

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE:	Adoption of the 2018-2023 Economic Development Strategic Plan		
DEPARTMENT:	City Manager's Office		
PRESENTED BY:	Dan Eernisse, Economic Development Manager		
ACTION:	<input type="checkbox"/> Ordinance	<input type="checkbox"/> Resolution	<input checked="" type="checkbox"/> Motion
	<input type="checkbox"/> Public Hearing	<input type="checkbox"/> Discussion	

PROBLEM/ISSUE STATEMENT:

The 2012-2017 Economic Development Strategic Plan (Attachment A) proved to be a practical and useful planning tool. Further, at the City Council's 2018 Strategic Planning Workshop, an approach that both built and improved upon the 2012-2017 Plan was affirmed. Therefore, the proposed 2018-2023 Economic Development Strategic Plan (Attachment B) reflects significant continuity with the 2012-2017 Plan by:

- Focusing on Placemaking, which resonated with businesses and residents alike;
- Maintaining an easily communicated one-page format;
- Emphasizing four city-shaping projects; and
- Organizing around projects, which provides both planning flexibility and focus.

The 2018-2023 Plan also implements improvements by:

- Stating that economic development efforts are guided by *Vision 2029* as well as the annually-updated City Council Goals and Work Plan;
- Adding emphasis on strengthening six Neighborhood Commercial Centers;
- Calling out Home-Based Business as a specific area of focus; and
- Replacing the *Activities of Placemaking* with non-geographic projects which improve the entire economic climate of the City.

RESOURCE/FINANCIAL IMPACT:

While adoption of the 2018-2023 Economic Development Strategic Plan will guide how staff and financial resources are directed, its adoption creates no specific impacts.

RECOMMENDATION

Staff recommends that Council adopt the proposed 2018-2023 Economic Development Strategic Plan.

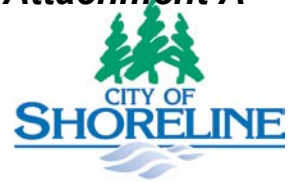
ATTACHMENTS

Attachment A: 2012-2017 Economic Development Strategic Plan

Attachment B: Proposed 2018-2023 Economic Development Strategic Plan

Approved By: City Manager **DT**

City Attorney **MK**



2012-2017 Economic Development Strategic Plan

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

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

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

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

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

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

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

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



2018-2023 Economic Development Strategic Plan

The City of Shoreline's economic development strategy is based on **Placemaking Projects**. Fred Kent calls Placemaking the thing that "turns a City from a place you can't wait to get through into one you never want to leave." Organizing economic development efforts into Placemaking Projects provides the flexibility needed to tailor efforts to achieve both the goals articulated in **Vision 2029** and the annually updated **Council Goals and Workplans**.

Four specific areas possess the potential to dramatically strengthen the economic vitality of Shoreline. These four **City-Shaping Areas** shall be the focus of concerted Placemaking Projects designed to trigger large-scale redevelopment and growth.

- **Strengthen Shoreline's Signature Boulevard** – leveraging the city's \$140 million Aurora Corridor Project by facilitating constant investment along its six miles of improved frontage
- **Catalyze Shoreline Place** – encouraging intensive private redevelopment of the former Sears center into an exemplary lifestyle destination
- **Unlock the Fircrest Surplus Property** – establishing new uses and industries that create hundreds of new Shoreline-based jobs and economic opportunities
- **Ignite Station Area Growth** – parlaying the extraordinary public investment that will bring light rail service to Shoreline's two rezoned station areas

Additional commercial nodes can influence the economic vitality of the surrounding neighborhoods. Placemaking Projects in these **Neighborhood Commercial Centers** shall seek to create identity, encourage walkability, expand housing options, and provide needed goods and services.

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| • Shoreline Town Center | • Four Corners at NW Richmond Beach Rd |
| • Echo Lake at Aurora & N 192nd | • Downtown Ridgecrest |
| • North City Business District | • Ballinger Commercial Center |

Non-geographic Placemaking Projects enrich the overall economic climate of the city and make Shoreline an even more attractive place to live, to invest, and to conduct business.

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| • Growing a Media Production Industry | • Supporting the Community College |
| • Promoting Shoreline to Investors | • Attracting Artists & Trendsetters |
| • Serving Home-based Businesses | • Continually Improving Code & Policies |
| • Increasing Inventory of Business Spaces | • Facilitating Collaboration With & Between Businesses |
| • Expanding Events & Festivals | |

Both inputs and outcomes shall be tracked to **Monitor the Effectiveness** of Shoreline's economic development efforts. Inputs shall be tracked through regular Placemaking Project updates; outputs shall be tracked through annual updates of economic metrics such as assessed values, sales tax generation, vacancy and rental rates, Shoreline-based jobs, and new market-rate and affordable housing units.