CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE: Economic Development Advisory Committee (EDAC)
DEPARTMENT: City Manager's Office
PRESENTED BY: Julie Underwood, Assistant City Manager
John Norris, CMO Management Analyst

PROBLEM/ISSUE STATEMENT:

The Economic Development Advisory Committee (EDAC) is a 23-member committee consisting of mostly "at-large" members and a small number of representatives from the business/development community, neighborhoods, School District, Community College, and Chamber of Commerce. There are several concerns regarding the committee's effectiveness that staff would like to bring to Council's attention for review:

- Committee purpose
- Size of the committee
- Composition of the committee
- Two-year terms
- Staff Workload
- Role Clarification

Since this committee is appointed by the City Council staff would like to discuss these concerns with Council and provide some specific recommendations for addressing these concerns.

BACKGROUND:

Adoption of Ordinance 475, Establishing EDAC   July 2007
Ordinance 475, which established the EDAC, was adopted by Council on July 9, 2007 (see Attachment A). The ordinance stated that the committee should consist of 16 members, representing a balance of business and commercial property interests and expertise in the community. Specifically, five (5) members are to represent various organizations, three (3) members from Aurora Avenue businesses, three (3) members from neighborhoods, and five (5) members appointed "at-large." Members would be recommended for appointment by the City Manager and confirmed by the City Council.

First Committee Appointment Process   February 2008
Subsequently, applications were solicited in August 2007 and at the request of Council, the application process was re-opened in January 2008. On February 4, 2008, the Council accepted the 16 applicants recommended to the City Council and then formed a Council subcommittee to consider adding up to six more applicants as members. The

subcommittee, which consisted of Mayor Cindy Ryu and Councilmembers Keith McGlashan and Janet Way, convened on February 11 to review the applicant list. At that time, in addition to the 16 members already ratified by Council, the Council subcommittee selected five (5) additional applicants to serve on the EDAC. This change required the ordinance be amended by Ordinance 495 with an increase from five (5) to ten (10) at-large members (see Attachment B). These committee members were appointed March 2008.

<u>Second Committee Appointment Process</u>   May 2009
The terms for the committee are two-years, with the exception of the committee's first year. The ordinance requires that 12 of the members serve one-year staggered terms with their terms ending August 31, 2009 (all members are eligible for reappointment). Likewise, throughout the year several members resigned; therefore, the total number of vacancies to fill was 17. Seven EDAC members were reappointed and 11 new individuals were appointed during that year (see Attachment C).

COMMITTEE ISSUES:

In EDAC's short history, it has experienced significant change from year to year. Staff believes that the committee's ineffectiveness is attributed to several issues, which are outlined below.

Committee Purpose
The ordinance states that the committee's purpose is to provide guidance and direction for Shoreline's future economic prosperity and growth. The committee is to advise the City Council and City Manager on the implementation and updating of the City's Economic Development Strategic Plan including budget allocations and administration of the economic development program.

Staff believes the intent of forming the committee was twofold: to serve as a sounding board for the Economic Development Program Manager in order to try out ideas and strategies as a means of evaluating them, and secondly, to review and update the Economic Development Strategic Plan (see Attachment D). Due to the committee's size and composition, this intent has been difficult to carry out.

Size of the Committee
The committee is Council's largest advisory committee with 23 members. Recently Council supported the downsizing of the Planning Commission and Parks Board in order to make them more effective and manageable. With the limited time that the committee meets (monthly for 1.5 hours) and its large size, frequently there are members who do not have a chance to participate in the discussion. In addition, a topic that's anticipated to be covered in one or two meetings is often covered over many meetings to allow for full participation, further inhibiting efficiency and timeliness.

Composition of the Committee
The intent of the ordinance was to obtain input and feedback on Shoreline's future economic prosperity and growth from a group of individuals representing interests in economic and community development, business or real estate development. Likewise, the ordinance specifically calls out representatives from the Chamber of Commerce, Forward Shoreline (which staff understands has ceased to exist), Shoreline School

District, Shoreline Community College and the Shoreline Planning Commission. We have yet to have a Planning Commissioner serve on the committee.

Other representatives were to include the three business representatives from the Aurora Corridor (including Aurora Village and Aurora Square), one from the Ballinger commercial area, one from Richmond Beach or Richmond Highlands, and one from North City or other eastside commercial neighborhood. These business representatives have probably been the most challenging committee members to recruit. In the committee's first appointment, the Economic Development Program Manager made a concerted effort to try to find businesses that represented these commercial areas. However, within the first year of the committee's existence, most of these representatives resigned from the committee. Since then, it has been a challenge to find representatives that meet these criteria. The majority of the current members, who have a diverse background, are serving at-large and do not specifically represent these commercial area interests. Staff is not only concerned about continually being out of compliance with the ordinance, there is also a concern that the issues, needs, and business-related input of the business locations covered by these representatives are not being provided.

Two-year Terms
Turnover has plagued the committee from the beginning, and in addition, members serve a short two-year term. Although there are no term limits on the committee, this has resulted in a lack of continuity and stability. In addition, with the current structure of the staggered terms – six (6) committee position terms are up in 2010 and 17 are up in 2011 – this makes for an uneven transition and has put the staggering of terms off-balance.

Staff Workload
In order to manage a group of this size, four staff members including the Economic Development Program Manager, the Assistant City Manager, the City Manager's Office Management Analyst, and the Administrative Assistant III in the Manager's Office have all had to staff the committee and provide support to committee operations. Much of this workload comes in the form of developing monthly agendas, proposing committee task ideas, timelines, work plans and activities, arranging for speakers, creating meeting minutes, following up on requests for information, managing attendance, and meeting follow up.

Another significant piece of the staff's workload is managing the appointment process every year. This includes advertising, reviewing applications, follow up letters, discussing the appointment process with Council, and providing orientation to new members.

Role Clarification
As a Council appointed committee there is a natural tendency for members to start developing ideas and work plans that involve creating and directing work for staff. While this is appropriate for the Planning Commission and Parks Board, the EDAC was not established along similar lines.

PROPOSED CHANGES:

Based on the above issues, staff is proposing changes to the EDAC that we would like the Council to consider. Basically, it involves separating and realigning the policy role of the committee from the functional aspects of serving as a sounding board and informal advisory group to the Economic Development Program Manager. The policy advisement function would be handled by appointing an ad hoc committee to periodically update the draft Economic Development Strategic Plan every four or five years and submit that for Council review. This is parallel to what we do for the Housing Strategy, Human Services Plan, etc. The City Council would appoint such a committee.

