



Shoreline City Council Strategic Planning Workshop

[Webinar Link](#) Or Telephone (253) 215 8782

Webinar ID: 893 3193 9585; Passcode: 269648

Friday, March 5, 2021 | 1:00 to 5:00 pm

City Council and Leadership Team

Facilitator: Allegra Calder

Time	Agenda Item	Presenter
1:00	Welcome, Introduction and Purpose	Mayor
1:05	Review Agenda, Ground Rules and Warm Up	Allegra Calder/All
1:25	2020 Reflections and Accomplishments	John Norris/All
1:45	City Council Goals and Action Steps <ul style="list-style-type: none"> • 2020-2022 Goals Update • Proposed 2021-2023 Staff Recommended Council Goals and Action Steps • Additions/Subtractions/Modifications 	John Norris/ Debbie Tarry/ Pollie McCloskey
2:30	<i>Break</i>	
2:40	Tree Regulations Review and Discussion <ul style="list-style-type: none"> • Private property tree regulation review and ideas or opportunities to better meet the City’s tree canopy goals • Regulations for street trees in the right-of-way and ideas or opportunities to modify regulations, standards and/or operational practices to better manage and protect existing street trees 	Debbie Tarry/ Rachael Markle/ Randy Witt
3:40	<i>Break</i>	
3:50	Brainstorm Discussion Regarding Post-Pandemic Public Engagement and Government Service Provision <ul style="list-style-type: none"> • What will return to “normal” look like? • What should Council meetings or other public meetings look like? • Should any local government services change? 	Allegra Calder/All
4:50	Recap the Day	Allegra Calder/All
5:00	<i>Adjourn</i>	

Saturday, March 6, 2021 | 9:00 am to 12:00 pm

**City Council, City Manager, Assistant City Manager, Police Chief, CMO
Management Analyst**

Facilitator: Allegra Calder

Time	Agenda Item	Presenter
9:00	Welcome, Review Agenda and Warm Up	Mayor/Allegra
9:15	Police Services Discussion <ul style="list-style-type: none">• Review of police services in Shoreline• Possible exploration of alternative non-criminal police service delivery models and other opportunities for criminal justice reform	Debbie Tarry/ Chief Ledford/ Christina Arcidy
10:15	<i>Break</i>	
10:30	Council Policy Issues <ul style="list-style-type: none">• Shoreline Farmers Market Update• Phase 3 Early Rezone of the 185th Street Station Subarea<ul style="list-style-type: none">○ MUR Regulations and Planning Work Plan• Discussion of Program to Encourage Residential Conversion of Oil Heat and Policy to Prohibit the Use of Natural Gas in New Construction• Establishing a City Arts Commission• Considering Compensation for Resident Members of City Boards, Commissions and Advisory Committees• Adding Juneteenth (June 19th) as an Official City Holiday	Debbie Tarry/ John Norris
12:00	<i>Adjourn</i>	



2021 Council Workshop Agenda Items and Materials List

2020 REFLECTIONS AND ACCOMPLISHMENTS

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City of Shoreline 2020 Accomplishments

Goal 1: Strengthen Shoreline's economic climate and opportunities

- Issued 2,322 building and development permits, including 327 construction permits with roughly \$89.1 million in construction valuation.
- Generated approximately \$6.8 million in permit fee revenue.
- Conducted 4,719 inspections for building construction customers.
- Issued 529 ROW permits and finalized/completed 360 permits; completed 3,526 inspections for ROW permits and 927 civil plan reviews; issued 259 sewer permits and completed 180 final sewer inspections.
- Continued to successfully advocate for the State's vision of the future of underutilized portions of the Fircrest Campus to include development of a living-wage job center, as well as open space set aside for active recreational uses for the community.
- Worked with key stakeholders and received input from the public on the Housing Action Plan that will identify gaps in the City's housing stock, evaluate regulations and incentives to assist in filling those gaps, and prepare for the update of the Comprehensive Plan Housing Element.
- Stimulated the creation of 17 affordable housing units through Shoreline's Multifamily Property Tax Exemption program.
- Supported and permitted 8 film productions in Shoreline.
- Adopted ground floor commercial pilot program in North City and Ridgecrest.
- Completed the 185th Street Station Area Plan progress report. The report revealed growth is occurring at the predicted rates and identified future items to address to advance the Plan's vision.
- Updated the Townhouse design standards to streamline regulations and ensure this relatively new housing type in Shoreline is meeting community expectations.
- Worked with Shoreline Place tenants and property owners to develop an updated sign code for the site that will better support mixed-use redevelopment.
- Expanded building plan review service contracts to ensure responsive handling of expedited permit applications.
- Launched electronic plan review for development customers.

Goal 2: Continue the delivery of highly-valued public services through management of the City's infrastructure and stewardship of the natural environment

- Developed, with community and stakeholder input, the priority parks and park land acquisition bond measure package for the City Council's consideration.
- Began implementing actions to fulfill the Salmon Safe certification.
- Completed the 185th Multimodal Corridor Strategy providing a long-term strategy for investments on N/NE 185th St, 10th Ave NE, and N 180th St.

- Completed acquisition of three primary properties to add to the City's park system in the Westminster Triangle neighborhood, along the 185th Street corridor, and adjacent to Paramount Open Space.
- Issued Bond Anticipation Notes for Parks Property Acquisition and debt for sidewalk expansion.
- Achieved completion or substantial completion on the following capital projects: 15th Avenue NE Overlay; Westminster Way and N 155th Intersection Improvements; 200th Street Sidewalk Rehabilitation; the Cured-in-Place-Pipe (CIPP) Stormwater Pipe Repair; and the Pump Station 26 Replacement Project.
- Completed a citywide speed limit study.
- Completed contract repair of roadway guardrails in the City.
- Completed the first year of the in-house Grounds Maintenance Team providing service in the City's park system.
- Completed the North Maintenance Facility early work construction for the City's Grounds Maintenance Crew.
- Completed two rounds of street sweeping through all city residential areas.
- Completed and distributed to public the annual Surface Water Utility Report.
- Responded to two significant stormwater and flood response events.
- Completed the Climate Impacts and Resiliency Study.
- Sponsored a virtual community workshop series on environmental stewardship and steps to combat climate change and sponsored the Shoreline Climate Challenge.
- Provided over \$10,000 in funding for four Environmental Mini-Grants to provide remote lessons on ecosystems and climate change for ten 5th grade classes at two schools; print educational brochures for Climate Action Shoreline; remove invasive species with Diggin' Shoreline; and create a new environmental education mural at Paramount School Park.
- Added new pickleball court markings at Shoreline Park.
- Installed new play equipment and repaired and overlaid the parking lot asphalt at Sunset Park.
- Constructed 1.2 miles of ADA accessible park trails at Hamlin, Innis Arden and Twin Ponds Parks.
- Purchased major vehicles and equipment, including a Vactor Truck, Traffic Services PU, CCTV Inspection Van, and Slope Mower.
- Developed and adopted an Asset Management Policy.
- Developed and implemented condition rating for every park asset in the City's Asset Management System.
- Implemented renewal of the Memorial Bench program at Richmond Beach Saltwater Park.
- Restored 2.3 acres of riparian area in Ballinger Open Space as part of the Mountains to Sound Greenway Trust habitat restoration project.
- Planted 235 trees in the City, including street trees.
- Continued Partnership with Forterra on the Green Shoreline Partnership.
- Began implementation of the full assumption of the Ronald Wastewater District in partnership with the District Board of Commissioners following State Supreme Court ruling on the District's service territory.
- Completed the state and federally mandated update of the City's Floodplain Management Ordinance.
- Completed multiple sizeable grant application processes for the 145th and I-5 Interchange including a US DOT BUILD grant and a WSDOT Regional Mobility Grant.

- Secured a \$4.92M federal grant for the 145th and I-5 Interchange and a commitment from Sound Transit to fund up to \$10M of the 145th and I-5 Interchange Project.
- Continued to build on a multi-agency partnership with Sound Transit, WSDOT, Seattle and King County to coordinate on the delivery of the N 145th and I-5 Interchange Project In coordination with five other intersecting/overlapping capital improvement projects all to be constructed by 2024.
- Kicked off the update to the City's Transportation Master Plan.

Goal 3: Continue preparation for regional mass transit in Shoreline

- Executed a Partnering Agreement with Sound Transit for the SR 522/145th BRT Project.
- Continued to work with King County Metro Transit to update their Strategic Plan and Service Guidelines, as well as to implement their long-range transit plan (Metro Connects). This included advocating for additional transit service and capital improvements, as well advocating for the re-allocation of Metro service in Shoreline to reflect Sound Transit's Northlink Light Rail service coming on-line.
- Continued construction management, inspection, and ongoing permitting of the Sound Transit Lynnwood Link Extension (LLE) Project.
- Continued to collaborate with Sound Transit and the cities of Lake Forest Park, Kenmore, Bothell, and Woodway on major facility/design elements of the SR522/523 BRT project, including completing the 10% Design review of the SR 522/145th BRT Project.
- Selected the 148th Non-Motorized Bridge preferred alternative and phased approach to construction; secured funding for eastern section of the structure.
- Completed the second Light Rail Station Area Parking Study.
- Selected the interim route for the Swift Blue Line Extension to the Shoreline North/185th Street Light Rail Station.
- Secured \$4.92M in funding and a commitment of up to \$10M from Sound Transit for the 145th/SR 523 interchange project.

Goal 4: Expand the City's focus on equity and inclusion to enhance opportunities for community engagement

- Completed the fourth year of the CityWise Program.
- Continued to expand translation efforts through the City's Communications Program.
- Continued City's presence through Twitter, Facebook, and other social media efforts.
- Enhanced online engagement opportunities through online open houses for major transportation, capital projects, and planning projects.
- Completed Title VI Annual Report for WSDOT and received recognition of an outstanding report from this State agency.
- Added a translation language widget to all Capital Project webpages in support of the City's Diversity and Inclusion Vision and Guiding Principles goal.
- Provided funding and/or technical assistance to community-based organizations or resident groups to support diversity, equity, and/or inclusion efforts in Shoreline.
- Provided consultation and technical assistance to community organizations, as requested, to support community building efforts related to diversity, racial equity, and inclusion.

- Adopted Resolution 467 declaring the City’s intent for Shoreline to become an anti-racist community after a series of meetings with community members who helped shape the resolution.

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

- Partnered with King County, the King County Housing Authority, and Lake City Partners to open an Enhanced Shelter on a former nursing home property.
- Adopted interim development regulations to allow for an Enhanced Shelter and virtually engaged the public in the siting of this facility.
- Expanded RADAR through a multi-city partnership by creating a pool of Mental Health Professionals with an administrator through King County MIDD funding.
- Continued the CPTED (Crime Prevention Through Environmental Design) program in Darnell Park and along the Interurban Trail to actively manage the landscape, remove obstacles to sightlines, and to improve public exposure to limited undesirable activities.
- Continued to coordinate law enforcement efforts with various partners to address criminal activity and quality of life issues as part of the City’s goal to work towards data driven policing.
- Continued special emphasis Police patrols on the south and north end of the Interurban Trail.
- Collected and analyzed traffic data and presented the Annual Traffic Report to the Council.
- Installed flashing beacon signals in several locations to improve awareness of pedestrians in busy corridors.
- Continued the Police-Community Response Operations Team, with a continued focus on law enforcement, code enforcement and community/human services coordination and collaboration.
- In partnership with the North Urban Human Services Alliance (NUHSA), successfully hosted and supported a Severe Weather Shelter located at the former Shoreline Police Station.
- Continued to partner with the Housing Development Consortium (HDC), NUHSA and A Regional Coalition for Housing (ARCH) to explore collaboration opportunities related to affordable housing.
- Negotiated a new long-term King County District Court contract for municipal court services.
- Continued to support Community Court at City Hall and the develop of virtual Community Court following a hiatus during much of 2020 due to the pandemic.
- Established a North King County Shelter Task Force which will be transitioning to an ongoing working group with a broader focus on homelessness generally.

COVID-19 2020 Accomplishments

- Provided flexibility in implementing work plans, policies and practices with changing conditions, legal restrictions, such as the Governor’s orders, and public health recommendations.
- Enacted Declaration of Emergency and establishment of City COVID-19 Response Team and Pandemic Emergency Continuity of Government Plan.
- Issued temporary emergency waivers needed to preserve life, health, and safety.
- Established a COVID-19 Emergency Community Response Grant Program.
- Converted City Council and public meetings to virtual Zoom platform, maintaining public meetings, and complying with the Open Public Meetings Act in a safe environment.
- Converted the Planning Commission meetings to virtual Zoom platform, maintained public meetings, and conducted Public Hearings while complying with the Open Public Meetings Act. Conducted training for four new Commissioners virtually.

- Conducted successful online open houses and online presentations for 145th/I-5 Interchange, 148th St Non-Motorized Bridge, N 175th – Stone to 1-5 Projects and Hidden Lake Dam Removal Project.
- Developed policies to address COVID-19-related employee leave and implemented alternative work schedules and locations to meet public health guidelines.
- Supported employee telecommuting through IT support and computer hardware and software management.
- Implemented communication plan for the City organization and community on City actions and response to the pandemic.
- Executed interlocal agreement with King County for the siting, construction, and disassembly of an Assessment and Recovery Center on Field B at the Shoreline Center, as well as the replacement of Field B due to the damage caused by the center’s siting.
- Developed summer recreation programming, operational procedures, communications mechanisms, and registration forms to meet Public Health requirements.
- Initiated an interdepartmental team to deliver virtual and COVID safe summer community engagement activities in lieu of traditional neighborhood and City sponsored special events.
- Created remote learning camps supporting Shoreline families and students for 2020-21 school year, including providing WIFI supported facilities, partnering with Hunger Intervention Program for meal service, staffing sites, and developing enrichment programming that complied with Public Health protocols.
- Implemented \$1.7M+ federal CARES Act grant program to support the Shoreline business community, create a community food program, and support the City’s response to COVID-19.
- Ordered and managed the City’s Personal Protective Equipment (PPE) inventory for City staff and partners and distributed to the community.
- Held two major cloth face mask distribution events for community members to provide much needed PPE.
- Adopted legislation to support businesses and individuals impacted by the pandemic, such as an allowance for the extensions of application and permit deadlines (Ordinance No. 893) and interim regulations for outdoor dining (Ordinance No. 895).
- Monitored economic estimates and forecasts in the region and nation and developed unemployment data analysis, including job reports and monthly updates.
- Used the 10 YFSP to support evaluation of the Financial Impacts of the pandemic and took steps to maintain a balanced 2020 budget by holding one-time expenditures and working with departments to identify savings in response to an anticipated \$6.2M revenue shortfall; provided budget updates to the Council in April and July 2020.
- Converted Planning and Community Development’s in-person customer service model to an all remote model.
- Instituted safety protocols for building and construction site inspections in accordance with the Governor’s directives with little to no interruption in service provision. Employed virtual inspection techniques when able to minimize exposure for customers and inspectors.
- Collaborated with King County District Court to implement a variety of new court procedures to ensure the safety of elected judges, court staff, attorneys, and defendants while ensuring defendants’ constitutionally protected rights were maintained.

Other 2020 Accomplishments

- Adopted the 2021-2022 Biennial Budget.
- Adopted the 2021 to 2026 Transportation Improvement plan
- Received clean accountability, Financial, and Federal Single (Federal Grants and Community Development Block Grant (CDBG)) audits.
- Successfully advocated with State Legislature to get annexation bill that provides a path for Woodway to annex Point Wells.
- Continued to monitor development of the Snohomish County Draft Environmental Impact Statement for the proposed Point Wells development.
- Adoption of Ordinance 908 Pre Annexation Zoning for Point Wells.
- Supported efforts of Shoreline Black Lives Matter for peaceful protest in June 2020 which resulted in approximately 4,000 participants marching from Cromwell Park to City Hall.
- Supported protest at City Hall by Shoreline Black Lives Matter in August 2020, including the closing of Midvale Avenue and conducting traffic control on 175th Street.
- Continued implementation of the City's 2018-2020 Technology Strategic Plan.
- Implemented the City's upgraded financial accounting enterprise software C-Square, including completion of online timecards for almost all staff.
- Completed significant work on the backlog of GIS projects and created a GIS governance structure of users of GIS software.
- Stabilized the City's B&O tax and business license system, FileLocal, and prorated 2019 second half licenses and credited taxpayers for overpayments.
- Continued to negotiate a funding partnership for the Storm Creek Erosion Control Project and received grant funding for roughly half the project cost.
- Developed policy and proposed ordinance to prohibit waterfowl feeding in the City's park system, which was brought to the City Council for consideration in early 2021.
- Implemented process improvements to the erosion and sediment control inspections done by City inspectors to ensure NPDES permit compliance and water quality protection.
- Updated the Damage Recovery Policy.
- Adopted the 2020 Comprehensive Plan Amendments.
- Processed and adopted the 2019 & 2020 Batch of Development Code Amendments.
- Earned the 2020 WellCity Award, which resulted in receiving a 2% premium discount on one of the medical plans offered.
- Updated multiple Franchise Agreements, including the Comcast Cable Franchise.
- Continued to review many old code enforcement cases and decreased back-log of open cases.
- Processed 319 Public Disclosure Requests.
- Conducted 47 staff recruitments that resulted in 64 job placements.
- Negotiated with the City's Maintenance Union on a first bargained labor agreement, getting to substantial completion in 2020 and a tentative contract agreement in early 2021.
- Reorganized the Parks, Recreation & Cultural Services Department to align work and purpose of Divisions within the City organization resulting in efficiencies of existing staff positions.
- Implemented the new State Family Medical Leave Program and amended the City's Employee Handbook to accommodate the change into the City's employment policies.
- Conducted the 2020 Resident Satisfaction Survey, which showed a high level of satisfaction with City services and positive perception of the City.
- Conducted the 2020 Employee Satisfaction Survey.

- Installed major piece of Public Art at Park at Town Center per the Public Art Plan.
- Initiated a free Saturday shower program at Spartan Recreation Center to support Shoreline's unsheltered residents.
- Held many successful citywide virtual events, including the Interurban Trail 25th Birthday Sign Parade, Can Castle Contest, On-line Concerts, and Scavenger Hunt.
- Established a successful Artist in Residency program based at the Richmond Beach Saltwater Park cottage.
- Engaged in a successful Census 2020 outreach and emphasis program
- Provided two Advancing Racial Equity trainings to Shoreline City Council, Planning Commission, and the Parks, Recreation, and Cultural Services/Tree Board.
- In February 2020 four Shoreline employees completed the nine-month Government Alliance on Race and Equity (GARE) Northwest Learning Cohort program to increase knowledge of effective strategies and practices to increase equity and inclusion in government.
- Continued to provide City staff learning opportunities to increase internal capacity to support equity and inclusion in City services, programs, and policies.
- Diversity and Inclusion Staff Committee as well as the Committee's Community Engagement, HR/Staff Support, and Policy workgroups continued to meet to build and support internal efforts related to racial equity and inclusion.
- City Hall's public bike racks on Midvale Avenue N. were replaced with more functional bike racks that allow bikes to be secured with either cable or U-locks.
- The employee bike cage was updated to increase parking capacity, improve accessibility, and add power for charging e-bikes and e-scooters.

2020-2022 City Council Goals and Work Plan

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

- Sustainable neighborhoods—ensuring they are safe and attractive;
- Sustainable environment—preserving our environmental assets and enhancing our built environment so that it protects our natural resources;
- Sustainable services—supporting quality services, facilities and infrastructure; and
- Sustainable finances—responsible stewardship of fiscal resources to achieve the neighborhoods, environment and services desired by the community.

The City Council holds an annual Strategic Planning Workshop to monitor progress and determine priorities and action steps necessary to advance Vision 2029. This workplan, which is aimed at improving the City’s ability to fulfill the community’s vision, is then reflected in department work plans, the City’s budget, capital improvement plan, and through special initiatives.

Goal 1: Strengthen Shoreline’s economic climate and opportunities

Robust private investment and economic opportunities help achieve Council Goals by enhancing the local economy, providing jobs and housing choices, and supporting the public services and lifestyle amenities that the community desires and expects.

ACTION STEPS:

1. Conduct a review of development that has occurred in the 185th and 148th Station Areas and identify City policies and regulations that may need to be revised in order to realize the City’s vision of mixed-use, environmentally sustainable, and equitable neighborhoods **IN-PROGRESS**
2. Implement the Community Renewal Plan for Shoreline Place including the construction of the intersection improvements at N 155th Street and Westminster Way N, the adoption and implementation of revised signage requirements, and the processing of Phase 1 and 2 permits **IN PROGRESS/ON-GOING**
3. Continue to implement development review and permitting best practices, including the expansion of the City’s online permit capabilities and the development of permit turn-around time targets, so that permit applicants experience predictable, timely, accessible and responsive permitting services **IN PROGRESS/ON-GOING**
4. Enhance business retention and expansion efforts by building relationships, identifying regulatory challenges, and exploring expansion opportunities and plans **IN PROGRESS/ON-GOING**
5. Facilitate collaboration with and between members of the business community to support new businesses and identify strategies that the City can consider to support these businesses **IN PROGRESS/ON-GOING**
6. Partner with North King County service providers and partners to develop a plan to formalize the management of the City’s affordable housing program **IN PROGRESS**
7. Engage the community in creating a Housing Action Plan to identify additional housing choices, associated policies and regulatory modifications **IN PROGRESS**
8. Participate in the State’s Master Plan process for the Fircrest Campus and advocate for uses compatible with the City’s vision for underutilized properties **ON-GOING**
9. Review the City’s development regulations to explore the creation of ground floor commercial requirements and/or incentives in certain areas of non-residential zones **COMPLETE**

PROGRESS INDICATORS:	2016	2017	2018	2019	2020
a. Annual growth of assessed property value from new construction ¹	0.79%	0.57%	1.09%	1.36%	1.09%
b. Percent of assessed property value that is commercial (business)	16.22%	15.49%	17.00%	13.68%	17.00%
c. Retail sales tax per capita	\$151.69	\$151.69	\$173.67	\$161.99	\$202.43
d. Number of licensed businesses	5,285	5,351	5,443	5,673	5,822
e. Number of housing units	23,650	23,838	24,250	24,517	24,709
f. Vacancy and rental rates of commercial and multi-family properties ²	Retail: 4.5% \$19.92/sf Office: 1.9% \$22.33/sf Residential: 2.0%; \$1.5/sf (all), \$2.10/sf (new)	Retail: 4.5% \$20.50/sf Office: 2.0% \$24.00/sf Residential: 2.5%; \$1.70/sf (all), \$2.25/sf (new)	Retail: 1.1% \$23.87/sf Office: 2.5% \$25.42/sf Residential: 7.0%; \$1.80/sf (all), \$2.05/sf (new)	Retail: 14.5% \$27.98/sf Office: 2.1% \$26.71/sf Residential: 5.2%; \$1.99/sf (all), \$2.16/sf (new)	Retail: 14.0% \$28.18/sf Office: 2.8% \$ 31.62/sf Residential: 9%; \$2.05/sf (all), 13.6% \$2.20/sf (new)

¹Data source for 2020 from latest year end financial report divided by OFM City population, April 2021 estimate

²Data source for 2017 and prior from Dupree+Scott, out of business; 2018 onward, data from CoStar

Goal 2: Continue to deliver highly-valued public services through management of the City’s infrastructure and stewardship of the natural environment

The City has identified needed improvements to strengthen its municipal infrastructure to maintain public services the community expects through adoption of the Comprehensive Plan, Surface Water Master Plan, Transportation Master Plan, and Parks, Recreation and Open Space Plan. As capital improvements are made, it is important to include efforts that will enhance Shoreline’s natural environment, ultimately having a positive impact on the Puget Sound region.

ACTION STEPS:

1. Implement the new Sidewalk Construction Program **IN PROGRESS**
2. Implement the Parks, Recreation, and Open Space Plan, including priority park improvements and acquisition of additional park properties **IN PROGRESS**
3. Develop a future strategy for replacement of the Shoreline Pool and Spartan Recreation Center **IN PROGRESS**
4. Implement the Urban Forest Strategic Plan, including the Green Shoreline Partnership **ON-GOING**
5. Implement the 2020-2022 Priority Environmental Strategies including implementation of Salmon-Safe certification activities, resource conservation and zero waste activities, and an update of the City’s Climate Action Plan **IN PROGRESS**
6. Implement the asset management policy and strategy to better align data with the goal of supporting life-cycle and risk-based decision making using accepted asset management principles and practices **ON-GOING**

7. Implement Phase One of the City Maintenance Facility project **IN PROGRESS/ON-GOING**
8. Continue implementing the proactive strategy of the adopted 2017-2022 Surface Water Master Plan **IN PROGRESS/ON-GOING**
9. Update the Transportation Master Plan, including evaluating a multi-modal level of service, concurrency, Transportation Impact Fees, and shared use mobility options **IN PROGRESS/ON-GOING**
10. Begin the state mandated major update of the Comprehensive Plan **IN PROGRESS**
11. Design the N 175th Street Corridor Project from Interstate-5 to Stone Avenue N **IN PROGRESS**
12. Update the Public Arts Policy and implement the Public Art Plan **IN PROGRESS**
13. Defer the sidewalk rehabilitation program until funding can be secured to offset or replace lost Vehicle License Fee revenue if I-976 is implemented **COMPLETE**
14. **COMPLETE** the assumption of the Ronald Wastewater District in collaboration with the District **IN PROGRESS**

PROGRESS INDICATORS:	2016	2017	2018	2019	2020
a. Number of linear feet of nonmotorized facilities constructed ³	2,480	22,280	20,712 ²	1,369	2,703
b. Number of trees planted in the public right-of-way and on City property (net) ⁴	10	81	332	245	135
c. Tons of street sweeping waste removed	398.53	391.19	687.93	727.61	589.35
d. Grant funds received for utility, transportation, and environmental infrastructure improvements	\$8,026,289	\$412,859	\$6,510,171	\$1,672,500	\$9,920,000
e. Percent of all work orders in the Cityworks Asset Management System that are proactive versus reactive in nature	60%	63%	58%	45%	51%
f. Number of work orders completed (or similar) in the Cityworks Asset Management System	3,432	3,615	5,869	7,209	5,885

3 Includes some new sidewalk construction, but primarily new bike lane striping and bike sharrow markings.

4 Does not include Sound Transit Project tree removal or replanting.

Goal 3: Continue preparation for regional mass transit in Shoreline

Our community looks forward to increasing mobility options and reducing environmental impacts through public transit services. The ST2 light rail extension from Northgate to Lynnwood includes investment in the Shoreline North/185th Street Station and the Shoreline South/145th Street Station, which are planned to open in 2024. The ST3 package includes funding for corridor improvements and Bus Rapid Transit service along State Route 523 (N 145th Street) from Bothell Way connecting to the Shoreline South/145th Street Station. Engaging our community members and regional transit partners in plans to integrate local transit options into the future light rail service continues to be an important Council priority.

ACTION STEPS:

1. Work with regional and federal partners to fund, design, and construct the 145th Street and Interstate-5 interchange improvements **IN PROGRESS/ON-GOING**

2. Work with regional and federal partners to fund, design, and construct the 145th Street corridor improvements west of the Interstate-5 interchange **IN PROGRESS**
3. Support Sound Transit's 145th Street improvements from Highway 522 to Interstate-5 as part of ST3 **IN PROGRESS/ON-GOING**
4. Work collaboratively with Sound Transit to complete the permitting phase of the Lynnwood Link Extension Project and coordinate on project construction and inspection **IN PROGRESS**
5. Coordinate with developers and seek partnerships and funding for implementation of the 185th Street Corridor Strategy **IN PROGRESS/ON-GOING**
6. Create non-motorized connections to the light rail stations and provide for multiple transportation options in and between the Station subareas by continuing to coordinate design elements of the Trail Along the Rail **IN PROGRESS**
7. COMPLETE 30 percent design of the 148th Street Non-Motorized Bridge and work with regional and federal partners to fully fund the project **COMPLETED/IN PROGRESS**
8. Collaborate with regional transit providers to implement long range regional transit plans including Sound Transit's ST3 Plan, King County Metro's Metro Connects Long Range Plan, and Community Transit's Blue Line and Long Range Plan **IN PROGRESS/ON-GOING**

PROGRESS INDICATORS:	2016	2017	2018	2019	2020
a. Number of opportunities provided for public input in the Lynnwood Link Extension light rail planning process; and number of permits issued for the project	40; n/a	9; n/a	12; n/a	9; 175	4; 58

Goal 4: Expand the City's focus on equity and inclusion to enhance opportunities for community engagement

The Council values all residents and believes they are an important part of the Shoreline community, including those who have been historically marginalized and underrepresented. The Council believes it is important to improve inclusion, equity, and meaningful participation among all members of the Shoreline community in the development and implementation of policies and programs.

