

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE: Motion to adopt the Economic Development Staffing and Strategic Plan and Ordinance No. 364 establishing an Economic Development Program Manager position
DEPARTMENT: City Manager's Office
PRESENTED BY: Steve Burkett, City Manager

PROBLEM/ISSUE STATEMENT:

On October 18, 2004 the City Council considered but did not conclude discussion on this item. There was agreement to modify the proposed strategies as follows:

- S1) Continue pursuing growth in retail sales and office development to ensure financial stability and economic vitality.
- S2) Continue leveraging the City's capital improvement investments in targeted areas to support and encourage private reinvestment in commercial areas.
- S3) Continue improving the permit process to be predictable and timely. Streamline approval processes in targeted areas for commercial, retail and mixed use development.
- S4) Initiate an active campaign to define and improve the public perception of Shoreline.
- S5) 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.
- S6) Implement a low cost business registration system for tracking businesses and jobs in the City.
- S7) Continue development incentives such as fee waivers, designated Planned Action area, business relocation strategies, parcel assembly, grant and low interest loan funding.
- S8) Work with existing and new businesses to help facilitate private efforts to install banners, flowerpots and other programs to decorate the City throughout the year, but especially during holiday and community event celebrations.
- S9) Work with innovative commercial developers and brokers in identifying areas in different segments of the City in which new development might best occur.
- S10) Proactively collaborate with private organizations that are working to bring new companies and institutions to Shoreline.

As the October 18 discussion concluded, Council was debating whether or not to add a strategy which would establish a standing advisory committee. There appeared to be three members supporting such a committee with a fourth member supporting dependent upon the proposed committee charter and duties. A quick search with the Municipal Research and Services Center found four cities in Washington with standing Economic Development Advisory Committees (there may be more, but these were the only ones listed by MRSC). Copies of the ordinances from Burien, Tukwila, Edgewood and Richland are attached. Duties assigned to these committees typically are to develop and recommend strategies, identify city support to implement the strategies, research and report, coordinate with Seattle/King County Economic Development Council and local Chambers of Commerce, etc.

RECOMMENDATION

It is recommended that the City Council finalize adoption of the strategies and authorize the reclassification of the Economic Development Program Manager through adoption of Ordinance No. 364.

Staff does not recommend establishment of a standing advisory committee since most of the duties typically specified would be more directly accomplished by the Economic Development Program Manager, who will coordinate and consult with the Chamber, Forward Shoreline, the EDC and other key stakeholders. However, if the majority of the City Council desires to establish such a committee you may wish to consider adding the following strategy:

S11) Consider establishing a standing economic development advisory committee.

Adoption of this wording would authorize and direct staff to develop a draft charter to bring back to Council for review. This would permit further refinement of the duties for such a committee, but allow Council to proceed with adoption of the strategies on October 25 and to authorize the expeditious hiring of the Program Manager. I respectfully recommend that Council proceed with finalizing these strategies since budget review and the Comprehensive Plan and Master Plans are scheduled to take most of the available meeting time until the end of the year.

Approved By:

City Manager  City Attorney 

Tukwila

**Title 1
GENERAL PROVISIONS**

**Chapter 1.01
CODE ADOPTION**

Chapters:

- 1.01 Code Adoption
- 1.04 City Seal
- 1.08 General Penalty
- 1.12 Initiative and Referendum

Sections:

- 1.01.010 Adoption of the "Tukwila Municipal Code"
- 1.01.020 Title - Citation - Reference
- 1.01.030 Reference applies to amendments
- 1.01.040 Codification authority
- 1.01.050 Definitions
- 1.01.060 Grammatical interpretation
- 1.01.070 Construction
- 1.01.080 Title, chapter and section headings
- 1.01.090 Reference to specific ordinances
- 1.01.100 Effect of code on past actions and obligations
- 1.01.110 Repeal shall not revive any ordinances
- 1.01.120 Repeal
- 1.01.130 Exclusions
- 1.01.140 Prohibited acts include causing, permitting, etc.
- 1.01.150 Effective date
- 1.01.160 Constitutionality

1.01.010 Adoption of the "Tukwila Municipal Code"

As authorized by RCW 35.21.500 through 35.21.570, there is adopted the "Tukwila Municipal Code" as compiled, edited and published by Book Publishing Company, Seattle, Washington.

(Ord. 618 §1, 1970)

1.01.020 Title - Citation - Reference

This code shall be known as the "Tukwila Municipal Code", and it is sufficient to refer to said code as the "Tukwila Municipal Code" in any prosecution for the violation of any provision thereof or in any proceeding at law or equity. It is also sufficient to designate any ordinance adding to, amending, correcting or repealing all or any part or portion thereof as an addition to, amendment to, correction or repeal of the "Tukwila Municipal Code." Further, reference may be had to the titles, chapters, sections and subsections of the "Tukwila Municipal Code", and such reference shall apply to that numbered title, chapter, section or subsection as it appears in this code.

(Ord. 618 §2, 1970)

1.01.030 Reference applies to amendments

Whenever a reference is made to this code as the "Tukwila Municipal Code" or to any portion thereof, or to any ordinance of the City, the reference shall apply to all amendments, corrections and additions heretofore, now, or hereafter made.

(Ord. 618 §3, 1970)

Chapter 2.35
ECONOMIC DEVELOPMENT
ADVISORY BOARD

Sections:

- 2.35.010 Board Established
- 2.35.020 Composition Of Board
- 2.35.030 Terms Of Service
- 2.35.040 Purpose
- 2.35.050 Meetings
- 2.35.060 Organization
- 2.35.070 Minutes

2.35.010 Board Established

The Economic Development Advisory Board of the City of Tukwila is hereby established.