The ongoing functional aspects of providing ideas and advice to the Program Manager would be handled by a smaller (9 person) group that serves as an adjunct resource to the Manager. It would be composed specifically of people with strong experience in development, commercial finance, business development, small business support, etc. As such the committee would be appointed by the Program Manager with agendas and scope of work as needed by the Manager. The best way to describe this is as an adjunct resource and sounding board to assist the Program Manager in fulfilling the general strategic and policy direction of the Council as authorized by the Strategic Plan.

In order to achieve this separation and realignment, staff recommends the following changes:

Proposal #1 - EDAC
1. Downsize EDAC to nine members, which would be in alignment with the City's other boards and commissions.
2. Eligibility of members would focus on those individuals with business ownership, business management and operation, and real estate development and ownership experience, who reside in Shoreline or are employed in Shoreline.
4. The primary focus of EDAC is to serve as a resource and sounding board for the Program Manager.
5. Meetings would be held three times a year or more frequently if called upon by the Economic Development Program Manager.
6. The committee would be managed administratively and would be appointed by the City Manager.

Proposal #2 – Ad Hoc Committee
1. The City Council would appoint an 11 person ad hoc committee charged with updating the Economic Development Strategic Plan.
2. This would provide an opportunity for the new Economic Development Program Manager to become familiar with the community and challenges and perhaps tap into local economic development resources such as Enterprise Seattle, the Puget Sound Regional Council's Prosperity Partnership or local representatives from the Washington State Department of Commerce. These local resources could help staff in providing recommendations to the committee.
3. Upon completion of the plan update, the committee would sunset.
4. The Council would review and adopt the updated Strategic Plan.

FINANCIAL IMPACT:
There is no financial impact to these changes. In fact, staff believes that these changes would result in curbing the staff time currently involved in managing EDAC and would help the Economic Development Program Manager focus on the Council's priorities.

RECOMMENDATION:
Staff recommends that Council consider these changes and provide direction to prepare an ordinance implementing the recommendations listed above.

ATTACHMENTS

A: July 9, 2007 staff report, Ordinance 475.
B: February 25, 2009 staff report, Ordinance 495, amending Ordinance 475
C: May 11, 2009 staff report
D: 2006-2011 City of Shoreline Economic Development Plan

Approved By: City Manager _____ City Attorney _____

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE: Economic Development Advisory Committee
DEPARTMENT: City Manager's Office
PRESENTED BY: Tom Boydell, Economic Development Manager

PROBLEM/ISSUE STATEMENT:

The Council has given staff direction to establish a standing committee, to be called an Economic Development Advisory Committee. In response, staff has drafted an ordinance for that purpose and revised the Community Service Application. These two documents are attached.

BACKGROUND:

On May 21 the Council discussed the proposal for establishing the Economic Development Advisory Committee and provided staff with further direction. The Council expressed sensitivity to the busy schedules that committee volunteers may have, especially those running a small business. With that in mind, there was consensus to have the committee be "committee-driven." The intent is to provide flexibility in scheduling meetings and with frequency of meetings. Nevertheless, the ordinance specifies meeting at a minimum monthly.

The Council also provided further direction regarding the composition of the committee, adding an additional business appointee from the Aurora Corridor and five at-large appointees. Likewise, the Council expressed their desire for having a well-balanced, representative group including diversity by geography, minority-owned businesses, and a variety of business types. The Council also wanted appointees to be willing to find effective ways to solicit feedback from those they represented.

Changes were also made to the Community Service Application; these changes are highlighted in yellow.

FINANCIAL IMPACT:

<u>Management</u>: The demand on the Economic Development Manager's time will vary from month-to-month but will be absorbed into current workload planning and budget. Time will be needed both for meetings of the Advisory Committee and for individual meetings and conversations with Advisory Committee Chairpersons and members as may be needed. Time will also be required to direct administrative help with the Advisory Committee meetings and records-keeping and related matters.

<u>Administrative Staffing Needs</u>: Administrative support is to be provided by the CMO as designated by the City Manager to schedule all committee meetings, attend the committee meetings, make a summary record of meetings, prepare meeting materials, distribute agendas, maintain files and Advisory Committee records, respond to public information requests, and provide general administrative support to the Advisory Committee and Economic Development Manager. It is estimated that this work may require 12 to 20 hours per month on average. This would be an additional cost of approximately $3,300 to $5,500 per year. For the remainder of 2007, it will be absorbed within the current Economic Development Budget; however, for 2008, the added cost will be included in the baseline budget.

RECOMMENDATION:

Staff recommends that the Council adopt Ordinance 475 to create an Economic Development Advisory Committee.

ATTACHMENTS

- Attachment A: Ordinance 475
- Attachment B: Community Service Application (revised)

Approved By: City Manager _____   City Attorney _____

CITY OF SHORELINE

COMMUNITY SERVICE APPLICATION

FOR MEMBERSHIP ON THE

Economic Development Advisory Committee

(Please type or print)

A. Required Information

Name _____

Are you a Shoreline property owner?_____

Are you a Shoreline business owner or manager or do you work for or represent a Shoreline business?_____

Business Address and Location in Shoreline: _____

_____

Type of Business and Size: _____

_____

_____

_____

Length of residence or ownership of property: _____

Length of business activity in Shoreline: _____

B. <u>Supplemental Questionnaire</u>:

1. List your educational background. _____

_____

_____

_____

_____

2. Please state your occupational background, beginning with your current occupation and employer. _____

_____

_____

_____

_____

_____

3. Describe your involvement in the Shoreline community. _____

_____

_____

_____

_____

_____

4. Describe your any special expertise you have which would be applicable to the position for which you are applying. _____

_____

_____

_____

_____

5. Describe your experience serving on any public or private committees or commissions.

_____

_____

_____

_____

_____

6. List the addresses of property you own in Shoreline and the type of property (single-family residential, multi-family residential, commercial land or buildings).

_____

_____

_____

7. Are you affiliated with any other organizations which might have an interest in Economic Development in Shoreline (such as the Puget Sound Regional Council, Trade Development Alliance, or any Labor Union, Guild, or Trade Organization)?

    _____

    _____

    _____

    _____

8. Describe why you are interested in serving in this position. _____

    _____

    _____

    _____

    _____

    _____

9. Additional Comments

    _____

    _____

    _____

    _____

Appointment to this committee or commission will require your consistent attendance at regularly scheduled meetings, at least one time every two months and no more than two meetings in any 30 day period of time.

