

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE:	Proposed 2013-2015 Council Goals and Citywide Workplan
DEPARTMENT:	City Manager's Office
PRESENTED BY:	Julie Underwood, City Manager Debbie Tarry, Assistant City Manager
ACTION:	<input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution <input type="checkbox"/> Motion <input checked="" type="checkbox"/> Discussion <input type="checkbox"/> Public Hearing

PROBLEM/ISSUE STATEMENT:

At the City Council's March 1-2, 2013 annual retreat the Council discussed their proposed 2013-2015 goals. It was determined that Council would like to continue the focus of their goals towards achievement of Vision 2029 and being a sustainable city in all respects:

- Sustainable neighborhoods – ensuring they are safe and attractive;
- Sustainable environment – enhancing our build environment so that it protects our natural resources; and
- Sustainable services – supporting quality services, facilities and infrastructure.

Council also determined that the four goals that were adopted in 2012 were still relevant and supportive of Vision 2029 and therefore they should continue to be the goals for 2013-2015. Additionally Council wanted to include a goal that focused on the City's highest priority of maintaining a safe community. As such staff has drafted Goal No. 5. The proposed goals are:

1. Strengthen Shoreline's economic base;
2. Improve Shoreline's utility, transportation, and environmental infrastructure;
3. Prepare for two Shoreline light rail stations;
4. Enhance openness and opportunities for community engagement; and,
5. Promote and enhance the City's safe community and neighborhood initiatives and programs.

Attachment A lists the proposed 2013-2015 Council goals, including the suggested action steps and progress indicators for monitoring the goals. The question for Council is whether the proposed goals and action steps reflect the direction given to staff at the annual Council goal setting retreat.

Citywide Workplan

In addition to the goal discussion, staff would like the opportunity to review the City's 2013-2014 citywide workplan based on the Council goals. Attachment B is the proposed 2013-2014 citywide work plan, assuming that Council is in agreement with the proposed goals and action steps.

The materials for the Council retreat included a matrix of work items that are outcomes of the various master and strategic plans adopted by the City Council (Attachment C). There are two specific work items from the Transportation Master Plan that staff would like policy direction from Council on whether Council intends to pursue these items in 2013. Specifically this includes:

1. Develop and adopt an transportation impact fee program.
2. Establish a sidewalk local improvement district (SLID) program that can be utilized by property owners as a financing mechanism for sidewalk improvements.

Transportation Impact Fee Program

When developing the City's Transportation Master Plan (TMP) update, staff received direction from Council to include a recommended updated concurrency review methodology and accompanying impact fee. Transportation concurrency requires adequate transportation facilities to be available concurrent with private development. Development is not allowed if the impacts cannot be mitigated to prevent the development impacts from causing the level of service (LOS) on transportation facilities to fall below standards adopted in the comprehensive plan. The adopted TMP includes a recommended Transportation Concurrency Framework (Appendix F of the TMP) and policy direction to adopt an impact fee. The TMP appendices can be found at [Transportation Master Plan](#). Appendix F starts on page 289.

When developing the Transportation Concurrency Framework, the City's consultant, Randy Young, used the following goals as a guide:

- A. Shoreline's transportation concurrency program should be simple:
 - a. It should be understandable to the applicants and the community.
 - b. It should be easy for City staff to implement and administer.
 - c. Shoreline is nearly built out, therefore the program will not be used enough to need or justify a more complex approach.
- B. Shoreline's transportation concurrency program should support the City's interest in increasing the use of transit as an alternative to single occupancy vehicles.
- C. Shoreline's transportation concurrency program should support a simple, fair and predictable program for mitigating the impact of development on the transportation system.
- D. Shoreline's transportation concurrency program should support transportation planning and land use decisions that improve travel time and reduce travel delays.

Mr. Young was also aware of the Council's direction to develop an impact fee program. He met jointly with the City Council and Planning Commission on August 2, 2010, to discuss impact fees.