ACTION STEPS:

1. Continue implementing the City's Diversity and Inclusion Program, including identifying and implementing ongoing equity training for City staff, Council, boards and commissions **ON-GOING**
2. Develop resources and training to assist staff in understanding meaningful community engagement practices and approaches **IN PROGRESS**
3. Continue to offer Community Bridge as an alternative engagement strategy for Shoreline's diverse population **ON-GOING**
4. Ensure all Shoreline residents have access to and benefit from the City's programs and activities through continued compliance with federal and state anti-discrimination laws, including Title VI of the Civil Rights Act, the Civil Rights Restoration Act, Title II of the Americans with Disabilities Act, and Washington's Law Against Discrimination **IN PROGRESS/ON-GOING**
5. Review the City's written material and public information to make sure that it is understandable and accessible for all residents **ON-GOING**
6. Continue building relationships that support community policing **ON-GOING**

PROGRESS INDICATORS:	2016	2017	2018	2019	2020
a. Percent of residents who believe the City is moving in the right direction ⁵	61%	61%	62%	62%	55%
b. Percent of residents somewhat/very satisfied with overall effectiveness of City communication with the public ⁵	59%	59%	61%	61%	62%
c. Number of resident volunteer hours	8,615	7,149	9,892	9,458	2,450
d. Number of annual website visits; number of Facebook "likes"; number of Facebook follows, number of Twitter followers	358,352 n/a 1,896 1,476	374,703 n/a 2,194 1,883	346,117 n/a 6,702 2,207	406,058 n/a 7,369 2,520	420,926 7,383 8,198 2,898
e. Number of service requests responded to through the City's See Click Fix app	449	726	957	1,348	1,170
f. Number of Community Meetings with Police/Crime Prevention	47	46	41	34	17
g. Number of Alert Shoreline resident subscribers; and business subscribers	3,547	3,950	2,856	2,883	4,276
h. Number of public record requests (excludes over the counter requests)	322	344	344	343	319

⁵ Indicator taken from biennial resident survey; most recent survey occurred in 2020.

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

Maintaining a safe community is the City's highest priority. The 2018 Citizen Survey reflected that 93% of respondents felt safe in their neighborhood during the day and 81% had an overall feeling of safety in Shoreline. The City is continuing a concentrated work plan to enhance our public safety communication and crime prevention efforts to ensure that our residents and businesses continue to find Shoreline a safe place to live, work, and play. The Council recognizes that supporting stronger community connections and making it possible for residents to meet their needs are critical elements of a safe and thriving community.

ACTION STEPS:

1. Use data driven policing to address crime trends and quality of life concerns in a timely manner
ON-GOING
2. Expand coordination of the City's Police Department-Community Response Operations Team to implement solutions related to public safety, code enforcement and homelessness response **ON-GOING**
3. Continue partnerships between Community Services, Parks, Economic Development and Police on Problem Solving Projects and crime prevention to improve safety and the feeling of safety **ON-GOING**
4. Continue partnering with Shoreline schools and the Shoreline Fire Department to implement best practice school safety measures **ON-GOING**
5. Continue addressing traffic issues and concerns in school zones and neighborhoods using the City's speed differential map and citizen traffic complaints **ON-GOING**
6. Conduct trainings and community programs to promote personal safety, awareness and response **ON-GOING**
7. Begin a process of developing partnerships with North King County cities and other key stakeholders in support of siting a 24/7 shelter/navigation center to serve homeless single adults in North King County **COMPLETE**

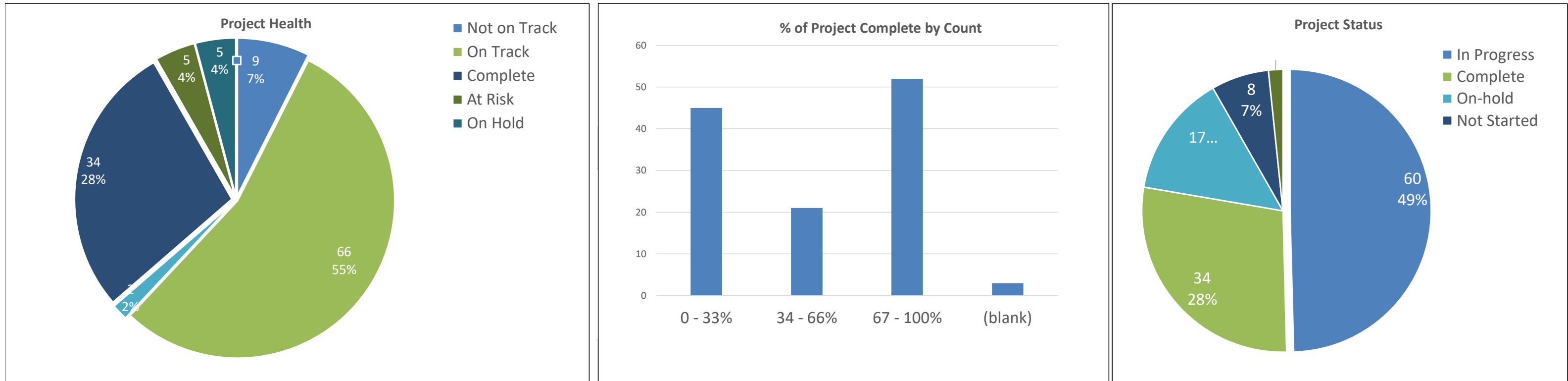
- 8. Actively monitor developments related to the new Regional Homelessness Authority with a particular focus on actions and resources related to sub-regional planning efforts **ON-GOING**
- 9. Pilot the Love Your Community mini-grant program to expand the City's community building efforts beyond established neighborhood associations **ON-GOING**

PROGRESS INDICATORS:	2016	2017	2018	2019	2020
a. Percent of residents who have an overall feeling of safety in Shoreline ⁶	80%	80%	81%	81%	81%
b. Percent of residents who feel safe in City parks and trails ⁶	53%	53%	58%	58%	59%
c. Number of CPTED reviews completed or safety emphasis initiatives implemented on City parks or parks facilities	2	2	3	2	4
d. Number of community outreach events/activities attended by Police and Emergency Management ⁷	6	35	41	34	8

6 Indicator taken from biennial resident survey; most recent survey occurred in 2020.

7 National Night Out is counted as one event; police crime prevention community meetings counted separately.

Council Goal - All



#	Goal #	Action Step	Action Step Coordination Lead	Implementation Project Manager	Implementation Step	Start	Finish	Project Status	% of Project Complete	Project Health	Notes (Abbr.)
1	CG1	1. Conduct a review of development that has occurred in the 185th and 145th Station Areas and identify City policies and regulations that may need to be revised in order to realize the City's vision of mixed-use, environmentally sustainable, and equitable	Nora Gierloff	Andrew Bauer	Develop and complete 185th Street Station Subarea Plan periodic report	01/01/20	12/31/20	Complete	100%	Complete	Strategy outline of report completed; data identification & collection complete; analysis underway.
2	CG1	1. Conduct a review of development that has occurred in the 185th and 145th Station Areas and identify City policies and regulations that may need to be revised in order to realize the City's vision of mixed-use, environmentally sustainable, and equitable	Nora Gierloff	Andrew Bauer	Complete 145th Street Station Subarea Plan periodic report	03/01/21	05/31/22	In Progress	5%	On Track	Strategy outline of report from 185th report will be the basis for this report
3	CG1	1. Conduct a review of development that has occurred in the 185th and 145th Station Areas and identify City policies and regulations that may need to be revised in order to realize the City's vision of mixed-use, environmentally sustainable, and equitable	Nora Gierloff	Nathan Daum	Develop new or revised policies – cross reference to report on Improving Walkability in Shoreline's Link Light Rail Station Subareas	01/01/20	12/31/21	Complete	100%	Complete	Case studies and policy review report on strategies to improve walkability in the light rail station

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4	CG1	1. Conduct a review of development that has occurred in the 185th and 145th Station Areas and identify City policies and regulations that may need to be revised in order to realize the City's vision of mixed-use, environmentally sustainable, and equitable	Nora Gierloff	Cate Lee, Steve Szafran	Update station area development regulations – cross reference to Ground Floor Commercial pilot project in Ridgecrest and North City.	03/01/20	12/31/21	On-hold	20%	On Track	
5	CG1	1. Conduct a review of development that has occurred in the 185th and 145th Station Areas and identify City policies and regulations that may need to be revised in order to realize the City's vision of mixed-use, environmentally sustainable, and equitable	Nora Gierloff	Steve Szafran	Update development regulations- to allow for 0' setback for new development adjacent to a Light Rail Station	06/01/20	12/07/20	Complete	100%	Complete	Adjust regulations to support transit oriented development adjacent to high capacity transit. Include
6	CG1	2. Implement the Community Renewal Plan for Shoreline Place including the construction of the intersection improvements at N 155th Street and Westminster Way N, the adoption and implementation of revised signage requirements, and the processing of Phase 1	Nora Gierloff	Nora Gierloff	Update the sign regulations for the Aurora Square CRA	04/01/15	03/31/21	In Progress	80%	On Track	Next steps include formally adopting CRA Signage Design Guidelines. Design Guidelines were commissio
7	CG1	2. Implement the Community Renewal Plan for Shoreline Place including the construction of the intersection improvements at N 155th Street and Westminster Way N, the adoption and implementation of revised signage requirements, and the processing of Phase 1	Nora Gierloff	Nora Gierloff	Develop and Adopt the Sign Design Guidelines	07/01/20	12/31/21	In Progress	20%	On Track	Merlone Geier has proposed a set of sign design specifications. The City has tried to enlist ROIC in
8	CG1	2. Implement the Community Renewal Plan for Shoreline Place including the construction of the intersection improvements at N 155th Street and Westminster Way N, the adoption and implementation of revised signage requirements, and the processing of Phase 1	Rachael Markle	Nora Gierloff	Process Phase I and 2 permits to implement the Shoreline Place Development Agreement	01/01/20	12/31/21	In Progress	30%	On Track	Binding Site Plan Approved; Administrative Design Review approved for Block E - Commercial PADS E1 &
9	CG1	3. Continue to implement development review and permitting best practices, including the expansion of the City's online permit capabilities and the development of permit turn-around time targets, so that permit applicants experience predictable, timely, a	Rachael Markle	Jarrold Lewis	Implement electronic plan review	01/01/19	06/30/21	In Progress	75%	On Track	Preliminary electronic permitting in September 2020. Currently testing three projects (two at revie
10	CG1	3. Continue to implement development review and permitting best practices, including the expansion of the City's online permit capabilities and the development of permit turn-around time targets, so that permit applicants experience predictable, timely, a	Rachael Markle	Jarrold Lewis	Launch next set of permits in eTRAKiT	01/01/19	12/30/21	In Progress	20%	Not on Track	The next set of permits will likely include sign permits, tree removal permits, side sewer, and ROW

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11	CG1	3. Continue to implement development review and permitting best practices, including the expansion of the City's online permit capabilities and the development of permit turn-around time targets, so that permit applicants experience predictable, timely, a	Rachael Markle	Jarrold Lewis	Conduct quarterly development stakeholder meetings	01/01/19	12/31/20	On-hold	0%	On Hold	Stakeholder meetings have been most productive in person. Due to COVID meeting restrictions, we hav
12	CG1	4. Enhance business retention and expansion efforts by building relationships, identifying regulatory challenges, and exploring expansion opportunities and plans	Nathan Daum	Nathan Daum	Conduct business outreach to interview local companies and develop database of information	06/01/21	12/31/21	On-hold	0%	On Hold	Seattle Chamber (our ADO) under new new management and will take this up in 2021 as a potential offe
13	CG1	4. Enhance business retention and expansion efforts by building relationships, identifying regulatory challenges, and exploring expansion opportunities and plans	Nathan Daum	Nathan Daum	Contact a minimum of 5 local businesses per week to assess needs and/or steps towards recovery in response to COVID-19	05/01/20	12/31/20	Complete	100%	Complete	Operationalize for 2021-2022
14	CG1	5. Facilitate collaboration with and between members of the business community to support new businesses and identify strategies that the City can consider to support these businesses	Nathan Daum	Nathan Daum	Meet with prospective investors	06/01/20	12/31/20	Complete	100%	Complete	Provide market information and meet with businesspeople including restaurateurs, coffee-shop/roaster
15	CG1	5. Facilitate collaboration with and between members of the business community to support new businesses and identify strategies that the City can consider to support these businesses	Nathan Daum	Nathan Daum	Coordinate with Shoreline Chamber of Commerce to support grand openings, ribbon cuttings, and other new business launch activities	01/01/20	12/31/20	Complete	100%	Complete	Operationalize for 2021-2022
16	CG1	6. Partner with North King County service providers and partners to develop a plan to formalize the management of the City's affordable housing program	Bethany Wolbrecht-Dunn	Bethany Wolbrecht-Dunn	Pursue funding from King County to support sub-regional exploration process and plan development	01/01/20	12/31/20	Complete	100%	Complete	A 0.5 FTE position for a housing/human serves coordinator is included in the 2021-22 city budget. Po
17	CG1	7. Engage the community in creating a Housing Action Plan to identify additional housing choices, associated policies and regulatory modifications	Rachael Markle	Nora Gierloff	Update the Development Code to address emerging housing trends and expand housing choices	01/01/20	07/01/21	In Progress	75%	On Track	Received a Dept. of Commerce grant to take an inclusive look at Shoreline's housing needs, analyze e

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18	CG1	7. Engage the community in creating a Housing Action Plan to identify additional housing choices, associated policies and regulatory modifications	Rachael Markle	Nora Gierloff	Housing Needs Assessment	01/01/20	09/01/20	Complete	100%	Complete	A data driven analysis of Shoreline's population, growth trends and housing stock to better understand
19	CG1	7. Engage the community in creating a Housing Action Plan to identify additional housing choices, associated policies and regulatory modifications	Rachael Markle	Nora Gierloff	Housing Toolkit	06/01/20	02/27/21	In Progress	75%	On Track	Draft a proposed set of policies, regulations and best practices to fill the housing gaps identified
20	CG1	7. Engage the community in creating a Housing Action Plan to identify additional housing choices, associated policies and regulatory modifications	Rachael Markle	Nora Gierloff	Housing Element Review	12/01/20	03/01/21	In Progress	50%	On Track	Review existing Comprehensive Plan Housing Element, evaluate alignment with current goals, and suggest
21	CG1	8. Participate in the State's Master Plan process for the Fircrest Campus and advocate for uses compatible with the City's vision for underutilized properties	Jim Hammond	Jim Hammond	Working with DNR and DSHS on the state study; working with all state parties and external stakeholders through state legislative process.	01/01/20	06/30/21	In Progress	75%	On Track	The 2020 legislative session resulted in the commissioning of a new study by the State for the future
22	CG1	9. Review the City's development regulations to explore the creation of ground floor commercial requirements and/or incentives in certain areas of non-residential zones	Nora Gierloff	Cate Lee	Gather input from property owners, business owners, developers and the community to develop a recommendation to the PC and CC regarding where and to what degree commercial uses should be required or incentivized on the ground floor of new developments in North City and Ridgecrest	04/01/20	12/31/20	Complete	100%	Complete	Substantial amount of jurisdictional research completed. Online survey for residents and developers
23	CG2	1. Implement the new Sidewalk Construction Program	Tricia Juhnke	Bob Earl	Establish the Plan for the Implementation of New Sidewalk Construction	01/01/20	06/30/21	In Progress	65%	On Track	Consultant's design of two projects is progressing well and getting back on schedule. Program plan
24	CG2	2. Implement the Parks, Recreation, and Open Space Plan, including priority park improvements and acquisition of additional park properties	Dan Johnson	Nathan Daum	Ensure Adequate Park Land for Future Generations (PROS Plan #7) by acquiring priority properties including in Westminster Triangle, 185th Street station area, and Paramount Open Space.	08/01/17	12/31/22	In Progress	65%	On Track	PROS Plan Strategic Action Initiative #7 sets goal to add 5 acres of new park land by 2023 One of t

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25	CG2	2. Implement the Parks, Recreation, and Open Space Plan, including priority park improvements and acquisition of additional park properties	Dan Johnson	Kirk Peterson	Expand Outdoor Recreation Facility Opportunities (PROS Plan #3) by adding amenities needed to maintain level of service.	08/01/17	06/30/23	In Progress	40%	At Risk	PROS Plan Strategic Action Initiative #3 sets goal to add list of needed park amenities by 2023: AT
26	CG2	2. Implement the Community Renewal Plan for Shoreline Place including the construction of the intersection improvements at N 155th Street and Westminster Way N, the adoption and implementation of revised signage requirements, and the processing of Phase 1	Randy Witt	Leif Johansen	Construction of Westminster and 155th St Intersection Improvements	02/01/20	05/31/21	In Progress	95%	On Track	Construction nearly complete. Final construction elements suspended until April 2021.
27	CG2	2. Implement the Parks, Recreation, and Open Space Plan, including priority park improvements and acquisition of additional park properties	Dan Johnson	Kirk Peterson	Enhance Walkability In and Around Parks (PROS Plan #9) by adding new and refurbished trails and sidewalks.	08/01/17	06/30/23	In Progress	40%	At Risk	At risk due to funding
28	CG2	4. Implement the Urban Forest Strategic Plan, including the Green Shoreline Partnership	Dan Johnson	Kirk Peterson	Maintain, enhance and protect the urban forest (PROS Plan #8) by completing Implementation Plan for the Green Shoreline Partnership	12/31/18	12/31/20	Complete	100%	Complete	Plan Complete. 20 year forward looking plan in place;
29	CG2	4. Implement the Urban Forest Strategic Plan, including the Green Shoreline Partnership	Dan Johnson	Kirk Peterson	Maintain, enhance and protect the urban forest (PROS Plan #8) by Implementing Urban Forest Restoration Projects	12/31/18	06/30/23	In Progress	50%	On Track	PROS Plan Strategic Action Initiative #8 sets goal to restore 10 acres of urban forest by 2023. 5 Ac
30	CG2	5. Implement the 2020-2022 Priority Environmental Strategies including implementation of Salmon- Safe certification activities, resource conservation and zero waste activities, and an update of the City's Climate Action Plan	Autumn Salamack	Autumn Salamack	Task Force to Implement 185th Climate Action Analysis	01/01/21	12/31/21	On-hold	0%	On Hold	Staff focusing on City Climate Action Plan Update which will not include 185th Climate Analysis Task
31	CG2	5. Implement the 2020-2022 Priority Environmental Strategies including implementation of Salmon- Safe certification activities, resource conservation and zero waste activities, and an update of the City's Climate Action Plan	Autumn Salamack	Autumn Salamack	Solid waste diversion - Waste reduction and compost campaign for local food service establishments	01/01/20	12/30/20	Complete	100%	Complete	Cascadia staff conducted a total of 187 site visits at 106 unique food service businesses from Septe

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32	CG2	5.Implement the 2020-2022 Priority Environmental Strategies including implementation of Salmon- Safe certification activities, resource conservation and zero waste activities, and an update of the City's Climate Action Plan	Autumn Salamack	Autumn Salamack	Implement Salmon-Safe Conditions	01/01/20	12/31/22	In Progress	15%	On Track	Pre-Condition 2: Conducted a review of Salmon-Safe guidelines in comparison with City of Shoreline s
33	CG2	6.Implement the asset management policy and strategy to better align data with the goal of supporting life-cycle and risk-based decision making using accepted asset management principles and practices	John Norris	Ryan Nolet	Optimize Cityworks Application	12/01/16	12/31/20	Complete	100%	Complete	Executive Committee had a mini-retreat to update the Vision/goals/objectives and ensure that our wor
34	CG2	6.Implement the asset management policy and strategy to better align data with the goal of supporting life-cycle and risk-based decision making using accepted asset management principles and practices	John Norris	Ryan Nolet	Standardize overall business processes for asset management	10/01/16	12/31/21	In Progress	60%	On Track	Steering Committee are working on prioritized tasks to help achieve the vision and goals of Citiwork
35	CG2	7.Implement Phase One of the City Maintenance Facility project	Bob Earl	Zach Evans	NMF early work substantial	01/01/20	05/31/20	Complete	100%	Complete	Phase 1 early work completed 4/2020.
36	CG2	7.Implement Phase One of the City Maintenance Facility project	Bob Earl	Zach Evans	Design and permitting for Brightwater site completed by end of 2020; for 2021 Brightwater construction	01/01/20	02/28/22	In Progress	35%	On Track	CMF work at Brightwater (final design) is underway.. Covid-19 delays to survey and geotech set proje
37	CG2	7.Implement Phase One of the City Maintenance Facility project	Bob Earl	Zach Evans	CMF Preliminary design (30%) for NMF and Hamlin yard	08/01/20	12/31/22	On-hold	0%	On Track	CMF preliminary design at Hamlin and NMF has not started. Deferred likely until 2022. May begin in 2
38	CG2	8.Continue implementing the proactive strategy of the adopted 2017-2022 Surface Water Master Plan	Lance Newkirk	Bob Earl	Complete design and permitting and construction for the Hidden Lake Dam Removal Project / Design Phase 1 & 2 and permitting completed by middle 2021, summer 2022 construction of dam removal and associated restoration. Phase 2 construction anticipated summer 2023	01/01/20	12/31/24	In Progress	50%	On Track	75% of the design complete, construction not started. Originally scheduled for June 2020, permit su

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39	CG2	8.Continue implementing the proactive strategy of the adopted 2017-2022 Surface Water Master Plan	Lance Newkirk	John Featherstone	Implement the re-issued 2019-2024 Western Washington Phase II Municipal Stormwater Permit (NPDES Phase II Permit)	01/01/18	06/30/24	In Progress	60%	On Track	Staff is actively working towards fulfilling all permit requirements. Although the Permit was active
40	CG2	8.Continue implementing the proactive strategy of the adopted 2017-2022 Surface Water Master Plan	Autumn Salamack	Autumn Salamack	Implement Surface Water Master Plan recommendation to conduct a Climate Impacts & Resiliency Study	01/01/20	12/31/20	Complete	100%	Complete	The study is complete with the final report and educational materials available on the City website.
41	CG2	9.Update the Transportation Master Plan, including evaluating a multi-modal level of service, concurrency, Transportation Impact Fees, and shared use mobility options	Nytasha Walters	Nora Daley-Peng	TMP document update -update travel demand forecast model, the Comp Plan Transp Element, street typologies, modal plans and supporting policies.	01/01/20	12/31/22	In Progress	15%	On Track	Consultant contract awarded in October - work starting
42	CG2	9.Update the Transportation Master Plan, including evaluating a multi-modal level of service, concurrency, Transportation Impact Fees, and shared use mobility options	Nytasha Walters	Nora Daley-Peng	Update transportation concurrency framework, identify growth projects, and update Transportation Impact Fees (TIFs)	01/01/20	12/31/23	In Progress	5%	On Track	Consultant contract awarded in October - work starting
43	CG2	9.Update the Transportation Master Plan, including evaluating a multi-modal level of service, concurrency, Transportation Impact Fees, and shared use mobility options	Nytasha Walters	Nora Daley-Peng	Develop performance measures for evaluating the TMP progress	09/01/20	12/31/22	In Progress	5%	On Track	Consultant contract awarded in October - work starting
44	CG2	10.Begin the state mandated major update of the Comprehensive Plan	Rachael Markle	Nora Gierloff	Review existing Plan elements through equity and sustainability lenses, update to meet revised Countywide Planning Policies, and align with growth targets.	01/01/20	06/30/24	In Progress	5%	On Track	Due date has been extended to June 30, 2024 so the Countywide Planning Policies and growth targets w
45	CG2	10.Begin the state mandated major update of the Comprehensive Plan	Debbie Tarry	Nora Gierloff	Pt. Wells Subarea and Development Regulation Update	10/30/19	12/31/20	Complete	100%	Complete	Project timeline has been delayed from the Interlocal Agreement timeline due to COVID-19 restriction

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46	CG2	11.Design the N 175th Street Corridor Project from Interstate-5 to Stone Avenue N	Bob Earl	Leif Johansen	Design for the N 175th Street Corridor Project	09/03/18	03/31/21	In Progress	10%	On Track	Public Outreach #2 delayed with COVID; Outreach #2 completed. Preferred concept developed. Present p
47	CG2	12.Update the Public Arts Policy and implement the Public Art Plan	Colleen Kelly	David Fancis	Enhance Place Making Through Public Art, selecting and intalling major art sculpture (PROS Plan #6)	10/31/17	12/31/20	Complete	100%	Complete	PROS Plan Strategic Action Initiative #6 sets goal to install one permanent, significant art sculptu
48	CG2	12.Update the Public Arts Policy and implement the Public Art Plan	Colleen Kelly	David Fancis	Update the Public Arts Policy and Public Art Plan	01/01/20	04/30/21	In Progress	80%	On Track	Department reorganization has shifted this task to Recreation, Cultural and Community Svcs; remains
49	CG2	13.Defer the sidewalk rehabilitation program until funding can be secured to offset or replace lost Vehicle License Fee revenue if I-976 is implemented	Tricia Juhnke	Hazel DelaCruz	Using funds collected, repair select priority sidewalks on 200th Street in the Sidewalk Rehabilitations Program	01/01/20	11/30/21	Complete	100%	Complete	Project is complete and constructed. All that is left is the one-year plant establishment which end
50	CG2	13.Defer the sidewalk rehabilitation program until funding can be secured to offset or replace lost Vehicle License Fee revenue if I-976 is implemented	Tricia Juhnke	Zachary Evans, Hazel DelaCruz	Using funds collected, repair select priority sidewalks on 15th Avenue in the Sidewalk Rehabilitations Program	01/01/20	12/31/21	In Progress	10%	Not on Track	With the resolution of I- 976 design is restarting
52	CG2	13.Defer the sidewalk rehabilitation program until funding can be secured to offset or replace lost Vehicle License Fee revenue if I-976 is implemented	Tricia Juhnke	Tricia Juhnke	Implement ADA Transition Plan (Repair and Maintenance of Existing Sidewalks)	01/01/20	12/31/21	In Progress	80%	On Track	With restoration of VLF funding sidewalk rehab will proceed and follow prioritization in ADA transit
53	CG2	14.Complete the assumption of the Ronald Wastewater District in collaboration with the District	John Norris	John Norris	Complete Pre-assumption Work Plan Tasks	01/01/19	04/30/21	In Progress	60%	On Track	RWD assumption has been set for April 30, 2021. Staff is continuing to work on pre-assumption tasks

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54	CG2	14.Complete the assumption of the Ronald Wastewater District in collaboration with the District	John Norris	John Norris	Adoption City Council assumption ordinance, receive RWD Board approval of joint petition of District dissolution, file joint petition with King County Superior Court and receive Court dissolution approval	11/01/20	04/30/21	In Progress	30%	On Track	City Council adopted assumption ordinance on December 7, 2020 and Joint Petition for Dissolution of
55	CG2	14.Complete the assumption of the Ronald Wastewater District in collaboration with the District	John Norris	John Norris	Complete Post Assumption Work Plan Tasks	05/01/21	08/31/21	Not Started	0%	On Track	
56	CG3	1.Work with regional and federal partners to fund, design, and construct the 145th Street and Interstate-5 interchange improvements	Bob Earl	Bob Earl	Design and Environmental Review (145th Street/I-5 interchange)	01/01/20	06/30/21	In Progress	70%	On Track	Thirty percent design is approximately 70% complete and proceeding. At 30% design, WSDOT will take
57	CG3	1.Work with regional and federal partners to fund, design, and construct the 145th Street and Interstate-5 interchange improvements	Nytasha Walters	Nytasha Walters	Secure full funding for project	01/01/20	02/28/21	In Progress	90%	On Track	Secured ST letter of concurrence committing ST to contribute up to \$10 million to the Project. Inter
58	CG3	1.Work with regional and federal partners to fund, design, and construct the 145th Street and Interstate-5 interchange improvements	Nytasha Walters	Nytasha Walters	Secure interlocal agreements for project	01/01/20	02/28/21	In Progress	90%	On Track	Secured ST letter of concurrence committing ST to contribute up to \$10 million to the Project. ST con
59	CG3	2.Work with regional and federal partners to fund, design, and construct the 145th Street corridor improvements west of the Interstate-5 interchange	Bob Earl	Robert Victor	Design and Environmental Review (145th from I-5 to SR99)	12/01/16	12/30/24	In Progress	45%	Not on Track	60% Design Progressing. Current 60% design submittal anticipated 5/2021. Project development delays
60	CG3	2.Work with regional and federal partners to fund, design, and construct the 145th Street corridor improvements west of the Interstate-5 interchange	Bob Earl	Robert Victor	ROW on Phase 1 (I-5 to Corliss Ave.)	11/13/20	05/31/22	In Progress	1%	Not on Track	ROW began Nov. 2020. Working on preliminary matters such as ROW procedures renewal, forms approval,