Are you available for evening meetings? _____ Daytime meetings? _____

****

Please return this application by the deadline to: City of Shoreline, City Clerk
                                                       17544 Midvale Avenue North
                                                       Shoreline, WA 98133
                                                       (206) 546-8919

Disclosure Notice: Please note that your responses to the above application questions may be disclosed to the public under Washington State Law. The Personal Information form (page 3), however, is not subject to public disclosure.

Thank you for taking the time to fill out this application.
Volunteers play a vital role in the Shoreline government. We appreciate your interest.

PERSONAL INFORMATION

Name _____

Home Address _____

_____Zip Code _____

Home Telephone Number _____

Work Address _____

_____Zip Code_____

Work Telephone Number _____

E-mail address_____

I declare under penalty of perjury under the laws of the State of Washington that the information provided herein is true and correct.

_____   _____

Signature   **Date**

ORDINANCE NO. 475

AN ORDINANCE OF THE CITY OF SHORELINE, WASHINGTON, CREATING AN ECONOMIC DEVELOPMENT ADVISORY COMMITTEE.

WHEREAS, on March 27, 2006, the City Council unanimously approved Resolution No. 214-A-4, adopting the Economic Development Strategic Plan 2006-2011; and,

WHEREAS, the City Council wishes to encourage ongoing citizen input and business input into the economic development planning process by establishing a permanent advisory committee to assist the City; now therefore,

THE CITY COUNCIL OF THE CITY OF SHORELINE, WASHINGTON, DO ORDAIN AS FOLLOWS:

Section 1. New Chapter. A new Chapter 2.65 *Economic Development Advisory Committee* is added to the Shoreline Municipal Code to read as follows:

.010 Created – Purpose-Responsibilities. The Economic Development Advisory Committee is created to provide guidance and direction for Shoreline's future economic prosperity and growth. The Advisory Committee will provide citizen review and business expertise in advising the City Council and City Manager on the implementation and updating of the City's Economic Development Strategic Plan including budget allocations and administration of the economic development program. The committee shall submit an annual report to the City Council by July 1st reviewing its activities of the past year and recommending actions that will advance the City's economic development goals.

.020 Membership-Appointments.

A. The Economic Development Advisory Committee shall consist of 16 members, each of whom shall be appointed for a term of two (2) years. Terms shall expire the 31st day of August of odd-numbered years beginning in 2009. No member shall be appointed for more than three (3) consecutive terms.

B. Members shall reside, own property or operate a business in Shoreline and represent interests in economic development, community development, business, or real estate development. Members should be selected as follows.:

1. Representatives from the Chamber of Commerce, Forward Shoreline, Shoreline School District, Shoreline Community College, and the Shoreline Planning Commission.

16

2.   Six (6) business representatives from the Aurora Corridor (including Aurora Village and Aurora Square) (3), the Ballinger Commercial Area (1), Richmond Beach or Richmond Highlands (1), and North City or other Eastside commercial neighborhoods (1).

3.   Five (5) "at large" members.

C.   Members will be recommended for appointment by the City Manager and confirmed by the City Council.

D.   Members may be removed by the City Manager, with the concurrence of the City Council, for failure to comply with laws and city policies relating to conduct of public officials, failure to meet membership qualifications, or for unexcused absence from more than three (3) consecutive regular meetings. Vacancies shall be filled for unexpired terms in the same manner as for appointments.

.030 Organization: Members will serve without compensation but may be reimbursed for reasonable expenses associated with committee activities pursuant to City policy. Members shall select a chairperson and vice chairperson and establish rules for conducting their meetings. The committee shall meet regularly at least every 60 days and as needed, and issue meeting agendas and minutes. Administrative staff shall be provided to support the Committee's meetings and other activity.

Section 2. Publication, Effective Date. This ordinance shall take effect and be in full force five days after passage and publication of a summary consisting of the title.

PASSED BY THE CITY COUNCIL ON JULY 9, 2007.

_____
Mayor Robert L. Ransom

ATTEST: APPROVED AS TO FORM:

_____   _____
Scott Passey   Ian Sievers
City Clerk   City Attorney

Date of Publication: July   , 2007
Effective Date: July , 2007

Council Meeting Date: February 25, 2008 **Agenda Item:**

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE:	Ordinance No. 495 Amending the Economic Development Advisory Committee
DEPARTMENT:	City Manager's Office
PRESENTED BY:	Tom Boydell, Economic Development Manager

PROBLEM/ISSUE STATEMENT:
The Council directed staff to establish an Economic Development Advisory Committee (EDAC) by Ordinance No. 475 adopted on July 9, 2007 (SMC Chapter 2.65). Applications then were solicited over a six-week timeframe, ending on August 31, 2007. Twenty-nine applications were received. At the request of Council, the application process was re-opened in January 2008, at which time five additional applications were received. On February 4, 2008, the Council accepted the 16 applicants recommended by the City Council, and then formed a Council subcommittee to consider adding up to six more applicants as members. The committee met on February 11, 2008 to discuss and finalize their recommendation to the full Council.

BACKGROUND:
SMC 2.65.020 provides that the EDAC should consist of 16 members, representing a balance of business and commercial property interests and expertise in the community. Specifically, five members are to represent various organizations, three members from Aurora Avenue businesses, three members from neighborhoods, and five members appointed "at-large." Subsection C provides that members will be recommended for appointment by the City Manager and confirmed by the City Council.

A subcommittee of three members of the City Council (Mayor Ryu and Councilmembers McGlashan and Way) convened on February 11, 2008 to review the applicant list. At that time, in addition to the 16 members already approved by Council, the Council subcommittee selected five additional applicants to serve on the EDAC and recommended the at-large membership on the committee be expanded from five to ten to accommodate these new selections.

Proposed Ordinance No. 495 is attached amending SMC 2.54.020 make this increase in the number of at-large members on the EDAC.

RECOMMENDATION:

Staff recommends adoption of Ordinance No. 495 adding five at-large members to the EDAC and appointment of the five additional individuals listed in Attachment B under "Proposed Additional At-Large Members," recommended by the Council's subcommittee.

