

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE: Economic Development Program DEPARTMENT: Planning and Development Services PRESENTED BY: Jan K. Briggs, Economic Development Coordinator

PROBLEM/ISSUE STATEMENT: In response to Council Goal #1, staff discussed a draft Economic Development Program with Council on March 5 and May 14. Since that time, staff has conducted a public outreach effort to gain input regarding the proposed Program. The purpose of this workshop is to report on results of public outreach and to discuss and prioritize short-term strategies for implementing economic development.

ALTERNATIVES ANALYZED: *Strategies:* Staff has identified twelve short-term strategies in the Economic Development Program. These strategies are listed below. Staff considers the first six of these strategies a high priority in implementing the Program. Council input on the priority of all of these strategies will help direct staff in creating future budget initiatives.

- 1) Analyze demographic and market data to determine City's competitive position in market area.
- 2) Identify specific locations for redevelopment.
- 3) Leverage the City's capital investments for better efficiencies and greater return on public/private investments, and
- 4) Coordinate CIP improvements with redevelopment.
- 5) Improve the permit process to be more customer-friendly, predictable and timely.
- 6) Consider development incentives such as fee waivers, designated Planned Action areas, business relocation strategies etc.
- 7) Address parking issues and calm the traffic.
- 8) Consider a dedicated revenue source for economic development implementation.
- 9) Pursue other funding sources such as Block Grant funds, 108 Loan Program, and other grant opportunities.
- 10) Consider land assembly through outright purchase or through joint management among multiple ownerships.
- 11) Prepare and maintain a commercial land inventory.
- 12) Prepare and maintain a Community/Economic Development Business Plan with quarterly/annual reporting of activities, revenues and expenditures (could include CIP).

FINANCIAL IMPACT: There is no cost associated with this item presented today. Future projects to implement this Program will be proposed and included in the annual budget process.

RECOMMENDATION

Staff is seeking your Council's input on the priority of short-term strategies for implementing economic development.

Approved By: City Manager LB City Attorney N/A

INTRODUCTION

Since last discussing the draft Economic Development Program with your Council on May 14, 2001, staff has conducted public outreach to obtain citizen input. Revisions suggested by the citizens have been incorporated into the Program. Staff has also developed short-term strategies to implement the Program and would like your Council's input on their priority.

BACKGROUND

The Economic Development Program was last presented to your Council on March 5 and May 14, 2001. Direction from your Council during those discussions has been to:

- Pursue actions that will stimulate reinvestment in the commercial areas.
- Make the Program realistic.
- Utilize demographic and market data in developing the Program.

Since May 14, staff has met with the Shoreline Chamber general membership and Economic Development Subcommittee, the Council of Neighborhoods, Concerned Citizens for Shoreline and individual property owners to obtain input on the draft Program. Discussions included representatives of the Asian community in Shoreline, and a more organized effort to contact a larger group is still being pursued. A summary of the comments received is included in the Discussion Section below.

Staff has also been continuing efforts in assessing redevelopment opportunities through the following projects:

- North City Subarea Plan Implementation
- Westminster Business District (Aurora Square @155th and Aurora) Redevelopment Analysis
- Ronald Subarea Plan (175th – 192nd area along Aurora)
- TOD Master Plan at the Shoreline Park and Ride transit facility

The first draft of the Economic Data and Strategy Report has been completed by the economic consultant for the Program, Ed Starkie, and is under staff review.

DISCUSSION

A recent 1999 tax comparison conducted by the City of Burien shows that Shoreline has the third least per capita contribution to the City's general fund of all King County cities. It has the sixth lowest per capita property tax contribution. Sales tax revenue is the most promising source of increased revenue for the City.

Currently, the Economic Development Program's goals are to increase the City's economic base through increased property values and sales revenues for its businesses. The emphasis has been on redevelopment as a means to achieve these goals.

Public Outreach:

The key theme heard from many business owners was that the Program placed too much emphasis on redevelopment. The Chamber, Concerned Citizens for Shoreline, and some existing business owners have suggested that the Program be revised to focus more on preserving or supporting the growth of existing businesses in Shoreline.

The Program's mission and goals have been revised to reflect a desire to enhance the existing business environment in Shoreline. The Program cannot guarantee the preservation of existing businesses, as that is a private sector and market decision. Staff will work with existing business and property owners to assist them in reinvesting in their properties to achieve the Program goals.

The Council of Neighborhoods and many citizens-at-large also wished to see more explicit direction on creating more shopping choices and senses of "place". This change has also been incorporated into the Program.