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61	CG3	2.Work with regional and federal partners to fund, design, and construct the 145th Street corridor improvements west of the Interstate-5 interchange	Nytasha Walters	Nytasha Walters	Secure full funding for project	01/01/20	12/31/21	In Progress	75%	On Track	Additional funding needed to fully fund Phase 2
62	CG3	3.Support Sound Transit's 145th Street improvements from Highway 522 to Interstate-5 as part of ST3	Nytasha Walters	Nytasha Walters	ST SR-522/523 BRT Partnering Agreement	01/01/20	12/31/21	Complete	100%	Complete	Agreement to CC on November 9th, ST Board Dec 2020
63	CG3	3.Support Sound Transit's 145th Street improvements from Highway 522 to Interstate-5 as part of ST3	Nytasha Walters	Nora Daley-Peng	ST SR-522/523 BRT Coordination and plans review	01/01/20	12/31/23	In Progress	20%	On Track	CC update from ST on May18th
64	CG3	4.Work collaboratively with Sound Transit to complete the permitting phase of the Lynnwood Link Extension Project and coordinate on project construction and inspection	Juniper Nammi	Juniper Nammi	Review and issue construction permits for the Light Rail Project and provide ongoing construction services for project permits	01/01/18	12/31/22	In Progress	96%	On Track	The Lynnwood Link Extension Project is almost fully permitted. Additional subcontractor permits fo
65	CG3	4.Work collaboratively with Sound Transit to complete the permitting phase of the Lynnwood Link Extension Project and coordinate on project construction and inspection	Juniper Nammi	Juniper Nammi	Develop Neighborhood Traffic Impacts Mitigation Plans	01/01/18	06/30/25	In Progress	50%	On Track	SUP Condition of Approval C(10) requires development of Traffic Mitigation Study and plan for the fi
66	CG3	4.Work collaboratively with Sound Transit to complete the permitting phase of the Lynnwood Link Extension Project and coordinate on project construction and inspection	Juniper Nammi	Juniper Nammi	Negotiate Construction Services Agreement and other Agreements for Sound Transit Light Rail Project	01/01/17	06/30/25	In Progress	80%	On Track	Construction Services was added to the Expedited Permitting and Reimbursement agreement by amendment
67	CG3	4.Work collaboratively with Sound Transit to complete the permitting phase of the Lynnwood Link Extension Project and coordinate on project construction and inspection	Juniper Nammi	Tricia Juhnke	Design and construction of access mitigation projects	06/01/19	09/03/24	In Progress	10%	On Track	Design start for 5th Ave NE (NE 175th to NE 182nd) in Q1 2020; Design start for 1st Ave NE (NE 145th

#	Goal #	Action Step	Action Step Coordination Lead	Implementation Project Manager	Implementation Step	Start	Finish	Project Status	% of Project Complete	Project Health	Notes (Abbr.)
68	CG3	5.Coordinate with developers and seek partnerships and funding for implementation of the 185th Street Corridor Strategy	Nytasha Walters	Nytasha Walters	Develop long term strategy and plan to fund 185th Street improvements	01/01/21	12/31/23	Not Started	1%	On Track	Review other funding sources beyond typical federal, state and regional grants - discuss in TMP Deve
69	CG3	6.Create non-motorized connections to the light rail stations and provide for multiple transportation options in and between the Station subareas by continuing to coordinate design elements of the Trail Along the Rail	Tricia Juhnke	Zach Evans	Trail Along the Rail - Ridgecrest - Betterment Agreement for the Ridgecrest section construction	06/01/20	03/28/21	In Progress	85%	On Track	Betterment agreement going to City Council in March. Focus on design of wall adjacent to Ridgecrest
70	CG3	6.Create non-motorized connections to the light rail stations and provide for multiple transportation options in and between the Station subareas by continuing to coordinate design elements of the Trail Along the Rail	Nytasha Walters	Nytasha Walters	Seek funding for the Trail along the Rail	01/01/20	12/31/23	In Progress	0%	On Track	Trail along Rail - Currently working with ST to develop segment of Trail along Ridgecrest Park. Rece
71	CG3	6.Create non-motorized connections to the light rail stations and provide for multiple transportation options in and between the Station subareas by continuing to coordinate design elements of the Trail Along the Rail	Juniper Nammi	Juniper Nammi/Tricia Juhnke	Ensure ST constructs portions of TAR	01/01/20	12/31/23	In Progress	20%	On Track	Segments of the Trail Along the Rail are included in the design currently being reviewed for permit
72	CG3	7.Complete 30 percent design of the 148th Street Non-Motorized Bridge and work with regional and federal partners to fully fund the project	Bob Earl	Lea Bonebrake	148th Street Non-motorized Bridge Preliminary Design and Environmental Analysis	01/01/20	01/02/21	In Progress	95%	On Track	Draft 30% design has been submitted and is currently under stakeholder review. Public outreach is o
73	CG3	7.Complete 30 percent design of the 148th Street Non-Motorized Bridge and work with regional and federal partners to fully fund the project	Nytasha Walters	Lea Bonebrake	Seek funding for the 148th St non-motorized bridge	01/01/19	12/31/23	In Progress	43%	On Track	148th NM Bridge - ST grant was awarded and project is included in the KC parks levy; Federal funding
74	CG3	8.Collaborate with regional transit providers to implement long range regional transit plans including Sound Transit's ST3 Plan, King County Metro's Metro Connects Long Range Plan, and Community Transit's Blue Line and Long Range Plan	Nytasha Walters	Nytasha Walters	Collaborate with regional transit providers to implement long range regional transit plans	01/01/19	12/31/23	In Progress	50%	On Track	

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75	CG3	8.Collaborate with regional transit providers to implement long range regional transit plans including Sound Transit's ST3 Plan, King County Metro's Metro Connects Long Range Plan, and Community Transit's Blue Line and Long Range Plan		Nytasha Walters	Coordinate with King County Metro and Community Transit to maintain and expand service to 192nd Street as continued Park and Ride, Hub, or affordable-housing/TOD	01/01/20	12/31/21	In Progress	10%	On Track	Included in KC 2021 budget to study TOD at 192nd Park and Ride. Shoreline, KC's Community and Human
76	CG4	1.Continue implementing the City's Diversity and Inclusion Program, including identifying and implementing ongoing equity training for City staff, Council, boards and commissions	Don Moritz	Don Moritz/ Stela Rajic	Engage with community groups and local community members, particularly people of color, to seek ways we can increase our job opportunity outreach and receive feedback on the City's hiring processes with the goal of eliminating barriers that may prevent them from applying	01/01/20	12/30/21	On-hold	10%	On Track	COVID-19 interrupted our efforts at scheduling focus groups and interviews with community groups
77	CG4	1.Continue implementing the City's Diversity and Inclusion Program, including identifying and implementing ongoing equity training for City staff, Council, boards and commissions	Bethany Wolbrecht-Dunn	Suni Tolton	Implement 2020 training plan for City of Shoreline staff to increase internal capacity to support equity and inclusion in City services, programs, and policies.	01/01/20	12/31/20	Complete	100%	Complete	Limited due to COVID. Staff were referred to other local training resources.
78	CG4	1.Continue implementing the City's Diversity and Inclusion Program, including identifying and implementing ongoing equity training for City staff, Council, boards and commissions	Bethany Wolbrecht-Dunn	Suni Tolton	Implement Diversity and Inclusion training for Councilmembers and members of City Boards and Commissions.	01/01/20	01/20/21	Complete	100%	Complete	Last Zoom training sessions using GARE training outline for Council, Board, & Commission members was
79	CG4	2.Develop resources and training to assist staff in understanding meaningful community engagement practices and approaches	Eric Bratton	Eric Bratton	Develop Community Engagement Tool kits and Guiding Documents	01/01/20	07/01/21	On-hold	40%	On Track	D&I Committee's Community Engagement Subcommittee working to finalize draft toolkit.
80	CG4	2.Develop resources and training to assist staff in understanding meaningful community engagement practices and approaches	Eric Bratton	Eric Bratton	Train Staff on Community Engagement Tool Kits	01/01/20	07/01/21	On-hold	10%	On Track	Hope to begin staff training on toolkit by mid-year.
81	CG4	3.Continue to offer Community Bridge as an alternative engagement strategy for Shoreline's diverse population	Bethany Wolbrecht-Dunn	Suni Tolton	Reconvene Community Bridge Participants and recruit additional participants to co-design Train-the-Trainer.	01/01/20	12/31/20	On-hold	10%	On Hold	Community members unable to engage with training at this time due to COVID challenges. Training wil

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82	CG4	4.Ensure all Shoreline residents have access to and benefit from the City's programs and activities through continued compliance with federal and state anti-discrimination laws, including Title VI of the Civil Rights Act, the Civil Rights Restoration Act	John Norris	Bob Earl	Conduct Parks Facilities ADA Condition Assessment	01/01/20	12/31/22	Not Started	0%	At Risk	Funding was held due to COVID-19 but will be carried over to 2021-2022 budget. Waiting for PM Assign
83	CG4	4.Ensure all Shoreline residents have access to and benefit from the City's programs and activities through continued compliance with federal and state anti-discrimination laws, including Title VI of the Civil Rights Act, the Civil Rights Restoration Act	John Norris	Bob Earl	Create Parks Facilities ADA Transition Plan	01/01/20	12/01/21	On-hold	0%	At Risk	Funding delayed to 2021-2022 budget
84	CG4	4.Ensure all Shoreline residents have access to and benefit from the City's programs and activities through continued compliance with federal and state anti-discrimination laws, including Title VI of the Civil Rights Act, the Civil Rights Restoration Act	John Norris	John Norris	Develop Title VI Civil Rights Act Internal Working Group to manage Title VI Compliance and Reporting Responsibilities	01/01/19	12/31/21	In Progress	10%	On Track	
85	CG4	4.Ensure all Shoreline residents have access to and benefit from the City's programs and activities through continued compliance with federal and state anti-discrimination laws, including Title VI of the Civil Rights Act, the Civil Rights Restoration Act	John Norris	Tricia Juhnke	Create ADA ROW Transition Plan	10/01/17	06/30/21	In Progress	90%	Not on Track	Remaining tasks include clean up of data and finalization of draft report. Behind due to other proj
86	CG4	4.Ensure all Shoreline residents have access to and benefit from the City's programs and activities through continued compliance with federal and state anti-discrimination laws, including Title VI of the Civil Rights Act, the Civil Rights Restoration Act	John Norris	John Norris	Review and update the staff report template with a focus on accessibility for the visually impaired and opportunities to highlight diversity and inclusion and equity	07/01/19	12/31/21	In Progress	15%	On Track	Have charter committee to work on this project and met with the City Council to get their initial fe
87	CG4	5.Review the City's written material and public information to make sure that it is understandable and accessible for all residents	John Norris	Eric Bratton	Continue to Support the development of the translation of City documents and materials into various languages	01/01/20	12/31/20	Complete	100%	Complete	We established citwide funding for translations. This is will be an ongoing effort from here on out
88	CG4	6.Continue building relationships that support community policing	Shawn Ledford	Shawn Ledford	Provide two Nurturing Trust sessions annually. Work with School District staff to identify how best the program can be promoted.	01/01/20	12/31/20	On-hold	0%	At Risk	On Hold due to COVID

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89	CG5	1. Use data driven policing to address crime trends and quality of life concerns in a timely manner	Shawn Ledford	Shawn Ledford	Track locations of highest call volumes; communicate these trends, and research and strategize effective responses to reduce crime.	01/01/20	12/31/20	Complete	100%	Complete	Operational
90	CG5	2.Expand coordination of the City's Police Department-Community Response Operations Team to implement solutions related to public safety, code enforcement and homelessness response	John Norris	John Norris	Continue monthly meetings of the Shoreline Police-Community Response Operations Team with members of the Police Department, CECRT and CSD to coordinate cross-departmental solutions related to public safety, code enforcement and homelessness response	01/01/20	12/31/21	In Progress	50%	On Track	Police-Community Response Team continues to meet monthly and share information.
91	CG5	2.Expand coordination of the City's Police Department-Community Response Operations Team to implement solutions related to public safety, code enforcement and homelessness response	John Norris	John Norris	Conduct process improvement exercises with the Police-Community Response Operation Team and document protocols for management of unauthorized vehicles in the right-of-way and protocols for coordination of cross-departmental homelessness response and support	01/01/20	04/30/21	In Progress	90%	On Track	The Unauthorized Vehicles in the ROW process has been documented. Staff is now working with the Cit
92	CG5	2.Expand coordination of the City's Police Department-Community Response Operations Team to implement solutions related to public safety, code enforcement and homelessness response	John Norris	John Norris	Conduct process improvement and documentation of stronger coordination between Police, CECRT, and contracted Street Outreach Worker to serve and support individuals who are homeless in our community. This includes strengthened connections with Community and Court and connections with shelters	01/01/21	12/31/21	In Progress	0%	On Track	Haven't started this work yet.
93	CG5	3.Continue partnerships between Community Services, Parks, Economic Development and Police on Problem Solving Projects and crime prevention to improve safety and the feeling of safety	Shawn Ledford	Ryan Abbott	Develop a business partnership program to assist businesses that have a significant number of repeat calls for service.	01/01/20	01/31/22	On-hold	20%	Not on Track	Paused due to COVID until Phase 4
94	CG5	4.Continue partnering with Shoreline schools and the Shoreline Fire Department to implement best practice school safety measures	Shawn Ledford	Shawn Ledford	Complete at least one active shooter and patrol training at varied locations annually	01/01/20	12/31/20	On-hold	0%	Not on Track	All training has been put on hold. We'll see when that is lifted and if we can provide training this
95	CG5	5.Continue addressing traffic issues and concerns in school zones and neighborhoods using the City's speed differential map and citizen traffic complaints	Kendra Dedinsky	Kendra Dedinsky	Develop annual traffic safety evaluation report & update traffic data for police use	01/01/20	12/31/20	Complete	100%	Complete	Annual Traffic Report was discussed at October 5th Council Meeting.

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96	CG5	5.Continue addressing traffic issues and concerns in school zones and neighborhoods using the City's speed differential map and citizen traffic complaints	Shawn Ledford	Ryan Abbott	Implement traffic emphasis patrols based on the annual traffic safety report. Police will use education and enforcement,	01/01/20	12/31/22	In Progress	50%	On Track	Implementation of traffic emphasis patrols has been limited. As needed basis.
97	CG5	5.Continue addressing traffic issues and concerns in school zones and neighborhoods using the City's speed differential map and citizen traffic complaints	Kendra Dedinsky	Kendra Dedinsky	Light Rail Station Subareas Parking Study	01/01/20	01/04/21	Complete	100%	Complete	Presented to Council 1/4/21
98	CG5	6. Conduct trainings and community programs to promote personal safety, awareness and response	Shawn Ledford	Shawn Ledford	Provide 2-3 Personal Safety, Awareness, & Response Training and Civilian Response to Active Shooter Events Trainings annually	01/01/20	12/31/20	On-hold	0%	Not on Track	On hold indefinitely –COVID. I'm not sure if/when this will be provided in the foreseeable future. W
99	CG5	6. Conduct trainings and community programs to promote personal safety, awareness and response	Bethany Wolbrecht-Dunn	Constance Perenyi	Conduct annual National Night Out Celebration	01/01/20	06/01/20	On-hold	50%	On Hold	No National Night Out event in 2020 due to COVID-19. City is promoting Talent Bank tool for neighbo
100	CG5	7.Begin a process of developing partnerships with North King County cities and other key stakeholders in support of siting a 24/7 shelter/navigation center to serve homeless single adults in North King County	Colleen Kelly	Colleen Kelly	Review listing of available lands to determine whether there are opportunities for acquisitions	02/01/20	06/01/20	Complete	100%	Complete	
101	CG5	7.Begin a process of developing partnerships with North King County cities and other key stakeholders in support of siting a 24/7 shelter/navigation center to serve homeless single adults in North King County	Colleen Kelly	Colleen Kelly	Develop a North King County Task Force to include reps from interested city and CBO partners	06/01/20	12/31/20	Complete	100%	Complete	Task Force has been established; all North King County cities have appointed councilmembers; first m
102	CG5	8.Actively monitor developments related to the new Regional Homelessness Authority with a particular focus on actions and resources related to sub-regional planning efforts	Colleen Kelly	Colleen Kelly	Monitor the process of the final development phase of the Regional Homelessness Authority and provide staff support to Deputy Mayor Scully in his role as a member of the All Home Coordinating Board	01/01/20	12/31/20	Complete	100%	Complete	The Regional Homelessness Authority has been created through legislative action by both the City of

#	Goal #	Action Step	Action Step Coordination Lead	Implementation Project Manager	Implementation Step	Start	Finish	Project Status	% of Project Complete	Project Health	Notes (Abbr.)
103	CG5	9.Pilot the Love Your Community mini-grant program to expand the City's community building efforts beyond established neighborhood associations	Bethany Wolbrecht-Dunn	Constance Perenyi	Revamp the program and application materials and recruited a community review committee	09/01/19	02/29/20	Complete	100%	Complete	Project is complete.
104	CG5	9.Pilot the Love Your Community mini-grant program to expand the City's community building efforts beyond established neighborhood associations	Bethany Wolbrecht-Dunn	Constance Perenyi	Review and approve grant applications	02/29/20	12/31/20	Complete	100%	Complete	This grant was released immediately before the COVID-19 emergency began. Two projects have been fund
105	CG5	Organizational continuous improvement	Rachael Markle	Jarrold Lewis	2019 Process Walk- Intake Process for New Construction Single Family Permits	12/01/18	06/30/21	On-hold	15%	Not on Track	The process walk was completed in early May and a work plan established to implement the recommendat
106	CG5	Implement 2020-2022 Technology Strategic Plan and technology projects that improve organizational efficiency	Karen Mast	Karen Mast	Open Data Implementation	01/01/21	12/31/22	Not Started	0%	On Track	This project is included in the Strategic Technology Plan, but not prioritized to start in 2020 as p
107	CG5	Implement 2020-2022 Technology Strategic Plan and technology projects that improve organizational efficiency	Karen Mast	Karen Mast	BUSINESS INTELLIGENCE PROJECT - PHASE I, Analysis of reports/data needs	06/01/19	03/31/20	Complete	100%	Complete	Phase I . Added additional segment to discuss brainstorming of other possible reports that aren't cu
108	CG5	Implement 2020-2022 Technology Strategic Plan and technology projects that improve organizational efficiency	Karen Mast	John Frey	BUSINESS INTELLIGENCE PROJECT - PHASE II -- Create requirements for Data Warehouse/ Data sets solution(s), select and implement. Create requirements for Business Analysis tool(s), select and implement.	12/01/20	12/01/21	Not Started	0%	On Track	Phase II: Requirements, process and select Data Warehouse tool or tools. , create requirements for
109	CG5	Implement 2020-2022 Technology Strategic Plan and technology projects that improve organizational efficiency	Karen Mast	John Frey	BUSINESS INTELLIGENCE PROJECT - PHASE III- Standard Reports and templates	06/01/21	06/01/22	Not Started	0%	On Track	Phase III: Create Standard reports and templates. Doesn't start until June 20. 7/14/20: Delayed d

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110	CG5	Implement 2020-2022 Technology Strategic Plan and technology projects that improve organizational efficiency	Karen Mast	John Frey	BUSINESS INTELLIGENCE PROJECT - PHASE IV- Citywide Performance Dashboard	06/01/22	06/01/23	Not Started	0%	On Track	Phase IV: Create and implement Dashboards. Project doesn't start until after Phase III- Updated st
111	CG5	Implement 2018-2020 Technology Strategic Plan and technology projects that improve organizational efficiency	Karen Mast	John Frey	Financial System replacement implementation - Phase 2, Central Square Implementation	01/01/19	12/31/20	Complete	100%	Complete	This project was delayed due to software 'bugs' in the code that prevented the City from fully testi
112	CG5	Implement 2018-2020 Technology Strategic Plan and technology projects that improve organizational efficiency	Karen Mast	John Frey	Financial System replacement implementation - Phase 3, Central Square Additional Efficiencies- Purchase Orders, Invoice Approval, Fixed Assets, Grants Management, Personnel Action Forms, P-Cards, 9/80 Timekeeping, and Automake TK Interface.	01/01/21	11/30/21	In Progress	15%	On Track	Note that implementation of many additional enhanced features of the application may be delayed to a
113	CG5	Implement 2020-2022 Technology Strategic Plan and technology projects that improve organizational efficiency	Karen Mast	Karen Mast	Financial System replacement implementation - Phase I: Implement Efficiencies, CDM & Budget book, Time Clock Plus,	04/01/17	11/30/20	Complete	100%	Complete	There is still an intent to introduce the use of some advanced features/ capabilities of the applica
114	CG5	Implement 2018-2020 Technology Strategic Plan and technology projects that improve organizational efficiency	Karen Mast	Karen Mast	IT Maturity: Server Consolidation, SAN Implementation, ITSM, Risk Management, Customer Alignment	10/07/14	12/31/20	Complete	100%	Complete	Server consolidation and SAN implementation complete. 7/14/20: IT has started to do some work arou
115	CG5	Implement 2018-2020 Technology Strategic Plan and technology projects that improve organizational efficiency	Karen Mast	Karen Mast	ITSM, Risk Management, Customer Alignment	10/07/14	06/30/21	In Progress	40%	On Track	Work order standardization and triage processes are complete. A draft of IT Services and performanc
117	CG5	Organizational continuous improvement efforts	Sara Lane	Tammy Lessley	Support evaluation and implementation of improved operational and organizational performance measures utilizing Business Intelligence	01/01/21	12/31/22	Not Started	0%	On Track	This project start is dependent on the business intelligence project. This is a Citywide Project tha

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118	CG5	Address issues related to proposed development of Point Wells site located within Snohomish County	Debbie Tarry	Debbie Tarry	Manage & coordinate information for Point Wells	01/01/13	06/30/21	In Progress	95%	On Track	
119	CG5	Address issues related to proposed development of Point Wells site located within Snohomish County	Debbie Tarry	Debbie Tarry	Complete Comp. Plan Amendments, Development Regulations and Standards per Woodway/Shoreline Interlocal	01/01/15	01/31/21	Complete	100%	Complete	Interlocal executed 10/7/19. Regulations before the Planning Commission in Oct/Nov 2020 and City Co
120	CG5	Address issues related to proposed development of Point Wells site located within Snohomish County	Debbie Tarry	Margaret King	Monitor and participate in Snohomish County review of re-activated BSRE Urban Center Permit and any subsequent hearings or SEPA procedure	01/01/13	12/31/21	In Progress	55%	On Track	Monitoring. Reactivation of permit by BSRE was filed December 21, 2019. Hearing being scheduled fo
121	CG5	Address issues related to proposed development of Point Wells site located within Snohomish County	Debbie Tarry	Debbie Tarry	Phase II Tolling Study	08/01/18	12/31/20	On-hold	0%	On Track	Dependent on litigation

2021-2023 City Council Goals and Work Plan

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

- Sustainable neighborhoods—ensuring they are safe and attractive;
- Sustainable environment—preserving our environmental assets and enhancing our built environment so that it protects our natural resources;
- Sustainable services—supporting quality services, facilities and infrastructure; and
- Sustainable finances—responsible stewardship of fiscal resources to achieve the neighborhoods, environment and services desired by the community.

The City Council holds an annual Strategic Planning Workshop to monitor progress and determine priorities and action steps necessary to advance Vision 2029. This workplan, which is aimed at improving the City’s ability to fulfill the community’s vision, is then reflected in department work plans, the City’s budget, capital improvement plan, and through special initiatives.

Goal 1: Strengthen Shoreline’s economic climate and opportunities

Robust private investment and economic opportunities help achieve Council Goals by enhancing the local economy, providing jobs and housing choices, and supporting the public services and lifestyle amenities that the community desires and expects.

ACTION STEPS:

1. Conduct a review of development that has occurred in the 145th Station Area; identify City policies and regulations that may need to be revised in order to realize the City’s vision of mixed-use, environmentally sustainable, and equitable neighborhoods within the MUR zones
2. Implement the Community Renewal Plan for Shoreline Place including completion of the intersection improvements at N 155th Street and Westminster Way N, the adoption and implementation of revised signage requirements, and the processing of Phase 1 and 2 permits
3. Continue to implement development review and permitting best practices, including the expansion of the City’s online permit capabilities and the development of permit turn-around time targets, so that permit applicants experience predictable, timely, accessible and responsive permitting services
4. Enhance business retention and expansion efforts by building relationships and identifying regulatory challenges, especially in the post-pandemic environment
5. Facilitate collaboration with and between members of the business community to support new businesses and identify strategies to support these businesses
6. Adopt the Housing Action Plan to help plan for additional housing choices, associated policies and regulatory modifications
7. Participate in the State’s Master Plan process for the Fircrest Campus and advocate for uses compatible with the City’s vision for underutilized properties
8. Monitor the outcomes of the ground floor commercial requirements in the North City and Ridgecrest neighborhoods. Use lessons learned from this early adoption area to model future development regulations for the first floor of multi-family developments
9. Pursue renewal of the City’s Levy Lid Lift that expires at end of 2022 to ensure the ability to deliver critical public services to the Shoreline community
10. Support King County Metro’s evaluation of the 192nd Park and Ride as a potential location for expanded transit operations and transit-oriented-development

Goal 2: Continue to deliver highly-valued public services through management of the City’s infrastructure and stewardship of the natural environment

The City has identified needed improvements to strengthen its municipal infrastructure to maintain public services the community expects through adoption of the Comprehensive Plan, Surface Water Master Plan, Transportation Master Plan and Parks, Recreation and Open Space Plan. As capital improvements are made, it is important to include efforts that will enhance Shoreline’s natural environment, ultimately having a positive impact on the Puget Sound region.

ACTION STEPS:

1. Implement the Sidewalk Rehabilitation and Sidewalk Construction Programs
2. Continue to Implement the Parks, Recreation, and Open Space Plan, including implementation of the 2021 Park Bond if approved by voters
3. Continue to explore strategies for replacement of the Shoreline Pool and Spartan Recreation Center
4. Continue to implement the Urban Forest Strategic Plan, including the Green Shoreline Partnership
5. Continue to implement the 2020-2022 Priority Environmental Strategies including implementation of Salmon-Safe certification activities, resource conservation and zero waste activities, and an update of the City’s Climate Action Plan
6. Implement Phase One of the City Maintenance Facility project, which includes construction of maintenance facilities at the Brightwater property and preliminary design of the Hamlin and North Maintenance facilities
7. Continue implementing the proactive strategy of the adopted 2017-2022 Surface Water Master Plan
8. Update the Transportation Master Plan, including evaluating a multi-modal level of service, concurrency and shared use mobility options
9. Begin the state mandated major update of the Comprehensive Plan once the King County Countywide Planning Policies have been finalized
10. Design the N 175th Street Corridor Project from Interstate-5 to Stone Avenue N
11. Update the Public Arts Policy and initiate public process for update of the Public Art Plan

Goal 3: Continue preparation for regional mass transit in Shoreline

Our community looks forward to increasing mobility options and reducing environmental impacts through public transit services. The ST2 light rail extension from Northgate to Lynnwood includes investment in the Shoreline North/185th Street Station and the Shoreline South/148th Street Station, which are planned to open in 2024. The ST3 package includes funding for corridor improvements and Bus Rapid Transit service along State Route 523 (N 145th Street) from Bothell Way connecting to the Shoreline South/148th Street Station. Engaging our community members and regional transit partners in plans to integrate local transit options into the future light rail service continues to be an important Council priority.