ATTACHMENTS

- A: Ordinance No 495
- B: List of recommended appointees and other applicants
- C: Subcommittee meeting notes

Approved By: City Manager _____   City Attorney _____

ORDINANCE NO. 495

AN ORDIANCE OF THE CITY OF SHORELINE, WASHINGTON AMENDING THE ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEMBERSHIP BY ADDING FIVE ADDITIONAL AT LARGE MEMBERS; AND AMENDING SMC 2.65.020

WHEREAS, the City Council wishes to encourage ongoing citizen input and business input into the economic development planning process by expanding the at –large members on the Economic Development Advisory Committee; now therefore,

THE CITY COUNCIL OF THE CITY OF SHORELINE, WASHINGTON, DO ORDAIN AS FOLLOWS:

Section 1. Amendment. Shoreline Municipal Code section 2.65.020 is amended as follows:

.020 Membership-Appointments.

A. The Economic Development Advisory Committee shall consist of 21 members, each of whom shall be appointed for a term of two (2) years. Terms shall expire the 31st day of August of odd-numbered years beginning in 2009. No member shall be appointed for more than three (3) consecutive terms.

B. Members shall reside, own property or operate a business in Shoreline and represent interests in economic development, community development, business, or real estate development. Members should be selected as follows:

1. Representatives from the Chamber of Commerce, Forward Shoreline, Shoreline School District, Shoreline Community College, and the Shoreline Planning Commission.

2. Six (6) business representatives from the Aurora Corridor (including Aurora Village and Aurora Square) (3), the Ballinger Commercial Area (1), Richmond Beach or Richmond Highlands (1), and North City or other Eastside commercial neighborhoods (1).

3. Five-Ten (10) "at large" members.

C. Members will be recommended for appointment by the City Manager and confirmed by the City Council.

D. Members may be removed by the City Manager, with the concurrence of the City Council, for failure to comply with laws and city policies relating to conduct of public officials, failure to meet membership qualifications, or for

unexcused absence from more than three (3) consecutive regular meetings. Vacancies shall be filled for unexpired terms in the same manner as for appointments.

Section 2. Publication, Effective Date. This ordinance shall take effect and be in full force five days after passage and publication of a summary consisting of the title.

PASSED BY THE CITY COUNCIL ON February 25, 2007.

_____
Mayor Cindy Ryu

ATTEST: APPROVED AS TO FORM:

_____   _____

Scott Passey   Ian Sievers
City Clerk   City Attorney

Date of Publication: _____
Effective Date: March _____, 2008

FOR MEMBERSHIP ON THE

Economic Development Advisory Committee

Applicants/Potential Members Recommended by Staff (includes 4 women, 3 minorities). Those designated by the plus sign (+) before their name are appointed for one year terms. All other terms are two years. All members may be reappointed for multiple terms.

Appointments by Organizations

- Chakorn Phisuthikul – Architect, Multi-family Housing Developer (Richmond Beach and Shoreline Planning Commissioner)

- + School Board Representative TBD (backed up by Craig Degginger from the Superintendent's office as an alternate)

- + Rick Stephens – Highland Ice Arena (Chamber of Commerce)

- + Marty Rood, Principal, Mr. 99 & Assoc. Commercial Brokers (Forward Shoreline)

- Susan Hoyne, Dean of the Engineering, Math and Science, SCC (Shoreline Community College representative)

Aurora Avenue

- +Joo Sun Choe, Shoreline Bank (Aurora Ave/Aurora Square area, Korean-speaking, female)

- Jim Abbott, SGA (Construction business and developer, along Aurora Ave – 1st, 2nd and 3rd miles; business office is across from Aurora Village)

- Greg Olson, Olson Chevy (Aurora Ave – central area, car dealerships)

Neighborhoods

- Michelle Cable, Triune Development and Cable Financial CPAs (Ballinger)

- Andy Anderson, Anderson House (North City, 25 years in business, 44 in residence)

- + Dick Nicholson – Council of Neighborhoods, Ridgecrest Association President, Shoreline Rotary, CPA. business experience in finance and surety bonding (Ridgecrest)

General At-Large

- + Dale Horton, Horton Properties (Aurora Ave – central area; 31 years in Shoreline)

- Tom Nasky, property owner, owner of 7 businesses including recycling, ABC team member (Aurora Avenue – 1st and 3rd miles; 7 years in Shoreline and 34 years in area)

- Warren Johnson, Vice President of Business Development, Bayley Construction, expertise in development process, site assembly, and design of buildings, malls, and town centers, ICSC and NAIOP member (National Developer, Innis Arden Resident)

- + Daniel A. Mann, small business owner, former School Board member, Chamber and Shoreline Merchants Association member, and other public involvement experience (resident of Central Shoreline at Stone Ave and 180th Street

- + Wendy DiPeso, employee at Cat's Exclusive, Sustainable Shoreline Board Member, Chamber of Commerce Vice President (resident of Echo Lake)

Additional At-Large (AS RECOMMENDED BY THE COUNCIL SUBCOMMITTEE)

- Paula Anderson, home based business in telecom consulting, experience at Qwest and in neighborhood, citizen and school involvement (Westminster Triangle neighborhood)

- Larry Owens, NW Mechanical, Solar Shoreline, and Sustainable Shoreline (resident of Shoreline Paramount neighborhood)

- + Greg Price, home-based sales, marketing, and training business, publishing experience (Publisher of OutdoorsNW.com, resident of Richmond Highlands)

- Elaine Solberg, Catalina Properties, residential construction and brokerage (resident of 20th and NE 177th).

- + Ken Winnick, Winnick & Assoc., GIS/Economics Consulting (resident of the Paramount/Ridgecrest neighborhoods)

Other applications received (in alphabetical order):

- *Sami Abdalla, Manager, Old Country Buffet (restaurant on Aurora Ave), Chamber Board*

- *Jack Hagel, home-based business/seafood broker (resident of Innis Arden Neighborhood)*

- *Corbitt Loch, City of Snohomish Planning Director (does not operate a business or own commercial property in Shoreline, resident of Richmond Beach)*

- *Robert L. Ransom, Consulting business owner, former Mayor and School Board Member*

- *Lyanne Scott, home based internet business called Blue Mountain Coffee, experience in local schools and church (Ridgecrest neighborhood)*

- *John Stebbins, employed at State L&I/Occupational Health and Safety (Paramount Park)*

- *Jerry Wilkins, CPA, Chamber of Commerce and Rotary (Westminster, business at 149th/Aurora)*

Other withdrawn due to change of residence status:

- *Barclay Fitzpatrick, Boeing engineer*

- *Terra Laggner, President of Urban Green*

Applications transferred to the Financial Policy Advisory Committee (for consideration):