With this direction and the goals in mind, Mr. Young developed a Transportation Concurrency Framework (and a draft Concurrency ordinance – currently under review by staff) that is predicated on the idea of adoption of an impact fee. While one could be adopted without the other, these really are meant to be complimentary programs and are most effective when implemented together. The concurrency standard adopted in the TMP is based on number of trips generated on a citywide basis. Should Council

choose not to proceed with adoption of an impact fee, our consultant has advised us that there would be a better methodology for administering the concurrency requirements that are not tied directly to collection of an impact fee such as measuring LOS impacts at individual intersections.

The questions before Council are:

1. Is it still Council's policy direction to staff to implement a transportation impact fee program?
2. If yes, is Council comfortable with proceeding with that action in 2013 or given other priorities would Council want to consider this as a work program item for 2014?

Sidewalk Local Improvement Districts (SLID)

On October 8, 2012 the City Council and staff discussed the process of creating a SLID program as a financing tool for new sidewalks. A copy of the staff report can be found here [Sidewalk Local Improvement District](#). Basically SLIDs allow the City to finance the sidewalk improvements up front, but the property owners within the boundaries repay the cost of the improvements through an annual property assessment, usually over a 10 to 20 year period. At the end of the discussion it was unclear whether Council intended for staff to spend additional time developing such a program. The City's debt issuance policies and capital improvement policies already allow the use of SLIDs if there was a demand for this type of financing tool. Also, as discussed during the presentation, other cities have found that this financing mechanism has not been used extensively by property owners given the complexity of the process and cost of improvements unless the city is providing a substantial match of 50% or more. Due to the lack of funding available to serve as a match, it is unlikely that the City would be able to participate in such a program in the foreseeable future. Given some of these concerns it is staff's recommendation not to allocate resources towards developing a full SLID program at this time, but staff would like to make sure that Council concurs with this recommendation.

RESOURCE/FINANCIAL IMPACT:

Resources needed to accomplish the Council's goals and workplan are included in the 2013 budget and will be included in the 2014 proposed budget.

RECOMMENDATION

The purpose for this discussion is to review the goals and proposed objectives and to discuss the timing for adoption, which is currently scheduled for April 22. Staff is also requesting policy direction from Council regarding impact fees and sidewalk local improvement districts.

Approved By: City Manager **JU** City Attorney **IS**

ATTACHMENTS

Attachment A – Draft 2013-2015 Council Goals

Attachment B – Citywide Workplan

Attachment C – Strategic Plan Matrix

2013-2015 City Council Goals and Workplan

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

- Sustainable neighborhoods—ensuring they are safe and attractive;
- Sustainable environment—preserving our environmental assets and enhancing our built environment so that it protects our natural resources; and
- Sustainable services—supporting quality services, facilities and infrastructure.

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

Goal 1: Strengthen Shoreline's economic base

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

ACTION STEPS:

1. Adopt and implement a Community Renewal Plan for Aurora Square
2. Implement efforts to make the permit process predictable, timely and competitive including the implementation of a new permit software system
3. Develop a 10-year Financial Sustainability Plan to achieve sufficient fiscal capacity to fund and maintain priority public services, facilities, and infrastructure
4. Develop and implement marketing strategies to promote Shoreline as a progressive and desirable community for new residents, investors, and businesses
5. Support local businesses through implementation of the business mini-grant program, promotion efforts such as grand openings, and by evaluating the competitiveness of regulations
6. Collaborate with the Shoreline Community College to launch the Shoreline Film Office

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

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

Shoreline inherited an aging infrastructure when it incorporated in 1995. The City has identified needed improvements through our 20-year planning documents including the Surface Water Master Plan, Transportation Master Plan and Parks and Open Space Master Plan. Improvements are not limited to infrastructure investments – The City is also interested in improving coordination, planning, and overall information sharing among all service providers. As capital improvements are made, it is important to include efforts that will enhance Shoreline's natural environment, ultimately having a positive impact on the Puget Sound region.