ACTION STEPS:

1. Work with regional and federal partners to fund, design, and construct the 145th Street Corridor and Interstate-5 interchange improvements
2. Support Sound Transit’s 145th Street improvements from Highway 522 to Interstate-5 as part of ST3
3. Work collaboratively with Sound Transit on the Lynnwood Link Extension Project, including coordination of project construction, inspection and ongoing permitting
4. Coordinate with developers and seek partnerships and funding for implementation of the 185th Street Corridor Strategy
5. Coordinate with developers and seek partnerships and funding to realize the vision of the 148th/Shoreline South Light Rail Station Area vision
6. Create non-motorized connections to the light rail stations and provide for multiple transportation

options in and between the Station subareas by continuing to coordinate design elements of the Trail Along the Rail

7. Complete 90 percent design of the 148th Street Non-Motorized Bridge and work with regional and federal partners to fully fund the project
8. Collaborate with regional transit providers to implement long range regional transit plans including Sound Transit's ST3 Plan, King County Metro's Metro Connects Long Range Plan, and Community Transit's Blue Line and Long-Range Plan

Goal 4: Expand the City's focus on equity and social justice and work to become an Anti-Racist community

The Council values all residents, is committed to building an anti-racist community, and believes the City has a responsibility to ensure that Shoreline is an inviting, equitable and safe community for all. In order to meet the needs of all community members, the City must provide meaningful community engagement so that all people have access to needed services, information, and resources and can provide input on the development and implementation of City policies and programs.

ACTION STEPS:

1. Continue implementing the City's Equity and Social Justice Program with an increased focus on anti-racism described in City Council Resolution No. 467, including identifying and implementing ongoing equity and anti-racism training for City staff, Council, boards and commissions and assessing internal opportunities for change
2. Develop resources and training to assist staff in understanding meaningful community engagement practices and approaches
3. Offer Community Bridge as an opportunity to engage diverse residents and meet community identified goals
4. Ensure all Shoreline residents have access to and benefit from the City's programs, parks, facilities and activities
5. Continue building relationships that support community policing

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

Maintaining a safe community is the City's highest priority. The 2020 Resident Satisfaction Survey reflected that 94% of respondents felt safe in their neighborhood during the day and 81% had an overall feeling of safety in Shoreline. The City is continuing a concentrated work plan to enhance our public safety communication and crime prevention efforts to ensure that our residents and businesses continue to find Shoreline a safe place to live, work and play. The Council recognizes that supporting stronger community connections and making it possible for residents to meet their needs are critical elements of a safe and thriving community.

ACTION STEPS:

1. Use data driven policing to address crime trends and quality of life concerns in a timely manner
2. Continue to coordinate the Shoreline Police-Community Response Operations Team to implement solutions related to public safety, code enforcement and homelessness response
3. Engage in community conversations that will inform changes in law enforcement policy and community safety in Shoreline
4. Support efforts to improve public safety by incorporating best practices and model policies for use of force, de-escalation training and police accountability
5. Continue partnerships between Community Services, Parks, Economic Development and Police on Problem Solving Projects and crime prevention to improve safety and the feeling of safety
6. Continue addressing traffic issues and concerns in school zones and neighborhoods using the City's speed differential map and resident traffic complaints

7. Conduct trainings and community programs to promote personal safety, awareness and response
8. Continue to support the North King County Enhanced Shelter serving homeless adults in North King County through partnership and agreement with King County, Lake City Partners and the community
9. Actively monitor developments related to the King County Regional Homelessness Authority with a particular focus on actions and resources related to sub-regional planning efforts
10. Continue the Love Your Community mini-grant program to expand the City's community building efforts beyond established neighborhood associations

2021-2023 City Council Goals and Work Plan

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

- Sustainable neighborhoods—ensuring they are safe and attractive;
- Sustainable environment—preserving our environmental assets and enhancing our built environment so that it protects our natural resources;
- Sustainable services—supporting quality services, facilities and infrastructure; and
- Sustainable finances—responsible stewardship of fiscal resources to achieve the neighborhoods, environment and services desired by the community.

The City Council holds an annual Strategic Planning Workshop to monitor progress and determine priorities and action steps necessary to advance Vision 2029. This workplan, which is aimed at improving the City's ability to fulfill the community's vision, is then reflected in department work plans, the City's budget, capital improvement plan, and through special initiatives.

Goal 1: Strengthen Shoreline's economic climate and opportunities

Robust private investment and economic opportunities help achieve Council Goals by enhancing the local economy, providing jobs and housing choices, and supporting the public services and lifestyle amenities that the community desires and expects.

ACTION STEPS:

1. Conduct a review of development that has occurred in the ~~185th and~~ 145th Station Area; ~~s and~~ identify City policies and regulations that may need to be revised in order to realize the City's vision of mixed-use, environmentally sustainable, and equitable neighborhoods within the MUR zones
2. Implement the Community Renewal Plan for Shoreline Place including completion of the construction of the intersection improvements at N 155th Street and Westminster Way N, the adoption and implementation of revised signage requirements, and the processing of Phase 1 and 2 permits
3. Continue to implement development review and permitting best practices, including the expansion of the City's online permit capabilities and the development of permit turn-around time targets, so that permit applicants experience predictable, timely, accessible and responsive permitting services
4. Enhance business retention and expansion efforts by building relationships and; ~~identifying regulatory challenges, and exploring expansion opportunities and plans, especially in the post-pandemic environment~~
5. Facilitate collaboration with and between members of the business community to support new businesses and identify strategies that the City can consider to support these businesses
5. ~~Partner with North King County service providers and partners to develop a plan~~ Continue to formalize the management of the City's affordable housing program
6. ~~Engage the community in creating a~~ Adopt the Housing Action Plan to identify help plan for additional housing choices, associated policies and regulatory modifications
7. Participate in the State's Master Plan process for the Fircrest Campus and advocate for uses compatible with the City's vision for underutilized properties
8. Monitor the outcomes of the ground floor commercial requirements in the North City and Ridgecrest neighborhoods; ~~and~~ Use lessons learned from the this early adoption area to model future development regulations for the first floor of multi-family developments Review the City's development regulations to explore the creation of ground floor commercial requirements and/or incentives in certain areas of non-residential zones
9. Pursue renewal of the City's Levy Lid Lift that expires at end of 2022 to ensure the long-term Financial Sustainability of the City ability to deliver critical public services to the Shoreline

~~community Explore opportunities to expand athletic schedule to support tournaments through partnerships with the Shoreline School District and Park Improvements~~

10. Support King County Metro's evaluation of the 192nd Park and Ride as a potential location for expanded transit operations and transit-oriented development

Goal 2: Continue to deliver highly-valued public services through management of the City's infrastructure and stewardship of the natural environment

The City has identified needed improvements to strengthen its municipal infrastructure to maintain public services the community expects through adoption of the Comprehensive Plan, Surface Water Master Plan, Transportation Master Plan and Parks, Recreation and Open Space Plan. As capital improvements are made, it is important to include efforts that will enhance Shoreline's natural environment, ultimately having a positive impact on the Puget Sound region.

ACTION STEPS:

1. Implement the ~~new~~ Sidewalk Rehabilitation and Sidewalk Construction Programs
2. Continue to Implement the Parks, Recreation, and Open Space Plan, including implementation of a potential priority park improvements and park land acquisition of additional park properties bond measure the 2021 Park Bond if approved by voters
3. ~~Develop~~ Continue to explore a future strategies for replacement of the Shoreline Pool and Spartan Recreation Center
4. Continue to Implement the Urban Forest Strategic Plan, including the Green Shoreline Partnership
5. Continue to Implement the 2020-2022 Priority Environmental Strategies including implementation of Salmon-Safe certification activities, resource conservation and zero waste activities, and an update of the City's Climate Action Plan Implement the asset management policy and strategy to better align data with the goal of supporting life cycle and risk-based decision making using accepted asset management principles and practices
6. Implement Phase One of the City Maintenance Facility project, which includes construction of maintenance facilities at the Brightwater property and preliminary design of the Hamlin and North Maintenance facilities
7. Continue implementing the proactive strategy of the adopted 2017-2022 Surface Water Master Plan
8. Update the Transportation Master Plan, including evaluating a multi-modal level of service, concurrency, ~~Transportation Impact Fees~~, and shared use mobility options
9. Begin the state mandated major update of the Comprehensive Plan once the King County Countywide Planning Policies have been finalized
10. ~~Adopt the preferred concept and Dd~~ Design for the N 175th Street Corridor Project from Interstate-5 to Stone Avenue N
11. Update ~~the Public Arts Policy and implement the Public Arts Policy and initiate public process for update of~~ the Public Art Plan Defer Implement the sidewalk rehabilitation program until funding can be secured to offset or replace lost Vehicle License Fee revenue if I-976 is implemented Complete the assumption of the Ronald Wastewater District in collaboration with the District

Goal 3: Continue preparation for regional mass transit in Shoreline

Our community looks forward to increasing mobility options and reducing environmental impacts through public transit services. The ST2 light rail extension from Northgate to Lynnwood includes investment in the Shoreline North/185th Street Station and the Shoreline South/~~445th-148th~~ Street Station, which are planned to open in 2024. The ST3 package includes funding for corridor improvements and Bus Rapid Transit service along State Route 523 (N 145th Street) from Bothell Way connecting to the Shoreline South/~~445th-148th~~ Street Station. Engaging our community members and regional transit partners in plans to integrate local transit options into the future light rail service continues to be an important Council priority.

ACTION STEPS:

1. Work with regional and federal partners to fund, design, and construct the 145th Street Corridor and Interstate-5 interchange improvements ~~Work with regional and federal partners to fund, design, and construct the 145th Street corridor improvements west of the Interstate-5 interchange~~
2. Support Sound Transit's 145th Street improvements from Highway 522 to Interstate-5 as part of ST3
3. Work collaboratively with Sound Transit ~~to complete the permitting phase of~~ the Lynnwood Link Extension Project, including and ~~coordination~~ on of project construction, ~~and~~ inspection and ongoing permitting
4. Coordinate with developers and seek partnerships and funding for implementation of the 185th Street Corridor Strategy
5. Coordinate with developers and seek partnerships and funding to realize the vision of the 148th/Shoreline South Light Rail Station Area vision
6. Create non-motorized connections to the light rail stations and provide for multiple transportation options in and between the Station subareas by continuing to coordinate design elements of the Trail Along the Rail
7. Complete 930 percent design of the 148th Street Non-Motorized Bridge and work with regional and federal partners to fully fund the project
8. Collaborate with regional transit providers to implement long range regional transit plans including Sound Transit's ST3 Plan, King County Metro's Metro Connects Long Range Plan, and Community Transit's Blue Line and Long-Range Plan

Goal 4: Expand the City's focus on equity and ~~inclusion-social justice and work to become an Anti-Racist community to enhance opportunities for community engagement~~

The Council values all residents, is committed to building an anti-racist community, and believes the City has a responsibility to ensure that Shoreline is an inviting, equitable and safe community for all. In order to meet the needs of all community members, the City must provide meaningful community engagement so that all people have access to needed services, information, and resources and can provide input on the development and implementation of City policies and programs. ~~they are an important part of the Shoreline community, including those who have been historically marginalized and underrepresented. The Council believes it is important to improve inclusion, equity, and meaningful participation among all members of the Shoreline community in the development and implementation of policies and programs.~~

ACTION STEPS:

1. Continue implementing the City's ~~Diversity and Inclusion~~ Equity and Social Justice Program with an increased focus on anti-racism described in City Council Resolution No. 467, including identifying and implementing ongoing equity and anti-racism training for City staff, Council, boards and commissions and assessing internal opportunities for change
2. Develop resources and training to assist staff in understanding meaningful community engagement practices and approaches
3. ~~Continue to offer~~ Offer Community Bridge as an ~~alternative engagement strategy for Shoreline's diverse population opportunity to engage diverse residents and meet community identified goals~~
4. Ensure all Shoreline residents have access to and benefit from the City's programs, parks, facilities and activities ~~through continued compliance with federal and state anti-discrimination laws, including Title VI of the Civil Rights Act, the Civil Rights Restoration Act, Title II of the Americans with Disabilities Act, and Washington's Law Against Discrimination~~
5. ~~Review the City's written material and public information to make sure that it is understandable and accessible for all residents~~
5. Continue building relationships that support community policing

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

Maintaining a safe community is the City's highest priority. The 20~~2018~~ ~~Citizen Resident Satisfaction~~ Survey reflected that 9~~43~~% of respondents felt safe in their neighborhood during the day and 81% had an overall feeling of safety in Shoreline. The City is continuing a concentrated work plan to enhance our public safety communication and crime prevention efforts to ensure that our residents and businesses continue to find Shoreline a safe place to live, work and play. The Council recognizes that supporting stronger community connections and making it possible for residents to meet their needs are critical elements of a safe and thriving community.

ACTION STEPS:

1. Use data driven policing to address crime trends and quality of life concerns in a timely manner
2. ~~Expand-Continue to~~ coordination of the City's Shoreline Police Department Community Response Operations Team to implement solutions related to public safety, code enforcement and homelessness response
3. ~~Engage in community conversations that will inform police service changes in law enforcement policy and community safety in Shoreline~~
4. ~~Support efforts to improve public safety by incorporating best practices and model policies for use of force, de-escalation training and police accountability~~ Support efforts to improve police accountability that makes policing more equitable for the Shoreline community
5. Continue partnerships between Community Services, Parks, Economic Development and Police on Problem Solving Projects and crime prevention to improve safety and the feeling of safety ~~Continue partnering with Shoreline schools and the Shoreline Fire Department to implement best practice school safety measures~~
6. Continue addressing traffic issues and concerns in school zones and neighborhoods using the City's speed differential map and resident traffic complaints
7. Conduct trainings and community programs to promote personal safety, awareness and response
8. ~~Begin a process of developing partnerships with~~ Continue to support the North King County Enhanced Shelter ~~cities and other key stakeholders in support of siting a 24/7 shelter/navigation center to serve~~ homeless single adults in North King County through partnership and agreement with King County, Lake City Partners and the community
9. Actively monitor developments related to the ~~new King County~~ Regional Homelessness Authority with a particular focus on actions and resources related to sub-regional planning efforts
10. ~~Pilot-Continue~~ the Love Your Community mini-grant program to expand the City's community building efforts beyond established neighborhood associations



Memorandum

DATE: February 24, 2021

TO: Mayor and Councilmembers

FROM: Nora Gierloff, Planning Manager
Rachael Markle, PCD Director

RE: Private Property Tree Regulation Summary and Options

CC: Debbie Tarry, City Manager
John Norris, Assistant City Manager

Introduction

The City Council has asked staff to review the City's current regulations and standards regarding the protection and preservation of trees during the development process. This paper is specifically focused on trees on private property. It is structured to provide background information on the current codes and standards, a discussion on how trees are currently managed in the development review process and ideas or opportunities to better meet the City's tree canopy goals. Public Works has prepared a separate paper on trees contained in existing rights-of-way.

Background

When the City incorporated in 1995, it wholly adopted King County Title 21 (Development Code) into the City of Shoreline Municipal Code Title 18. In 2000, the City adopted an entirely new Development Code, Shoreline Municipal Code (SMC) Chapter 20. In [SMC 20.50.290](#), the City established the Tree Conservation, Land Clearing and Site Grading Standards. This code section, commonly referred to as the Tree Code, included tree retention, replacement and protection standards for trees on private property and remains the basis for the City's current regulations.

History of Code Amendments

Since the year 2000, the City has amended the Tree Code 12 times. Over the years, the City has exempted the MUR-70' and commercial zones from tree requirements, exempted some tree removal from replacement requirements, adopted standards for tree protection during

construction, and allowed payment of a fee in lieu of replanting replacement trees. The table in Attachment A contains a summary of these changes.

Proposed 2021 Code Amendments

The table in Attachment B shows a summary of the proposed amendments for the 2021 Development Code Amendments from *Save Shoreline Trees*. The proposed amendments concern the following topics:

- Adding a purpose section that discusses the environmental benefits of trees;
- Requiring replacements for removal of trees over 24" in diameter, rather than the current 30" in diameter;
- Lowering the size of trees considered significant and subject to permitting from 8" to 6" for conifers and 12" to 10" for deciduous;
- Limiting the number of trees exempt from replacement on larger sites;
- Adding a definition and protections for Heritage Trees;
- Increasing tree protection during construction, including adding a definition of critical root zone, requirement for best management practices, stop work orders for any violations, monetary penalties, and performance bonds;
- Requiring greater notice for removal of trees on public rights-of-way; and
- Offering expedited permit review and rebate of permit fees for increased tree retention.

In addition to these code changes they have suggested that the City establish an Urban Forestry Advisory Panel. Staff is still evaluating these suggestions and they are scheduled to be presented to the Planning Commission with the rest of the 2021 Batch Development Code amendments in May of this year.

Summary of Current Zoning Code Provisions

Significant-Sized Trees

The City's tree regulations, SMC 20.50.290-370, only apply to significant-sized trees on private property, except in critical areas. Significant-sized trees include coniferous trees eight inches or more and deciduous trees 12 inches or more in diameter, measured 4.5 feet from the ground, called diameter at breast height (dbh). Eight inches diameter and 12 inches diameter translate to 25 inches and 37.5 inches in circumference respectively.

Tree Removal that is Exempt from Permit

Non-significant Sized trees: Trees that are smaller in diameter than a significant tree may be removed without a permit unless they are in a Critical Area or its buffer or the area cleared exceeds 1,500 square feet.

Commercial Zones: Trees removed on properties zoned Community Business, Mixed Business, Neighborhood Business, MUR- 70' or Town Center are exempt from the Tree Code, unless existing, significant trees were included as required landscaping within the previous three years.

Partially Exempt Trees: Some significant trees may be removed every 3-year period based on parcel size. Parcels that are 7,200 square feet may remove 3 significant trees. For each additional 7,200 square feet, a parcel may remove one additional tree. Trees over 30 inches in diameter (94.2" in circumference) are not exempt and will need a permit to remove.

Pruning: Pruning less than 25% of the tree canopy is allowed without a permit. Tree pruning does not include coppicing (cutting back to roots to regrow), topping, or damaging the health of the tree. When the tree(s) are in a critical area the pruning must be completed by a Tree Risk Assessment Qualified (TRAQ) professional arborist using best practices consistent with Shoreline Development Code section 20.50.350(E).

Regulating Trees in Critical Areas

If a tree of any size is in or near an area such as a stream, wetland, or steep slope, then the tree may be in a Critical Area or its buffer. City review is required to determine whether these trees may be removed or pruned through a Clearing and Grading Permit. To remove hazardous trees in Critical Areas, they must be hazardous to life or property as determined by a qualified arborist. Hazardous trees that are an active threat to life or property (falling, about to fall or dropping limbs) may be removed as described below. Hazardous trees that are not an active threat may be removed after submitting a Tree Evaluation Form for approval. This form must be completed by a certified arborist. See [Development Code Section SMC 20.80.030](#).

Hazardous Trees

A tree that is an active threat to life or property (falling, about to fall or dropping limbs) may be removed immediately without permit. However, documentation of the hazardous condition prior to removal such as photos, evaluation by an arborist licensed with the International Society of Arboriculture (ISA) or similar documentation is required. After removal of the tree, the applicant is to submit documentation to the Planning & Community Development Department for review to determine whether a Clearing and Grading Permit and possibly replacement trees are required. See Development Code Section SMC 20.50.310(A)(1)(c).

Permit Required

A Clearing and Grading – Tree Removal Permit is required if the removal is not covered by one of the exemptions listed above. Trees that are a hazard but not an active threat are regulated as healthy trees through this permit. If the removal is a part of a larger construction or development project, then trees will be reviewed as a part of that permit. The application must include a site map showing the location and size of all significant trees, those proposed to be removed, and any required replacement trees.

Public Notification

No specific notice is required for tree removal through a clearing and grading permit. If it is part of a larger project with an associated permit that requires public notice, such as land division or when SEPA environmental review is triggered, the neighbors receive mailed information, the developer holds a public meeting, and usually the site is posted.

Tree Retention

Where regulated, tree removal is limited by the requirement at SMC 20.50.350 to retain a minimum of 20% of the total number of significant trees per parcel (30% if the site has critical areas). If a parcel's significant trees are to be damaged or removed by an adjoining City street improvement project or required frontage improvement, then those trees may not be included in the site's retention requirement calculation.

Incentives for Tree Retention

The following code provisions incentivize the retention of existing trees:

- In the MUR-70' zone, either replacement of all significant trees removed on a site or retention of at least 20% of the significant trees on a site would qualify as one of the factors for eligibility for a 25% parking reduction.
- Base height in the MUR-70' zone may be increased up to 80 feet when at least 10% of the significant trees on site are retained and up to 90 feet when at least 20% of the significant trees on site are retained.
- In any zone, the Director may grant flexibility to setbacks, open space, and site design standards for a project in order to retain additional trees above the minimum requirement.

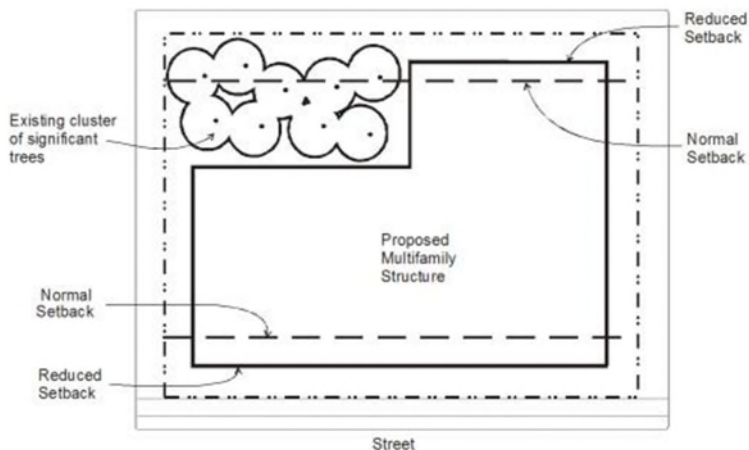


Figure 20.50.350(C): Example of aggregate setback to preserve a cluster of significant trees.

Tree Replacement

Trees that are removed beyond the partial exemption based on lot size above will require replacement trees under SMC 20.50.360(C):

1. One existing significant tree of eight inches in diameter at breast height for conifers or 12 inches in diameter at breast height for all others equals one new tree.
2. Each additional three inches in diameter at breast height equals one additional new tree, up to three trees per significant tree removed.

Except for single family lots, replacement trees must be covered by a three-year maintenance bond and agreement with the City. Tree replacement is not required for removal of significant trees as part of a City street improvement project.

Fee in Lieu of Replacement

To the extent feasible, all replacement trees shall be replaced on site. When an applicant demonstrates that the project site cannot feasibly accommodate all of the required replacement trees, the Director may allow the payment of a fee in lieu or a combination of reduction in the minimum number of replacement trees required and payment of the \$2,611 fee. The fee will be used by the City to plant trees in parks or restoration areas.

Enforcement

Tree protection measures are discussed at the pre-construction meeting held after issuance of development permits and are required to be in place prior to start of construction. Planning and Community Development staff does not regularly inspect these measures during construction, though the building inspectors may notice damaged trees or missing protective fencing. If trees intended to be retained are damaged or removed during construction, this should be identified during the final inspections and replanting should be completed or bonded prior to finalization of the permit.

Restoration Requirements for Unauthorized Tree Removal

If site work that damages trees occurs without a permit or in violation of a permit, the Director may require site restoration to include restoration of original grades, replanting of trees, reseeding and revegetation to replace the functions and values of the site.

Tree Permit Statistics

Statistics about tree removal and replacement during 2019 and 2020 are given in Attachment C. In 2019, an unusual number of trees were removed due to the construction of the Sound Transit light rail guideway, so the numbers are not representative of overall trends. The numbers show that applicants are retaining well over the minimum 20% of trees and that the total number of trees on these sites is increasing, despite tree removal.

Canopy Studies

The impact of development and the sight of trees being removed from a property is a sudden change that draws the attention of the neighborhood. Less obvious is the subtle change of thousands of citywide trees growing incrementally every year. The best way to have a larger picture of Shoreline's trees is to survey the condition of the overall vegetative canopy.

This was done in 2012 (just prior to the amended tree Ordinance No. 640). That study found that between the years 2000 and 2010, the tree canopy was unchanged with 31% of total coverage. The City conducted a second study and found that between 2011 and 2018, the tree canopy expanded from 31% to 37% of total coverage. The intent is to update the Tree Canopy study every five to seven years. As such, staff currently doesn't anticipate updating the study until the 2023-2024 timeframe. Council could choose to update the study earlier. Updating this study in 2022 would check how the City is doing maintaining tree canopy during a period of rapid development.

Discussion

There is an inherent tension between preserving existing trees and allowing more urban levels of growth and density. The City has recognized this by exempting areas where redevelopment is encouraged, commercial zones (NB, CB, MB, and TC-1, 2 and 3) and the most intense station area zone (MUR-70'), from tree regulation requirements. This means that efforts to preserve individual trees and expand Shoreline's tree canopy need to focus on residential zones, campus zones, lower density portions of the station areas, and public property.

The zones with the greatest conflict between development and tree retention are those that allow intense levels of development such as 85% or 90% hardscape coverage (R-18, R-24, R-48, TC-4, MUR-35', MUR-45') but still require 20% tree retention and planting of replacement trees. Most of these replacement trees wind up planted in the 5-foot side and rear property setbacks, an area too narrow for many deciduous trees and most conifers to thrive (see example photo below). In 10 years, the City may find that many of the recent townhouse and apartment projects have trees that have failed to survive or have been severely pruned to keep them from rubbing against the adjacent buildings.



Another issue is that the trees a developer selects to retain on a development site may be the most conveniently located but not always the largest, most attractive, or healthiest. There have been cases where a few years after development, the new owners want to remove the trees that had been retained either because they have underlying rot or disease or are now showing the effects of damage sustained during construction. Requiring arborist review of the tree retention plan along with a site visit to determine the tree condition may help to reduce these issues.

The majority of Shoreline's canopy cover and the areas with the least amount of redevelopment are the R-4 and R-6 single-family zones. However, the Planning Department staff often receives multiple daily inquiries from these property owners interested in removing trees. The current tree code only controls the rate of tree cutting on these parcels and many removals do not require replacement plantings.

Regulations need to balance the property owner's right to control their living environment (light, view, open yard space, solar access, roof damage due to moss or leaves) with the overall environmental benefit of trees to the public. Staff spends a great deal of time explaining the tree regulations, reviewing tree permits, responding to code violations, inspecting tree planting, and answering questions about trees that have been or are planned to be removed. Despite this, there is a lack of trust in the City's actions and a feeling among a vocal number of Shoreline residents that too many trees are being lost.

Options

Shoreline is not alone in grappling with the issue of how to best regulate and preserve trees. Our neighboring cities take a variety of approaches and there is no consensus on best practices. The City's current Code, while time intensive to administer and imperfect, has allowed the City to maintain or increase the overall canopy cover in the community. We could continue to make incremental changes to the existing code, possibly including those suggested by the *Save Shoreline Trees* group.

The City of Bellevue's regulations are somewhat similar to Shoreline's. They require the retention of all healthy trees in the perimeter landscape areas and 15 to 30 percent of the diameter inches of significant trees in the interior of the lot. The downtown district is exempt from tree retention.

The City of Seattle has a more holistic Green Factor requirement suited to an urban environment where development must achieve a minimum score based on the zoning district. There is a "menu" of landscape credits for various features, including green roofs, rain gardens, vegetated walls, trees, and shrubs. Bonus credits are given for planting along the sidewalk, use of native plants, or creating a food garden.

The Cities of Woodinville and Kirkland have codes which require property owners to maintain a minimum tree credit requirement based on lot area and tree density. The tree credit can be met by both planting new trees and retaining existing trees. Larger existing trees have greater credit values as an incentive to retain them. The challenge for Shoreline would be to calibrate the regulations to determine what sized tree equals one tree credit and how many credits to require as a minimum.

Shoreline's [2014 Urban Forest Strategic Plan](#) also outlines actions to enhance tree canopy and health on public and private property which have not been fully implemented but are still in progress.

Attachments

Attachment A: History of Tree Code Amendments Since the Year 2000

Attachment B: Tree Related Code Amendments for the 2021 Batch Code Amendments

Attachment C: Tree Permit Statistics

Attachment A - History of Code Amendments

Summary of Code changes since 2000.