- *Gretchen Atkinson, member of NCBA, formerly owner of a travel agency business in North City, PTA, ABC Team, Chamber experience (resident from the Richmond Highlands)*

- *Gary Batch – Certified Financial Planner, NCBA and Shoreline Chamber of Commerce Board member, co-organizer of the Small Business Forum and the North City Jazz Walk, Zoning Advisory Committee (professional services business located in North City)*

- *Wade Carter, Carter Motors, Inc. on Aurora Avenue (resident of Woodinville)*

- *Shari Tracey – staff assistant to King Co. Councilmember Bob Ferguson, Co-Chair of Bond Advisory Committee, real estate and land use experience working at Davis Wright Tremaine, Richmond Beach Little League Board (Echo Lake Neighborhood Resident)*

Summary Meeting Notes

Special City Council Subcommittee for
Review and Recommendation of
Additional Members for the
Economic Development Advisory Committee

Pursuant to the direction of the City Council on February 4, 2008, a Council Subcommittee for review and recommendation of additional members for the Economic Development Advisory Committee (EDAC) was formed. Three Councilmembers were assigned: Mayor Cindy Ryu, Councilmember Janet Way, and Councilmember Keith McGlashan. Mayor Ryu chaired the meeting.

A meeting was held on February 11, 2008, at the Shoreline Center Highlander Room, staffed by Assistant City Manager Julie Modrzejewski and Economic Development Manager Tom Boydell.

Subcommittee members first identified their top candidates, based on their individual review of applications received. Six individuals were identified, with two identified unanimously. Discussion centered on what areas of Shoreline and types of professional skills that it would be desirable to have represented among the EDAC membership. Likewise, there was discussion on whether 22 or 21 was the appropriate size. Mayor Ryu preferred 22, and Councilmembers McGlashan and Way preferred 21. Following lengthy discussion, concurrence was reached on five total candidates bringing the total size to 21 members. These individuals are:

- Paula Anderson
- Larry Owens
- Greg Price
- Elaine Solberg
- Ken Winnick

It was also noted that the sixth name considered was Wade Carter. The Subcommittee noted Mr. Carter's additional interest in the Financial Long-Range Planning Advisory Committee. His name was thus included in the list of those applicants transferred to that committee. Mayor Ryu also asked, and the Committee agreed, that Mr. Carter might be the first considered as an alternate to the EDAC, should any of the selected group of 21 decline appointment or withdraw.

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE: Economic Development Advisory Committee Appointments
DEPARTMENT: City Manager's Office
PRESENTED BY: M. Mark Mayuga, Economic Development Manager

PROBLEM/ISSUE STATEMENT:

The City Council appointed the City's first Economic Development Advisory Committee (EDAC) in March 2008. The EDAC has been meeting monthly since April 2008. The terms for the 22-member committee are two-years, with the exception of the committee's first year. The ordinance establishing the committee requires that 12 of the members serve one-year staggered terms, with their terms ending May 31, 2009. However, these members are eligible for reappointment. Likewise, throughout the year several members have resigned; therefore the total number of vacancies to fill is 17.

BACKGROUND:

Staff began recruiting and soliciting applicants on January 23, 2009 to fill the vacant at-large and various organizations positions/representations. The deadline for applicants was February 27, 2009. Fourteen applications were received. They consisted of six returning members and eight new at-large applicants. On March 23, 2009, the initial group of applications was reviewed at the City Council Dinner Workshop Meeting. In order to expand the pool of applicants the Council directed staff to extend the application deadline to April 20, 2009. Staff solicited applicants in the February and March issues of *Currents* and on the City's website. A total of 11 new individuals and seven (7) incumbent members have applied.

FINANCIAL IMPACT:

There is no additional financial impact.

RECOMMENDATION:

For the 17 vacancies, staff recommends reappointing EDAC members that have reapplied to serve and they include:

Name	Position/Representation
1. Marty Rood	Forward Shoreline Representative
2. Rick Stephens (Chair)	Aurora Business
3. Craig Degginger	School Board Representative
4. Dick Nicholson (Vice Chair)	Ridgecrest Neighborhood Representative
5. Wendy Dipeso	Chamber of Commerce President
6. Warren Johnson	At-Large
7. Greg Price	At-Large

Of the new applications received, staff recommends appointing the following:

Name	Position/Representation
1. Jack Carney	At-Large
2. Cindy Dayley	At-Large
3. James "Jamie" Eckhardt	At-Large
4. Heather Fralick	At-Large
5. William Montero	At-Large
6. Doug Palmer	At-Large
7. Adam Peddicord	At-Large
8. Thomas Phlips	At-Large
9. Sheila Richardson	At-Large
10. John Weber	At-Large

If confirmed, staff will provide new members with a brief orientation and they will be invited to attend the committee's June monthly meeting. From this point forward, all members serve two-year staggered terms, with no term limits.

The EDAC ordinance calls out a Planning Commission representative and so staff continues to solicit a volunteer to serve in this capacity.

ATTACHMENT A: Applicant Summary Information

Approved By: City Manager _____   City Attorney _____

Economic Development Advisory Committee (EDAC)
Applicant Summary Information
May 11, 2009

Name	Resident (years)	Occupation/Professional Background	Educational Background	Community Involvement or Volunteer Experience
1. Jack Carney	38	Financial Planner/Advisor, 26 years as Financial/Healthcare Administrator	BA in Business Admin; MBA	Shoreline PTA, Church volunteer, Hospice of Seattle
2. Cindy Dayley	13	Former WAMU Assistant Vice President, 19 years in banking	BS in Economics & Finance, minor in Organizational Leadership	20+ years as a volunteer coach
3. Wendy Dipeso*		Client Care Specialist, Cats Exclusive Veterinary Center		Pres. of Shoreline Chamber, Sustainable Shoreline Education Association, Shoreline Solar, 32nd District Democrats
4. Craig Degginger*	18	PIO, Shoreline School District	Degree in Communications	
5. James "Jamie" Eckhardt	1	Thermal Spray Department Quality Lead, former business owner & operator, machinist	BS in Agricultural Technology & Mgmt, minor in Business Mgmt	Formerly Vice Pres. of Harrington Chamber, Pres. & Committee Founder of Harrington Public Development Authority
6. Heather Fralick	1+	Associate Faculty at Cascadia Community College, formerly worked for Economic Development Office for Kirkland	Candidate for PhD in Political Science in May 2010, MA & BA in Political Science	Founder for Washington State for Change, 32nd District Democrats
7. Warren Johnson*	10	Vice Pres. of Business Development, Bayley Construction	BS in Construction Mgmt	Forward Shoreline, Shoreline Community College Foundation, St. Luke Church member
8. William Montero	15	24-Year Pres., of Tube Art Displays, Pres. of Corner Properties	AA & BA Degrees	Trial Corridor Study Group, past member of Shoreline Rotary

