

# **AMENDED AGENDA**

## **SHORELINE CITY COUNCIL WORKSHOP**

Monday, March 6, 2006  
6:30 p.m.

Shoreline Conference Center  
Mt. Rainier Room

1. CALL TO ORDER
2. FLAG SALUTE / ROLL CALL
3. CITY MANAGER'S REPORT AND FUTURE AGENDAS
4. COUNCIL REPORTS
5. PUBLIC COMMENT

Approximate Length of Agenda Item
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Page No.
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<p>This is an opportunity for the public to address the Council on topics other than those listed on the agenda, and which are not of a quasi-judicial nature. The public may comment for up to <u>three minutes</u>. However, Item 5 will be limited to a maximum period of 20 minutes. The public may also comment for up to <u>three minutes</u> on agenda items following each staff report. The total public comment period on each agenda item is limited to 20 minutes. In all cases, speakers are asked to come to the front of the room to have your comments recorded. Please state clearly your name and city of residence.</p>
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### 6. WORKSHOP ITEMS

- (a) Economic Development Task Force - Report and  
Recommendations

60 min.

1

- (b) ~~Proposed Critical Areas Ordinance No. 398,~~  
~~Updating Critical Areas Regulations, Phase II~~

~~60 min.~~

Leash Law Amendment

23

### 7. ADJOURNMENT

<p>The Council meeting is wheelchair accessible. Any person requiring a disability accommodation should contact the City Clerk's Office at 546-8919 in advance for more information. For TTY service, call 546-0457. For up-to-date information on future agendas, call 546-2190 or see the web page at <a href="http://www.cityofshoreline.com">www.cityofshoreline.com</a>. Council meetings are shown on Comcast Cable Services Channel 21 Tuesdays at 12pm and 8pm, and Wednesday through Sunday at 6 a.m., 12 noon and 8 p.m.</p>
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**CITY COUNCIL AGENDA ITEM**  
CITY OF SHORELINE, WASHINGTON

**AGENDA TITLE:** Economic Development Task Force – Report & Recommendations  
**DEPARTMENT:** CMO – Economic Development Program  
**PRESENTED BY:** Tom Boydell, EDP Manager, and Don Sands, Task Force Chair

**PROBLEM/ISSUE STATEMENT:**

In June 2005, the City Council directed that an Economic Development Task Force be formed, reviewed and approved the membership and charter, and work commenced on revising the Economic Development Strategic Plan. In 2005, the Task Force met 13 times for more than 30 hours of discussion and presentations from experts.

**ALTERNATIVES ANALYZED:**

Alternatives were considered by the Task Force in their discussions. The resultant plan that is recommended represents the strong consensus of the group, as a strategic, comprehensive and balanced approach. This is also a long term plan, 2006-2011, whereas the prior plan was only a 2 year plan. Subject to implementation factors, e.g., budget and market factors, the Task Force recommends moving forward on all 31 action items of the plan but has also identified first priority items in a separate section. In addition, the new plan includes an expanded section on performance measures.

**FINANCIAL IMPACT:**

- At present, there are some minimally funded or unfunded action items in the recommended plan, e.g., major projects, marketing and promotion efforts. If all of the actions are to be undertaken, additional resources will likely be required.
- As adopted by the City Council in 2005, the budget for 2006 already includes implementation of the Small Business Assistance section of the strategy.
- The Task Force strongly endorsed the concept of a business registry system, both as a source of information about local businesses and as a funding source for economic development programs.

**RECOMMENDATION**

Staff recommends that Council formally adopt the 2006-2011 Economic Development Strategic Plan, as recommended by the Task Force, and that City Council direct staff to work with the Task Force in 2006 on implementation and priority issues. (Attachment 1 – cover memo, 2006-2011 plan, Attachment 2 – Council Member Fimia proposed edits.)

Approved By: City Manager  City Attorney \_\_\_\_



## **For Submittal to City Council** **(Completed November 23, 2005)**

### **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. This vitality in large part is measured by expanding, 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, and great educational services.

#### **Goals**

- Infrastructure and Transportation: 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.
- Retention and Growth: Diversification, retention, and growth of the existing small business community.