(Ord. 1690 §1, 1994)

2.35.020 Composition of Board

The Mayor shall appoint and the Council shall confirm 13 Board members who shall be representative of the industrial, business and residential composition of the City. In addition, the Council shall appoint two members from its membership to serve an annual term on the Board. Incumbent Council representatives may be reappointed at the discretion of the City Council.

(Ord. 1690 §2, 1994)

2.35.030 Terms of Service

Board members other than Council representatives shall each serve for a term of two years and be eligible for reappointment thereafter; except that eight of the initial members shall serve terms of one year and be eligible for reappointment thereafter, to regular two-year terms.

(Ord. 1690 §3, 1994)

2.35.040 Purpose

The task of the Board shall be to provide advice and information to the Mayor, City Council and City staff to assist in the making of recommendations for plans, programs and economic development projects consistent with economic and community goals. In addition, the Board shall coordinate its efforts with those of the Seattle/King County Economic Development Commission and other regional business and economic development-oriented bodies.

(Ord. 1690 §4, 1994)

2.35.050 Meetings

The Board's meetings shall be open and allow for public comment. The Board will decide on its operating rules of procedure.

(Ord. 1690 §5, 1994)

2.35.060 Filling of Vacancies

If the Board loses members during their term of appointment, the Mayor shall appoint, and the Council shall confirm, similar representative replacements.

(Ord. 1690 §6, 1994)

2.35.070 Staff Support and Funding

To assist the Board in its work, appropriate staff shall be available to the Board, whose responsibilities on behalf of the Board shall include:

1. Provide staff assistance to the Board, including research and analysis of information and issues, preparation of agendas, arranging for meetings, completion of minutes; and

2. Provide liaison to other local and regional entities concerned with economic development.

In addition, the City shall provide limited staff assistance and initial financing not to exceed \$15,000 for consultants for research and analysis. Provisions for additional funding shall require the review and approval of the City Council.

(Ord. 1690 §7, 1994)

ORDINANCE NO. 97-0077
(As amended by 99-0139 & 00-0157)

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF EDGEWOOD,
WASHINGTON, AMENDING 97-0077 WHICH CREATED THE ECONOMIC
DEVELOPMENT COMMISSION.**

WHEREAS, the City of Edgewood incorporated on February 28, 1996; and

WHEREAS, the primary reason for the incorporation was community self determination and the local control of decision making; and

WHEREAS, on February 22, 1996, the City adopted Ordinance 96-0027, adopting by reference the North Hill community Plan as the interim comprehensive plan for the City of Edgewood; and

WHEREAS, on February 13, 1997, the City adopted Ordinance 97-0070, amending Ordinance 96-0025 adopting the interim zoning code, table of permitted uses and zoning map for the City of Edgewood; and

WHEREAS, the City adopted Ordinance 97-0077 which created an Economic Development Commission; and

WHEREAS, the City is currently in the process of preparing a comprehensive plan in compliance with the requirements of the Growth Management Act; and

WHEREAS, the City of Edgewood wishes to encourage citizen input into the planning process by establishing an Economic Development Commission which can advise the City Council on matters pertaining to the preparation of the comprehensive plan;

**NOW AND THEREFORE, THE CITY COUNCIL OF THE CITY OF
EDGEWOOD, WASHINGTON, DOES ORDAIN AS FOLLOWS:**

Section 1. Economic Development Commission Created.

- 1.01 The Economic Development Commission was created consisting of seven members appointed by a majority vote of the City Council.
- 1.02 The Economic Development Commission shall serve the City Council as an advisory body charged with the duty of researching economic development alternatives for the City of Edgewood during the development of the comprehensive plan.

Section 2. Economic Development Commission Membership.

- 2.01 Economic Development Commission members shall serve without compensation.

- 2.02 The term of office of the seven commissioners shall be four years or until completion of the comprehensive plan, whichever is shorter.
- 2.03 A commissioner shall attend no less than eighty percent of regular meetings during any twelve month period for which there is no pre-arranged absence approved by the chair. Failure to meet these attendance requirements shall be grounds for removal by the City Council.
- 2.04 In selecting the Economic Development Commission, the City Council shall seek to insure representation includes members with an understanding of business operation, economic development, community involvement, local government operations, and knowledge of the specific concerns of Edgewood residents. Furthermore, the Council shall seek a diverse membership that includes residents from throughout the City, owners or operators of Edgewood businesses, and citizens with a record of community involvement. Each member of the commission must be a City resident.
- 2.05 The initial Economic Development Commission was selected by the City Council, as a Committee of the Whole, in accordance with the following procedures:
- A) The City Council established and approved Economic Development Commission job description.
 - B) The City Council established an application packet including appropriate disclosure of interest forms.
 - C) A citywide recruitment process was initiated seeking applicants.
 - D) The City Council, as a Committee of the Whole, reviewed applications and selected candidates to interview.
 - E) The City Council prepared interview questions and finalized interview panel and format.
 - F) The City Council interviewed candidates.
 - G) The City Council selected and appointed candidates. Each City Councilmember cast a ballot with a list of their seven preferred members. The Council used this list as a guide during the appointment process.
- 2.06 Future Commission members shall be selected in accordance with Section 20 of the Council Rules of Procedures.
- 2.07 Any commissioner may be removed by a majority vote of the Council. The decision of the City Council regarding membership shall be final and there shall be no appeal therefrom.
- 2.08 The City Council shall fill vacancies in the same manner as appointments, with the commissioner filling the vacancy serving the remainder of the term of the commissioner whose vacancy they fill.
- 2.09 No member of the Economic Development Commission shall participate in the development of any recommendations that could create an actual or apparent conflict of interest. Members of the Economic Development Commission shall fully comply with RCW 42.23, codes of Ethics for Municipal Officers, RCW 42.36, Appearance of Fairness, and such other rules and regulations as may be adopted from time to time by

the City Council regulating the conduct of any person holding appointive office within the City.

Section 3. Duties.