*Current EDAC Member

Name	Resident (years)	Occupation/Professional Background	Educational Background	Community Involvement or Volunteer Experience
9. Dick Nicholson*	31	CPA, Bond Manager for Hall, Conway, Jackson	BS Degree	Vice Chair of EDAC, Chair Ridgecrest Neighborhood Assn, Past Chair of Council of Neighborhoods, Trails Cmte for Parks Board, Shoreline Breakfast Rotary, Vice Chair of SE Neighborhoods Subarea Plan Citizen Advisory Cmte, Chair of Around Sound Community Band
10. Doug Palmer	2+	Dir. of Physical Education & Athletic Programs at Shoreline Community College	Bachelor's in Physical Education, Masters in Athletic Mgmt	Vice Pres. of Chamber, Shoreline Breakfast Rotary, Celebrate Shoreline Cmte, Solar Fest Cmte
11. Adam Peddicord	3	Formerly Operations Supervisor of Market Leader as web based search engine marketing company, currently a student	BA with double major in International & Comparative Politics and East Asian Studies with minor in History, currently a MBA candidate	Traffic Advisory Board member, participant of Highland Terrace beautification projects
12. Thomas Phillips	13	Formerly a programmer/analyst	MBA	Youth soccer team mgr for Hillwood Soccer, Den Leader of Cub Scouts
13. Greg Price*	10	Vice Pres. of Price Media, Inc a magazine publishing company, educator in mktg & business communication	BA in Economics, MBA	Coach Hillwood Soccer and Richmond Beach Little League, Math Olympiad Coach
14. Robert Ransom	38	HR consultant, counselor of Ransom Enterprises for rehabilitation services	BS in Psychology, MS in Educational Psychology, MPA in Public Administration with emphasis in Personnel/HR	Former Mayor & City Councilmember, Calvin Presbyterian Church, Chamber, Cascade Youth Music Assn, former Board member of Shoreline School District, former commissioner & chair of Shoreline Parks & Rec District

29

*Current EDAC Member

Name	Resident (years)	Occupation/Professional Background	Educational Background	Community Involvement or Volunteer Experience
15. Sheila Richardson	3+	Self-employed market development consultant	BA in English Education	
16. Marty Rood*		Pres. of Mr. 99 & Associates, Pres. Rood Buick/Pontiac, Pres. of Ajax Rent-a-Car & Parking, Pres. Rood Nissan/Volvo, Chairman & Founder of Instant Services	BA in Business Administration and Psychology	Forward Shoreline, Board member of Arthritis Foundation, formerly on Puget Sound Blood Center Board
17. Rick Stephens*	45	Vice Pres. of Highland Sports Center		Chair of EDAC, Past Pres. of Chamber, Aurora Business & Community Team member, Past Chair of Chamber's Economic Development & Govt Affairs Cmte
18. John Weber	5	Loan Officer of Frontier Bank	Undergraduate degree from University of St. Andrews in Scotland, MA in International Relations	Chamber member, United Way of Snohomish County Resource Development Oversight Cmte, Chair of United Way Snohomish County Legacy Builders Advisory Cmte

30

*Current EDAC Member

2006-2011 City of Shoreline Economic Development Plan

Introduction

The economic vitality of Shoreline is critical to the health and future of the City of Shoreline and its citizens. We measure this vitality in large part by expanding the diverse and economically healthy opportunities within Shoreline to live, learn, shop, play, work, own a business, and invest. Vitality also is measured by the balance and growth of revenue to city government, because it is necessary that the economy generate an adequate level of financial resources to local government, in order that local government can better provide essential public infrastructure, public safety, and municipal services.

Nothing in this plan should be construed as endorsing concepts that would impair or detract from the values that currently make Shoreline great, such as its quality, livable neighborhoods and educational system.

Vision Concepts

Shoreline – A great place for shopping, businesses and community both for today *and* tomorrow.

Shoreline is located on the north shore of the Seattle area – close to the metropolitan downtown core but a place apart in community character, beautiful beaches, parks, and internationally diverse community. It is a wonderful place to live and to raise a family. Another special feature of Shoreline is that it is home to intellectual capital, creative talent, a skilled workforce, and great educational opportunities for all ages.

Shoreline may be a new city, but it is an established community with many great assets and strong commitment to families, neighborhoods, the environment and education. Our ethnic diversity is becoming a source of pride. Our vision is to build on those foundations in order to provide sustainable quality economic development for all the people of Shoreline who are here now and who will live here in the future.

Goals

* <u>Infrastructure and Transportation</u>: Improvement to public infrastructure, services, and the amenities of commercial areas and network of transportation systems, in order that the systems that we all use can better support and stimulate increased economic activity. This includes an emphasis on the major transportation corridors, particularly Aurora Avenue.

- <u>Retention and Growth</u>: Diversification, retention, and growth of the existing small business community.

- <u>Commercial Centers</u>: Establishment and support of regional destination-shopping areas and places that welcome and promote feelings of community. Also seeking to establish one area as a Town Center.

- <u>Recruitment</u>: New investment in business activity and development.

- <u>Outreach and Partnership</u>: Collaboration of City, regional, and civic leadership based on a shared vision of a future Shoreline.

- <u>Community Development</u>: Thriving neighborhood commercial areas that support community vitality and contribute increased resources to municipal services. They should also help to become a focus of the life of surrounding residential communities.

- <u>Sense of Place</u>: Creation and enhancement of place identity, including promotion of the City, signage projects and policies, aesthetics, community events, community gathering places, land-use and zoning policies, and City identity projects.

- <u>Education and Job Training</u>: Promotion of closer partnerships between various intellectual assets and public and private educational institutions in the Shoreline and regional community at all levels from K-12 up through the college levels. This includes recognizing the value of entrepreneurship, businesses, and job training programs.