- Commercial Centers: 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.
- Recruitment: New investment in business activity and development.
- Outreach and Partnership: Collaboration of City, regional, and civic leadership based on a shared vision of a future Shoreline.
- Community Development: 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.
- Sense of Place: Creation and enhancement of place identity, including promotion of the City, signage projects and policies, aesthetics, and City gateway projects.
- Education and Job Training: 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 and job training programs.
- Environmental Stewardship: 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 31 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.
- 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 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.

### 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 during the capital improvement project. 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.
- Work with local organizations and institutions to promote ideas and a cultural value of creative arts, music, entrepreneurship and invention as an important aspect of the Shoreline community.

## 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.

### **Major Project Priorities:**

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 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 during the construction project, through such things as advertising.

## **Appendix** **Draft Performance Measures**

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.

	<u>2002</u>	<u>2003</u>	<u>2004 Est.</u>	<u>2005 Est.</u>
<u>Taxes</u>				
• 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.)				
<u>Development Activity</u>				
• Annual dollar value of Commercial permits issued	Not Available	\$17,146,000	\$22,568,000	\$26,000,000
• Commercial AV as a % of total City AV	12.3%	12.93%	12.83%	13.0%
• Number of new commercial permits ✓				
• Total acreage under economic development ✓				
• Total square footage of new space ✓				
• Retail				
• Commercial office				
• Other				
<u>Businesses</u> ✓				
• Total number of businesses in the city				
• Number of net new businesses				
<u>Growth in activity by those businesses receiving small business program assistance:</u> ✓				
• 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.



## **Memorandum**

**DATE:** February 16, 2006  
**TO:** Mayor and City Council  
**FROM:** Tom Boydell, EDP Manager  
**RE:** 2006-2011 Economic Development Strategic Plan  
**CC:** Robert Olander, Interim City Manager

**Please see attached document. This is a red-lined version of the proposed Economic Development Strategic Plan for 2006-2011. The edits have been proposed by Council Member Maggie Fimia, and, in accordance with normal legislative procedure, it is being submitted to you as an additional attachment to the staff report.**

**Robert Olander, Don Sands (Chair of the Task Force) and I have all reviewed the edits. They appear to be consistent with the intentions of the Task Force. We have also now circulated this version for review by individual Task Force members.**

**The presentation on this topic to City Council is scheduled for March 6<sup>th</sup>.**



**~~For Submittal to City Council~~  
~~(Completed November 23, 2005)~~**

**Proposed Edits by Council Member Fimia  
February 13, 2006**

**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 ~~This vitality in large part is measured by expanding, 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.~~

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**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, ~~and great educational services.~~ 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

- Infrastructure and Transportation: 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.
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- Sense of Place: Creation and enhancement of place identity, including promotion of the City, ~~signage projects and policies, aesthetics, and City gateway projects.~~ signage projects and policies, aesthetics, community events, community gathering places, land-use and zoning policies.
- Education and Job Training: 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 and job training programs.
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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.

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Please note that this is a long-term, comprehensive strategy. The "7 Strategies" contain 31 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.
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- 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.

### 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, w~~Work with local organizations and institutions; to promote ideas and a cultural value of creative arts, music, entrepreneurship and invention as an important aspect of the Shoreline community.~~

A.) Build on and promote our diverse culture, heritage, creative arts and international exchange 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.

### **Major Project Priorities:**

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.

## **Appendix**

### **Draft Performance Measures**

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.

	<u>2002</u>	<u>2003</u>	<u>2004 Est.</u>	<u>2005 Est.</u>
<u>Taxes</u>				
• 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.)				
<u>Development Activity</u>				
• Annual dollar value of Commercial permits issued	Not Available	\$17,146,000	\$22,568,000	\$26,000,000
• Commercial AV as a % of total City AV	12.3%	12.93%	12.83%	13.0%
• Number of new commercial permits ✓				
• Total acreage under economic development ✓				
• Total square footage of new space ✓				
• Retail				
• Commercial office				
• Other				
<u>Businesses</u> ✓				
• Total number of businesses in the city				
• Number of net new businesses				
<u>Growth in activity by those businesses receiving small business program assistance:</u> ✓				
• 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.