ACTION STEPS:

1. Construct the Aurora Corridor improvements from N 192nd to N 205th Streets
2. Identify funding strategies to implement the City's transportation master plan including construction of new non-motorized improvements
3. Execute the Shoreline/Seattle Public Utility's water system Acquisition Agreement and develop a multi-year implementation plan for creating the City's water utility
4. Develop a plan to merge the Ronald Wastewater District into City operations as outlined in the 2002 Interlocal Operating Agreement
5. Work with the City of Seattle, King County and Washington State Department of Transportation on a plan that will improve safety, efficiency and modes of transportation for all users of 145th Street
6. Review the City's Environmental Sustainability Strategy and Climate Action Plan and develop an urban tree management strategy
7. Prepare for the consolidation of utilities by acquiring and developing the Brugger's Bog Maintenance Facility and implementing a comprehensive asset management system

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

Goal 3: Prepare for two Shoreline light rail stations

In 2008 Shoreline voters supported the Sound Transit 2 funding package by 61%. Our community looks forward to increasing mobility options and reducing environmental impacts through light rail service. Sound Transit estimates the light rail extension from Northgate to Lynnwood to be \$1.4-1.6 billion, which includes investment in two stations in Shoreline, which are planned to open in 2023. Engaging our community on how this effort benefits Shoreline and the greater region needs to start now.

ACTION STEPS:

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

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

Goal 4: Enhance openness and opportunities for community engagement

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

ACTION STEPS:

1. Communicate and provide opportunities for public input on key policies and initiatives, including light rail station planning, safe community initiatives, the Point Wells Transportation Corridor Study, and other City projects
2. Continue to support neighborhood associations and volunteer initiatives and to host community forums and workshops
3. Develop a workplan to make more documents available online and to improve the website's ease of use
4. Advance public engagement with implementation of the City's e311 system, online town hall forums, online service requests, survey tools and social media platforms
5. Enhance the City's crime prevention and safe community communication programs including implementation of an E-Alert system and expanding the City's Neighborhood Block Watch Program

PROGRESS INDICATORS:	2011	2012	2013
a. Percent of residents who believe the City is moving in the right direction	71%	72%	
b. Percent of residents somewhat/very satisfied with the City's efforts to keep residents informed	67%	67%	
c. Number of citizen volunteer hours	19,530	16,758	

PROGRESS INDICATORS:	2011	2012	2013
d. Number of documents available on the City's website	9,576	12,512	
e. Number of annual website visits; number of Facebook "likes"	77,400/545	111,000/700	
f. Number of service requests responded to through the City's e311 app	3	179	
g. Number of neighborhood block watch community meetings held regarding public safety; number of block watches supported	N/A	N/A	
h. Number of E-Alert system notifications sent to neighborhoods	N/A	N/A	

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

Maintaining a safe community is the City's highest priority. The 2012 Citizen Survey reflected that 91% of respondents felt safe in their neighborhood during the day and 78% had an overall feeling of safety in Shoreline. Although these results are reflective of statistics from medium sized cities across the United States, it was a slight decrease from previous citizen surveys conducted by the City. As a result, in November 2012 the City held a public focus group on crime prevention efforts to receive citizen input. Based on this feedback, the City is pursuing a concentrated workplan to enhance our public safety communication and crime prevention efforts to ensure that our residents and businesses continue to find Shoreline a safe place to live, work, and play.

ACTION STEPS:

1. Initiate a City cross-department safe community team to resolve issues and develop proactive programs related to traffic, code enforcement, and crime prevention efforts
2. Initiate a joint Parks and Police effort to maintain safe parks by addressing resident concerns through crime prevention through environmental design (CPTED)
3. Continue to work with the Shoreline schools, Emergency Management Council, Shoreline Fire Department and other stakeholders to keep school safety policies up to date and consistent with best practices
4. Enhance safety and security for seniors by meeting directly with senior groups to discuss criminal activity and deceptive scams that target the senior population
5. Complete the police station feasibility study to determine if operational efficiencies can be gained between City and police operations, police neighborhood storefronts, and police volunteers
6. Continue the efforts of the Traffic Action Plans and the Neighborhood Traffic Safety Program to address neighborhood traffic safety concerns