- 3.01 The Economic Development Commission shall serve the Council as an advisory body researching opportunities for economic development over the next twenty years.
- 3.02 Duties of the Economic Development Commission shall include:
- A) Researching and reporting on successful economic development initiatives used by other local governments facing the same challenges as Edgewood over the next twenty years.
 - B) Identifying specific types of economic development strategies that may be appropriate for Edgewood's future and evaluating these strategies on the basis of impacts on City revenues such as tax base development; impacts on City expenses such as the potential cost of delivering needed services and addressing secondary impacts; practicality; environmental impacts, aesthetic impacts, and appropriateness, given Edgewood's character.
 - C) Identifying ways the city could support these strategies in the comprehensive plan and through other policies.
 - D) The Economic Development Commission shall include in its research a focus on the feasibility of the following: agricultural activities, such as farms, stables and nurseries; technology-based industries, such as computer programming, and professional campus developments and home-based businesses.

Section 4. Organization.

- 4.01 The City Council shall select the chair and vice chair and shall create and fill other such offices as it may determine it requires. The commission shall hold at least one regular meeting in each month and the chair or alternate shall deliver a status report to the City Council at least once each month.
- 4.02 The commission shall adopt such rules and regulations as are necessary for the conduct of its business, including rules of procedure.
- 4.03 A majority of the voting Economic Development Commission members shall conduct meetings in accordance with the Open Public Meetings Act and shall keep a written record of its meetings, resolutions, transactions, findings and determinations.

Section 5. Severability. Should any section, paragraph, sentence, clause or phrase of this ordinance, or its application to any person or circumstance, be declared unconstitutional or otherwise invalid for any reason, or should any portion of this ordinance be preempted by state or federal law or regulation, such decision or preemption shall not affect the validity of the remaining portions of this ordinance or its application to other persons or circumstance.

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

RICHLAND MUNICIPAL CODE
Economic Development Committee - Chapter 2.14
Revised 5/6/03

Sections:

- 2.14.010 Purpose.**
- 2.14.020 Economic Development Committee Created.**
- 2.14.030 Removal-Vacancies.**
- 2.14.040 Meetings, Officers, Records and Quorum.**
- 2.14.050 Functions and Duties.**
- 2.14.060 Expenditures and Budget.**
- 2.14.070 Staff Assistance.**

2.14.010 Purpose.

The purpose and intent of this chapter is to make available to the city council and staff additional expertise relative to the monitoring, assessing and strengthening of existing economic development strategies and to develop new strategies of economic development for the city by establishing an economic development committee consisting of representatives from various professional disciplines. The economic development committee herein created shall not supplant administrative input to the city council by staff, but shall complement staff input through the utilization and application of the special expertise possessed by its members. (Ord. 23-83: Ord. 40-98).

2.14.020 Economic Development Committee Created.

There is hereby created within the City of Richland an Economic Development Committee composed of seven (7) members appointed by the city council. Members will serve staggered three (3)-year terms. The three (3) at-large members shall have initial staggered terms of three (3), two (2) and one (1) years respectively. The retail and hospitality member shall serve an initial two (2)-year term, the manufacturing and industry member shall serve an initial one (1)-year term, the professional services member shall serve an initial two (2)-year term and the Hanford-related industry and research institutions member shall serve an initial three (3)-year term. Thereafter, members shall be appointed for a term of three (3) years.

The members of the committee shall be selected without regard to political affiliation and shall serve without compensation. Four (4) members shall be involved in retail and hospitality, manufacturing and industry, professional services and Hanford-related industry and research institutions. In making appointments to the committee, the city council shall strive to appoint individuals with multiple skills and with experience and expertise from various disciplines and backgrounds. Selection of members shall follow established procedures as set forth in Richland Municipal Code, 2.04.120. (Ord. 23-83: Ord. 7-87: Ord. 35-90: Ord. 40-91: Ord. 29-97: Ord. 40-98).

2.14.030 Removal-Vacancies.

The committee may, by majority vote, recommend to the city council removal of an appointed member upon such grounds as may be deemed appropriate. The city council, by majority vote, may remove any appointed member of the committee and declare the position vacant. Vacancies occurring otherwise than by expiration of term shall be filled for any unexpired term in the manner used for regular appointments. Workshops shall be excluded from the definition of meetings for the purposes of this section. (Ord. 23-83: Ord. 40-91: Ord. 29-97: Ord. 40-98: Ord. 14-03).

2.14.040 Meetings, Officers, Records and Quorum.

The committee shall elect its own chairperson and vice-chairperson and create and fill such other offices as it may determine it requires. The committee shall hold regular meetings no less than every second month with the first annual meeting to be held in February of each calendar year. It shall adopt rules for transaction of business and shall keep a record of its meetings, resolutions, transactions, findings and determinations, which record shall be open to public inspection.

Any four (4) members of the committee shall constitute a quorum for the transaction of business. An agenda shall be prepared and distributed prior to each meeting which sets forth specified time periods during which individual items of committee business shall be discussed. These time periods may be extended, but only by a vote of a majority of committee members present. At the initial meeting of the committee, a skeleton agenda with time lines shall be prepared. (Ord. 23-83: Ord. 7-87: Ord. 35-90: Ord. 29-97: Ord. 40-98).

2.14.050 Functions and Duties.

The economic development committee shall perform the following functions:

- A. Formulate economic development goals for the city in a structured framework providing both time and measurement criteria.
- B. Assess existing economic development policies for the purpose of recommending such modifications as may be appropriate to achieve the economic goals approved by the city council.
- C. Formulate new economic development strategies and policies for the purpose of assuring achievement of the economic development goals approved by the city council.