Strategies:

The Program includes twelve short-term strategies for implementing economic development. Current and future budget initiatives will be guided by these strategies. Staff is currently pursuing the first six of these strategies as a high priority. Staff would like your Council's input on the priority of all of these strategies.

RECOMMENDATION

Staff is seeking your Council's input on the priority of short-term strategies for implementing economic development.

ATTACHMENTS

Attachment A - Draft Economic Development Program

ATTACHMENT A

Draft Economic Development Program

City of Shoreline
DRAFT
Economic Development Program

Program Vision

Shoreline's vision in economic development is creating vibrant, mixed-use commercial areas that contribute to the whole health of the community.

Program Mission

The mission of the Economic Development Program is to ensure the long-term viability of the City's economic core by enhancing the existing business environment in Shoreline and by bringing together the public and private resources necessary to redevelop underutilized or deteriorating commercial districts.

Program Goals

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

Measurements of Success

The success of the Economic Development Program will be portrayed by:

- Reinvestment in the City's commercial areas.
- A more attractive built environment.
- Greater opportunities and diversity for living and working in Shoreline.
- Increased property value and additional sales revenues.

Strategies for Success

Key themes for the success of the Economic Development Program are:

- Maintain integrity – do what we say we will do, when we say we will do it.
- Improve City image and sense of identity.
- Improve City's competitive position in the market area.
- Be strategic with CIP investments and demonstrate City investment in itself.
- Coordinate capital improvements and services to serve the public and attract new private investment.

- Focus efforts and resources in a few areas rather than using a shotgun approach.
- Invest in marketing.
- Create financially feasible plans and programs that encourage private investment.
- Support private investments with appropriate and realistic public investments.

Short-term strategies:

- 1) Analyze demographic and market data to determine City's competitive position in market area.
- 2) Identify specific locations for redevelopment.
- 3) Leverage the City's capital investments for better efficiencies and greater return on public/private investments, and
- 4) Coordinate CIP improvements with redevelopment.
- 5) Improve the permit process to be more customer-friendly, predictable and timely.
- 6) Consider development incentives such as fee waivers, designated Planned Action areas, business relocation strategies etc.
- 7) Address parking issues and calm the traffic.
- 8) Consider a dedicated revenue source for economic development implementation.
- 9) Pursue other funding sources such as Block Grant funds, 108 Loan Program, and other grant opportunities.
- 10) Consider land assembly through outright purchase or through joint management among multiple ownerships.
- 11) Prepare and maintain a commercial land inventory.
- 12) Prepare and maintain a Community/Economic Development Business Plan with quarterly/annual reporting of activities, revenues and expenditures (could include CIP).

Implementation

Specific projects in the Economic Development Program and their schedules are listed below. The 2001 projects are:

- Program adoption and data analysis
- North City Subarea Plan Implementation
- Westminster Business District (Aurora Square @155th and Aurora) Redevelopment Analysis
- Ronald Subarea Plan (175th – 192nd area along Aurora)
- TOD Master Plan at the Shoreline Park and Ride transit facility
- Aurora Corridor capital improvements/redevelopment coordination (ongoing)
- Interurban Trail capital improvements/redevelopment coordination (ongoing)

Future short-term economic development projects may include:

Program-Wide	Enhancing Existing Business Environment	Redevelopment
<ul style="list-style-type: none"> • Program adoption and data analysis • 	<ul style="list-style-type: none"> • Permit Process Review 	<ul style="list-style-type: none"> • Character definition and development goals for other target areas and Neighborhood Centers
<ul style="list-style-type: none"> • Commercial land inventory 	<ul style="list-style-type: none"> • Parking management plans 	
	<ul style="list-style-type: none"> • Business tracking system 	

2001 Implementation Timelines

Economic Development Program Adoption and Data Analysis:

- | | |
|--|----------------------------|
| ➤ Execute market/financial consultant contract | December 2000/January 2001 |
| ➤ Draft Program presented to Council | March 5, 2001 |
| ➤ Workshop with Cabinet | April 5, 2001 |
| ➤ Draft Program developed | April/May 2001 |
| ➤ Management briefings | Ongoing |
| ➤ Review draft strategies with City Council | May 14, 2001 |
| ➤ Public outreach | June 2001 |
| ➤ Data Report | June 2001 |
| ➤ Council Action | October 2001 |
| ➤ Implementation | Ongoing |

Westminster Redevelopment Analysis:

- | | |
|--|----------------|
| ➤ Westminster Redevelopment Analysis Contracts | May 2001 |
| ➤ Walkable Communities Workshop | May 17, 2001 |
| ➤ Design Workshop | July 2001 |
| ➤ Project Summary Report | September 2001 |