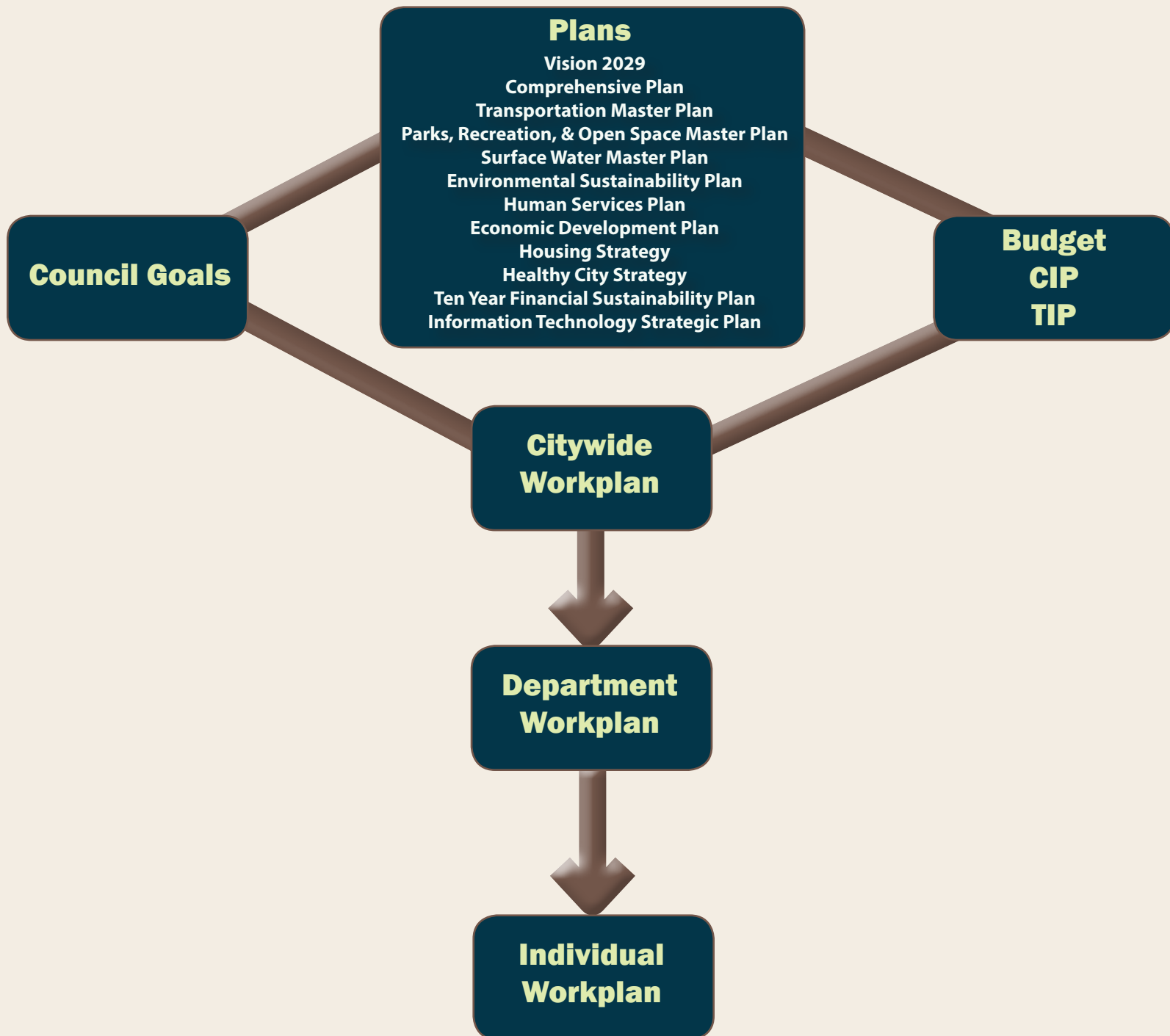
PROGRESS INDICATORS:	2011	2012	2013
a. Percent of residents who have an overall feeling of safety in Shoreline ¹	83%	78%	
b. Percent of residents who feel safe in City parks and trails ¹	58%	56%	
c. Number of Shoreline schools provided with training on school lockdown procedures	N/A	N/A	
d. Number of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