- <u>Environmental Stewardship</u>: Promotion of new ideas and exchange of information about environmental issues. This includes providing practical information about technologies, conservation programs, environmental quality, and rebate programs, in order to help businesses save costs, incorporate new ideas, and solve environmental problems that they may encounter. This also includes recruitment of clean technology businesses when feasible.

7 Strategies

Shoreline is a city of great qualities, including natural beauty, fantastic location, local pride, business talent, creative talent, and entrepreneurial energy. Shoreline is also a city on the edge of opportunity. If more land and resources can be made available, the economy will grow. If attention is also given to the transportation and other infrastructure, parks, and community vitality, Shoreline's people will thrive and the city will continue as a place for all kinds of people to be.

In the following categories and list of strategic actions, there is not a linear association between goals and individual actions. The actions are chosen as the points at which the Economic Development Program may dynamically engage the assets of the community, civic leadership, and the opportunities potentially before us. (In other words, an action may address two or more goals at the same time.)

Please note that this is a long-term, comprehensive strategy. The "7 Strategies" contain 34 identified actions. Implementation of these actions, however, will be subject to practical limitations, including resources and market factors.

1.) General Government, Outreach & Communications

Actions:
- Explore ways to leverage the City's capital investments in transportation and other infrastructure facilities, especially Aurora Avenue, to support and encourage private reinvestment in commercial areas and the achievement of public goals. These investments benefit businesses in that they tie these areas together, they make both these areas and the main travel corridors more attractive, and they make the system function better. Promote a culture whereby city staff persons have good information about and an understanding of businesses' needs. Encourage businesses and government together to plan adequately for various circulation, parking and access issues.

- Identify, establish and measure performance criteria.

- Continue to improve dialogue with businesses regarding improvements to the City's permit system and ordinances impacting businesses.

- Continue to develop knowledge of local businesses, commercial and retail properties, development, and related community issues through various ways. These ways include proactive outreach to businesses and property owners.

- Enhance city-wide knowledge and discussion about the economy and the role of city-community partnerships.

- Develop knowledge of successful economic development strategies and actions undertaken by other cities.

- Develop a business registry/licensing system (a) to build a database of information about local businesses and properties and (b) to raise revenue to support the economic development program.

2.) Major Investments, Recruitment & Attraction

Actions:

- Focus on Priority Sites

A.) Encourage redevelopment of Aurora Square/Westminster Triangle as a destination shopping or village center type development.

B.) Facilitate redevelopment planning of the Ronald Place-adjacent properties so that various development scenarios can take shape, with an increase to the success and sales activity of the businesses/properties. The City role may include right-of-way acquisition, street vacation, and road realignment.

C.) Undertake City investments and regulatory actions that will better implement the vision of the Central Subarea Vision Plan, particularly along Midvale Avenue. Look for ways to better encourage and leverage private investment that includes elements of the Vision Plan, such as multi-story buildings, mixed use developments and parking structures.

D.) Encourage jurisdictions to explore co-location or relocation of facilities in order to preserve tax-base opportunities and improve services. For example, encourage the Shoreline School District to explore the feasibility of relocating Shorewood High School to a new site if that would result in higher quality educational facilities, resolution of traffic and parking problems, and a more proactive relationship between the public schools and Shoreline Community College that would leverage their respective resources. In the event that the idea proves feasible, then support the School District and other civic leadership to explore the potential for productive commercial reuse of the current school property as a city center.

- Develop Resources:

A.) Identify resources to advise the City, assist in negotiations and dialogue with property owners and developers.

B.) Research and, if practical, develop different financial tools, grants, or approaches to partnership that might assist economic development. Review the existing or formulate new development incentives where appropriate to support priority development areas and designated Planned Action areas.

- Work on New "Areas of Opportunity":

A.) Work with innovative commercial developers, land owners, and brokers to identify and encourage investment in different areas of the City where new development might best occur.

B.) Future "areas of opportunity" may include the Aurora Park & Ride, Ballinger Way, or other sizeable public or private parcels. Streamline permits or city processes for commercial, retail and mixed-use development in these targeted areas to implement plans effectively.

3.) Small Business Support

Actions

- Enhance access to loan funds and similar financial assistance for micro-sized and small businesses, to support small business growth and retention in Shoreline. Create a network or program(s) for the types of loan support, business mentoring, training, and business management technical assistance that are needed to help ensure the success of borrowers and program participants.

- Improve outreach to businesses on a variety of environmental issues and enhance the opportunity for improved business functioning and mutually beneficial partnerships.

- Strive to support businesses that are relocating to or within Shoreline. Develop small business information pamphlets (e.g., to inform businesses about available resources or services; to guide someone in starting a business locally; to understanding the local economy).

- Enhance support for entrepreneurs and access to existing services, including exploration of business incubator ideas and grant programs.

4.) Media, Marketing, & Promotion

Actions:

- Initiate an active campaign to define and improve the regional perception of Shoreline.

- Promote Shoreline sites to regional and national developers. Improve access to information that will be valuable in marketing and economic development.

- Provide and organize near-term efforts to support businesses in key areas, such as North City and Aurora Avenue during the capital improvement projects. This includes providing referrals to small business assistance programs and helping businesses to explore advertising ideas and joint promotion actions.

5.) Intellectual Capital

Actions:

- Encourage dialogue between Shoreline Community College, the School District, and other local institutions. The goals should be to encourage planning and support for successful workforce training programs, to improve facilities, and to sustain the success and outstanding character of educational programs at all levels in Shoreline. Another goal should be to provide information and encourage new employers to utilize workforce training resources and to hire locally when they can.

- Seek to identify opportunities to recruit clean-technology or environmental technology-related research and business activities. Consult with regional economic development agencies on Shoreline's strategic position in the regional economy with respect to this.

- As an important aspect of the Shoreline community, work with local organizations and institutions to:

  A.) Build on and promote our diverse culture, heritage, creative and performing arts, and international programs and opportunities.

  B.) Build on and promote entrepreneurship, invention and international business trade.

6.) Local Collaboration-Building and Regional Partnerships

Actions:
- Proactively collaborate with private and public organizations that are working to support the growth of current businesses and bring new companies or institutions to Shoreline.

- 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. Improve the capability of the City's economic development program by better networking local and regional leadership and leveraging investment resources.

- Provide advice to local non-profit organizations or other civic/business groups on how they can build positive organizational capacity.

7.) Sustainable Neighborhoods

Actions:
- Foster the development of neighborhood business areas outside of Aurora Avenue, in ways that reflect the concepts of interdependency, sustainability, and balance with the quality of life in the neighborhoods.