Ord. #	Year	Changes to Tree Code
299	2002	Reduced replacement tree ratios from 2 to 4 replacement trees to 1 to 3 replacement trees.
398	2006	Exempted commercially zoned properties from the Tree Code.
434	2006	Clarified regulations for removal of emergency hazardous trees.
560	2009	Changed commercial Regional Business (RB) zoning to Mixed Use Zone (MUZ) zoning and maintained the zone as being exempt from the Tree Code.
581	2010	Exempted the removal of noxious weeds and invasive vegetation.
640	2012	Added partial exemption for removal of 3 to 6 trees based on lot size up to 21,781 SF (except 30-inch and greater trees); exempted single family homes from maintenance bonds for replacement trees; and added not active or imminent hazardous trees as an activity exempt from the Critical Areas regulations in accordance with conditions.
706	2015	Added MUR-70' as a zone exempt from the Tree Code.
724	2016	Amended definition of excessive pruning and added standards for pruning; exempted removal and restoration of trees in critical areas for minor conservation and enhancement from the Tree Code; and specified tree protection and clearing limits fencing to be installed prior to pre- construction meeting.
741	2016	Extended protection to tree critical root zones on adjoining property and required tree replacement if an adjoining tree is damaged; and added tree regulations specific to the Lynnwood Link Extension project.
833	2018	Incentivized tree retention in MUR-70' zones by including it as a criterion for parking reduction, allowing height increases, and allowing front setback reductions.
850	2019	Expanded tree exemption to include removal on parcels greater than 21,781 SF; and excluded private property trees from retention and replacement standards if they are removed or damaged due to City required frontage improvements.
907	2020	Clarification about tree protection zones during construction. Allows payment of a fee-in-lieu when all replacement trees cannot be accommodated on site. Replacement required for non-significant trees damaged or removed after permit issuance.

Attachment B – Tree Related Code Amendments Proposed for 2021 Batch

	Code Section	Topic	Submitted
20.20 – Definitions			
	20.20.014	1. Critical Root Zone 2. Critical Root Zone, Inner	Johnstone
	20.20.048	1. Tree Canopy 2. Tree, Hazardous 3. Tree, Heritage 4. Tree, Landmark 5. Tree, Nonsignificant 6. Tree, Significant	Turner
	20.20.050	1. Urban Forest 2. Urban Tree Canopy	Johnstone
20.50 – General Development Standards			
	20.50.280	Tree Purpose (New Section)	Kaye
	20.50.290	Tree Policy	Kaye
	20.50.300	General Requirements	Russell
	20.50.310	Exemptions From Tree Permit	Russell
	20.50.330(B)	Third Party Review	Staff
	20.50.350	Tree Retention Incentives	Russell
	20.50.360	Tree Fee-In-Lieu	Russell
	20.50.370	Tree Protection Measures	Hushagen
SMC Amendments			
	12.30.040	Notice for Street Tree Removal	SST

Attachment C - Tree Permit Statistics

Tree Retention Data by Year of Permit Application, 2019-2020														
Permit type	Number of Permits and Projects with tree retention data		Total removed exempt from replacement		Total to be planted		Total significant trees removed		Total significant trees on site		Total significant trees, minus significant trees removed, plus number to be replaced		Average Retention Percent	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
SITE DEVELOPMENT	25	3	125	37	7,486	91	1,383	79	2,257	104	8,360	116	39%	23%
TREE REMOVAL	44	65	34	56	258	281	146	164	332	469	444	586	49%	54%
SINGLE FAMILY-COMPLEX	18	8	7	35	104	17	21	50	52	466	135	433	40%	54%
COMMERCIAL	1	-	6	-	202		79	-	424	-	547	0	81%	-
TOWNHOUSE – SF ATTACHED	12	1	30	2	32	0	34	2	39	2	37	0	9%	0%
DEMOLITION	3	-	0	-	7	-	2	-	4	-	9	0	50%	-
Total	112	77	203	130	8,089	389	1,666	295	3,113	1,041	9,536	1,135	45%	33%

Notes:

- If a permit or project is exempt from tree retention requirements, data is typically not collected and is therefore not included in this table.
- In the event that there are multiple permits as part of a larger project, this data excludes permits for which the tree retention data is listed on another permit as part of the overall project, in order to avoid duplication of the data.
- This data is categorized by the year of permit application and not necessarily the year in which the tree retention activity occurred.
- The dashes indicate that there are no relevant permits with tree retention data for those years and/or types.
- The high volume of tree totals in 2019 is a result of Sound Transit LLE project-wide numbers, recorded in the year of permit application.
- Typically, retention percentage is calculated as: Number of trees propose to retain / (Number of significant trees - Number of trees exempt from retention)



Memorandum

DATE February 24, 2021

TO: Mayor and Councilmembers

FROM: Tricia Juhnke, City Engineer
Randy Witt, Public Works Director

RE: Street Trees in the Right-of-Way - Regulations, Summary and Options

CC: Debbie Tarry, City Manager
John Norris, Assistant City Manager

Introduction

The City Council has asked staff to review the City's current regulations and standards regarding tree protection and preservation during the development process. This memo is specifically focused on street trees contained in the existing rights-of-way. These trees would be considered public trees, given that they are located in the City's rights-of-ways. This paper is structured to provide background information on the current codes and standards, a discussion on how street trees are currently managed in the development review process and ideas or opportunities to modify codes, standards and/or operational practices to better manage and protect existing street trees.

Background

In 2000, the City adopted Shoreline Municipal Code (SMC) Chapter 20 Development Code. Included in Title 20 is Chapter 20.70, Engineering and Utilities Development Standards which establishes engineering regulations, standards, and a framework for the standards and requirements to development projects.

In SMC 20.70.020, the City establishes the [Engineering Development Manual \(EDM\)](#) to include processes, design and construction criteria, inspection requirements and technical standards for engineering design associated with development of streets and utilities and/or improvements. The EDM is also defined In SMC 12.10.015, giving the Director of Public Works the authority to prepare, administer and amend the EDM.

In SMC 20.70.230, the City establishes the requirements for frontage improvements. This code section defines the elements of frontage improvements, such as sidewalks, landscaping, and drainage improvements; when frontage improvements are required by development; and establishes that improvements shall be designed and constructed in accordance of the EDM.

In 2012, the City adopted [SMC 12.30 Public Tree Management](#) to define the management of trees on City property and in the Right-of-way. This code section addresses the requirements for removal of trees within the right-of-way including when trees can or cannot be removed and replacement requirements for removal of significant trees.

The EDM is an administrative document that establishes design standards for site development and right-of-way improvements. It includes standards utilized for design of elements such as sidewalks, driveways, lighting, street design and stormwater for both the project site and the right-of-way. This provides consistency and predictability for engineers designing projects and reviewers reviewing permit applications. The EDM is updated annually to ensure it stays in alignment with Code Amendments, new regulations, and the City's vision for development. The update process includes an opportunity for the public to provide comment on the draft document or identify areas in need of revisions. The 2021 EDM was posted on the City's website in early November 2020 and will be effective March 1, 2021.

Summary of Current Codes and Standards for Regulation of Street Trees

A summary of the contents of the specific Codes and Engineering Development Manual as they relate to Street Trees is included in Attachment A.

In general, SMC 12.30.040 does not directly address the protection of trees related to development projects. The focus at the time of adoption of this Code section was on regulations related to the removal of trees in front of individual homes. However, the codes are applied to tree removal on development projects.

Removal of Trees in unopened rights-of-way – No trees can be removed in right-of-way that has not been opened with public improvements.

Approved Street Trees – New trees planted in the right-of-way are required to be from the Street Tree list approved by the Tree Board, which is included as Appendix G (Page 222) in the EDM. The Tree Board last reviewed and approved the Street Tree list in 2019. The majority of trees on the Street Tree list are deciduous and appropriate to be constructed adjacent to roadways and in amenity zones. The list includes some conifers that are appropriate for planting in areas without curb, gutter and sidewalk. The objective is to provide trees best suited for the environment they will be planted, or “right tree, right place”.

Tree replacement - Trees six inches in diameter or greater at breast height allowed to be removed in the right-of-way are required to be replaced. The replacement requirements are the same as those included in [SMC 20.50.360\(C\)](#) of the development code:

1. One existing significant tree of eight inches in diameter at breast height for conifers or 12 inches in diameter at breast height for all others equals one new tree.
2. Each additional three inches in diameter at breast height equals one additional new tree, up to three trees per significant tree removed.

Fee in lieu of replacement - If there is not suitable space for the replanting of street trees in the vicinity of removal then the applicant may pay a fee in lieu. Projects often have a combination of tree replacement and fee in lieu. The current fee for tree replacement is \$2,611. These fees are used by the City to plant trees in parks, rights-of-way or on other City properties.

Engineering Development Manual - Provisions to protect and preserve trees can be found in several locations as detailed in Appendix A. The 2021 EDM will include new provisions including requiring that trees to be removed have a public posting 14 days in advance of removal and that sidewalk design may need to be modified to preserve/protect trees.

Public notification of tree removal - There is no public notice requirement for tree removal or right-of-way use permits. If trees are anticipated to be removed as part of a large development project, there may be public notice requirements such as land division or SEPA environmental review are triggered.

Tree Permit Statistics

Statistics about tree removal and replacement associated with right-of-way permit applications in 2019 and 2020 are provided in Attachment B. The numbers are based on permit applications and not actual trees removed or replaced. The statistics show that frontage improvements trigger most of the tree removal but also result in the most tree plantings. Overall, the new trees planted exceed the tree removals and the City is receiving substantial revenue from “in-lieu” fees to plant trees elsewhere on City property.

Discussion

The requirement for frontage improvements often impacts existing trees in the right-of-way creating tension between adding new sidewalks and preserving/protecting existing trees. The EDM is used to inform applicants of the required frontage improvements, typically during a pre-application meeting. The design submitted for review includes the required frontage improvements and identifies existing trees to be removed or remain. The size of the trees being removed are used to calculate the tree replacement requirements.

As part of the review process, City staff (specifically, the Development Review Engineers (DREs)) works with an applicant to identify opportunities to protect trees while meeting the requirements and objectives for frontage improvements. Typically, this discussion begins with the first review of the permit submittal, which is technically at the 100% design phase. If available, DREs use the project arborist report for an assessment of the trees, viability for

survival, or strategies for protection. Often the ability to protect or save trees is limited and is highly dependent on the proximity of the tree to the new sidewalk and existing site conditions. Currently the requirements for frontage improvements are prioritized over the protection of trees, but alternatives or modifications to sidewalks to protect trees are considered and encouraged. In general, DREs work with applicants throughout the review process and identify protection opportunities on a case-by-case basis.

A revision to the design standards for frontage improvements on a project to protect trees typically require a deviation. The following are the two primary design alternatives used to protect trees:

- Placing the sidewalk at the back of curb and having the amenity zone behind the sidewalk (reverse of standard arrangement in the EDM). In doing so, the sidewalk is often required to be wider to accommodate signs and other items typically placed in the amenity zone.
- Adjust the width of sidewalks and/or amenity zones for short segments to go around trees.

A few examples where trees have been protected through modifying standards (via a deviation) during the review process are included in Attachment C.

Situations such as the WSDOT project are the exception, not the norm, in the scale of frontage improvements, trees impacted and the willingness of the applicant to work with the City on retaining trees in the rights-of-way. The large-scale modifications to the standards to protect trees has been very time intensive to the applicant (WSDOT) and staff. The applicant has redesigned several areas multiple times including updates to the arborist reports. Staff modified the standard procedure of issuing the building permit and right-of-way permit together, so the applicant could proceed with their on-site construction while still designing the new frontage improvements.

Applicants are often motivated to protect large trees to reduce the tree replacement requirements. The frontage of most projects is not long enough to plant the required replacement trees. The other alternative is to pay a fee-in-lieu for trees that cannot be planted in the right-of-way adjacent to the project. At times the new trees being planted in the amenity zone will ultimately be better than the trees needing to be removed for a project. Existing trees, for example, may be (or have been) significantly pruned due to power lines and new trees will be the right size and type for being under or around power lines.

It is worth noting that even with careful planning and design, during construction, additional trees may be able to be saved or require removal based on field conditions. Prior to construction, trees to be saved are protected with fencing. These changes may not be captured in the permit system or included in the data contained in Attachment B.

Historically, the authorized Director in SMC 12.30 (Parks Director) has not been involved in most tree removals or placement on development projects. At the time of the approval of the code, it was determined the day-to-day responsibility for reviewing and permitting tree removals would remain with DREs in the Engineering Division in the Public Works Department. In addition, at that time, Parks Division did not have an Urban Forestry position or the capacity to take on this review. The Director is typically involved in challenging permits specific to just tree removal and is not typically engaged in the review or approval of trees associated with frontage improvements.

Beyond development projects, City capital projects also impact trees when installing new sidewalks or other improvements. Similar to development projects, each project is looked at on a case-by-case/tree-by-tree basis to identify opportunities to save trees. An arborist is used to review the health of the tree, the impacts of the projects on trees and identification of methods to preserve trees. Capital projects also adjust sidewalk width and location to reduce impacts.

Options for Revisions to Standards or Code

There will continue to be a tension or inherent conflict between new sidewalks and protection/preservation of trees. There is not a single or uniform approach to meet both needs. Instead, several smaller options have been identified to provide additional focus on preservation of trees and enhancing the oversight and quality of newly planted trees.

EDM Revisions

Currently, standards on tree protection are scattered in several locations in the EDM. An additional section can be created to consolidate and provide specific methods and expectations for protection of trees. The standards can also be revised to provide applicants and reviewers more flexibility in alternative sidewalk design and specifically not require deviations for minor alterations to standards.

Operational Changes

Permit submittal requirements can be revised to require the arborist report to include trees in the rights-of-way. This will improve the ability to review and assess street trees and provide consistency in information for private property trees and street trees.

The Urban Forestry position can be engaged on a routine basis (once or twice a month) to assist in plan review and construction inspection of permits that include street tree removals and plantings. This will utilize the expertise of an arborist to advise on best practices in coordinating with developers and determining viability of trees, ensuring appropriate trees are selected and planted on projects. This also allows Parks Division staff to have a better understanding and awareness of changes in the street tree inventory. Although capacity of the City's Urban Forester for a more formal review and approval practice is not available with current staffing, costs for that level of effort could be absorbed by increased permit fees.

Attachments

Attachment A: Summary of Codes and Standards Impacting Street Trees

Attachment B: Street Tree Removal and Replacement Permit Statistics

Attachment C: Examples of Design Revisions to Protect Trees

Attachment A – Summary of Codes and Standards Impacting Street Trees

SMC 20.70.320 Frontage Improvement

- Development activities require installation of frontage improvements that include right-of-way dedication, curb, gutter, sidewalk, amenity zone, landscaping, etc. as defined in the Master Street Plan (EDM Appendix F).
- EDM defines standards for design and construction of frontage improvements.
- Deviations to the standards may be considered through SMC 20.30.290.

SMC 12.30 Public Tree Management

- Responsibility for managing and overseeing street trees lies with the Parks, Recreation, and Cultural Services director (now Parks, Facilities and Fleet Manager). The director is authorized to adopt administrative procedures.
- Establishes a tree board as part of the Parks board. The tree board is advisory to the City Council and has the primary responsibility to make policy recommendations concerning management of trees on city owned property and in rights-of-way.
- Tree Plantings and removals require right-of-way use permits.
- limits on removal under critical area regulations.
- No permits allowed for removal of trees in unimproved right-of-way.
- Trees greater than 6” in diameter must be replaced using the formula in SMC 20.50.360.
- Replacement trees must be from approved Street tree list (Appendix X of EDM).
- If there is not room to replant trees in the vicinity of their removal area, the applicant may pay a “fee in lieu” of replacement.

[Engineering Development Manual](#)

7.4 Street Tree Removal/Pruning (new 2021) – includes posting of trees for removal 14 days in advance of removal.

7.8 Dedication of Right-of-way (new 2021) -clarifies that trees in areas that will be dedicated are not considered street trees and will be managed as private property trees following the requirements in the development code.

14.2 Sidewalks (new 2021) – adds language that alternative sidewalk design may be required to protect significant trees.

15.2 Landscaping - includes design standards for the following:

- Preserve existing trees where possible
- Spacing for street trees
- Type and size of trees
- Clearance from utilities
- Spacing or clearance from items such as driveways, intersections, poles, edge of roadway

26.7 Landscaping – includes construction standards for the following:

- Installation of new Street Trees
- Protection of existing street trees during construction

Appendix F Street Matrix – identifies flexibility in roadway cross-sections (including sidewalk) for site specific circumstances including large trees.

Appendix G Right-of-way Street Trees – contains list of trees, approved by Tree Board, that can be placed in the Right-of-way.

Attachment B – Street Tree Removal and Replacement Permit Statistics

Permit Type	# of Permits with tree retention data		Total to be Planted		Total Trees Required Replacement		Total Trees to be removed		Net Trees (Planted - Removed)		Sum of Fee in Lieu	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
RIGHT OF WAY PERMITS	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Frontage Improvements	22	5	57	14	76	6	-33	-4	24	10	79143.00	
Sewer Improvements	1				1		-2		-2		2553.00	
Landscaping or Vegetation or Tree	1	7	3	23	3	29	-1	-18	2	5		
Driveway Access Only	1		1		1		-1		0			
Drainage Improvements	1		3		3		-1		2			
Total	26	12	64	37	84	35	-38	-22	26	15	\$ 81,696.00	0

Notes:

- Based on permit application date; permit may not have been issued yet
- Fee in lieu is not entered until the permit is ready to be issued. It is common for permits applied in 2020 to not be approved in the same year.

Attachment C – Examples of Design Revisions to Protect Trees

North City Maintenance Facility -



15th Avenue NE at NE 58th Street – modified amenity zone and moved sidewalk to behind curb



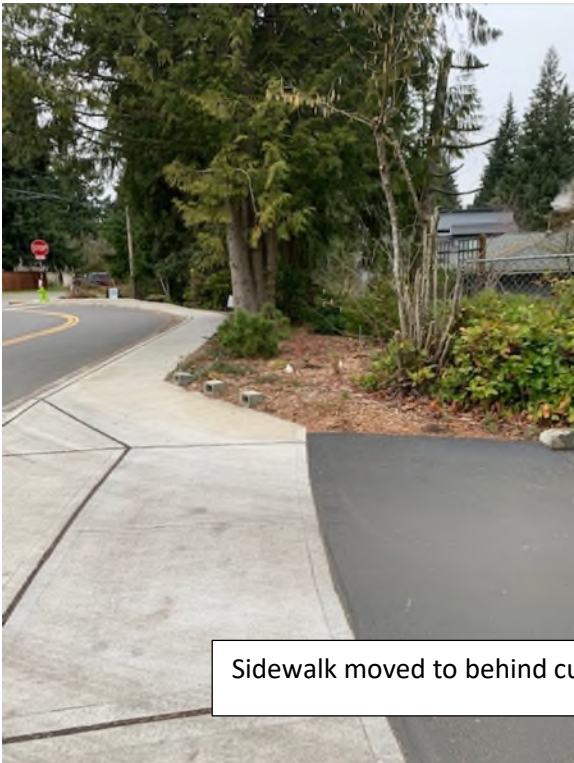
14th Avenue NE – Eliminate amenity zone and install small wall

Kellogg Middle School



NE 165th Street at 25th Avenue NE– modified amenity zone and moved sidewalk to behind curb

Firlands Way N at Linden Avenue N



Sidewalk moved to behind curb

Post-Pandemic Public Engagement and Government Service Provision

City Council Strategic Planning Workshop, March 5 and 6, 2021

What will return to “normal” look like?

- When do you think it will occur?
- [How to Know When the Pandemic Is Over - The Atlantic](#)

What should Council meetings or other public meetings look like?

- In-person focus but allow for virtual attendance?
- Virtual focus but allow for in-person participation?
- Equal focus on in-person and virtual?
- What are the benefits of virtual public engagement?
- What are the trade-offs?
- Does virtual engagement provide for more equity in who can engage with us?

Should any local government services change?

- If so, which services and how would they be provided differently?
- How would this impact customer service?



Memorandum

DATE: February 24, 2021

TO: Mayor and Councilmembers

FROM: Christina Arcidy, CMO Management Analyst
Shawn Ledford, Chief of Police

RE: Police Services Discussion

CC: Debbie Tarry, City Manager
John Norris, Assistant City Manager

Policy Question

After a review of police services provided in Shoreline, does the City Council want to provide staff with further direction on exploring alternative non-criminal police service delivery models or other opportunities for criminal justice reform?

Background

Maintaining a safe community for all is of paramount importance to City leadership. Recent events, both locally and nationally, have prompted a significant degree of interest in how public safety services are delivered and if there are alternatives to law enforcement officers delivering any of those services. The provision of police services is one aspect of Shoreline's public safety landscape and the current focus of Council and staff. Staff has previously committed to engaging the Shoreline community in listening sessions to hear directly from residents about their experiences, expectations, and desired outcomes in regard to local policing; establishing benchmarks to measure progress in achieving those expectations and outcomes; and identifying desired changes in policies and/or practices and implementing processes to effect those changes. The City Council recently adopted Resolution No. 467 that supports the commitment to facilitate community listening sessions to hear directly from Shoreline community members – centering the voices of those who identify as Black, Indigenous, Hispanic, Asian, and other People of Color.

The City contracts with the King County Sheriff's Office (KCSO) for law enforcement services. The overall law enforcement framework within which the Shoreline Police Department operates was discussed by Council during their July 27, 2020, Council meeting and additional information supporting that discussion can be found here: [Discussion of Law Enforcement Structure](#).

Police services are the only services staffed 24 hours per day, seven days a week by the City of Shoreline. As such, Shoreline Police receive several types of calls when someone in the community needs assistance outside of the traditional "9 to 5" business hours. Absent another service provider, Police are often called to address quality of life issues, such as loitering, enforcing the City's Park Code, or welfare checks.

To understand what services could be provided by other professionals, it is first important to understand what police services are provided by whom and what types of calls for police services the City receives.

Shoreline's Police Services

KCSO Contract Background

Since the City of Shoreline incorporated in 1995, Shoreline has contracted for law enforcement services from the King County Sheriff's Office (KCSO). The mission of the Shoreline Police Department is "to be a trusted partner in fighting crime and improving the quality of life for our residents and guests."

KCSO provides contract services to ten cities (Burien, Carnation, Covington, Kenmore, Maple Valley, Newcastle, Sammamish, SeaTac, Shoreline, and Woodinville), two towns (Beaux Arts Village and the Town of Skykomish), two transit agencies (King County Metro and Sound Transit), the Muckleshoot Indian Tribe, and the King County International Airport. In addition to day-to-day operations, KCSO provides officer vehicles and equipment, umbrella liability coverage, and access to specialized units such as major accident investigation, helicopter air support, and a marine and dive unit.

The KCSO contract allows contract cities, such as Shoreline, to interview and select their police chief from a list of qualified candidates and to maintain control over policing priorities, including the degree of emphasis given to community engagement efforts. The uniforms and vehicles of the department can have unique insignia reflecting the city. As a result of this contract partnership, the Shoreline Police Department's internal communications, culture, and systems for performance management and accountability are a blend of KCSO and City of Shoreline influences.

The contract for police services is embodied in an interlocal agreement between the municipality and King County. The agreement sets forth specific details regarding chief selection, financial details (including contract cost adjustments and invoicing), services offered, processes for requesting additional services, contract oversight, dispute resolution, and

contract termination. The agreement outlines the authority that may be exercised solely by the Chief, issues that require input and approval from KCSO, and issues that must be consistent between KCSO and the City. An Oversight Committee consisting of City Executives from the contract agencies, the Sheriff, a County Executive designee, and the Chair of the King County Law and Justice Committee, meets quarterly to administer the agreement. The contract may be amended by mutual agreement of the City and County, subject to approval by the Oversight Committee. The contract renews automatically from year to year. Either the city or the County can terminate the agreement by giving notice of intent to terminate. After the 45-day notice period, the contract terminates 18 months later.

The City can tailor the services provided in Shoreline, such as the types of “calls for service” police respond to as long as they are within the KCSO policies. Shoreline has not elected to do this, and this option will be discussed in further detail in the “Other Service Delivery Options” section.

Shoreline Police Organizational Structure

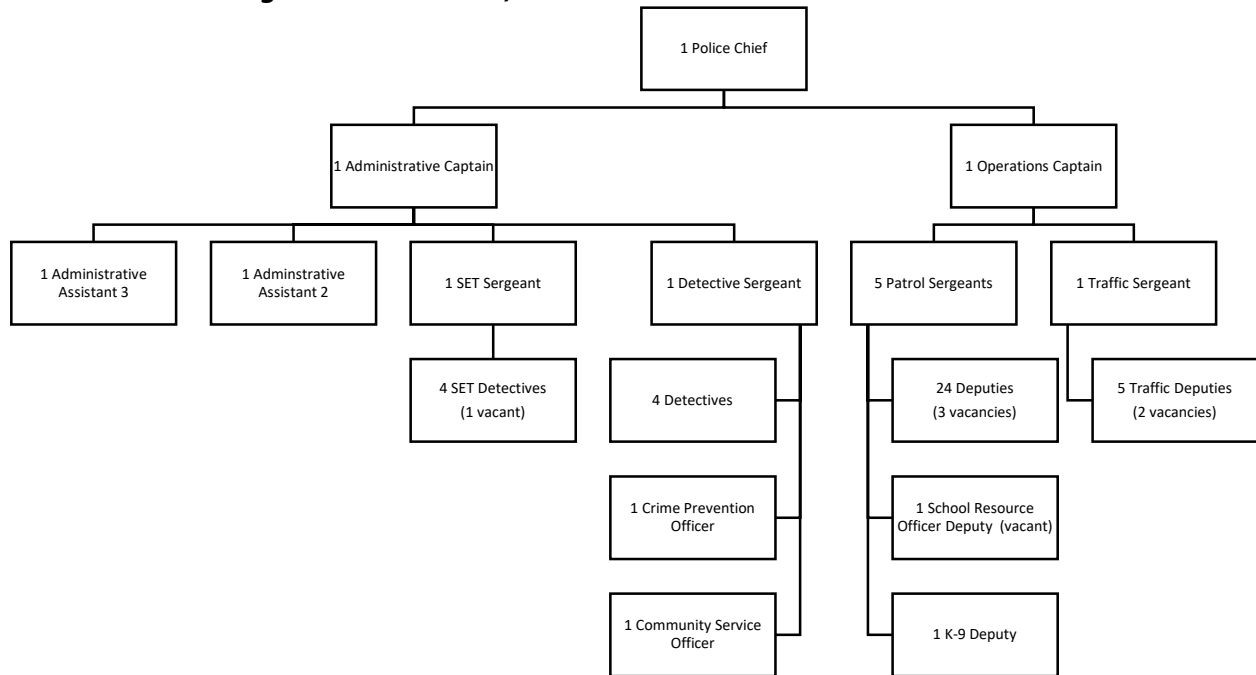
The organizational structure of the Shoreline Police Department is depicted in the organizational chart below. The Department uses a major-model, meaning that the police chief is a rank of major within the KCSO organization and reports to the City Manager and Patrol Operations Division Chief within the King County Sheriff’s Office. The rank of a police chief in a KCSO contract city is determined by city population. Cities with populations less than 20,000 can have a police chief with a rank of sergeant; cities with a population greater than 20,000 have a police chief ranking as a captain or higher; and cities with a population greater than 50,000 may select a major as their police chief. The City of Shoreline is the only KCSO-contracted city that operates as a stand-alone police department, meaning it operates as if the City was providing its own police services. All supervision and staffing is assigned to the Shoreline Precinct, with Shoreline officers only being dispatched within Shoreline and other KCSO staff not being dispatched to Shoreline, with the exception of support on major events.

The Shoreline Police Department has two administrative assistants, whose primary responsibility is to act as the face of the Department in City Hall by staffing the front desk and responding to walk-in inquiries. In addition to the police chief and administrative assistants, the current authorized staffing for the Shoreline Police Department is two (2) Captains, eight (8) Sergeants, eight (8) Detectives, one (1) Crime Prevention Officer, one (1) Community Resource Officer, and 31 Deputies (with 24 Patrol Deputies available for 24/7 coverage). The patrol staffing model is based on having a minimum of four (4) officers on duty at a time during peak times, and a minimum of three (3) officers during non-peak times (more information on shift model follows in the next section). In 2020, there were 0.96 commissioned officers per 1,000 residents in Shoreline. KCSO uses a city’s crime rate, calls for service, response times, and other factors to determine the proper staffing.