¹ Indicator taken from biennial citizen survey – most recent survey occurred in 2012

ATTACHMENT B
CROSS DEPARTMENT CITY WORK PROGRAM – AT A GLANCE
2013-2014

Council Goals	Council & Community Priorities	City Operations (Special Projects)	Organizational Performance/Capacity Building
Economic Strategic Plan <ul style="list-style-type: none">Community Renewal Area Plan for Aurora SquarePromote Place MakingMarketing strategies to promote Shoreline/Shoreline Film OfficeSupport local businessesTown Center	Point Wells Transportation Corridor Study and Negotiation of Municipal Services Agreement	Asset Management Project : <ul style="list-style-type: none">Surface WaterTraffic (Signals, Signs, Streets)Roads (Maintenance)Parks (Parks, Trees)Utilities	New Performance Evaluation System <ul style="list-style-type: none">Development & ImplementationSupervisor TrainingEmployee Training Supervisor Competencies <ul style="list-style-type: none">Capacity Building TrainingSkill Building
10 Year Financial Sustainability Plan	Healthy City Initiative	IFAS 7.9 Upgrade (Accounting & Budget Software)	2013-2015 Information Technology Strategic Plan
Safe Community <ul style="list-style-type: none">CPTED for ParksPolice Station Feasibility StudyCross Department Community Safety, Code Enforcement, and Traffic TeamsSenior Safety & Security ProgramsSchool Safety ProgramsBlock Watch ProgramCommunity Communication	Plastic Bag Ban	Time-Card On-Line (Electronic time keeping and payroll time submission)	2012 Employee Survey Work Plan: <ul style="list-style-type: none">Work Plan PrioritizationEmployee Communication Self-Directed TeamEmployee Picnic/Spread Self-Directed TeamLeadership Communication StrategyConsistent Policy Application
SPU Acquisition Agreement & Implementation Plan	Coal Trains	Brugger’s Bog Maintenance Facility	Federal Healthcare Implications
Light Rail Station Planning <ul style="list-style-type: none">Sound Transit EIS, Redevelopment StrategiesBoundary Maps for Stations185th & 145th Station Subarea PlansMultimodal Transportation Strategy		Transportation Master Plan Implementation <ul style="list-style-type: none">Impact FeesTitle 12 UpdateAurora Connecting StreetsFunding Sources	2014 Employee Survey
Aurora 192 nd -205 th Improvements		Tree City/ROW & City Property Trees	
Coordination for Assumption of RWD; other Utility Coordination		Police Station Feasibility Study	
Enhance On-Line Document Availability <ul style="list-style-type: none">Planning Documents, Council Information, website search capability, etc.		Renegotiate Seattle City Light Franchise Agreement	
Enhance Public Engagement <ul style="list-style-type: none">E311 System, Granicus On-Line Forums, Web service requests, E-Alert System			
Commercial Zone Review			
145 th Street Annexation			
On-Going City Services			

	Completed
	Anticipated to be complete in 2013
	Only phases of the project will be complete in 2013-2014; expect to continue beyond 2013
	2013 Completion – will result in new on-going City services





City of Shoreline Strategic Plans Matrix of Projected Workplan Items

This document provides a listing of the workplan items that are anticipated to be generated by the policies adopted in the City's major strategic planning documents. Although the work items have been placed in specific years (2013-2015) for purposes of this matrix the projects have to be evaluated against Council priorities, budget, and staff resources to determine when they are added to the City's workplan. As a result, the targeted dates provided in this matrix are subject to change.