- Learn about new ideas, tools and approaches to neighborhood-level economic development from experts such as the UW School of Architecture, non-profit developers, other cities. Undertake Charettes or planning studies to test out ideas.

- Encourage appropriate uses of and private efforts to install banners, flowerpots, street furniture, and art and other programs to decorate the City throughout the year, but especially during holiday and community event celebrations, to decorate and improve neighborhood business areas.

- Work with business and neighborhood councils in support of their ideas for the neighborhood commercial areas. Support ideas for festivals, music, and events.

- Work with local and County-wide arts organization to improve public space and better incorporate art into development design.

Priorities

The Task Force is endorsing a holistic approach. The members believe strongly in moving quickly and on many fronts. They believe that it is important to do each of the things in this new strategy. They believe that Shoreline should not pursue economic development in piecemeal ways or in a linear fashion.

That being said, the Task Force believes that effort falls into two primary categories. Using the concept of how one successfully manages a business, there are (a) major projects that are higher effort and cost but have great impact and (b) the everyday things that you need to do to run a business well and take care of the existing customers. The latter creates a context and culture for economic development in Shoreline.

Implementation requires a balance. Expectations must be combined with resources (e.g., number of staff, budget, and time) and tools (e.g., regulations, financial mechanisms, and existing community-based programs). Given these practical considerations, the task force identifies tiers of importance within the two primary categories of priorities.

<u>Major Project Priorities:</u>

Top priorities: (100% consensus)

- Strive to undertake, support, or stimulate major, place-making projects:

  - Promote the redevelopment potential of Aurora Square/Westminster Triangle as a major, regional, destination shopping area.

  - Encourage jurisdictions to explore co-location or relocation of facilities in order to preserve tax-base opportunities and improve services. For example, encourage the School District to explore the feasibility and advantages of planning for the relocation of Shorewood High School if that should serve the educational interests of the community, and, if relocation is supported and feasible, assist the School District to explore the commercial reuse of the property.

  - Implement the Central Subarea Plan's vision.

Median priorities: (50% to 70% consensus)

- Continue to invest in making the network of infrastructure and transportation facilities, pedestrian access, community facilities, parking, and businesses work better as a system.

- Work on "new areas of opportunity," such as the Aurora Park & Ride, Ballinger Way, or other sizeable public or private parcels. Streamline requirements or city processes to implement them effectively.

General Priorities:

Top priorities: (100% consensus)

- Identify alliances and partnerships. Encourage an environment of mutual respect, leadership, and leveraging investment resources.

- Implement a business and property database and registry/license system.

- Collect information about local businesses and properties and the economy.

- Create information pamphlets and other materials that provide businesses with helpful information for doing business in Shoreline.

- Engage proactively in outreach to and communication with the local business community.

Median priorities: (50% to 70% consensus)

- Support the capacity growth and collaboration among local groups. Attempt to mobilize civic and City leadership in support of a common vision.

- Establish programs of small business assistance resources in Shoreline, such as the Community Capital Development program and others. Support businesses that seek to relocate to or within Shoreline as well as the long-term growth and sustainability of businesses.

- Identify regulatory incentives and financial tools that can potentially support achieving strategic goals.

- Work with other departments as an advocate for economic development and as a technical resource as the City strives to continually improve the permit system.

- Promote Shoreline to regional and national developers.

- Provide support to businesses in key areas, such as North City and Aurora Avenue during the construction projects, through such things as advertising.

The desired outcome includes a diversified, growing, and balanced economy, which produces jobs, investment in real estate development, improved quality of community life, local spending, and retail sales taxes and other City resources. These resources need to be sufficient to underwrite the funding for quality municipal services and facilities. They also should support local success and the growth and renewal of the community.

Some performance measures in the following list are from the 2004 plan. The ones that have a red check mark next to them are new.

This is only a draft list. Staff is encouraged to refine this list, as they work through various aspects of implementing the economic development plan.

Items with a checkmark (✓) are new measures. The others were carried over from the prior economic development plan.

	2002	2003	2004 Est.	2005 Est.
Taxes				
• Annual sales tax collections	$5,095,811	$5,467,148	$5,500,000	$5,500,000
• Sales tax collections per capita	$95.70	$103.68	$104.29	
• Taxable retail sales per capita ✓ (Benchmark this against state, county, or other reference points.)				

Development Activity
- Annual dollar value of
    - Commercial permits issued — Not Available — $17,146,000 — $22,568,000 — $26,000,000
- Commercial AV as a — 12.3% — 12.93% — 12.83% — 13.0%
    - % of total City AV
- Number of new commercial permits ✓
- Total acreage under economic development ✓
- Total square footage of new space ✓
    - Retail
    - Commercial office
    - Other

Businesses ✓
- Total number of businesses in the city
- Number of net new businesses

Growth in activity by those businesses receiving small business program assistance: ✓
- Number of businesses
- Jobs
- Investment levels
- Sales activity

Draft Performance Dashboard

The "dashboard" is a diagram concept used for illustrating and achieving a quick visual review of performance. The performance measures above can be summarized visually on a single page.

Top-Half of Page:

There would be three graphs:

    1.) Businesses
    2.) Investment Activity
    3.) Revenues

Each graph would include a breakdown of separate components. Business components could be either by (a) type of business or (b) size of business or (c) businesses in different quadrants of the city. Businesses could be measured either by (a) the total number of businesses or (b) only focusing on the increment (net change in number of businesses). Investment activity components would include new construction, tenant improvements, and others. Revenue components would include retail sales taxes, property taxes, excise taxes, fees, or others.

Bottom-Half of Page:

In addition, the dashboard can include qualitative goals, that is, those things that are hard to measure precisely or in one simple way. Although they may be hard to measure, this does not mean that they are merely a matter of subjective opinion or perception.

The format is simple. Each one of the goals would be assigned an evaluation time period and then one of three symbols to indicate progress, either the Up Arrow, Down Arrow, or Neutral Sign ("—").

The draft list of qualitative goals could include the following:
- Alliances or collaboration-building
- Outreach to the business community
- Information resources
- Small business resources
- Improving Shoreline's image
- Network of businesses and developers
- Educational and entrepreneurial resources
- Success of neighborhood commercial areas.

Some of these (e.g., "Educational and entrepreneurial resources") will be a function of the city-wide community rather than the exclusive role of city government.

This list of "qualitative goals" that appears above is only a rough draft of ideas.