North City Plan Implementation:

- | | |
|--|---------------------|
| ➤ CIP design contract to Council | October 2001 |
| ➤ Details and Analysis of Strategic Actions proposed in Plan | October 2001 |
| ➤ CIP design | October – July 2001 |
| ➤ Business outreach during CIP design | October – July 2001 |
| ➤ Management briefings on detailed strategies | December 2001 |
| ➤ City Council/Planning Commission briefing(s) | January 2001 |

- | | |
|--|----------------------|
| ➤ Public Outreach/Business Forums with draft strategies | January – April 2001 |
| ➤ Tour with interested developers | 2002 |
|
<i>Ronald District Subarea Plan (with TOD)</i> | |
| ➤ TOD Concept submitted to WSDOT | June 2001 |
| ➤ City Council approves Subarea Plan workshop strategy, work program, timeline | June 2001 |
| ➤ Planning Commission briefing | June 2001 |
| ➤ Design workshop | October 2001 |
| ➤ Joint Planning Commission and City Council briefing on draft plan | Nov. – Dec. 2001 |
| ➤ Planning Commission review, Public Hearing and recommendation to the Council | February 2002 |

Council Meeting Date: September 4, 2001

Agenda Item: 6(b)

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE: Ronald Subarea Plan Update DEPARTMENT: Planning and Development Services PRESENTED BY: Jan K. Briggs, Economic Development Coordinator

PROBLEM/ISSUE STATEMENT: The purposes of this item are to:

1. Update your Council on the issues and process of the Ronald Subarea Plan;
2. Confirm demonstration sites for the project;
3. Report to Council citizen input regarding coordination with the Interurban Trail and Aurora Corridor Projects; and
4. Review and prioritize the key themes identified by citizens for the 25-year vision of the Ronald Subarea.

Key issues raised during the initial public involvement for the project include:

- the subarea boundary, and
- the subarea name.

It is important to obtain concurrence from your Council on the approach to these issues as we enter the next phase of the project.

ALTERNATIVES ANALYZED: The main alternatives considered for each issue include:

- Subarea Boundary
 - Expanding project boundaries to include some of the adjacent high-density residential area (see Attachment A). (Recommended)
 - Leave the project boundaries as designated.
- Subarea Name
 - Change the project name to the Central Shoreline Subarea Plan. (Recommended)
 - Change the project name to one of a number of alternatives considered or suggested during the public involvement process.
 - Leave the project name unchanged
- Demonstration Sites
 - Confirm demonstration sites as proposed, i.e. the current site of City Hall; the Fred Meyer site; Gateway Center (QFC); and the Shoreline Park and Ride TOD (see Attachment A). (Recommended)
 - Identify alternative or additional demonstration sites.

FINANCIAL IMPACT: There are no costs associated with this discussion item.

RECOMMENDATION

This item is for discussion purposes only. Staff is seeking Council consensus supporting staff's recommended resolutions of the issues relating to the Ronald Subarea planning process discussed above. Staff is also seeking Council comment on the 25-year vision for the planning area.

Approved By: City Manager B City Attorney N/A

INTRODUCTION

The Ronald Subarea Plan is a large and complex project. It seeks to resolve long-standing issues critical to the future development and viability of Shoreline's commercial core. It amalgamates two of the City's most important capital improvement projects – the Interurban Trail and the Aurora Corridor project, and contains policy issues surrounding several public rights-of-way such as Ronald Place, Midvale Avenue and the Seattle City Light interurban right-of-way. Some of the City's larger commercially zoned parcels are within the subarea and these will receive detailed feasibility analyses as demonstration sites, similar to North City.

BACKGROUND

On May 29, 2001, Council authorized the City Manager to execute a contract for \$70,000 with Lennertz Coyle and Associates for the Ronald Subarea Plan. This project is identified as part of the Economic Development Program, which is the Council's 2000/2001 Workplan Goal #1.

We have completed the Research and Education phase of the Subarea Plan project, which included significant public involvement. Issues raised during public involvement included the subarea boundaries and the name of the subarea. The influence and coordination of the Aurora Corridor Project was very important to citizens and property owners. Citizens were also asked to describe their 25-year vision for the subarea. Property owners for the proposed demonstration sites were contacted and asked if they would be interested in being part of the process.

DISCUSSION

Boundary: The intent of the Plan is to focus on non-residentially designated land within the subarea boundaries. There is, however, an additional opportunity at the northwest corner of N 185th and Aurora, on either side of Firlands Way N for a small-scale "mainstreet" type development similar to North City. This area contains property designated and developed as high-density residential.