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**CITY COUNCIL AGENDA ITEM**  
CITY OF SHORELINE, WASHINGTON

<b>AGENDA TITLE:</b>	Ordinance No. 413 amending Title 6 of the Shoreline Municipal Code to provide for a leash law and offenses relating to sanitation
<b>DEPARTMENT:</b>	City Attorney's Office; City Manager's Office
<b>PRESENTED BY:</b>	Ian R. Sievers, City Attorney Bernard Seeger, Management Analyst

**PROBLEM/ISSUE STATEMENT:**

Upon incorporation, the City adopted King County's ("KC") Animal Code as the City's Animal Code. The KC Animal Code has a few gaps which this ordinance corrects. First, the KC Animal Code identifies certain zoning districts and specific communities in unincorporated areas of King County as dog control zones, where dogs must be on leash. Shoreline is not covered as a dog control zone under the Animal Code. Thus, no leash law is in effect in Shoreline, outside of parks. Second, the KCC has no provision relating to sanitation (i.e., "pooper scooper" law).

**ANALYSIS:**

1. Leash Law

Chapter 11.08 (*Leash Law*) of the King County Code is adopted by the City of Shoreline by reference in Title 6 SMC. Chapter 11.08 KCC prohibits dogs from being 'at large' (defined as being off the premises of the owner and not under the control of the owner) in specified dog control zones. The KCC specifies certain King County zoning districts and specific communities in unincorporated areas of King County as dog control zones. The City of Shoreline is not included. Thus, Chapter 11.08 KCC, which prohibits dogs from being 'at large' does not apply to the City of Shoreline. Chapter 11.08 is rescinded and replaced by the City's own leash law in SMC 6.05.040.

Under proposed SMC 6.05.040, all animals must be on leash throughout the City, except in the following circumstances:

- 1) spayed/neutered cats;
- 2) police dogs being utilized by a police officer or officer representative in the performance of official duty;
- 3) on private property, with permission of the owner; and
- 4) in a City designated off leash area.



Since the proposed ordinance requires all animals be on leash (with some exceptions), a repetitive portion in SMC 20.40.240(C) requiring all unaltered animals be on leash is no longer necessary and is repealed.

## 2. Offense Relating to Sanitation

The KCC does not include offenses relating to sanitation (i.e., a “pooper scooper” law), which this ordinance also adopts. The new section makes it a Class 3 civil infraction for failing to pick up after an animal on public or private property or failing to have a plastic bag or other means of conveyance when the animal deposits on private or public property.

## 3. Penalty for violating leash law and “pooper scooper” law

Failure to follow the leash law and the “pooper scooper” law subjects the violator to a Class 3 civil infraction in the amount of \$50.00, plus statutory assessments. For a \$50.00 fine, the court adds two statutory assessments for the state’s public safety and education account in an amount of \$52.50, for a total penalty of \$102.50. (The first public safety and education assessment is 70% of the fine, and the second assessment is 50% of the first assessment. Thus, for a \$50.00 fine, the first assessment is \$35.00, and the second assessment is \$17.50.) The court has the discretion to lower or completely waive the \$50.00 penalty, which would also lessen the statutory assessments.

## 4. Repeal of SMC 6.05.030

SMC 6.05.030 adopts all laws, rules, and regulations referenced in the KC Animal Code. This ordinance repeals SMC 6.05.030 as a repetitive section. First, SMC 6.05.020 adopts all implementing rules. Second, the KC Animal Code sections adopted by the City in SMC 6.05.010 would also adopt the referenced KC code sections.

## **FINANCIAL IMPACT**

### Revenue from infraction

The City does not receive any of the revenue from the statutory assessments; the statutory assessments revenue is remitted to the state treasurer. The City does receive 68% of the infraction fine, with the remaining 32% remitted to the state treasurer for deposit in the public safety and education account. Here, assuming the court assesses the full \$50.00 infraction fine, the state treasurer would receive \$68.50 and the City would receive \$34.00.

### Cost of enforcement

King County Animal Control has indicated that enforcement of the leash law and the “pooper scooper” ordinance will not result in an increase in rates.

### **RECOMMENDATION**

Staff recommends that Council review and discuss Ordinance No. 413 and provide direction to staff for any changes. We will then schedule the ordinance for adoption at the next available regular meeting.

Approved By:        City Manager \_\_\_\_\_ City Attorney \_\_\_\_\_

### **ATTACHMENTS**

Attachment A:        Ordinance No. 413

Attachment B:        SMC 6.05.030, repealed by Ordinance No. 413.