In addition to the broad major functions outlined above, the economic development committee shall, consistent with established city council policy:

- A. Prepare and submit recommendations to staff and council on a broad range of matters generally related to economic development.
- B. Provide direction to staff and assist in formulating, refining and developing economic development strategies, plans and policies.
- C. Develop plans and programs for the purpose of retaining and enhancing the existing commercial and industrial base of the city.
- D. Develop plans and programs to promote creative incentives including funding mechanisms, to attract, and retain, commercial and industrial development.
- E. Develop strategies and programs to strengthen the concept of the public/private development partnership.
- F. Review and advise the city council on the relative merits of individual economic development proposals.
- G. Convene, when necessary, to greet potential commercial and industrial residents and serve as a central body for the dissemination of economic development information relating to availability of land, financial tools and resources and other factors relating to successful commercial and economic development.
- H. Provide guidance and recommendations relative to the appropriate timing, organization and formation of a public corporation for the purpose of issuing industrial revenue bonds.
- I. Appoint a liaison to the Richland Chamber of Commerce.
- J. Perform such other duties and provide such additional information, assistance and advice to the city council as the city council may request or direct. (Ord. 23-83: Ord. 29-97: Ord. 40-98: Ord. 14-03).

2.14.060 Expenditures-Budget.

The expenditures of the committee, exclusive of donations, shall be limited to appropriations. All services requiring appropriations shall be submitted through the budget of the city community development department. Provided, however, that the services of outside consultants may be obtained for a temporary period of time when specifically authorized by the city council. (Ord. 23-83: Ord. 40-98).

2.14.070 Staff Assistance.

The staff of the various departments within the city, as assigned by the city manager, shall provide staff assistance and shall also serve to facilitate communications by the economic development committee to the city council. (Ord. 23-83 1.01: Ord. 40-98).

RICHLAND MUNICIPAL CODE
Boards Commissions and Committees – Chapter 2.04.110
Revised 5/6/03

2.04.110 Boards, Commissions and Committees.

There shall be the following boards, commissions and committees: planning commission, personnel committee, library board, firemen's pension board, board of trustees of the relief and pension fund of the police department, board of adjustment and such other boards, commissions and committees as have been or are hereafter established by ordinance or by general laws. Each board, commission or committee shall be so organized and shall have such powers as are conferred and such duties as are required by general laws, the Charter and ordinances. Whenever possible, the administrative officer of the department or offices most closely connected with the activity of a board, commission or committee shall serve as secretary of that board, commission or committee.

- A. **Applicability.** The following subsections B-F under this Section 2.04.110 shall apply to the following Committees and Commissions unless otherwise noted: Utility Advisory Committee, the Economic Development Committee, the Planning Commission, the Parks and Recreation Commission, the Board of Adjustment and the Housing and Community Development Advisory Committee.
- B. **Representatives.** The role of representatives from one Commission or Committee to another shall be to act as a voting member of the Commission or Committee to which they are appointed, with full membership rights. Representatives nominated for appointment by a Board, Commission or Committee shall be confirmed by the City Council.
 - 1. **Representatives to the Planning Commission:** One member of the Board of Adjustment, until expiration of term of the current representative; one member of the Housing and Community Development Advisory Committee and one member of the Parks and Recreation Commission. The minimum term for these appointments is two years.
 - 2. **Representative to the Housing and Community Development Advisory Committee:** One member of the Economic Development Committee, until the expiration of term of the current representative.
 - 3. **Representative to the Utility Advisory Committee:** One member of the Economic Development Committee, until the expiration of the term of the current representative.
- C. **Liaisons.** Commissions and Committees may appoint non-voting liaisons to other Commissions and Committees. Liaisons shall not be members of the Commission or Committee to which they are appointed and shall fulfill the role of facilitation and transfer of information between the respective Committee and Commission.
- D. **Membership Limitations.** A Commission or Committee member is limited to membership on two Commissions or Committee, including Ad Hoc or temporary committees in existence for a period exceeding six months.
- E. **Term Limits.** All Commission or Committee members including Personnel Committee, Lodging Tax Advisory Committee and Americans with Disabilities Act Review Committee shall serve no more than twelve years on the same Commission or Committee and shall be residents of the City, except for youth members of the Parks and Recreation Commission, who shall be residents of the Richland School District.
- F. **Removal.** A Commission or Committee member shall be removed upon unexcused absences from three consecutive regular meetings or four meetings within a twelve-month period. The Commission or Committee may grant excused absences at the discretion of that Commission or Committee. (Ord. 125: Ord. 40-98: Ord. 7-00: Ord. 14-03).

Burien

2.50.010

Chapter 2.50

**BUSINESS AND ECONOMIC
DEVELOPMENT PARTNERSHIP**

Sections:

- 2.50.010 Created.
- 2.50.020 Membership.
- 2.50.030 Meetings.
- 2.50.040 Duties and responsibilities.

2.50.010 Created.

There is hereby created a citizen board, to be called the Burien business and economic development partnership, consisting of 14 appointed members, and one nonvoting ex officio member who shall be the city manager, to provide advice to the city council on Burien's economic development through review of, and recommendations for improvement to, economic development components of the city's comprehensive plan, and to make recommendations to the city council on other economic development programs and priorities. [Ord. 258 § 1, 1999; Ord. 114 § 1, 1995]

2.50.020 Membership.

(1) Number, Terms and Qualifications of Members. The partnership shall consist of 14 appointed members and one nonvoting ex officio member. Appointed members shall serve four-year terms running from April 1st through March 31st, or until a member's successor is duly appointed and confirmed. The appointments shall be staggered with every odd-numbered year, half of the members due for re-appointment or replacement.

The voting membership shall be selected with a goal of having predominantly business representation. To the extent available, representation should include applicants from the following areas serving Burien:

- (a) Business owners, managers and employees;
- (b) Commercial property owners;
- (c) Chambers of commerce and merchants' associations;
- (d) Burien city residents;
- (e) Employment and job training services;

- (f) Education;
- (g) Others with interest in Burien.