The Aurora Corridor Pre-Design Study identified potential improvements to Firlands Way N that could create this additional opportunity for a "mainstreet" development. Potential improvements would include the limitation of traffic to right in and right out only movements. This would reduce existing traffic volumes on Firlands Way N, making it potentially more attractive as a "mainstreet" development similar to North City, which has been viewed as desirable by citizens and your Council. Staff recommends that these higher density residential parcels be included in the subarea planning process to capitalize on this opportunity to investigate the viability and effect of such a change.

Name: The current name of the subarea was chosen in acknowledgement of the history of the area. Many citizens voiced dissatisfaction with the name "Ronald." A survey questionnaire distributed by staff at public meetings asked citizens to choose a name. Suggested options included Ronald, Richmond Highlands, Central Shoreline, or North Aurora. Participants were also given the option of writing in their own suggestion. Central Shoreline received the most votes.

Staff recommends that the subarea planning process be changed from "Ronald" to "Central Shoreline" Subarea Plan. Such a change will demonstrate responsiveness and flexibility to the community.

Demonstration Sites: Demonstration sites for the project have been proposed to include: the parcel where the City Hall and Annex are now located, the Fred Meyer and QFC sites, and the N 192nd Park and Ride TOD (see Attachment A). The TOD project is receiving more focussed attention in a separate and coordinated effort. The property owners for these parcels have been contacted and are willing to work with the City to include their property as demonstration sites through this process.

Staff proposes these sites be confirmed as demonstration sites. Similar to the North City Subarea Plan, there is no guarantee the property owners will continue with the improvements identified. It will, however, assist in developing a more realistic and feasible plan.

Coordination with other projects: Citizens provided significant comment on the coordination of the Ronald Subarea planning process with the Interurban Trail and the Aurora Corridor projects. Staff is including this section here to report citizens' comments to Council and clarify the scopes of these projects.

The Ronald Subarea Plan will make recommendations on the alignment and design of the **Interurban Trail** from N 175th to N 185th. The project manager for the Interurban Trail is a member of the Ronald Subarea team.

The Ronald Subarea Plan will also generate alignment alternatives for the **Aurora Corridor Project**. These alternatives will be used in subsequent environmental analysis of Aurora and the Subarea Plan. It is not the intent of the Subarea Plan to make recommendations on the lane configuration and design of Aurora Avenue, which has already been approved.

The Subarea Plan may make recommendations on urban design features along Aurora as it passes through this portion of the City. These features, such as sidewalk treatment, street furniture and lighting, could help say, "you have just entered a special place in Shoreline." The project manager for the Aurora Corridor Project is a member of the Ronald Subarea team.

The **Aurora Urban Design Project** is a separate process focused on developing specific recommendations regarding the design features to be used for all three miles of Aurora. Special recommendations for the Ronald Subarea will be coordinated with the Urban Design project.

STAKEHOLDERS

25-year Vision: At the July 17 neighborhood meeting and the public kick-off meeting on July 24, citizens were asked what their 25-year vision for the area was. Key themes from those visions are listed below. Staff is requesting your Council prioritize them to help give direction to the subarea planning process.

The key themes of citizens' 25-year vision for the Ronald Subarea are:

- Quiet neighborhoods, preserve neighborhoods, buffer neighborhoods, no cut-through traffic
- Places to gather, pocket parks, green spaces, trees, fountains, plazas
- Improved pedestrian environment, elderly and youngster-friendly design
- Underground parking, parking behind stores, multi-level parking
- Multi-story office buildings, mixed use, high-quality architecture
- Improved urban design - lighting, signage, underground wiring
- Design for small, interesting shops with/among larger businesses, village environment
- Housing – three conflicting themes arose: no additional housing versus small single family homes versus high-density housing

RECOMMENDATION

This item is for discussion purposes only. Staff is seeking Council consensus supporting staff's recommended resolutions of the issues relating to the Ronald Subarea planning process discussed above. Staff is also seeking Council comment on the 25-year vision for the planning area.

ATTACHMENTS

Attachment A – Map of Subarea Boundaries and Proposed Demonstration Sites

ATTACHMENT A

**Map of Subarea Boundaries and Demonstration
Sites**



SHORELINE

GEOGRAPHIC INFORMATION SERVICES

Ronald Subarea (Aurora Ave from 175th to 192nd)



Boundary



Demonstration Sites



100 0 100 200 300 400 500 600 Feet

1"= 400 feet

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