Currently seven (7) of the authorized sworn positions are vacant due to overall vacancies within KCSO. Five of those vacancies are considered Shoreline’s “fair share” amongst all contract agencies. The need for Shoreline to carry some of the Department-wide vacancies has been an

issue for the last 24 months as KCSO has not been able to hire officers and in many cases have them complete academy and training at the pace of those leaving the profession or to meet the requests of new officers by contract agencies. Although the KCSO has been working to improve hiring rates, and the State academy has received additional funding to increase the number of sessions offered, it is anticipated that it will take time for KCSO to have enough personnel to meet all demands. Currently, KCSO has stated that the “fare-share” vacancies should be fully addressed in 2021. Given the vacancy rates, maintaining minimum staffing levels currently means assigning existing officers overtime. This may include bringing in officers from the larger KCSO personnel pool.

Shoreline Police Organizational Chart, 2021



Shoreline Police Roles, Responsibilities, and Shifts

The following outlines the different roles and responsibilities within the Shoreline Police Department.

Police Chief

As noted above, the Shoreline Police Chief is the rank of Major in KCSO and reports to the KCSO Division Chief, while working at the direction of the Shoreline City Manager. Within the City of Shoreline organizational structure, the Police Chief is considered a department head and is expected to represent the City’s considerations and needs in carrying out their official duties. The Police Chief is also responsible for representing the Shoreline Police Department at both community events as well as official meetings and functions. Some of the key responsibilities of the Police Chief include maintaining communications and agreements between the City and KCSO; directing overall police operations, including developing plans and managing resources; preparing a budget for the police department in coordination with KCSO; establishing goals and

objectives for police services, as well as identifying and reviewing performance indicators; and establishing standards of performance for officers and conducting performance reviews.

Captains

Shoreline employs two Captains, one supervising the operations division and one supervising the administration division. Captains supervise the rank of Sergeant and are subordinate to the rank of Major. Captains are responsible for representing the Shoreline Police Department in internal City workgroups, KCSO workgroups, and at community events. Some of the key responsibilities of the Captains include managing patrol operations and detectives, such as search warrants and other policy and legal issues; providing direction on major events and critical incidents; ensuring complaints for the Internal Investigation Unit are prepared according to policy; overseeing the professional staff; ensuring the precinct protocols and equipment are within the KCSO and State policy requirements; and serving on the teams coordinating efforts between Shoreline Municipal Court, SCORE Jail, and other City Departments.

Sergeants

Shoreline employs six operations Sergeants and two detective/administration Sergeants. Sergeants are commissioned employees appointed by the King County Sheriff. They supervise the rank of Deputy and Detective and are subordinate to the rank of Captain. In operations, the Patrol Sergeants supervise the Patrol Deputies, School Resource Officer, and K-9 Deputy, while the Traffic Sergeant supervises the Traffic Deputies. In detective/administration, the Special Emphasis Team (SET) Sergeant supervises the SET Deputies, while the Detective Sergeants supervises the detectives, Crime Prevention Officer, and Community Service Officer. In addition to their supervision responsibilities, other key responsibilities include ensuring shifts are properly staffed and training scheduled; monitoring activity to ensure deputies are within policy; investigating use of force and other complaints; screening arrests and help determine when deputies will enter a location under exigent circumstances, obtain a search warrant, or walk away; and coordinating response efforts to high risk calls and helping determine if a call will hold, be cancelled, or if Major Crimes, Major Accident Response and Reconstruction (MARR), SWAT, or other specialty units are needed.

Deputies

The primary function of a Deputy depends on the position they fill. Shoreline's Deputies fill one of the following roles with its complimentary primary function:

- SET Detective – Serve as undercover and/or plain clothes detective, investigate crimes primarily related to narcotics.
- Crime Prevention Officer – Conduct community outreach, crime prevention meetings, home security checks, and problem solving with community members and businesses.
- Community Service Officer – Assists domestic violence victims, transports children, and supports patrol with found property and other non-violent calls.
- Precinct Detective – Investigate and follow-up on felony cases, domestic violence, auto theft, burglary, fraud, and other serious crimes.
- Patrol Deputy – Drive marked patrol cars while responding to 911 calls and initiating on-view contacts.

- School Resource Officer – Work with students, teachers, and school staff to build relationships to address safety concerns; available 24/7 to assist with investigations of a school threat.
- Traffic Enforcement Deputy – Perform accident investigations and traffic enforcement in neighborhoods, high collision locations, high speed locations (speed differential map), school zones, and in response to traffic complaints.
- K-9 Deputy – Conduct evidence searches, building searches, and track suspects that run from a felony or serious crime.

Shifts

To cover the 24/7 service delivery, there are generally three shifts in a 24-hour period, with most officers working a rotating 4-day per week, 10 hour per day shift. This also allows for increased staffing coverage during typical periods of higher volume calls.

Call Center and Other Specialty Service Delivery Systems

The City of Shoreline has access to the King County Sheriff’s Office 911 Center and other additional specialty police services through its KCSO contract. The cost of shared services each year are based on a three-year average of workload, which can be defined using actual incidents, hours, or other metrics, depending on the service. A three-year average is used to account for swings from year to year, and because many of these services are used inconsistently and on an as-needed basis. A list of specialty services follows:

- | | |
|---|---|
| • 911 Center | • Hostage Negotiations Unit |
| • Air Support | • Major Accident Response and Reconstruction (MARR) |
| • Bomb Disposal | • Major Crimes Unit |
| • Canine Unit | • Marine Rescue Dive Unit (MRDU) |
| • Fire and Arson Investigation | • Sheriff’s Training Unit |
| • Hazardous Devices and Materials Team (HDMT) | • Tactical Teams |

Police Activity in Shoreline

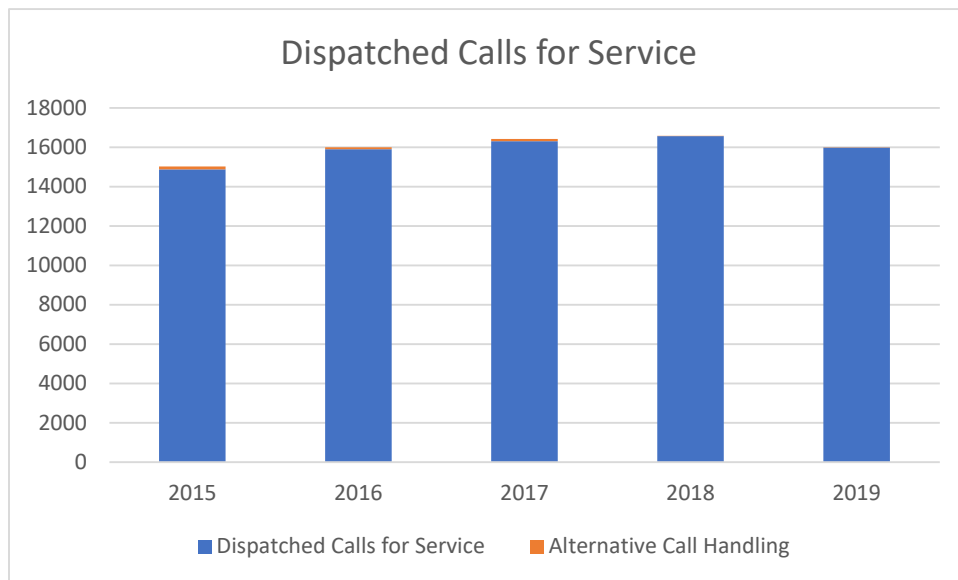
Calls for Service

The public receives police assistance in a variety of ways. Residents can call the Emergency 911 Communications Center to have one or more officers dispatched to the field, called a “dispatched call for service.” For some incidents, such as reporting stolen property or vandalism, residents can also file a report over the phone, called “alternate call handling.”

When calls for police assistance are received by the Emergency 911 Communications Center, they are entered into the Computer Aided Dispatch (CAD) system and given a “priority” based on the criteria described below. If the call receiver is in doubt as to the appropriate priority, the call is assigned the higher of the two priority designators in question. The four priority criteria are as follows:

- “Priority X” designates critical dispatches. These are incidents that pose an obvious danger to the life of an officer or member of the public. It is used for felony crimes in-progress where the possibility of confrontation between a victim and suspect exists. Examples include shootings, stabbings, robberies, or burglaries.
- “Priority 1” designates immediate dispatches. These are calls that require immediate police action. Examples include silent alarms, injury traffic accidents, in-progress crimes, or crimes so recent that the suspect may still be in the immediate area.
- “Priority 2” designates prompt dispatches. These are calls that could escalate to a more serious degree if not policed quickly. Examples include verbal disturbances and blocking traffic accidents.
- “Priority 3” designates routine dispatches in which time is not the critical factor in handing the call. Examples are burglaries or larcenies that are not in progress or audible commercial and residential alarms.

The following are the numbers of dispatched calls for service and alternative call handling incidents reported from 2015-2019, the most recently available data.



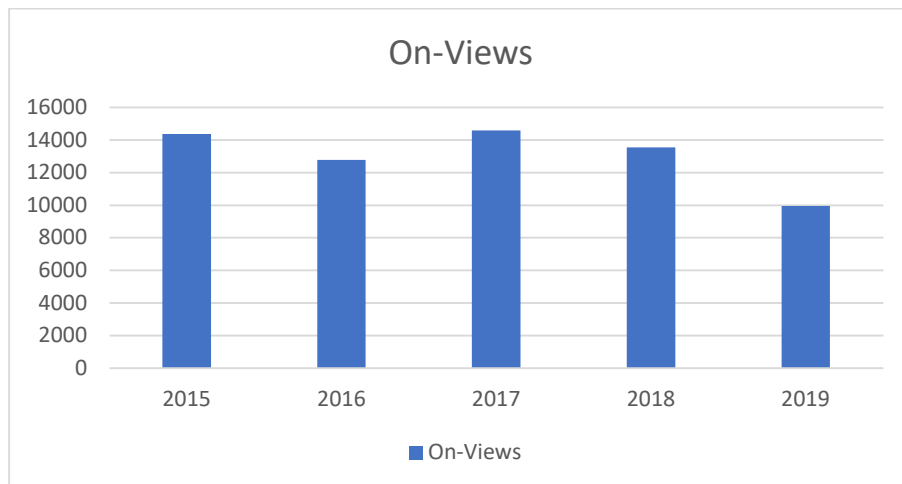
In reviewing the data more in depth, the top 10 calls for service consistently make up about half of all calls for service. There are 240 call types, and about 120 of those call types generate five or less calls per year. Types of dispatched calls for service are generally remaining stable, with the same 11 call types being in the top ten dispatched calls for service in the last three years (see table below). The 25 calls that make up 1% or more of dispatched calls for service have also remained stable.

Dispatched Calls for Service: 2017-2019

2017			2018			2019		
Types of calls	# of calls	% of calls	Types of calls	# of calls	% of calls	Types of calls	# of calls	% of calls
Area Check	1,244	7.71%	Area Check	1,278	7.80%	Suspicious Circumstances	1,465	9.31%
Trespass	1,052	6.52%	Suspicious Circumstances	1,251	7.64%	Area Check	1,237	7.86%
Suspicious Circumstances	992	6.15%	Trespass	1,226	7.49%	Trespass	1,064	6.76%
Welfare Status	888	5.50%	Welfare Status	1,007	6.15%	Welfare Status	1,015	6.45%
Alarm, Residential	705	4.37%	Disturbance (Noise, loud party, etc.)	684	4.18%	Disturbance (Noise, loud party, etc.)	628	3.99%
Disturbance (Noise, loud party, etc.)	657	4.07%	Alarm, Residential	682	4.16%	Hang-up Calls	621	3.95%
Assist, Other Agency	602	3.73%	Assist, Other Agency	557	3.40%	Alarm, Residential	603	3.83%
Accident, Non-injury	590	3.66%	Accident, Non-injury	527	3.22%	Mental Complaints	600	3.81%
Civil Problem	562	3.48%	Civil Problem	521	3.18%	Civil Problem	505	3.21%
Mental Complaints	494	3.06%	Hang-up Calls	516	3.15%	Assist, Other Agency	500	3.18%
TOP 10 TOTALS	7,786	48.24%	TOP 10 TOTALS	8,249	50.38%	TOP 10 TOTALS	8,238	52.37%
All other calls	8,355	51.76%	All other calls	8,126	49.62%	All other calls	7,491	47.63%
GRAND TOTAL	16,141	100%	GRAND TOTAL	16,375	100%	GRAND TOTAL	15,729	100%

Police-Initiated Responses

Police also self-initiate responses to an incident they observe, rather than responding to calls taken by the dispatch center, and these are called “on-views.” Examples of on-views include business checks, welfare checks, parking violations, and vandalism. The following are the numbers of on-views reported from 2015-2019, which is the most recently available data.



On-views began to decline in 2019 and this trend is expected to continue. The current climate towards law enforcement and criticism of law enforcement activity has decreased officer's willingness to engage in self-initiated activity, especially if they believe there is a risk of false accusations from those with whom they engage.

Six out of the top ten on-views are traffic related (other moving violation, defective equipment, speeding, etc.). There are 225 types of on-views, and about 135 of those call types generate five or less calls per year. Officer discretion drives on-views, yet there is still relative stability in the types of on-views officers are initiating. Of the on-views that make up 1% or more of on-views, most have trended down as the number of on-views have gone down. That said, the following types of on-views have trended upwards: suspicious circumstances, business contact (misc.), parking violation, abandoned vehicle, escort (prisoner), assist (other agency).

On-Views: 2017-2019

2017			2018			2019		
Types of on-views	# of on-views	% of on-views	Types of on-views	# of on-views	% of on-views	Types of on-views	# of on-views	% of on-views
Area Check	1,754	15.48%	Area Check	1,649	17.06%	Area Check	2,045	20.51%
Other Moving Violation	1,158	10.22%	Other Moving Violation	1,186	12.27%	Other Moving Violation	1,004	10.07%
Defective Equipment	751	6.63%	Vehicle License Violations	687	7.11%	Suspicious Circumstances	697	6.99%
Vehicle License Violations	748	6.60%	Defective Equipment	558	5.77%	Vehicle License Violations	500	5.02%
Speeding (Radar)	516	4.55%	Speeding (Radar)	541	5.60%	Business Contact, Misc.	480	4.81%
Traffic Complaint Investigation	506	4.47%	Traffic Complaint Investigation	387	4.00%	Defective Equipment	470	4.71%
Suspicious Vehicle	352	3.11%	Parking Violation	382	3.95%	Case-Related Tasks (Report Writing, Evidence, Etc.)	452	4.53%
Pedestrian/Bicycle Violation	322	2.84%	Suspicious Circumstances	346	3.58%	Parking Violation	371	3.72%
Business Contact, Misc.	286	2.52%	Business Contact, Misc.	250	2.59%	Traffic Complaint Investigation	334	3.35%
Other Non-Moving Violation	275	2.43%	Driving While License Revoked/Suspended	249	2.58%	Abandoned Vehicle	277	2.78%
TOP 10 TOTALS	6,668	58.86%	TOP 10 TOTALS	6,235	64.50%	TOP 10 TOTALS	6,630	66.51%
All other calls	4,661	41.14%	All other calls	3,432	35.50%	All other calls	3,339	33.49%
GRAND TOTAL	11,329	100%	GRAND TOTAL	9,667	100%	GRAND TOTAL	9,969	100%

Community Feedback on Police Services

The most consistent source of community feedback on police services comes from the City's biennial Resident Satisfaction Survey. The City conducted the last survey in 2020 and asked 10 questions regarding police services. Questions focused on the feeling of safety, satisfaction with the quality of local police protection, respect shown to residents, and the City's response to crime. The City can track resident responses over time since the survey has been done many times. Overall, people continue to feel safe in Shoreline, and there is still a high level of satisfaction with police services. Still, the percentage of individuals giving the highest satisfaction ratings for quality of police protection dropped by approximately 8% since 2018 and the level of trust for officers to do the right thing fell by approximately 12%.

The City received responses broken down by demographics, including by number of years lived in Shoreline, income level, gender, and race/ethnicity. Themes from the demographic breakdown are summarized here, along with possible reasons or questions to further explore. Gender was not a predictor of satisfaction with police services and is not included in this summary. See Appendix A for a complete list of the survey questions and how respondents answered by demographics.

Years Lived in Shoreline

People who reported living in Shoreline longer reported higher satisfaction with police services. Those who have lived here for 6-10 years consistently reported the least satisfaction with police services. Possible reasons could include if expectations are shaped from previous city/town residencies; changes in service delivery over time; familiarity with Shoreline's police services; and/or direct or secondhand experience with Shoreline's police services or those of a previous residence.

Income

People reporting incomes of \$100K+ reported less satisfaction with police services when compared to people reporting incomes of \$99,999 or less, whereas those reporting incomes of less than \$25K reported very high levels (90-100% of respondents) of satisfaction. Possible reasons may include expectations for service delivery (response time, crime rate, how calls for service are handled/resolved); direct or secondhand experience with Shoreline's police services; and/or perceived or actual alternatives to police service for different income groups.

Race/Ethnicity

Race/ethnicity was a predictor of satisfaction with police services. All race/ethnicity groups (91.9% of respondents) reported satisfaction with police services. However, when asked about specific elements of police services or safety, there were differences between the racial groups. Those who identify as Hispanic/Latino generally had a lower rating of police services, while those who identify as Asian generally had the highest rating of police services. Those who identify as African American/Black had mixed ratings, with the lower satisfaction ratings centering on the City's efforts to fight crime, response to drug activity, and property crime.

Additional Feedback

The Office of Law Enforcement Accountability (OLEO) has some information on complaints and investigations completed regarding officer conduct, which includes use of force complaints. This information was shared with Council during the July 27, 2020, Council meeting and additional information can be found here (complaints are discussed on page 9): [Discussion of Law Enforcement Structure](#).

Alternative Service Delivery Options

Staff researched service delivery models used in other communities that could be possible alternatives to how the City currently provides some of its current police services. The alternatives fall into four categories, which are described in further detail in the following sections.

Co-Responder Model

In a co-responder model, police work with other professionals to respond to certain types of calls, typically those related to people in mental health crisis or with mental health needs. Normally a call to 911 to report a problem, such as an individual shouting and acting erratically in public, would bring police officers to the scene. If the party refused to cooperate with the officers, and people with behavioral issues often find it difficult to comply with instructions, the interaction could escalate. Instead of sending armed officers to respond to that call, the City could dispatch a co-responder team to diffuse the situation and connect the individual with services, which may prevent the interaction from escalating into violence and diverting people from jail and into care or treatment. It also frees up police resources to focus on more serious violent crime. In a joint report from the National League of Cities and Policy Research, Inc., [the co-responder model framework](#) is described as, “Featur(ing) a specially trained team that includes at least one law enforcement officer and one mental health or substance abuse professional responding jointly to situations in which a behavioral health crisis is likely to be involved, often in the same vehicle, or arriving on scene at generally the same time.”

When implemented well, the co-responder model has the potential to decrease expensive arrests and jail admissions for individuals in behavioral health crisis; reduce the strain on the judicial system; improve ties to community services; provide more immediate responses to crisis situations; and strengthen post-crisis follow up by working with family members and caregivers to reduce the likelihood of a new crisis situation arising. By establishing trust and follow up with frequent users of 911, co-responder teams can reduce the number of repeat calls from those individuals. The [North Sound RADAR \(Response Awareness, De-escalation and Referral\) Navigator](#) program, of which Shoreline is a member, is an example of the co-responder model. Other local examples of the co-responder model include the Port Angeles [REdisCOVERY program](#), Spokane County [Community Diversion Unit](#), Yakima Designated Crisis Responders, [Skagit County](#), and the Vancouver [Enhanced Mobile Crisis Response Team](#).

Alterative Responder Models

The alternative responder model uses a partner agency to respond to calls that are not criminal in nature, and the calls may or may not have been historically responded to by police. The most

widely known example is of [CAHOOTS](#), a partner agency to law enforcement in Eugene, OR. that provides mobile crisis intervention 24/7 in the Eugene-Springfield Metro Area. CAHOOTS is dispatched through the 911 and non-emergency line systems. Each responding team consists of a medic (either a nurse or an EMT) and a crisis worker who has at least several years of experience in the mental health field.

CAHOOTS provides immediate stabilization in case of urgent medical need or psychological crisis, assessment, information, referral, advocacy and (in some cases) transportation to the next step in treatment. Any person who reports a crime in progress, violence, or a life-threatening emergency may receive a response from the police or emergency medical services instead of or in addition to CAHOOTS. CAHOOTS offers a broad range of services, including but not limited to crisis counseling; suicide prevention, assessment, and intervention; conflict resolution and mediation; grief and loss; substance abuse; housing crisis; first aid and non-emergency medical care; resource connection and referrals; and transportation to services.

A similar smaller scale program was launched in June 2020 in Denver. Denver's Support Team Assistance Response (STAR) pilot program created a third track for directing emergency calls to a two-person team: a medic and a clinician, staffed in a van from 10 a.m. to 6 p.m. on weekdays. Over the first six months of the pilot, Denver received more than 2,500 emergency calls that fell into the STAR program's purview, and the STAR team was able to respond to 748 calls. No calls required the assistance of police, and no one was arrested.

Unarmed Civilian Response Teams

Unarmed but trained people patrolling their neighborhoods or responding to incidents is another model that could be employed instead of sending police officers. There are a variety of possibilities of what this model looks like depending on the safety goal of the community. In Chicago, interrupting gang-related violence resulted in the group Cure Violence. People intimately involved in or impacted by gang-related violence work to curb violence right where it starts. Sometimes the men and women acting as interrupters get in the way of knives or guns when necessary showing that police are not the only ones willing to interrupt the violence and that change can come from within the community.

Examples relevant to the crimes and calls for service in Shoreline include mediation and intervention teams or unarmed traffic safety teams. Mediation and intervention teams could intervene in disputes over noise levels, trespassing, misbehaving pets, or rowdiness, or in disputes between spouses, family members, roommates, or neighbors. Another example is creating specialized traffic patrols. These patrols drive around in distinct vehicles and can write citations but are both unarmed and lack arrest power. This model is similar to other public safety roles, such as the restaurant and food inspectors from King County Public Health. Some cities are beginning to take steps in this direction, largely because armed police officers are a uniquely expensive way to handle traffic patrol. In 2017, New Orleans endorsed NOPD hiring third-party report-takers for accidents in which there is no injury and no concern about a driver under the influence. Further research would be needed to determine what types of traffic

enforcement could be done by a civilian response team or if the State Legislature would need to take action for this to be a possibility in Washington State.

Police Service Reduction

The City has the opportunity to tailor the services provided in Shoreline, such as the types of calls for service police respond to as long as they are within the KCSO policies. Shoreline has not done this previously, and instead Shoreline Police have responded to calls that would typically be outside their scope but are those they describe as “quality of life” calls. The City could choose to stop responding to certain types of calls for service or work to decriminalize certain crimes.

Shoreline Police Feedback

Staff collected feedback from Shoreline Police about calls for service that they believe could be successfully transferred to other agencies or no longer responded to at all. These suggestions include the following:

- Welfare checks
- Family issue - parental discipline/child not obeying the parent
- Mental health calls
- Panhandling
- Trespassing, non-criminal (parks & businesses)
- Metro Calls
- Service calls (tree down, debris in the roadway)
- Mail theft
- Animal complaint
- Noise complaint
- Abandoned vehicle
- Search and Rescue
- Vehicle Lockouts
- Medical Calls
- Overdose
- Drunkenness
- Neighbor Dispute
- Found Property
- Suicidal subject
- Park closures
- Residential alarm
- Commercial alarm
- Civil Standby

As noted in the section regarding Police Service in Shoreline, calls for service regarding audible residential alarms, assisting citizens or agencies (regarding family issues, mental health calls, etc.), non-injury accidents, vehicle thefts, trespassing, and residential burglaries have all decreased. If Council is interested in looking into this possibility, it may be helpful to also look at call types that take the most police resources, reviewing all Priority 2 and Priority 3 calls for potential alternative or non-response, and reviewing potential positive or negative consequences (savings in the jail budget, decreased transport to SCORE jail) these changes would have for the City.

Criminal Justice Reform Opportunities

Police services are not only just one part of the larger community safety picture, they are also just one piece of the larger criminal justice system. Council may want to consider studying other criminal justice reform options that the City could influence or implement that could reduce recidivism, lowering costs, reduce police use of force, and improve outcomes for all people of color, including those identifying as Black, Indigenous, and Hispanic. Staff interviewed various stakeholders within Shoreline’s criminal justice system, including from the court, jail, and contracted attorneys, regarding opportunities for improvements or reforms. What follows are

ideas Council could direct staff to further research for possible implementation in Shoreline. It should be noted that Council may not have authority to enact such reforms and would instead need to coordinate efforts with our partner agencies. Reform costs would also need to be further understood and have not yet been determined.

Expanding Warrant Release Program

Warrant release programs are for individuals with outstanding arrest warrants for failure to appear (FTA) in court for traffic offenses and certain other non-violent offenses. Individuals who participate in the program avoid arrest on the warrant and instead their case proceeds to disposition (for example, the individual pays the underlying fine or participates in a diversion program). Individuals must apply for the program by appearing at the court within a specified period of time. Shoreline currently has a program in place for driving with a suspended license – 3rd degree (DWLS3), and this could be expanded to other offenses, such as theft warrants (shoplifting), criminal trespass, and other non-violent misdemeanors. It would likely result in fewer people in jail, which both lowers the City’s costs and keeps police officers within Shoreline instead of transporting people to SCORE Jail in Des Moines.

Out of Custody Supports

People who commit crimes of poverty, are low income, and/or lack stable housing/are unhoused typically need more support to navigate the criminal justice system and the expectations of a defendant. There are a number of strategies that may be worth exploring to support these defendants successfully exiting the system, such as texting/emailing reminders regarding court hearings; extending probation check-in’s past 5:00 p.m. to accommodate individuals who work; and help them navigate the services they qualify for if they are indigent. These supports may lower the FTA rates and subsequent bench warrants issued or help the individual receive the help they need to meet court conditions. Currently bench warrants result in people spending more time in jail awaiting a hearing.

Another possible opportunity may be no longer contracting with King County District Court (KCDC) for probation services. Over the past several years KCDC has reduced the probation services the City may receive, and there may be an opportunity to provide probation services differently to have a more robust set of probation services that meets the needs of our community. Currently, Probation Officers are only supervising post-conviction defendants who are ordered to obtain chemical dependency treatment. In January 2021, the City was informed that King County Probation would no longer supervise any pre-trial agreements. The City Prosecutor regularly utilizes pre-trial agreements with treatment components on first time offender cases, which is referred to as Stipulated Orders of Continuance (SOC). These pre-trial agreements allow the defendant to avoid jail time and seek treatment to address the underlying issues that contributed to their criminal conduct. The City Prosecutor has previously used this sentencing alternative as a rehabilitative approach to traditional sentencing.

Jail Alternatives

Currently there are no City-supported jail alternatives. The work crew existed pre-pandemic, but it was located in Downtown Seattle (which was very difficult for persons who did not have

transportation), and it has been closed during the pandemic. A possible solution could be a City-sponsored work crew program in harmony with the parks department or grounds crew program or contracting with other cities who already have a work crew program.

Another option could be electronic home detention (EHM), which Shoreline defendants had access to in the past and was paid for by the City. Some cities have an in-house EHM program, which is usually run by the police or probation department. Currently, if EHM is ordered in Shoreline Court, a defendant must seek a private vendor, transport themselves to the agency, and pay for the service. EHM is often cost prohibitive to indigent defendants but vastly less expensive for the City than incarceration. EHM devices track the defendants' whereabouts, monitor for alcohol consumption, and provide GPS tracking to ensure distance from domestic violence victims. The City Council could encourage the use of EHM over jail when appropriate, and staff could develop an in-house or contracted EHM program for low-cost/no cost EHM for indigent offenders.

Alternatives to Prosecution

The existing Shoreline Community Court is a good example of an alternative to prosecution. The defendant is incentivized to obtain treatment, counseling, or other services to avoid conviction, and incarceration, and may lower recidivism. A significant issue that misdemeanor defendants face is "criminal records" preventing employment or housing opportunities critical to staying out of the criminal justice system, which an alternative to prosecution program addresses.