In addition, the city manager or the city manager's designee shall be a nonvoting ex officio member of the partnership.

(2) Appointment. Members of the partnership shall be appointed by the city council in a manner consistent with the council's appointment procedures. Members shall be selected without respect to political affiliation and shall serve without compensation.

(3) Removal. Members may be removed by a majority vote of the entire city council. The decision of the city council shall be final and there shall be no appeal therefrom.

(4) Vacancies. Vacancies occurring other than through the expiration of the term shall be filled for the unexpired term in the same manner as for appointments as provided in this chapter. [Ord. 258 § 2, 1999; Ord. 114 § 2, 1995]

2.50.030 Meetings.

(1) The partnership shall hold such regular and special meetings as may be necessary to complete its responsibilities. The partnership shall elect from among its members a chair who shall preside at all meetings and a vice chair who shall preside in the absence of the chair. A majority of the partnership members shall constitute a quorum for the transaction of business and a majority vote of those present shall be necessary to carry any motion.

(2) The partnership shall adopt bylaws and such rules and regulations as are necessary for the conduct of its business, subject to approval by the city council. [Ord. 258 § 3, 1999; Ord. 114 § 3, 1995]

2.50.040 Duties and responsibilities.

The partnership shall be an advisory body to the city council responsible for providing advice on Burien's economic growth and development. Duties of the partnership shall include:

- (1) Make recommendations annually for changes to the Burien comprehensive plan that promote and enhance economic development;
- (2) Make recommendations on economic development programs and priorities;

(3) Provide periodic reports to the city council; submit an annual work program to the city council for approval; provide a year-end annual report of the progress made in implementing the work program and on the status of economic development planning in the city; and

(4) Such other duties as assigned by the city council. [Ord. 258 § 4, 1999; Ord. 114 § 4, 1995]

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE: Economic Development Staffing and Strategic Plan
DEPARTMENT: City Manager's Office
PRESENTED BY: Steve Burkett, City Manager

PROBLEM/ISSUE STATEMENT:

Economic development has been a top priority for the City Council since the Economic Development Program was adopted in October 2001. Concurrent with the vacancy in the Economic Development Program Coordinator position, the City Council held workshops on July 6, September 7, October 4 and October 18, 2004 to consider revisions and updates to the City's Economic Development Strategic Plan (see attachment 1). This memorandum is written to recommend adoption of the revised plans as developed in those workshops.

ALTERNATIVES ANALYZED:

The City Council considered a variety of options and ideas from among its membership as well as written suggestions from staff, the Shoreline Chamber of Commerce and Forward Shoreline. At the September 7 workshop with City Council reviewed several options relating to the vacant Economic Development position (see attachment 2). At that same meeting you also reviewed the proposed revised classification and salary range for the Economic Development Program Manager (attachment 3). Finally, at the October 4 and October 18 workshops you considered proposed additions to the plan.

FINANCIAL IMPACT:

The program is currently staffed by one FTE with an annual budget of approximately \$153,000 in 2004. It is recommended that this level of funding be continued into 2005.

RECOMMENDATION

I recommend Council adopt Ordinance 364 (attachment 4) and the attached strategic plan for the City's Economic Development Program.

Approved By:

City Manager  City Attorney 

2004 City of Shoreline Economic Development Plan

Introduction

The economic vitality and financial stability of the City of Shoreline is critical to providing the financial resources necessary for quality municipal services and facilities. The stability and predictability of financial resources is crucial to providing certainty for essential public services such as police, roads, maintenance, parks, social services and infrastructure.

Goals

- Enhancing 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.

Desired Outcome

A growing diversified and balanced economic base that yields City resources sufficient to provide quality municipal services and facilities.

Strategies

- Continue pursuing growth in retail sales to ensure financial stability and economic vitality.
- Continue leveraging the City's capital improvement investments in targeted areas to support and encourage private reinvestment in commercial areas.
- Continue improving the permit process to be predictable and timely. Streamline approval processes in targeted areas for commercial, retail and mixed use development.
- Initiate an active campaign to define and improve the public perception of 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.
- Implement a low cost business registration system for tracking businesses and jobs in the City.
- Continue development incentives such as fee waivers, designated Planned Action areas, business relocation strategies, parcel assembly, grant and low-interest loan funding.

- Help facilitate private efforts to install banners, flowerpots and other programs to decorate the City throughout the year, but especially during holiday and community event celebrations.
- Work with innovative commercial developers and brokers in identifying areas in different segments of the City in which new development might best occur.
- Proactively collaborate with private and public organizations that are working to support the growth of current businesses and to bring new companies and institutions to Shoreline.

Key Performance Measures

	2002	2003	<i>Estimated</i> 2004	<i>Estimated</i> 2005
• Annual sales tax collections	\$5,095,811	\$5,467,148	\$5,500,000	\$5,500,000
• Sales taxes per capita	\$95.70	\$103.68	\$104.29	
• Annual dollar value of commercial permits issued	-----	\$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%

Council Meeting Date: September 7, 2004

Agenda Item: 6(b)

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE:	Economic Development Strategic Plan
DEPARTMENT:	City Manager's Office
PRESENTED BY:	Steve Burkett, City Manager

PROBLEM/ISSUE STATEMENT:

Economic development has been a top priority for the City Council since the Economic Development Program was adopted in October 2001. At the time of adoption, it was anticipated that the Program would be reviewed and updated every three to five years. Now that our Economic Development Coordinator position is vacant, it is also timely and appropriate to review our goals, strategies, and resource allocation. Council reviewed the goals, outcomes and strategies of the Plan on July 6, 2004. This memorandum is to present options and recommendations for updating and implementing the Economic Development Strategic Plan.