Plan	2013	2014	2015
A. Comprehensive Plan (Policies on Appendix A)			
<i>Adopted 2012</i>	<ul style="list-style-type: none"> Station Area Planning thru 2015 Affordable Housing Incentives – Station Areas Develop Transfer Development Right Standards (TDR) – Station Areas Commercial Design and Zoning Consolidation Planning & Community Development Website Overhaul to be Citizen Friendly Right-sized Parking Standards Educate Community about Sustainable Neighborhoods and Eco-districts – Related to Station Areas Monitor Point Wells and Subarea Plan Update SEPA Threshold, Misc. Code Amendments, and Permit Processing Reform IgCC (Green Building Code) Adoption 	<ul style="list-style-type: none"> Station Area Planning thru 2015 Affordable Housing Incentives - Station Areas TDR Standards Continued – Station Areas Point Wells Annexation Review Incentives for Energy Efficient Development Native Plants Implementation Critical Area Code Amendment Shoreline Community College Master Plan Historic Inventory Update 	<ul style="list-style-type: none"> Station Area Planning thru 2015 Affordable Housing Incentives - Station Areas Infill Development Standards <u>2016 and Beyond</u> Single Family Housing Issues – Design, Affordability, Infill, Housing Choices Multifamily Design Standards Affordable Housing – City-wide Incentives Food Cart Regulations - Establish Specific Districts Nominate Shoreline as Regional Growth Center Explore creating 15th neighborhood- Aurora

Plan	2013	2014	2015
B. Transportation Master Plan			
<i>Adopted 2011</i>	<ul style="list-style-type: none"> 10-year Light Rail Plan Participate and comment on Sound Transit's environmental documents and preferred alternative for the Lynnwood Link Extension project Develop and adopt an impact fee program and update the City's transportation concurrency standard Aurora Intersecting Streets Plan - Analyze and develop a plan for the side street connections to Aurora Participate in Metro's process to implement E Line service Point Wells Transportation Corridor Study Initiate construction on final phase of the Aurora project 	<ul style="list-style-type: none"> 145th Street Annexation after DEIS of Sound Transit and with Council authorization to proceed Begin 145th Street corridor study after annexation of 145th Construct Interurban-Burke-Gilman trail connections Complete NE 195th separated trail Install sidewalk on 195th with safe route to school grant funds Participate in the development of Sound Transit's FEIS and preliminary design processes for the Lynnwood Link Extension project Update the City's Commute Trip Reduction Plan (state law requirement) Seek federal funding for Shoreline transportation projects (145th Street, N 160th Street, 175th Street) 	<ul style="list-style-type: none"> Participate in the development of Sound Transit's FEIS and preliminary design processes for the Lynnwood Link Extension project Adopt the 145th Street corridor study and initiate design
C. Surface Water Master Plan			
<i>Adopted 2011</i>	<ul style="list-style-type: none"> Adoption and Implementation of Low Impact Development Rebate Program Revisions to surface water fees for undeveloped land Ballinger Creek Drainage Basin Plan Study North Fork Thornton Creek LID Grant Project Goheen Revetment Improvement Project 	<ul style="list-style-type: none"> McAleer Creek Basin Plan Study Ballinger Creek Drainage Basin Plan Study (cont.) Goheen Revetment Improvement Project (cont.) 	<ul style="list-style-type: none"> Puget Sound Drainage Basin Plan Study

Plan	2013	2014	2015
D. Utilities			
	<ul style="list-style-type: none"> • Execute Seattle Public Utility Acquisition Agreement with City of Seattle • Draft a multi-year work plan for the development of the City water utility • Complete Master Site Space Plan at Brugger's Bog • Acquire and install initial improvements at Brugger's Bog • Renegotiate Seattle City Light Franchise 	<ul style="list-style-type: none"> • Complete Phase II of the Brugger's Bog site Improvements i.e Pre-Fab building construction, equipment storage facilities 	<ul style="list-style-type: none"> • Initiate transition plan for assumption of Ronald Wastewater District • Begin the Water Utility's two-year process for the development of the Water Comprehensive Plan
E. Parks, Recreation and Open Space Plan			
<i>Adopted 2011</i>	<p>RECREATION:</p> <ul style="list-style-type: none"> • Implement Active Adult Programming • Implement Youth Program Quality Assessment Tool for camp programs • Complete the Shoreline Pool Energy Audit and Repair and Replacement Assessment • Redesign Celebrate Shoreline Festival in partnership with the community <p>ART:</p> <ul style="list-style-type: none"> • Design and Build an Echo Lake Mural • Purchase one Permanent Sculpture for City Collection <p>PARKS:</p> <ul style="list-style-type: none"> • Adopt Echo Lake Master Plan and Design and begin implementation of the Phase I Project • Construct an East Side Off-Leash Dog Area • Design and begin implementation of Sunset School Park Phase I Project 	<p>RECREATION:</p> <ul style="list-style-type: none"> • Begin Design and Implementation of Phase I Pool Improvements identified in 2013 assessment • Begin creation of Recreation Programming Strategic Plan <p>ART:</p> <ul style="list-style-type: none"> • Develop marketing materials and outdoor signage for cultural events <p>PARKS:</p> <ul style="list-style-type: none"> • Continue implementation of Echo Lake Park Phase I Improvements • Begin Repairs on the Saltwater Park Pedestrian Bridge 	<p>RECREATION:</p> <ul style="list-style-type: none"> • Construct Phase I Pool Improvements identified in 2013 assessment <p>ART:</p> <ul style="list-style-type: none"> • Create Signal box art covers along Meridian Ave or 15th Ave • Work with Economic Development and private property owners to create art storefronts • Prepare a Citywide Cultural Plan