While Community Court address low level offenses such as shoplifting and trespass, there is a gap with other charges like domestic violence. Implementing a "DV Court" that allows monitoring of DV cases in a specialized manner could be an option. While there are many serious domestic violence offenders that should not be considered, there could be as many as 75% of DV offenders in Shoreline that may be good cases for an alternative to prosecution. Many domestic violence cases in Shoreline are first offenses with less serious injuries, sometimes involving parent and their adult child (or vice versa), siblings, or roommates. For first offenders, there could be an alternative to prosecution to allow the defendant to seek counseling, have their case monitored, and get a dismissal after successful compliance.

Domestic Violence Moral Reconciliation Therapy (DVMRT) Counseling

The Washington State Department of Corrections did a study on Domestic Violence Batterers Therapy (DVBT) to consider its efficacy since thousands of DV offenders were sentenced to this expensive (\$3,000-\$5,000) privately-offered counseling. The study revealed DVBT's ineffectiveness, which caused many jurisdictions to reconsider counseling mandates for DV offenders. The main alternative that has arisen is DVMRT. This program is currently offered in-house by several local Courts including, Bellevue, Bothell, Edmonds, Kirkland and Tukwila. The program is much less expensive for the offender (usually between free to \$150 total) and early indicators point to it being effective.

Relicensing Program

Many of Shoreline's indigent misdemeanor population have suspended licenses. If a Shoreline defendant wants to pull a ticket from collection, the defendant needs to visit either the Burien or Downtown Seattle court location to make the request, which is a complicated system to navigate. A possible opportunity to ease this process would be to add a relicensing program at the Shoreline Court, thereby improving access to the relicensing program for those in North King County.

Alternative Supports for People with Mental Health Needs and Addictions

Individuals with unaddressed mental health issues, including alcoholism and drug dependency, regularly cycle through the criminal justice system and have a variety of complex needs that the criminal justice system is not designed to address. Expanding access to chemical dependency treatment beds is one such strategy to move people who decide they are ready directly into treatment or to safe housing while they await a treatment bed before they reconsider treatment. Other programs, sometimes offered by a City, pay active alcoholics in beer for weeding garden beds or picking up litter off city streets. By treating those experiencing alcoholism with dignity and giving them a productive place in the community, they start to see their way away from criminal behavior and sometimes even towards reduced alcohol consumption.

Next Steps

Given that staff is just starting on the community conversation/listening sessions about policing in Shoreline, Council may want to delay taking any next steps on police service delivery options until staff hears from the community and includes that perspective in a recommendation to Council. Staff anticipates that this process may take several months.

Council may want to give staff direction to further explore the feasibility and impacts to Shoreline of one or more of the alternatives to police services and opportunities for criminal justice reform shared in this paper or another option of the Council's choosing. If Council has a specific area that they would like researched, it would be helpful for Council to identify priority areas. Staff would recommend that time be given to do a full analysis, which would include reviewing existing programs elsewhere (should they exist), a cost benefit analysis, and program or reform sustainability. These could be brought to Council during regular 2021-2022 Council meetings.

In looking at the topics explored by staff on the alternative police service delivery and the broader criminal justice system, staff's initial thoughts would be to focus on continuing to refine the RADAR program; collaborating with regional partners on supports for people with mental illness and addiction in North King County; researching the feasibility of a mini-alternative responder model; and addressing inequitable treatment of low-income misdemeanor defendants through a warrant release program, a relicensing program, and other efforts to lower the FTA rates. Staff also recommends that Council familiarize themselves with the Washington Association of Sheriffs and Police Chief's Law Enforcement Reform Recommendations 2020-2021, attached as Appendix B, as additional context for this discussion.

Shoreline's participation in the RADAR co-responder model has been a positive step in addressing the rights and needs of individuals with behavioral health issues and/or developmental disabilities. While established initially to keep officers safe when responding to known individuals who were likely to respond violently to officers, it has evolved over time and goals now include reducing police "Use of Force" incidents and misunderstandings; connecting people most in need to available services; and reducing repeat 911 calls and partner MHP's with police to solve problems. Continued refinements to RADAR are being discussed with City Managers and Police Chiefs from the five participating cities at the end of March 2021. Staff recommends Shoreline continues to be an active participant in refining RADAR with regular reporting on metrics to evaluate its effectiveness. See Appendix C for RADAR's 2020 Annual Report, which outlines the programs most recent accomplishments.

The unique inter-jurisdictional nature of the RADAR program recognizes that people often move throughout the region and capitalizes on economies of scale in staffing and administration. Staff recommends using a similar approach to addressing supports for people with mental illness and addiction in North King County. For example, addressing the needs in North King County for a Crisis Diversion Center could be done more effectively as a region rather than Shoreline providing its own. The primary goal of Diversion Centers that accept referrals from first responders is to divert individuals impacted by mental illness and substance abuse from jails and hospitals. It provides rapid stabilization, treatment, care planning, and referrals to community services. King County's [Crisis Solutions Center](#) serves up to 46 people at a time, and has been shown to lower costs by reducing jail and emergency department utilization.

A second regional approach staff recommends includes researching what an alternative responder model like the CAHOOTES program or STAR pilot could look like in North King County. A multi-jurisdictional analysis could be conducted on whether a similar model could have a positive impact on reducing calls for service to police and improving problem solving within the community, as well as how such a program could be sustainably funded. This recommendation is dependent on securing partner agencies and identifying common areas of response interest amongst the partners. Staff anticipates that this would be a longer-term effort.

Lastly, staff recommends addressing inequitable treatment of low-income misdemeanor defendants. If someone who is low-income or unhoused is charged with a misdemeanor crime in Shoreline, they have a greater likelihood of not receiving a court summons, failing to appear to their court hearing, being arrested for failing to appear, being unable to bail out of jail (typically \$50 for a \$500 bail), and spending more time in jail pre-conviction than they would if they are convicted. There is more to be done to keep people out of jail, at work, and without criminal justice system related fees and charges.

Appendix A: Police Services & Public Safety Resident Satisfaction Survey Questions

Cross Tabular Data

The 2020 Resident Satisfaction Survey included ten questions related to police services and public safety. The cross tabular data tables present the results of the entire group of respondents as well as results from demographic sub-groups. This data was used to examine relationships with the data that may not have been readily apparent when analyzing the total survey responses. The sub-groups included in the 2020 Resident Satisfaction Survey included years lived in Shoreline, income, gender, and race/ethnicity. The following cross tabular data tables show the satisfaction levels by these four sub-groups for each of the ten police services and public safety questions.

Overall Satisfaction with Police Services

<i>Years in Shoreline</i>	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>0-5</i>	13.10%	41.00%	36.60%	3.80%	5.50%
<i>6-10</i>	14.70%	48.00%	23.50%	9.80%	3.90%
<i>11-15</i>	28.40%	39.20%	25.50%	3.90%	2.90%
<i>16-20</i>	24.00%	41.30%	26.00%	5.80%	2.90%
<i>21-30</i>	17.10%	50.70%	25.30%	6.20%	0.70%
<i>31+</i>	28.50%	46.90%	19.30%	4.80%	0.50%
<i>Total</i>	20.80%	44.80%	26.30%	5.50%	2.60%

<i>Income</i>	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>Under \$25K</i>	31.60%	47.40%	13.20%	7.90%	0.00%
<i>\$25K to \$49,999</i>	16.50%	49.60%	27.80%	3.50%	2.60%
<i>\$50K to \$74,999</i>	29.60%	44.80%	18.40%	5.60%	1.60%
<i>\$75K to \$99,999</i>	20.70%	49.50%	27.00%	1.80%	0.90%
<i>\$100K+</i>	16.30%	43.60%	28.50%	7.40%	4.20%
<i>Total</i>	20.80%	44.80%	26.30%	5.50%	2.60%

Gender	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>Male</i>	20.30%	44.90%	26.50%	6.00%	2.40%
<i>Female</i>	22.00%	44.40%	26.60%	4.80%	2.20%

Race/ethnicity	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>African American/Black</i>	23.40%	31.90%	34.00%	6.40%	4.30%
<i>White/Caucasian</i>	21.50%	45.20%	25.20%	5.60%	2.50%
<i>Asian</i>	16.80%	45.00%	31.30%	3.10%	3.80%
<i>Hispanic/Latino</i>	15.40%	46.20%	26.90%	11.50%	0.00%
<i>Other</i>	23.10%	46.20%	23.10%	7.70%	0.00%
<i>Total</i>	20.80%	44.80%	26.30%	5.50%	2.60%

Overall Quality of Local Police Protection

Years in Shoreline	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>0-5</i>	12.90%	45.30%	31.80%	4.70%	5.30%
<i>6-10</i>	12.90%	48.50%	28.70%	6.90%	3.00%
<i>11-15</i>	20.00%	54.00%	19.00%	4.00%	3.00%
<i>16-20</i>	21.40%	49.50%	22.30%	5.80%	1.00%
<i>21-30</i>	12.20%	61.50%	20.90%	4.70%	0.70%
<i>31+</i>	25.40%	49.80%	20.00%	3.90%	1.00%
<i>Total</i>	17.80%	51.40%	23.60%	4.90%	2.30%

Income	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>Under \$25K</i>	42.10%	44.70%	13.20%	0.00%	0.00%
<i>\$25K to \$49,999</i>	13.80%	57.80%	22.40%	5.20%	0.90%
<i>\$50K to \$74,999</i>	20.80%	53.60%	18.40%	4.80%	2.40%
<i>\$75K to \$99,999</i>	15.60%	50.50%	28.40%	4.60%	0.90%
<i>\$100K+</i>	15.30%	49.70%	24.50%	6.10%	4.30%
<i>Total</i>	17.80%	51.40%	23.60%	4.90%	2.30%

Gender	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>Male</i>	19.40%	51.00%	22.50%	4.50%	2.60%
<i>Female</i>	16.30%	52.10%	25.30%	5.00%	1.30%

Race/ethnicity	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>African American/Black</i>	18.80%	50.00%	20.80%	8.30%	2.10%
<i>White/Caucasian</i>	17.80%	51.10%	24.00%	4.90%	2.20%
<i>Asian</i>	15.60%	52.60%	26.70%	2.20%	3.00%
<i>Hispanic/Latino</i>	21.70%	39.10%	21.70%	17.40%	0.00%
<i>Other</i>	16.70%	66.70%	8.30%	0.00%	8.30%
<i>Total</i>	17.80%	51.40%	23.60%	4.90%	2.30%

City's Efforts to Reduce Crime

Years in Shoreline	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>0-5</i>	9.30%	34.80%	41.60%	8.70%	5.60%
<i>6-10</i>	10.90%	40.20%	29.30%	13.00%	6.50%
<i>11-15</i>	13.20%	45.10%	24.20%	13.20%	4.40%
<i>16-20</i>	7.10%	46.50%	34.30%	11.10%	1.00%
<i>21-30</i>	5.20%	53.70%	30.60%	8.20%	2.20%
<i>31+</i>	14.70%	43.70%	29.50%	11.10%	1.10%
<i>Total</i>	10.30%	43.60%	32.20%	10.60%	3.20%

Income	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>Under \$25K</i>	31.60%	39.50%	28.90%	0.00%	0.00%
<i>\$25K to \$49,999</i>	10.70%	43.80%	30.40%	12.50%	2.70%
<i>\$50K to \$74,999</i>	12.70%	47.50%	27.10%	8.50%	4.20%
<i>\$75K to \$99,999</i>	8.20%	42.90%	37.80%	10.20%	1.00%
<i>\$100K+</i>	6.40%	45.80%	32.40%	10.70%	4.70%
<i>Total</i>	10.30%	43.60%	32.20%	10.60%	3.20%

Gender	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>Male</i>	12.40%	45.60%	27.20%	10.90%	3.90%
<i>Female</i>	8.30%	41.70%	37.90%	10.20%	1.90%

Race/ethnicity	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>African American/Black</i>	8.00%	38.00%	30.00%	22.00%	2.00%
<i>White/Caucasian</i>	9.40%	43.50%	33.90%	10.50%	2.60%
<i>Asian</i>	12.50%	50.00%	28.10%	3.90%	5.50%
<i>Hispanic/Latino</i>	13.00%	39.10%	26.10%	17.40%	4.30%
<i>Other</i>	16.70%	50.00%	25.00%	0.00%	8.30%
<i>Total</i>	10.30%	43.60%	32.20%	10.60%	3.20%

Enforcement of Local Traffic Laws

Years in Shoreline	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>0-5</i>	11.80%	33.10%	39.30%	9.60%	6.20%
<i>6-10</i>	6.00%	43.00%	33.00%	14.00%	4.00%
<i>11-15</i>	11.10%	47.50%	28.30%	6.10%	7.10%
<i>16-20</i>	5.80%	43.70%	43.70%	6.80%	0.00%
<i>21-30</i>	6.90%	51.70%	30.30%	6.90%	4.10%
<i>31+</i>	12.20%	43.90%	31.60%	9.70%	2.60%
<i>Total</i>	9.40%	43.40%	34.30%	8.80%	4.00%

Income	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>Under \$25K</i>	30.80%	35.90%	20.50%	7.70%	5.10%
<i>\$25K to \$49,999</i>	10.40%	42.60%	31.30%	13.00%	2.60%
<i>\$50K to \$74,999</i>	11.40%	41.50%	38.20%	5.70%	3.30%
<i>\$75K to \$99,999</i>	2.80%	48.60%	38.30%	7.50%	2.80%
<i>\$100K+</i>	7.00%	44.10%	34.00%	9.40%	5.50%
<i>Total</i>	9.40%	43.40%	34.30%	8.80%	4.00%

Gender	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>Male</i>	9.80%	41.70%	34.10%	9.80%	4.60%
<i>Female</i>	8.70%	45.50%	35.60%	7.50%	2.70%

Race/ethnicity	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>African American/Black</i>	3.80%	43.40%	35.80%	11.30%	5.70%
<i>White/Caucasian</i>	8.70%	43.20%	34.50%	9.60%	4.10%
<i>Asian</i>	11.50%	46.60%	33.60%	5.30%	3.10%
<i>Hispanic/Latino</i>	12.00%	44.00%	36.00%	8.00%	0.00%
<i>Other</i>	16.70%	41.70%	16.70%	8.30%	16.70%
<i>Total</i>	9.40%	43.40%	34.30%	8.80%	4.00%

Response to Drug Activity

Years in Shoreline	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>0-5</i>	5.80%	22.50%	45.00%	15.00%	11.70%
<i>6-10</i>	5.50%	21.90%	38.40%	20.50%	13.70%
<i>11-15</i>	6.30%	31.60%	29.10%	19.00%	13.90%
<i>16-20</i>	7.50%	27.50%	43.80%	16.30%	5.00%
<i>21-30</i>	1.10%	21.10%	45.30%	23.20%	9.50%
<i>31+</i>	9.20%	26.00%	36.60%	16.80%	11.50%
<i>Total</i>	6.00%	25.10%	39.90%	18.10%	10.80%

Income	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>Under \$25K</i>	32.30%	25.80%	32.30%	6.50%	3.20%
<i>\$25K to \$49,999</i>	7.10%	25.00%	41.70%	16.70%	9.50%
<i>\$50K to \$74,999</i>	6.60%	28.60%	41.80%	15.40%	7.70%
<i>\$75K to \$99,999</i>	0.00%	32.90%	42.10%	18.40%	6.60%
<i>\$100K+</i>	4.30%	22.40%	39.20%	21.10%	12.90%
<i>Total</i>	6.00%	25.10%	39.90%	18.10%	10.80%

Gender	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>Male</i>	6.50%	28.00%	37.90%	15.00%	12.60%
<i>Female</i>	5.50%	23.10%	42.50%	21.20%	7.70%

Race/ethnicity	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>African American/Black</i>	0.00%	17.10%	37.10%	28.60%	17.10%
<i>White/Caucasian</i>	5.50%	25.90%	41.50%	17.40%	9.70%
<i>Asian</i>	7.60%	27.60%	37.10%	16.20%	11.40%
<i>Hispanic/Latino</i>	16.70%	22.20%	33.30%	16.70%	11.10%
<i>Other</i>	14.30%	14.30%	28.60%	14.30%	28.60%
<i>Total</i>	6.00%	25.10%	39.90%	18.10%	10.80%

Response to Prostitution Activity

Years in Shoreline	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>0-5</i>	7.80%	18.10%	50.00%	15.50%	8.60%
<i>6-10</i>	7.90%	17.50%	42.90%	17.50%	14.30%
<i>11-15</i>	7.00%	26.80%	40.80%	11.30%	14.10%
<i>16-20</i>	1.30%	29.30%	54.70%	9.30%	5.30%
<i>21-30</i>	4.50%	23.90%	45.50%	18.20%	8.00%
<i>31+</i>	8.70%	26.10%	40.90%	10.40%	13.90%
<i>Total</i>	6.60%	23.50%	46.00%	13.50%	10.50%

Income	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>Under \$25K</i>	25.00%	21.40%	42.90%	10.70%	0.00%
<i>\$25K to \$49,999</i>	7.80%	32.50%	36.40%	13.00%	10.40%
<i>\$50K to \$74,999</i>	8.40%	24.10%	39.80%	16.90%	10.80%
<i>\$75K to \$99,999</i>	1.50%	19.10%	55.90%	11.80%	11.80%
<i>\$100K+</i>	5.30%	21.10%	50.70%	12.40%	10.50%
<i>Total</i>	6.60%	23.50%	46.00%	13.50%	10.50%

Gender	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>Male</i>	8.60%	26.60%	43.90%	9.70%	11.20%
<i>Female</i>	4.10%	20.20%	48.30%	18.20%	9.10%

Race/ethnicity	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>African American/Black</i>	6.30%	25.00%	46.90%	9.40%	12.50%
<i>White/Caucasian</i>	6.00%	22.40%	47.50%	14.20%	9.80%
<i>Asian</i>	6.10%	28.30%	43.40%	13.10%	9.10%
<i>Hispanic/Latino</i>	23.50%	5.90%	29.40%	17.60%	23.50%
<i>Other</i>	20.00%	20.00%	40.00%	0.00%	20.00%
<i>Total</i>	6.60%	23.50%	46.00%	13.50%	10.50%

Response to Property Crime (e.g. burglary, mail theft, car prowl)

Years in Shoreline	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>0-5</i>	6.70%	25.50%	38.90%	18.80%	10.10%
<i>6-10</i>	4.40%	25.60%	36.70%	25.60%	7.80%
<i>11-15</i>	9.00%	33.70%	28.10%	16.90%	12.40%
<i>16-20</i>	6.30%	35.40%	35.40%	15.60%	7.30%
<i>21-30</i>	3.30%	29.20%	41.70%	20.80%	5.00%
<i>31+</i>	7.00%	32.10%	36.90%	16.00%	8.00%
<i>Total</i>	6.10%	30.00%	36.80%	18.90%	8.30%

Income	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>Under \$25K</i>	25.00%	33.30%	30.60%	8.30%	2.80%
<i>\$25K to \$49,999</i>	9.50%	25.70%	37.10%	19.00%	8.60%
<i>\$50K to \$74,999</i>	8.30%	37.00%	31.50%	15.70%	7.40%
<i>\$75K to \$99,999</i>	0.00%	29.60%	44.90%	19.40%	6.10%
<i>\$100K+</i>	4.20%	28.70%	38.10%	20.30%	8.70%
<i>Total</i>	6.10%	30.00%	36.80%	18.90%	8.30%

Gender	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>Male</i>	7.40%	29.20%	36.50%	18.30%	8.70%
<i>Female</i>	4.80%	31.50%	37.20%	19.20%	7.30%

Race/ethnicity	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>African American/Black</i>	4.10%	22.40%	30.60%	30.60%	12.20%
<i>White/Caucasian</i>	5.30%	31.00%	38.60%	17.30%	7.80%
<i>Asian</i>	7.90%	29.90%	38.60%	15.00%	8.70%
<i>Hispanic/Latino</i>	11.10%	16.70%	27.80%	38.90%	5.60%
<i>Other</i>	22.20%	44.40%	11.10%	11.10%	11.10%
<i>Total</i>	6.10%	30.00%	36.80%	18.90%	8.30%

Level of respect Shoreline Police Officers show residents regardless of race, gender, age, or other factors

Years in Shoreline	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>0-5</i>	21.40%	26.20%	32.50%	11.10%	8.70%
<i>6-10</i>	20.30%	35.10%	25.70%	13.50%	5.40%
<i>11-15</i>	21.60%	36.40%	33.00%	3.40%	5.70%
<i>16-20</i>	16.50%	47.10%	28.20%	5.90%	2.40%
<i>21-30</i>	18.90%	41.40%	31.50%	6.30%	1.80%
<i>31+</i>	32.50%	36.20%	22.70%	4.30%	4.30%
<i>Total</i>	23.00%	36.40%	28.60%	7.20%	4.80%

Income	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>Under \$25K</i>	41.70%	33.30%	16.70%	5.60%	2.80%
<i>\$25K to \$49,999</i>	23.50%	36.70%	30.60%	6.10%	3.10%
<i>\$50K to \$74,999</i>	25.80%	43.30%	21.60%	5.20%	4.10%
<i>\$75K to \$99,999</i>	22.50%	36.00%	30.30%	7.90%	3.40%
<i>\$100K+</i>	18.30%	34.20%	31.30%	8.80%	7.50%
<i>Total</i>	23.00%	36.40%	28.60%	7.20%	4.80%

Gender	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>Male</i>	23.80%	36.20%	27.50%	9.30%	3.20%
<i>Female</i>	22.00%	37.50%	30.20%	4.80%	5.50%

Race/ethnicity	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>African American/Black</i>	29.70%	35.10%	21.60%	8.10%	5.40%
<i>White/Caucasian</i>	23.30%	34.50%	29.80%	7.40%	5.00%
<i>Asian</i>	16.20%	46.20%	26.50%	6.80%	4.30%
<i>Hispanic/Latino</i>	22.70%	18.20%	50.00%	4.50%	4.50%
<i>Other</i>	9.10%	72.70%	0.00%	9.10%	9.10%
<i>Total</i>	23.00%	36.40%	28.60%	7.20%	4.80%

Your level of trust in officers to do the right thing

Years	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>0-5</i>	15.00%	30.60%	35.00%	10.60%	8.90%
<i>6-10</i>	15.40%	33.70%	31.70%	10.60%	8.70%
<i>11-15</i>	26.00%	40.00%	24.00%	8.00%	2.00%
<i>16-20</i>	15.00%	48.60%	26.20%	7.50%	2.80%
<i>21-30</i>	16.70%	46.00%	33.30%	2.70%	1.30%
<i>31+</i>	28.20%	45.50%	21.80%	3.00%	1.50%
<i>Total</i>	19.90%	40.60%	28.60%	6.60%	4.20%

Income	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>Under \$25K</i>	39.50%	34.20%	21.10%	2.60%	2.60%
<i>\$25K to \$49,999</i>	19.10%	49.60%	20.90%	7.00%	3.50%
<i>\$50K to \$74,999</i>	24.20%	44.40%	23.40%	4.00%	4.00%
<i>\$75K to \$99,999</i>	18.00%	39.60%	32.40%	7.20%	2.70%
<i>\$100K+</i>	15.50%	38.70%	31.70%	8.20%	5.90%
<i>Total</i>	19.90%	40.60%	28.60%	6.60%	4.20%

Gender	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>Male</i>	22.10%	39.30%	27.80%	6.60%	4.20%
<i>Female</i>	17.60%	42.20%	30.20%	6.60%	3.40%

Race/ethnicity	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>African American/Black</i>	22.40%	34.70%	30.60%	6.10%	6.10%
<i>White/Caucasian</i>	19.50%	41.10%	28.10%	7.60%	3.60%
<i>Asian</i>	16.40%	46.30%	29.10%	4.50%	3.70%
<i>Hispanic/Latino</i>	19.20%	15.40%	50.00%	3.80%	11.50%
<i>Other</i>	33.30%	50.00%	0.00%	0.00%	16.70%
<i>Total</i>	19.90%	40.60%	28.60%	6.60%	4.20%

Shoreline's Police Department's response to situations involving individuals with cognitive or mental challenges

Years in Shoreline	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>0-5</i>	16.80%	18.80%	44.60%	8.90%	10.90%
<i>6-10</i>	16.70%	23.30%	45.00%	6.70%	8.30%
<i>11-15</i>	20.60%	27.00%	36.50%	7.90%	7.90%
<i>16-20</i>	5.90%	30.90%	50.00%	8.80%	4.40%
<i>21-30</i>	14.50%	28.90%	48.20%	7.20%	1.20%
<i>31+</i>	16.80%	29.40%	40.30%	9.20%	4.20%
<i>Total</i>	15.30%	26.20%	43.90%	8.50%	6.20%

Income	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>Under \$25K</i>	35.70%	25.00%	25.00%	14.30%	0.00%
<i>\$25K to \$49,999</i>	16.90%	31.00%	38.00%	8.50%	5.60%
<i>\$50K to \$74,999</i>	16.90%	33.80%	40.30%	1.30%	7.80%
<i>\$75K to \$99,999</i>	9.20%	27.70%	52.30%	7.70%	3.10%
<i>\$100K+</i>	12.20%	24.30%	45.00%	11.10%	7.40%
<i>Total</i>	15.30%	26.20%	43.90%	8.50%	6.20%

Gender	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>Male</i>	16.60%	25.10%	44.50%	8.10%	5.70%
<i>Female</i>	13.40%	28.20%	43.70%	9.20%	5.50%

Race/ethnicity	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
<i>African American/Black</i>	18.80%	21.90%	34.40%	15.60%	9.40%
<i>White/Caucasian</i>	14.20%	26.10%	46.10%	7.90%	5.80%
<i>Asian</i>	12.90%	32.30%	46.20%	4.30%	4.30%
<i>Hispanic/Latino</i>	14.30%	19.00%	33.30%	19.00%	14.30%
<i>Other</i>	20.00%	20.00%	0.00%	40.00%	20.00%
<i>Total</i>	15.30%	26.20%	43.90%	8.50%	6.20%

Appendix B: WASPC Supported Reforms

Washington Association of Sheriffs & Chiefs Law Enforcement Reform Recommendations 2020-2021

Washington's law enforcement leaders acknowledge the hurt, trauma, and anger caused by a history in which our profession has often failed to live up to our own ethical ideals, particularly in our relationships with communities of color, and we recognize our responsibility to address racial inequality.

We are committed to work with policy makers, community groups, and other stakeholders to improve the public service of law enforcement in our state. Change is necessary and we support meaningful reform and a conversation about law enforcement that focuses on transparency and accountability, reduces barriers to discipline and termination, and ensures a fair and more equitable criminal justice system. We do not present these recommendations as the only credible options for reform, rather as our contribution to the larger conversation.*

Use of Force:

- Standardize the use of force policies and training centered on the cornerstone principle of the sanctity of human life.
- Require all law enforcement officers to intervene and report to their agency whenever another law enforcement officer uses excessive force.

Transparency and Accountability:


- Expand wellness, resiliency and mental health support for law enforcement and corrections officers.
- Support accreditation (best practice audits) for law enforcement and corrections agencies.
- Support civil service reforms to increase diversity and flexibility to hire and promote deputies and officers.
- Establish interventions for troubling patterns and behaviors among law enforcement officers.
- Explore models for an independent statewide deadly force investigative agency.
- Facilitate the implementation and use of body cameras.
- Provide greater authority for Chiefs and Sheriffs to dismiss officers who betray the public's trust.
- Enable de-certification of officers who use excessive force and other serious breaches of the public's trust.
- Require all Washington law enforcement agencies to submit data on the use of deadly force.

Defining the role of law enforcement:

- Establish state and local programs to build relationships and trust between law enforcement and the community.
- Establish clear expectations for state investment in programs to address mental illness, substance use, and other adverse events that are shown to increase the likelihood of future criminal justice involvement.

* These recommendations are abbreviated summaries of the official recommendations adopted by WASPC. The full text of each recommendation, along with recommended legislation to accomplish each, are available at www.waspc.org/reforms

Appendix C: RADAR 2020 Annual Report




2020 Annual Report


“

I finally feel like I have someone in my corner that will listen to me, and is determined to help me and my son.


Who is RADAR Serving?



16% Homeless




54% Report a Disabling Behavioral Health Condition




4% Military Veterans


Race (n=477)




2020 Program Data



571 Individuals Served



933 Total Encounters




51 Min Average Encounter

“

Because [the Navigator] is not a police officer, she was able to approach our neighbor from a different perspective, and provide support and help through her distress.