Goals

At the July 6 work session, Council agreed that the current goals of the Economic Development Strategic Plan are still appropriate. They are to:

- 1) enhance the existing business environment in Shoreline;
- 2) improve the aesthetics of commercial areas to encourage higher quality investments;
- 3) provide citizens greater choices to live, work, shop and play in Shoreline; and
- 4) foster a healthier economic base generating increased property value and additional sales revenues.

Desired Outcomes

At the July 6 meeting, Council also agreed the desired outcome of the City's economic development goals should be to stimulate new retail sales in the City's commercial areas. Retail sales are a more cost-effective revenue source for the City than just job creation and thriving, healthy commercial areas are more attractive to employers who seek the amenities, housing and services their employees need.

STRATEGIES AND ACCOMPLISHMENTS

The current Program has ten strategies for success. They are:

- 1) Analyze demographic and market data to determine City's competitive position in market area. **Complete**
- 2) Identify specific locations for redevelopment. **Complete**
- 3) Leverage the City's capital investments for better efficiencies and greater return on public/private investments. **Underway**
- 4) Coordinate CIP improvements with redevelopment. **Continuous and underway**
- 5) Improve the permit process to be more predictable and timely. **Continuous and underway**
- 6) Consider development incentives such as fee waivers, designated Planned Action areas, business relocation strategies etc. **Adopted Tax Exemption Program**
- 7) Address parking issues and calm the traffic. **Has become new Council Goal for safe and friendly streets**
- 8) Pursue other funding sources such as Block Grant funds, 108 Loan Program, and other grant opportunities. **Continuous**
- 9) Prepare and maintain a Community/Economic Development Business Plan with quarterly/annual reporting of activities, revenues and expenditures (could include CIP). **Has become quarterly report on Council Goals**
- 10) Pursue the installation of fiber optic cable and other high-technology infrastructure desired in office development in the Aurora Corridor and elsewhere in the City. **Complete**

As can be seen above, many of the Plan's ten strategies have been completed or are underway. As part of considering new strategies for this update, staff sought input from the Chamber Economic Development Subcommittee and from Forward Shoreline. Notes from those meetings were forwarded to Council in a memo dated July 1 and many of the ideas from these groups have been incorporated into the proposed strategies discussed below.

Proposed New Economic Development Strategies

- S1) Continue pursuing growth in retail sales to ensure financial stability and economic vitality.
- S2) Continue leveraging the City's capital improvement investments in targeted areas to support and encourage private reinvestment in commercial areas.
- S3) Continue improving the permit process to be predictable and timely. Streamline approval processes in targeted areas for commercial, retail and mixed use development.
- S4) Initiate an active campaign to define and improve the public perception of Shoreline.
- S5) 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.
- S6) Implement a low cost business registration system for tracking businesses and jobs in the City.
- S7) Continue development incentives such as fee waivers, designated Planned Action areas, business relocation strategies, parcel assembly, grant and low-interest loan funding.

- S8) Help facilitate private efforts to install banners, flowerpots and other programs to decorate the City throughout the year, but especially during holiday and community event celebrations.
- S9) Work with innovative commercial developers and brokers in identifying areas in different segments of the City in which new development might best occur.
- S10) Proactively collaborate with private organizations that are working to bring new companies and institutions to Shoreline.

CITY ROLE AND PARTNERSHIPS

There are many factors in economic growth that are not within the City's control but are influenced by market conditions and the private sector's response to those conditions. The City's role in economic growth is setting the stage for the private sector to risk its capital and invest in the community. This means delivering those services – safe and friendly streets, safe and attractive neighborhoods, adequate parks and open spaces, vital places to shop and gather - that make the City a positive place to live, work and play.

Outside partners are also very important in making Shoreline a great place. These partners include the School District, the Chamber, the Community College, community service and neighborhood organizations, Forward Shoreline, and junior taxing districts. They all play a part in creating and affecting the overall fabric of the community and its condition.

The City and each partner can play a different and complementary role in achieving economic development goals. The City's role is described above. Additional contributions might include the Chamber and North City Business Association concentrating on the needs and health of the local business community, the College assisting with employer recruitment, and Forward Shoreline assisting with public perception and development partnerships. Each partner has very important contributions to make and together can implement successful and cost-effective economic development results.

OPTIONS FOR IMPLEMENTATION

The following options were considered in reviewing how the City implements its economic development strategies. They are:

- a) Keep the Economic Development Coordinator position and responsibilities as shown in Attachment A;
- b) Use the funding from the Coordinator position to hire an additional Capital Projects Manager to manage commercial district CIP projects; (proposed by Councilmember Ransom)
- c) Disperse the various duties performed by the Economic Development Coordinator amongst existing staff such as the Deputy City Manager, Assistant City Manager, Neighborhoods Coordinator, or other as appropriate; or
- d) Hire by contract for specific economic development activities.

As described in the previous section, there are certain roles and strategies unique to City government that require City staff to execute, not just by contract. A large part of the existing economic development effort is internal advocacy for private sector business and property owners. This internal advocacy requires familiarity with City staff and processes in order to assist these private sector customers. Council has also given economic development a very high priority in the City and dispersing economic development tasks among existing staff or using economic development funds to hire a capital projects manager would not adequately meet our economic development needs.

The City has already hired an additional project manager for its Capital Improvement Program and economic development funds are not needed for this. And, while there is value in having staff with experience in real estate development on the capital project team, economic development and capital project management are two different disciplines. The City needs both.

Dispersing economic development tasks among existing staff would require the tasks and responsibilities currently assumed by staff to be discontinued or tasks added to existing workloads. The City's staff is small and at this time, there are no staff available to assume these additional tasks. Because of the City's small staff, contracting for some economic development services is appropriate and can be pursued. Examples of this are the City's contracts with Forward Shoreline and with the Seattle-King County Economic Development Council.

Finally, it is also important that the City continue to participate in organizations like the Chamber, the North City Business Association and Forward Shoreline. Taking these factors into account, it is recommended that the City continue to provide dedicated staff and resources in pursuing its economic goals.