Plan	2013	2014	2015
	<ul style="list-style-type: none"> • Create and begin installation of Interurban Trail Way Finding Signage • Create an Urban Forest Strategic Plan • Conduct ROW Tree Inventory and Assessment • Construct Hamlin Park Frontage Improvements (sidewalk on 15th) • Implement Repair and Replacement Projects <ul style="list-style-type: none"> ◦ Replace Richmond Beach Saltwater Park Play equipment 		
F. Economic Development Strategic Plan			
<i>Adopted 2011</i>	<ul style="list-style-type: none"> • Create and begin to implement a Community Renewal Area Plan (CRA) for the Aurora Square area • Implement Business Mini-Grant Pilot Program • Launch Shoreline Film Office in collaboration with Shoreline Community College • Encourage student housing to be built at Shoreline Community College • Create a “welcome” packet for new business license holders • Encourage the reworking of established shopping centers such as Richmond Beach, Ridgecrest, North City, and Fred Meyer 	<ul style="list-style-type: none"> • Continue to implement and promote CRA • Evaluate business mini-grant program 	<ul style="list-style-type: none"> • Adopt Fircrest Master Campus Plan

Plan	2013	2014	2015
G. Environmental Sustainability Strategy (ESS)			
<i>Adopted 2008</i> (includes on-going work of Green Team)	<ul style="list-style-type: none"> Update forevergreen website Update Communications Plan to incorporate citizen involvement and promote City initiatives (possibly work with Futurewise to develop citizen involvement toolkit) Develop and adopt Climate Action Plan Liaison to King County-Cities Climate Collaboration Core Committee Host Sustainability Forum 	<ul style="list-style-type: none"> Update forevergreen website Implement Climate Action Plan Liaison to King County-Cities Climate Collaboration Core Committee 	<p>Recommendations from the ESS that are not yet completed and could be considered in future years:</p> <ul style="list-style-type: none"> Establish staff position dedicated to sustainability Create standards for construction/remodel of City facilities (LEED, ASHRAE, Energy Star) Employ PLACE³S software for land use planning Modify stormwater utility fee to promote LID Implement water conservation in irrigation and park restrooms Investigate using non-potable sources for non-potable uses, such as grey water reuse for flushing toilets Expand and develop incentives to reduce potable and irrigation water consumption Develop Natural Resources and Habitat Action Plan
H. Human Services Plan Update			
<i>Presented and Reviewed 2009:</i>	<ul style="list-style-type: none"> Implement programs that enhance and promote cultural awareness in City programming: <ul style="list-style-type: none"> International Dance Event March 22 Develop operating agreements with the Shoreline/Lake Forest Park Senior Center and Senior Services of King County to enhance coordination and integration of services 		