## ORDINANCE NO. 413

### AN ORDINANCE OF THE CITY OF SHORELINE, WASHINGTON, AMENDING TITLE 6 OF THE SHORELINE MUNICIPAL CODE TO PROVIDE FOR A LEASH LAW AND OFFENSES RELATING TO SANITATION

WHEREAS, Title 6 of the Shoreline Municipal Code adopts by reference Title 11 of the King County Code as the City of Shoreline's Animal Code;

WHEREAS, King County Code 11.08 does not specify the City of Shoreline as a dog control zone where leashes are required;

WHEREAS, the Shoreline City Council amends Title 6 to require animals be on leash throughout the City of Shoreline;

WHEREAS, the City of Shoreline's Animal Code does not provide for offenses relating to sanitation;

WHEREAS, the Shoreline City Council amends Title 6 to add offenses relating to sanitation;

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

**Section 1. New section.** A new Shoreline Municipal Code section 6.05.040 is adopted to read as follows:

#### **6.05.040 Leash law**

- A. It shall be unlawful for any person to allow any animal under his or her ownership, custody, or control to enter public property or private property without the permission of the property owner if the animal is not on a leash, provided that this section shall not apply to spayed/neutered cats, police dogs while being used in the performance of any lawful duty and dogs within a city designated off leash area. A leash is defined as any rope, cord, or chain not more than fifteen feet in length by which an animal is physically controlled by the person accompanying it.
- B. A violation of this section shall be a Class 3 civil infraction under RCW 7.80.120 with a maximum monetary penalty and default amount of \$50.00, not including all statutory assessments.

**Section 2. New section.** A new Shoreline Municipal Code section 6.05.050 is adopted to read as follows:

#### **6.05.050 Offenses relating to sanitation**

A. It shall be unlawful to:

1. Fail to remove fecal waste deposited by an animal on public property or private property of another without the permission of the property owner before leaving the immediate area where the fecal waste was deposited.
2. Fail to have in his/her possession means of conveyance such as a plastic bag to remove his/her animal's fecal matter deposited on public property, public easement or private property.

B. A violation of this section shall be a Class 3 civil infraction under RCW 7.80.120 with a maximum monetary penalty and default amount of \$50.00, not including all statutory assessments.

**Section 3. Amendment.** Shoreline Municipal Code Section 6.05.010 is hereby amended to read as follows:

#### **6.05.010 Authority to adopt.**

Pursuant to RCW 35A.13.180 and 35.12.140, the city adopts by reference Chapters 11.04, Animal control regulations; ~~11.08, Dog leash law;~~ 11.12, Rabies control; 11.20, Disposition of fowl and rabbits; 11.24, Stock restricted area; 11.28, Exotic animals; and 11.32, Guard dogs, of the King County Code (Exhibit A, attached to the ordinance codified in this chapter), as presently constituted or hereinafter amended, as the animal control code. Exhibit A is hereby incorporated by reference as if fully set forth herein.

**Section 4. Repeal.** Section 6.05.030 is hereby repealed.

**Section 5. Amendment.** SMC 20.40.240(C) is hereby amended as follows:

Other small animals, including adult cats and dogs, shall be limited to three per household on lots of less than 20,000 square-feet, five per household on lots of 20,000 to 35,000 square feet, with an additional two per acre of site area over 35,000 square feet up to a maximum of 20, unless more are allowed as an accessory use pursuant to subsection (F) of this section; ~~provided, that all unaltered animals kept outdoors must be kept on a leash or in a confined area, except as authorized for a kennel or cattery.~~

**Section 6. Effective date.** A summary of this ordinance consisting of its title shall be published in the official newspaper of the City and the ordinance shall take effect and be in full force five (5) days after the publication date.

Approved by the City Council this 6<sup>th</sup> day of March, 2006.

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Robert L. Ransom, Mayor

**ATTEST:**

**APPROVED AS TO FORM:**

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Scott Passey, CMC  
City Clerk

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Ian Sievers  
City Attorney

Date of Publication: March 9, 2006  
Effective Date: March 14, 2006

**6.05.030 Adoption of certain other laws.**

To the extent that any provision of the King County Code, or any other law, rule or regulation referenced in the animal control code is necessary or convenient to establish the validity, enforceability or interpretation of the animal control code, then such provision of the King County Code, or other law, rule or regulation, is hereby adopted by reference.