FINANCIAL IMPACT

The Program is currently staffed by one FTE with an annual budget of approximately \$153,000 in 2004. It is recommended that this level of funding be continued into 2005.

RECOMMENDATION

- A) Staff is requesting Council concurrence in refilling the Economic Development Coordinator position, renaming it Economic Development Program Manager increasing the salary range 5% to range 59 of the exempt salary table as recommended by Human Resource Director Wright (see attachment A); and
- B) Updating the economic development strategic plan to include the new proposed strategies outlined above.

Approved By: City Manager _____ City Attorney _____

Attachment A: Economic Development Program Manager Job Description



Memorandum

DATE: August 26, 2004
TO: Steve Burkett, City Manager
FROM: Marci Wright, Human Resources Director
RE: Recommended Classification and Salary Revision

Human Resources has recently completed a proposed revision of the classification specification for the City's economic development position. After comparing anticipated duties for the position to the existing classification, we recommend strengthening the role and responsibilities as stated in the classification. In particular, we recommend a clearer statement of expectation of building effective working relationship with developers and potential new businesses and in resolving issues and complaints concerning economic development. We also recommend changing the job title from Economic Development Coordinator to Economic Development Program Manager.

We also conducted a salary survey of our comparable jurisdictions to gather information about the current market for economic development positions. We determined that our current salary (Range 57: \$64,180 to \$78,091) was lower than the salaries of our comparables (the median maximum salary: \$92,652). Considering that data in addition to internal salary comparisons, we recommend increasing the salary for this position to Range 59 (\$67,433 to \$82,028).

We have attached the proposed revision of the classification specification and the results of the salary survey for your reference.

CITY OF SHORELINE

ECONOMIC DEVELOPMENT PROGRAM MANAGER

Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are not intended to reflect all duties performed within the job.

DEFINITION

Plan, organize, develop and implement economic development activities for the City; coordinate with business and development interests; provide assistance in the implementation and promotion of program events; act as liaison with City departments and officials involved in departmental programs and projects; assist in representing the City on economic development boards and committees and on other issues as assigned.

SUPERVISION RECEIVED AND EXERCISED

Receives general supervision from the City Manager or designee.

ESSENTIAL AND MARGINAL FUNCTION STATEMENTS *Essential responsibilities and duties may include, but are not limited to, the following:*

Essential Functions:

1. Plan, organize, coordinate, direct and evaluate economic development activities within the City; coordinate and encourage the development of strategies that maintain and enhance the long-term financial health of the City.
2. Develop liaisons between the City and various economic development organizations and agencies; coordinate communication, projects and activities with various City departments and personnel, special interest groups and the general public; provide information and technical assistance to staff, citizens, community and neighborhood groups in the development of improvement programs and self-help projects.
3. Coordinate the implementation of programs as assigned; coordinate program activities; evaluate program progress and results; develop, prepare and coordinate special projects as assigned; manage procurement process and work of consultants hired to assist the City in economic development efforts.
4. Coordinate and facilitate public and private efforts to retain and expand existing businesses; entice and recruit development projects to the City; work with developers and potential new businesses to identify opportunities for new development and redevelopment; coordinate City resources in completing other joint projects with the Chamber of Commerce and other economic development associations.
5. Communicate with, respond to and resolve complaints, conflicts, concerns and questions from citizens, contractors, customers, developers, business owners and public and private agencies concerning City services, policies and procedures, activities and programs; exchange information to encourage cooperation and efficiency of the development process.
6. Provide technical expertise and respond to complex questions; resolve conflicts; act as facilitator between the development community and City staff; communicate with other City managers, department heads, City officials and others regarding policy issues and matters of mutual concern.
7. Research and compile information concerning program needs and resources; analyze and prioritize potential economic development projects/opportunities; provide financial impact analyses of potential projects and partnerships that involve or require City participation.
8. Develops, recommends and implements economic revitalization strategies for the City and neighborhood business districts.

9. Assist in the preparation of grant applications and plans; research availability of private and grant funding; prepare grant proposals, reports on grant activities, grant amendments and extensions; monitor grant performance and expenditure of funds.
10. Explore existing State and local laws to determine what development tools that currently exist that could help the City in its development efforts.
11. Prepare and present oral and visual reports to public and private committees, City Council, hearing bodies, community groups and other organizations to explain City policies and community impacts, to respond to questions and comments and to present technical information and policy options for consideration.
12. Assist with the media and preparation of news releases; coordinate department contacts as necessary; assist in developing strategies to promote Shoreline.
13. Develop and prepare program proposals, position papers; analyses; publications; visual aids; displays; newsletters; activity and progress reports.
14. Attend various meetings and conferences; prepare agendas, presentations and minutes of meetings as required.

Marginal Function Statement:

Perform related duties as assigned.

QUALIFICATIONS

Knowledge of:

Principles and practices of economic and community development program planning and implementation.
 Principles and practices of public relations and promotions.
 Program development and administration
 Community and economic development financing techniques, including grant proposals.
 Community relations and resources.
 International, national and local business practices.
 Statistics and information management tools.
 Oral and written communications skills.
 Interpersonal skills using tact, patience and courtesy.
 Technical aspects of field specialty
 Applicable laws, codes, regulations, policies and procedures affecting program area.
 Basic research methods.
 Correct English usage, grammar, spelling, punctuation and vocabulary.
 Modern office practices, procedures and equipment.

Ability to:

Learn municipal organization, practices and procedures.
 Represent the City in interaction with local and/or international business and civic groups.
 Assist in the development and implementation of an economic development strategy for the City.
 Develop, implement and coordinate program activities.
 Write program objectives, implementation procedures and evaluation formats.
 Prepare grant applications and establish new programs.
 Analyze situations and data accurately and adopt an effective course of action and recommendations.
 Plan and organize work.
 Meet schedules and timelines.
 Work independently with little direction.
 Communicate clearly and concisely, both orally and in writing.
 Read, interpret, apply and explain codes, rules, regulations, policies and procedures.
 Establish and maintain effective working relationships with those contacted in the course of work.
 Prepare publications, visual aids, displays and newsletters as required.
 Coordinate/collaborate with other City staff and departments.