Plan	2013	2014	2015
	<ul style="list-style-type: none"> Contribute to Regional Services Delivery Systems <ul style="list-style-type: none"> Continue to support the development of ICHS Clinic Compass Housing Alliance, Hopelink and Ronald United Methodist Church affordable housing project 		
I. Healthy City Strategy			
<i>Adopted 2011 Note: Strategy's Action steps developed through 2014</i>	<ul style="list-style-type: none"> Hold Shoreline4Health events: Eats4Health, Monster Mash Dash (on-going in future years) Enhance awareness of City recreation activities as elements of Healthy City Strategy Monitor benchmark measures Promote "Nourishing Networks" volunteer and agency efforts Support expansion of community gardens/P-Patch Complete Parks Bond and KC Trail Levy funded trails and pedestrian connections 	<ul style="list-style-type: none"> Add measures to City Survey 	
J. 10 Year Financial Sustainability Plan			
<i>Adopted 2013</i>	<ul style="list-style-type: none"> Service Identification, Costing, and Prioritization Scenario Analysis and Recommendations Council adoption 	<ul style="list-style-type: none"> Ongoing monitoring and adjustment of Plan based on actual history and altered future projections Possible development of a more detailed Plan relating to CIP 	
K. Information Technology Strategic Plan			
<i>Projected Adoption 2014</i>	<ul style="list-style-type: none"> Conduct IT Assessment Recruit new IT Manager Reconstitute a streamlined IT Steering Committee 	<ul style="list-style-type: none"> Prepare Information Technology Strategic Plan 	

Plan	2013	2014	2015
L. Comprehensive Housing Strategy			
<i>Adopted 2008</i>	<i>Most recommendations from Housing Strategy have been incorporated into 2012 Comprehensive Plan Housing Goals and Policies</i>		

Plan	2013	2014	2015
Appendix A - Comprehensive Plan Workplan with Policies			
<i>Adopted 2012</i>	<ul style="list-style-type: none"> Station Area Planning thru 2015 (LU19-42, T1, 40, ED9, H27, 30, 32) Affordable Housing Incentives – Station Areas (H7, 8, 11, 12, 13, 18) Develop Transfer Development Right (TDR) Standards – Station Areas (LU58) Commercial Design and Zoning Consolidation (CD1-12, 14, 21, 23, 24, 34, 35, H15, 23, ED4, 7, NE1) Planning & Community Development Website Overhaul to be Citizen Friendly (CP7) Right-sized Parking Standards (LU52) Educate Community about Sustainable Neighborhoods and Eco-districts (LU54, 55, NE41, 42, 43, 44) – Related to Station Areas Monitor Point Wells and Subarea Plan Update (LU48) SEPA Threshold, Misc. Code Amendments, and Permit Processing Reform (ED17) IgCC (Green Building Code) Adoption (NE10) 	<ul style="list-style-type: none"> Station Area Planning thru 2015 (LU19-42, T1, 40, ED9, H27, 30, 32) Affordable Housing Incentives - Station Areas (H7, 8, 11, 12, 13, 18) TDR Standards (cont.) – Station Areas (LU58) Point Wells Annexation (LU48) Incentives for Energy Efficient Development (LU57) Native Plants Implementation (CD13, 17, NE19, 22) Critical Area Code Amendment (NE3, 5, 8, 9, 12-21, 24, 25, etc.) Shoreline Community College Master Plan (LU18) Historic Inventory Update (CD44, 46) 	<ul style="list-style-type: none"> Station Area Planning thru 2015 (LU19-42, T1, 40, ED9, H27, 30, 32) Affordable Housing Incentives - Station Areas (H7, 8, 11, 12, 13, 18) Infill Development Standards (H3) <p><u>2016 and Beyond</u></p> <ul style="list-style-type: none"> Single Family Housing Issues – Design, Affordability, Infill, Housing Choices (LU1, 2, 4, 5, 8, 53, H3, 4, 6, 7-22, 27, ED3) Multifamily Design Standards (LU2, 3) Affordable Housing – City-wide Incentives (H7, 8, 9, 11, 12, 13, 18) Food Cart Regulations (ED25) Establish Specific Districts (ED26) Nominate Shoreline as Regional Growth Center (LUX) Explore creating 15th neighborhood- Aurora (ED8)