors, customers, developers, business owners and public and private agencies concerning City services, policies and procedures, activities and programs; exchange information to encourage cooperation and efficiency of the development process.
6. Provide technical expertise and respond to complex questions; resolve conflicts; act as facilitator between the development community and City staff; communicate with other City managers, department heads, City officials and others regarding policy issues and matters of mutual concern.
7. Research and compile information concerning program needs and resources; analyze and prioritize potential economic development projects/opportunities; provide financial impact analyses of potential projects and partnerships that involve or require City participation.
8. Develops, recommends and implements economic revitalization strategies for the City and neighborhood business districts.

9. Assist in the preparation of grant applications and plans; research availability of private and grant funding; prepare grant proposals, reports on grant activities, grant amendments and extensions; monitor grant performance and expenditure of funds.
10. Explore existing State and local laws to determine what development tools that currently exist that could help the City in its development efforts.
11. Prepare and present oral and visual reports to public and private committees, City Council, hearing bodies, community groups and other organizations to explain City policies and community impacts, to respond to questions and comments and to present technical information and policy options for consideration.
12. Assist with the media and preparation of news releases; coordinate department contacts as necessary; assist in developing strategies to promote Shoreline.
13. Develop and prepare program proposals, position papers; analyses; publications; visual aids; displays; newsletters; activity and progress reports.
14. Attend various meetings and conferences; prepare agendas, presentations and minutes of meetings as required.

Marginal Function Statement:

Perform related duties as assigned.

QUALIFICATIONS

Knowledge of:

Principles and practices of economic and community development program planning and implementation.

Principles and practices of public relations and promotions.

Program development and administration

Community and economic development financing techniques, including grant proposals.

Community relations and resources.

International, national and local business practices.

Statistics and information management tools.

Oral and written communications skills.

Interpersonal skills using tact, patience and courtesy.

Technical aspects of field specialty

Applicable laws, codes, regulations, policies and procedures affecting program area.

Basic research methods.

Correct English usage, grammar, spelling, punctuation and vocabulary.

Modern office practices, procedures and equipment.

Ability to:

Learn municipal organization, practices and procedures.

Represent the City in interaction with local and/or international business and civic groups.

Assist in the development and implementation of an economic development strategy for the City.

Develop, implement and coordinate program activities.

Write program objectives, implementation procedures and evaluation formats.

Prepare grant applications and establish new programs.

Analyze situations and data accurately and adopt an effective course of action and recommendations.

Plan and organize work.

Meet schedules and timelines.

Work independently with little direction.

Communicate clearly and concisely, both orally and in writing.

Read, interpret, apply and explain codes, rules, regulations, policies and procedures.

Establish and maintain effective working relationships with those contacted in the course of work.

Prepare publications, visual aids, displays and newsletters as required.

Coordinate/collaborate with other City staff and departments.

Experience and Training Guidelines

Any combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Experience:

Four years of increasingly responsible experience in economic development, business, marketing, banking, finance or community and economic development, or other closely related field.

Training:

Equivalent to a bachelor's degree from an accredited college or university with major coursework in business administration, marketing, finance, commercial real estate, economic development, or closely related field.

WORKING CONDITIONS:

Environmental Conditions:

Work is performed in an office environment; however, travel and night meetings are required.

Physical Conditions:

Essential and marginal functions may require maintaining physical condition necessary for walking, standing or sitting for prolonged periods of time; extensive public speaking and interaction; extensive use of computer keyboard.

Note:

1. Any combination of education and experience may be substituted, so long as it provides the desired skills, knowledge and abilities to perform the essential functions of the job.
2. All requirements are subject to possible modification to reasonably accommodate individuals with disabilities. However, some requirements may exclude individuals who pose a direct threat or significant risk to the health and safety of themselves or other employees.
3. While requirements may be representative of minimum levels of knowledge, skills and abilities to perform this job successfully, the incumbent will possess the abilities or aptitudes to perform each duty proficiently.
4. This job description in no way implies that these are the only duties to be performed. Employees occupying the position will be required to follow any other job-related instructions and to perform any other job related duties requested by their supervisor.

I have read and understand this class description.

Signature

Date



Memorandum

DATE: August 26, 2004
TO: Steve Burkett, City Manager
FROM: Marci Wright, Human Resources Director
RE: Recommended Classification and Salary Revision

Human Resources has recently completed a proposed revision of the classification specification for the City's economic development position. After comparing anticipated duties for the position to the existing classification, we recommend strengthening the role and responsibilities as stated in the classification. In particular, we recommend a clearer statement of expectation of building effective working relationships with developers and potential new businesses and in resolving issues and complaints concerning economic development. We also recommend changing the job title from Economic Development Coordinator to Economic Development Program Manager.

We also conducted a salary survey of our comparable jurisdictions to gather information about the current market for economic development positions. We determined that our current salary (Range 57: \$64,180 to \$78,091) was lower than the salaries of our comparables (the median maximum salary: \$92,652). Considering that data in addition to internal salary comparisons, we recommend increasing the salary for this position to Range 59 (\$67,433 to \$82,028).

We have attached the proposed revision of the classification specification and the results of the salary survey for your reference.

AUGUST 2004 SALARY SURVEY

JOB TITLE: Economic Development Manager

JURISDICTION	JOB TITLE	SALARY RANGE
AUBURN	Economic Development Mngr	\$65,364 - \$77,628
BELLEVUE	Economic Development Program Administrator	\$59,868 - \$82,596
EDMONDS	Director – Economic Development	\$91,445 - \$114,307
EVERETT	Economic Devel Director	\$84,372 - \$109,896
FEDERAL WAY	Deputy Director of Community Development Services/Economic Development	\$68,952 - \$81,372
KENT	Project Manager/Economic Development	\$77,436 - \$94,248
KIRKLAND	None	--
REDMOND	None	--
RENTON	Economic Development Director	\$76,068 - \$92,652
KING COUNTY	No info	

MEDIAN OF ALL COMPS (TOP): \$92,652

CURRENT SHORELINE RANGE (TOP): \$78,091

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