Experience and Training Guidelines

Any combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Experience:

Four years of increasingly responsible experience in economic development, business, marketing, banking, finance or community and economic development, or other closely related field.

Training:

Equivalent to a bachelor's degree from an accredited college or university with major coursework in business administration, marketing, finance, commercial real estate, economic development, or closely related field.

WORKING CONDITIONS:

Environmental Conditions:

Work is performed in an office environment; however, travel and night meetings are required.

Physical Conditions:

Essential and marginal functions may require maintaining physical condition necessary for walking, standing or sitting for prolonged periods of time; extensive public speaking and interaction; extensive use of computer keyboard.

Note:

1. Any combination of education and experience may be substituted, so long as it provides the desired skills, knowledge and abilities to perform the essential functions of the job.
2. All requirements are subject to possible modification to reasonably accommodate individuals with disabilities. However, some requirements may exclude individuals who pose a direct threat or significant risk to the health and safety of themselves or other employees.
3. While requirements may be representative of minimum levels of knowledge, skills and abilities to perform this job successfully, the incumbent will possess the abilities or aptitudes to perform each duty proficiently.
4. This job description in no way implies that these are the only duties to be performed. Employees occupying the position will be required to follow any other job-related instructions and to perform any other job related duties requested by their supervisor.

I have read and understand this class description.

Signature

Date

AUGUST 2004 SALARY SURVEY

JOB TITLE: Economic Development Manager

JURISDICTION	JOB TITLE	SALARY RANGE	COMMENT
AUBURN	Economic Development Mngr	\$65,364 - \$77,628	Recently hired position
BELLEVUE	Economic Development Program Administrator	\$59,868 - \$82,596	In Planning Dept
EDMONDS	Director – Economic Development	\$91,445 - \$114,307	One person operation (not even clerical support)
EVERETT	Economic Devel Director	\$84,372 - \$109,896	Reports to Exec Director (who previously was Econ Dev Dir, and still does some of the tasks)
FEDERAL WAY	Deputy Director of Community Development Services/Economic Development	\$68,952 - \$81,372	Fed Way allows for lump sum paid annually once top step is reached to \$87,216 (pay for performance); position in Planning Dept
KENT	Project Manager/Economic Development	\$77,436 - \$94,248	
KIRKLAND	None	--	They use consultants (though none in last 2 yrs or so)
REDMOND	None	--	
RENTON	Economic Development Director	\$76,068 - \$92,652	Also have Econ Devel, Neigh & Strategic Planning Admin at \$99,780 - \$121,596
KING COUNTY	No info		

MEDIAN OF ALL COMPS (TOP): \$92,652

CURRENT SHORELINE RANGE (TOP): \$78,091

ORDINANCE NO. 364

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF SHORELINE, WASHINGTON, AMENDING ORDINANCE NO. 342, BY AMENDING THE 2004 EXEMPT SALARY TABLE TO ESTABLISH AN ECONOMIC DEVELOPMENT PROGRAM MANAGER POSITION AND ELIMINATE THE POSITION OF ECONOMIC DEVELOPMENT COORDINATOR.

WHEREAS, the 2004 Final Budget for the City of Shoreline was adopted by Ordinance No. 342, Section 1 (hereafter "2004 Budget"); and

WHEREAS, the Council has reviewed the City's Economic Development Program at workshops on July 5, September 7 and October 4, 2004; and

WHEREAS, the role and responsibilities of the employee dedicated to the Program should be revised as part of the City's overall strategy for achieving this Council Goal; and

WHEREAS, a salary range should be set which is commensurate with the new Economic Development Program Manager Position; and

WHEREAS, the new Economic Development Program Manager will continue to work directly under the City Manager and no amendments to this department's 2004 budget are needed; NOW, THEREFORE,

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

Section 1. Amendment to the 2004 Budget Summary. The City hereby amends Section 1 of Ordinance No. 342 by making the following revisions to the 2004 Exempt Salary Table, 2004 Adopted Budget, Appendix ("Table"):

- A. A new position designated 'Economic Development Program Manager' and defined by the classification specification attached hereto as Exhibit A is added to Range 59 of the Table.
- B. The position of Economic Development Coordinator is eliminated from the Table.

Section 2. 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 date of publication.

PASSED BY THE CITY COUNCIL ON NOVEMBER 1, 2004.

Ronald B. Hansen, Mayor

ATTEST:

APPROVED AS TO FORM:

Sharon Mattioli
City Clerk

Ian Sievers
City Attorney

Date of Publication: November 4, 2004
Effective Date: November 9, 2004

CITY OF SHORELINE

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Program development and administration

Community and economic development financing techniques, including grant proposals.

Community relations and resources.

International, national and local business practices.

Statistics and information management tools.

Oral and written communications skills.

Interpersonal skills using tact, patience and courtesy.

Technical aspects of field specialty

Applicable laws, codes, regulations, policies and procedures affecting program area.

Basic research methods.

Correct English usage, grammar, spelling, punctuation and vocabulary.

Modern office practices, procedures and equipment.

Ability to:

Learn municipal organization, practices and procedures.

Represent the City in interaction with local and/or international business and civic groups.

Assist in the development and implementation of an economic development strategy for the City.

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Plan and organize work.

Meet schedules and timelines.

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4. This job description in no way implies that these are the only duties to be performed. Employees occupying the position will be required to follow any other job-related instructions and to perform any other job related duties requested by their supervisor.

I have read and understand this class description.

Signature

Date