”

RADAR is a regional approach serving 5 Police Departments in North King County



Annual Report Detail

	Number Served	% Change	Total Encounters	% Change	% Homeless	% BH Disability	% Veteran
Full Program 2019	456	UNK	446	UNK	17%	43%	12%
Full Program 2020	571	125%	933	209%	16%	54%	4%
Shoreline 2019	129	UNK	160	UNK	15%	53%	10%
Shoreline 2020	124	96%	259	162%	16%	54%	7%

Shoreline Farmers Market Update

City Council Strategic Planning Workshop, March 5 and 6, 2021

Background

During the 2020 City Council Strategic Planning Workshop, Council studied different management models for the separately operated Shoreline Farmers Market (SFM). They also studied the role the City of Shoreline should play within that model. The result was that Council directed staff to support and influence the SFM to grow into a traditional non-profit organization or similar fiscal sponsorship model. This was due to both their appreciation of the market's value to the greater Shoreline community and the market's role as a bridge between phase zero and phase 1 redevelopment of the Shoreline Place CRA. Council directed City staff to work with the market leadership to ensure a successful transition over a period of 3-5 years, including reducing City financial support over this time frame. Although there was a goal of reducing the City's overall financial support, the Council intended that the City would continue to be a funding partner, but at a lower threshold. Providing transition time would give the market an opportunity to build capacity while maintaining operational momentum.

Year 1 Transition Accomplishments

The Shoreline Farmers Market made significant strides during 2020 to transition to a traditional non-profit structure and prepare to welcome new board members with the support of City staff. This work started by brainstorming the skills needed by board members and drafting a number of board member recruitment materials, including a board member job description, letter to prospective candidates, application, and contract (outlining board responsibilities and fundraising activities). City and market staff then developed a list of potential board member candidates and spent much of the summer contacting them regarding the opportunity to join the SFM board. A library of draft policies and procedures, including a conflict of interest policy and related conflict disclosure process, was created for the future board to review while undertaking initial board member recruitment. A board interview and orientation processes was also developed, which includes an on-site orientation during the market itself.

While there was a significant amount of work completed, there has only been one new board member successfully on-boarded to date despite engaging with over 25 individuals regarding this opportunity. While most said they did not have time for it, the market did meet with six people who were initially interested in the opportunity. Of those, only two people submitted applications and only one was chosen by the SFM as a board member. This falls short of the 2020 goal of the market on-boarding 7-9 new board members.

Year 2 Action Plan

To build on this year's successes, the City has recommended to the SFM Market Director a list of tasks to support the Board of Directors. This includes approving the draft bylaws; approving the conflict of interest policy and disclosure statement; electing new officers; developing an



annual workplan; updating the mission, vision, and values statements; deciding on and taking relevant action on federal incorporation status; developing a 3-5 year strategic plan (complete with a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis) and the committee structure to complete the plan; developing a financial plan to support the strategic plan; and solidifying a market location and storage options now that Merlone Geier Partners (MGP) has notified SFM that MGP cannot guarantee the market space in future years within the CRA. The revised recruitment goal is to on-board 7-9 new board members during 2021.

City Financial and Staff Support

During the 2020 Strategic Planning Workshop, Council supported the City incentivizing the market's move to greater independence and fiscal sustainability by reducing City financial support over the following three years. The SFM received \$60,000 per year in 2019 and 2020, including the Port of Seattle Economic Partnership Program grant at \$23,000 annually. The City's plan is to decrease its financial support for the market over the next two biennial budgets. The City reduced its financial commitment by approximately \$1,900 in 2020 with the discontinuation of the storage unit rental contract. The Council-approved 2021-22 City Budget includes \$37,000 per year for the SFM. Staff recommends making an additional \$10,000 available to the Farmers Market in 2021 if the City is again able to secure grant funds from the Port of Seattle. Staff would recommend making this additional funding contingent on the Market successfully on-boarding 5 board new members (excluding the market founder) by the start of the 2021 season. The request for these funds would be required in writing, accompanied by a board development plan including milestones for achieving the preferred board size of 7-9 members. If the market does not have at least seven board members by the start of the 2022 market season, staff recommends decreasing the available funding to the market for fiscal year 2022 to no more than \$25,000 total and repurposing the funds for other Council priorities or City programs. If the SFM has met goals for 2021 and has at least seven board members by the start of the 2022 season, then staff would recommend maintaining funding at \$37,000 plus up to \$10,000 in grant funds if available.

While the City provided significant staff support as planned in 2020, working closely with the Executive Director and Market Director throughout the year 1 transition period, direct staff support is not recommended during year 2. Success of this transition will require willingness on behalf of the existing market leadership to welcome new leaders, implement the new operating structure, and build the organizational capacity so the market can achieve fiscal and operational sustainability.



185th Street Station Subarea – Phase 3 Early Rezone

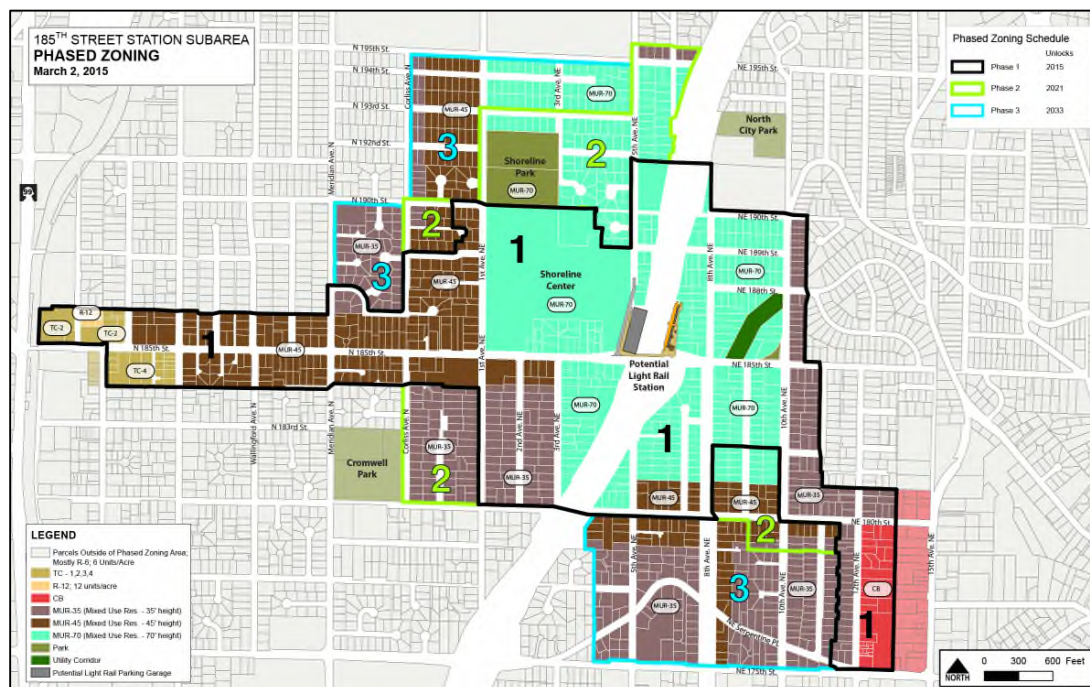
City Council Strategic Planning Workshop, March 5 and 6, 2021

Purpose and Background

The purpose of this memo is to identify policy topics and considerations for implementing the 185th Street Station Subarea phase 3 rezone area in conjunction with, or shortly thereafter, phase 2 becoming effective on March 16, 2021.

The 185th Street Station Subarea Plan (SSP) was adopted by the Shoreline City Council on March 16, 2015 via Ordinance No. 702. In conjunction with the SSP, the Council adopted implementation measures that included area-wide zoning changes, new Development Code regulations, and a Planned Action Environmental Impact Statement (EIS) (Ordinance Nos. 706 and 707). Rezoning of the subarea is being implemented in phases instead of rezoning the entire subarea at once. The first phase took effect immediately upon adoption of the plan in 2015, while phase 2 goes into effect on March 16, 2021, and phase 3 goes into effect in 2033. A table showing the phasing and the 185th SSP zoning map are provided below:

Phase	Effective Date	Approx. Size	Percentage
Phase 1	March 2015	260 acres	60%
Phase 2	March 2021	72 acres	17%
Phase 3	March 2033	100 acres	23%





Policy Considerations

The 185th Street SSP notes that over zoning could result in negative outcomes, such as delayed maintenance, over-valuing property, and uncertain or spotty development patterns if development is not closely monitored and managed. One of the primary purposes of the phased zoning is to focus initial development closer to the station and define an area for concentrating improvements in the first 20 years to support initial growth. It also provides an opportunity to monitor the development market and redevelopment results prior to the entire area being rezoned.

Data collected in the [185th Street SSP Progress Report](#), which the Council discussed on November 30, 2020, indicates that the rate of new residential growth is occurring as anticipated. The report also noted there has not been any new commercial development, but the market assessment conducted with the subarea plan anticipated little demand for commercial development, particularly in the early years before the light rail station is open for service.

There has not been any new development activity in the MUR-70' zone to date. Further review is underway to identify future actions to encourage more development in the MUR-70' zone. However, the majority of the phase 3 rezone area is zoned MUR-35' and MUR 45'.

Ordinance No. 706 made several findings in support of the phased zoning plan, including:

- A phased zoning approach provides for a more predictable pattern of development insuring a cohesive, connected community that is supportive of transit while providing an opportunity to monitor development prior to allowing redevelopment of the entire area in a manner that could be inconsistent with the vision for the subarea.
- A phased zoning approach clearly identifies the type of full-build out development envisioned by the 185th Street SSP is not warranted at this time while providing for a clear stipulation of the intended future rezoning so as to provide predictability for property owners.

SEPA Environmental Impact Statement

The EIS issued for the subarea identifies numerous impacts and associated mitigation measures for implementation of the plan. The phased zoning was a primary mitigation measure as a mechanism to focus growth in a predictable manner in the initial decades.

A detailed analysis would be necessary to understand potential impacts of the early rezoning of phase 3 and whether other mitigation measures within the EIS will adequately address those impacts. An addendum to the EIS, or other appropriate SEPA document would need to be issued to inform any final decision on early rezoning of phase 3.



Continued Planning

Functional plans and the City's Capital Improvement Plan (CIP) continue to focus on delivering the level of infrastructure necessary to accommodate the growth anticipated in the subarea. General topics identified by staff for consideration regarding an early rezoning of phase 3 include:

- **Surface Water:** Surface water capacity modeling is underway for areas of the phase 3 rezone. Modeling will inform a recommended future system improvement plan. Early rezoning may not have a direct impact on this work, but there could be benefit to understanding needed system improvements before there is significant development.
- **Wastewater:** The hydraulic CIP may need to be done sooner, depending on locations of future development. The current CIP recommends sites that are within two years of design/construction be flow monitored to determine capacity and need.
- **Transportation:** The Transportation Master Plan update is now underway. This plan will set the vision, policies, and goals as well as guide capital improvement projects for the City's transportation network into year 2040. It will include an update on policies that support smart growth and provide an updated forecast of future transportation conditions, identifying anticipated inadequacies and associated growth projects, inclusive of the subareas.
- **On-Street Parking:** Parking utilization continues to be well under the target capacity. However, there are areas in North City that are seeing high use which may need to be addressed within the next 10 years. Next year's Subareas Parking Study will provide further analysis on this topic.
- **Utility Planning with Outside Service Providers:** Water and power are provided by outside service providers. Further planning and coordination with utility service providers is necessary to direct capital utility upgrades to locations that are in alignment with the subarea plan and will help facilitate the best outcomes. For example, relying on development to provide all utility upgrades can be cost prohibitive and may ultimately delay or prevent development.

Review Process

The process to review and issue a decision on rezoning the phase 3 area in advance of the 2033 timeline would include the following:

1. **SEPA environmental review.** A detailed analysis of the 2014 Environmental Impact Statement (EIS) and 2015 Planned Action Ordinance would need to occur. An addendum, or other appropriate SEPA document, would need to be issued to address the proposed changes to impacts and/or mitigation measures, if any. Although the Planned Action Ordinance does not apply to the phase 3 rezone area, there may be specific mitigation measures to consider with revising the phasing schedule.



2. **Planning Commission review and recommendation.** Rezoning phase 3 earlier than the original timeline would alter the Official Zoning Map and would require review and recommendation by the Planning Commission.
3. **Public Hearing.** The public would have an opportunity to comment on the new proposed timing of the phase 3 rezone.
4. **Ordinance adoption.** An ordinance would need to be adopted by Council to establish findings which support rezoning the phase 3 area earlier than previously contemplated and to establish a new effective date for phase 3.

Stakeholder Outreach

There was significant outreach and stakeholder involvement during the subarea planning process. Efforts should be taken to inform stakeholders of consideration of a change to the phase 3 rezone schedule. Stakeholder outreach could include:

- Mailing to all property owners in phase 3
- Mailing to all property owners within 500’ of phase 3
- Mailing to tenants within phase 3, to the extent the City is able to obtain information
- Press release and website updates
- Inform utilities and service providers

Summary

Below is a summary of the primary considerations, both potentially positive and potentially negative.

PHASE 3 EARLY REZONE	
<i>PROS</i>	<i>CONS</i>
<ul style="list-style-type: none"> • Open more opportunities for development • Potential for creation of more housing sooner than planned 	<ul style="list-style-type: none"> • Potential for property over-valuation and delayed maintenance • Community expectations for phased zoning • Prioritize early rezone with other work • Less opportunity for policy/code refinements before implementing phase 3 • Does not address other barriers to redevelopment such as utility upgrades, etc. • Phase 3 areas are furthest from light rail station – may continue to encourage “leapfrog” development pattern

Recommendation

Staff recommends maintaining the schedule for the phase 3 rezone. Growth and development are mostly occurring as anticipated based on recent data collected with the progress report (November 2020). The rate of growth in the initial 5+ years since adoption is



occurring as planned. There is adequate capacity in phases 1 and 2 to accommodate and focus growth in the years before the scheduled phase 3 rezone.

Maintaining the schedule provides time to further analyze and adjust parts of the plan that are not achieving desired outcomes as well as update and refine current plans, policies, and regulations that will further support the objectives of the 185th Street SSP and improve outcomes such as facilitating development in the MUR-70' zone.

Oil Heat & Natural Gas Discussion Paper

City Council Strategic Planning Workshop, March 5 and 6, 2021

Discussion Question

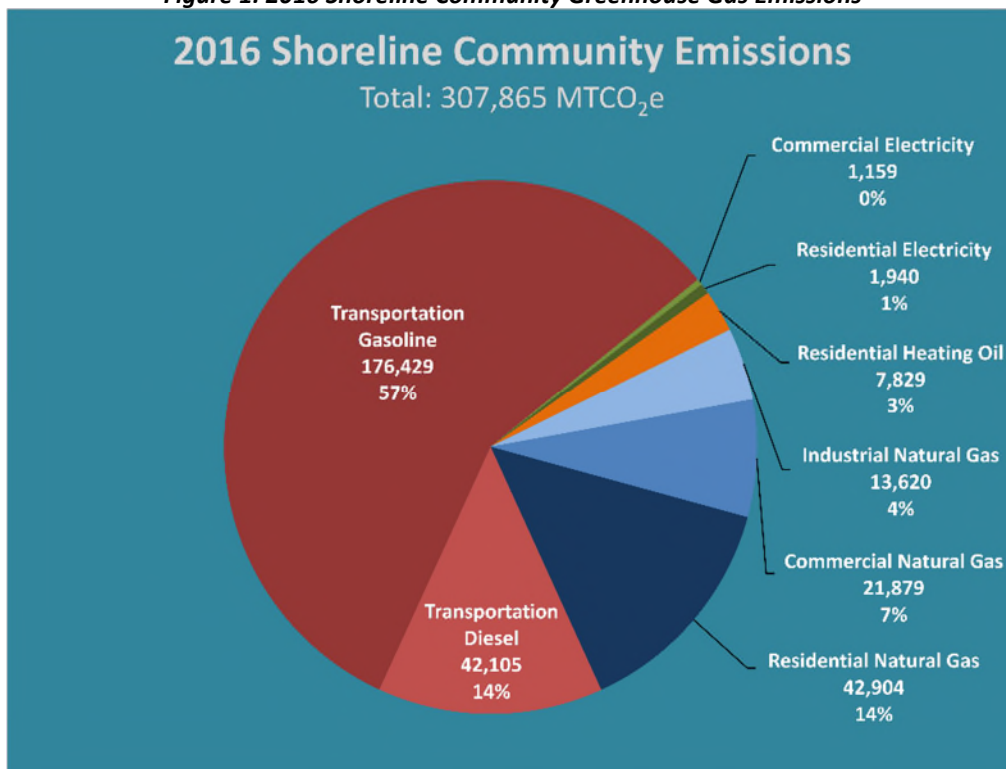
Does City Council want to act in 2021-2022 to develop a program to encourage residential conversion of oil heat and/or a policy to prohibit the use of natural gas in new construction?

Background

Buildings in Shoreline are heated by three fuel sources: electricity from Seattle City Light, natural gas from Puget Sound Energy and heating oil from private companies. Electricity from Seattle City Light is considered carbon neutral and thus, is the preferred energy source from both a carbon emissions reduction and public health perspective.

The City’s 2016 Greenhouse Gas (GHG) Emissions Inventory (Figure 1) showed that residential and commercial natural gas use accounted for roughly 21% of community emissions, while residential heating oil accounted for another 3% of community emissions. An updated GHG emissions inventory is scheduled to take place this year. It is anticipated that transportation fuel and non-electric building energy use will continue to be the primary sources of GHG emissions for our community.

Figure 1: 2016 Shoreline Community Greenhouse Gas Emissions



Given our community emissions profile, climate action programs in Shoreline should prioritize efforts to reduce gasoline and diesel fuel use in vehicles and natural gas and heating oil use in buildings. Time is of the essence for aggressive climate action given the [2018 Intergovernmental Panel on Climate Change \(IPCC\) report's](#) finding that global net GHG emissions need to fall by 49% from 2017 levels by 2030, and reach “net zero” around 2050, in order to keep the rise in global temperatures below 1.5C this century.

This paper discusses two options to reduce GHG emissions and protect public health specifically associated with building energy use: 1) an incentive program to transition oil heat to electric heat pumps and 2) a policy to prohibit the use of natural gas in new construction.

Option 1: Oil Heat Conversion Program

An estimated 1,583 homes in Shoreline were heated by oil heat (fuel oil, kerosene, etc.) in 2015, representing approximately 3% of community GHG emissions. Oil furnaces burn heating oil, which is similar to diesel fuel, to heat the home, contributing to air pollution and potential soil and groundwater pollution if oil tanks leak. Oil heating is recognized as the least efficient, most expensive, and most polluting form of home heating in our region, costing an estimated \$1,700 per year to supply 500 gallons (per the City of Seattle). While oil heated homes represent a small segment of Shoreline’s carbon emissions profile, a targeted campaign to convert those homes to electric heating systems could help reduce pollution and generate utility bill savings.

There’s some precedence for this type of program in our region. The City of Seattle passed a law to help phase out oil heat by 2028, developed a rebate program to encourage the conversion of oil heat to energy efficient electric heat pumps and instituted a heating oil tax ordinance.

Heat Pump Rebate

Seattle provides a rebate for households converting from oil to a qualified heat pump system. Heat pumps are more than twice as efficient as an oil furnace, saving an estimated \$850 in heating costs every year. The program is funded by \$200,000 allocated from the city’s General Fund, estimated to fund 200 rebate projects a year. The city contracted with a heat pump distributor and program administrator that is responsible for recruiting approved contractors, overseeing the instant rebate for customers, and providing additional financial and marketing support for the program (including an additional \$500 rebate per customer). The program is available to both homeowners and income qualified renters. The city will work with landlords to convert oil heating systems in exchange for a rental covenant that prevents rent increases for three years.

Oil Heat Law

Starting September 1, 2021, heating oil sold in Seattle will be subject to a tax of approximately 24 cents per gallon. This tax will be imposed on the heating oil service provider and the revenue will be used to help switch low income households from oil to electric heat pump systems. The tax revenue will fully fund that cost – including decommissioning the oil tank and removing the

old oil furnace – for about 1,000 income eligible customers. Some revenue from the oil tax will also support workforce development and business consulting services for oil service providers to support the transition to clean energy technologies.

Oil Heat Program: Issues for Consideration

- **Cost of conversion:** the initial cost of a heat pump is estimated at approximately \$15,000. There can also be added costs associated with electric panel upgrades, asbestos mitigation, decommissioning existing underground oil tanks, removing oil furnaces, etc.
- **Budget and funding source:** approximately \$20,000 would be needed to provide the same amount and level of rebate funding as the Seattle program (i.e. \$1,000 per customer to reach 1.3% of eligible homes, which would total approximately 20 homes in Shoreline) and no funds have been allocated for this activity in the 2021-2022 budget.
- **Target audience:** would the City want to open the rebate to all homes with oil heating or prioritize for low-income residents? Demographic data for oil heated homes is not currently available but significantly more than \$1,000/home would need to be allocated in funding to facilitate equipment replacement for low-income residents.
- **Program administration:** it is unlikely City staff could add this to existing workloads so we would need to identify an external partner for contractor and rebate administration. Additional staff resources would be needed to develop this program even if we selected a program administrator, per the Seattle example.
- **Partners:** is there any interest in this type of program from partners we would need to engage, such as the Shoreline Fire Department (responsible for decommissioning oil tanks) or Seattle City Light (potential to support energy efficiency opportunities at the same time)?
- **Contractor training:** do local contractors have adequate training/experience to correctly size heat pump systems and provide energy audits/evaluate current insulation levels in homes? The Seattle Office of Housing assists with that work for their program; we do not currently have capacity for that type of work in-house in Shoreline.
- **Future funding:** the Seattle program provides long term funding for a low-income program via their oil tax. Is there interest in such a mechanism locally given the limited number of homes? This would likely take several years to develop and implement, with additional staff capacity required to administer.
- **Opportunity for multiple benefits:** the program could offer environmental, public health and cost saving benefits. Heat pump technology is still relatively new to homeowners, so promoting the ability to provide both heating and cooling is key, especially as extreme heat events become more common in our region.

Option 2: Restricting Natural Gas in New Construction

As electric grids become less carbon-intensive, increasing concerns about the impact of natural gas on climate change, indoor public health, and potential pipeline leaks and explosions have led many municipalities to incentivize all-electric construction and/or ban new natural gas hookups in both commercial and residential buildings. Various tools have been used to either encourage all-electric buildings or ban fossil fuels for specific uses in new construction,

especially in California, where more than 40 cities and counties have adopted gas-free building commitments or electrification building codes. Communities with limited potential for new development are also starting to look at how to retrofit existing buildings to all-electric energy sources. A sampling of programmatic options employed in other communities is provided below.

Natural Gas Bans

The City of Berkeley passed the first natural gas ban in the country in 2019, adopting an ordinance that required all new single-family homes, town homes and small apartment buildings to have electric infrastructure. In December 2020, the City of Seattle announced that they would ban the use of fossil fuels in new commercial and large multi-family construction for space heating and most water heating. The proposed Seattle Energy Code update includes the following key changes for commercial and large multifamily buildings:

- eliminates all gas and most electric resistance space heating systems;
- eliminates gas water heating in large multifamily buildings and hotels;
- improves building exteriors to improve energy efficiency and comfort;
- creates more opportunities for solar power; and
- requires electrical infrastructure necessary for future conversion of any gas appliances in multifamily buildings.

Policy Direction

The 2020 King County Strategic Climate Action Plan transmitted to the County Council includes a community-wide goal to reduce energy and fossil fuel use in the built environment and increase the use of clean energy supplies and technology. It also includes an operational commitment to reduce fossil fuel use in existing County facilities and eliminate fossil fuel use in new County facilities.

All-Electric Requirements & Dual Pathways

Many communities require all-electric residential and commercial buildings for new construction, sometimes with exemptions for laboratories, restaurants and gas cooking/fireplaces, and sometimes with requirements that outdoor pools, spas, and barbecues also be all-electric. Some communities provide dual pathways for new construction – an all-electric building design or a mixed-fuel design that allows natural gas – with more stringent requirements for mixed-fuel designs. For example, in the City of Santa Monica, all-electric buildings may be built to the State’s baseline efficiency requirements, while buildings that include natural gas use must comply with the city’s “reach code,” which requires a higher standard for energy efficiency and solar.

However, the current policy in Washington State ([RCW 19.27A.020](#)) prohibits local governments from passing electrification ordinances for new residential construction (i.e., single family homes, townhouses, and multi-family dwelling unit buildings that are 3 stories and less). This is a critical barrier to electrification, since local “reach codes” have been a popular and effective method for achieving electrification in places like California.

Washington State Context

The 2018 Washington State Energy Code, which went into effect on February 1, 2021, does include elements that continue to work towards a 70 percent reduction in net annual energy consumption in newly constructed residential and nonresidential buildings by 2031, compared to the 2006 Washington State Energy Code. The 2018 Code includes a few elements that support increased electrification of building energy systems, including the following:

- A new energy modeling protocol based on source carbon emissions savings instead of site energy savings for the proposed building in comparison to the baseline building (commercial code).
- Carbon emissions factors for each fuel source (commercial code).
- A new requirement for a minimum efficiency standard for fireplaces (residential code).
- A new general section to prohibit continuously burning pilot lights (residential code).
- Revised additional required energy credits to discourage the use of gas furnaces (residential code).

Two bills that were under consideration in the State legislature this year ([HB 1084/SB 5093](#) – the Healthy Homes and Clean Buildings Act) would reduce statewide greenhouse gas emissions by achieving greater decarbonization of residential and commercial buildings. Among other things, those bills would have:

- prohibited a natural gas utility from offering new service to any customer located outside of the area authorized in its approved certificate of public convenience and necessity as of July 1, 2021;
- established a Statewide Clean Heat Standard to limit the expansion of the natural gas system for residential and commercial space and water heating; and
- established a Heat Pump and Electrification Program within Commerce to help transition residential and commercial buildings away from fossil fuels and towards installation of high-efficiency electric heat pumps and other electric equipment.

As of the review of this paper, staff understands that these bills are no longer active in this session.

Building Electrification: Issues for Consideration

- **Type of tool to utilize:** a mandate may be more effective than an incentive program given that only three projects have registered under the City's Deep Green Incentive Program (DGIP) while 62 permits have registered under the Built Green 4-Star certification since the 2015 mandate for the MUR zones (note that both the DGIP and Built Green allow for new gas connections, which staff has seen with new PSE gas connections in the station areas). There may also be benefits for local developers in having consistency with requirements enacted by surrounding municipalities (i.e. Seattle's new ban).
- **Types of buildings to address:** need to consider what types of new construction are most likely to occur in Shoreline in the near future that also have good options for electrification of fossil-fuel systems.

- **Timing for action:** given current and future planned development near the station areas, and the time it takes to develop a new ordinance/update code with equitable stakeholder input, the opportunity to address a significant amount of new development in our community is now. Building heating systems usually last 10-15 years so the City would be looking at natural gas usage through at least 2030 for buildings built today.
- **Industry pushback:** this is likely to be a contentious topic as the natural gas industry is leading campaigns across the country to both counter electrification programs and benefits and limit the ability of local governments to enact natural gas bans.
- **Community education and stakeholder engagement:** need resources and time to engage various stakeholders in a meaningful, timely and equitable discussion. This could potentially be part of the community conversation during the Climate Action Plan update. It's possible we could utilize existing materials developed by Seattle as well.
- **Cost of implementation:** need to identify costs for the City associated with developing and implementing a new ordinance/program and be prepared to speak to changes in costs for developers and future building residents as well.

Staff Recommendations

Option 1

While the City of Seattle offers a good model to follow for an Oil Heat Conversion Program, this would require a significant investment in both staff and financial resources to develop, implement and fund in a meaningful manner. Given the high cost and relatively small benefit associated with this option, staff does not recommend moving forward with a program in 2021-2022 unless a new funding source is identified that could substantially cover all costs associated with such a program (such as a federal block grant). Staff does recommend including such a program as an option for community discussion and review during the upcoming Climate Action Plan update.

Option 2

While significant staff time would likely be necessary to develop a proposed policy to prohibit the use of natural gas in new construction, staff recommends moving forward with this work in 2021-2022. Given current development opportunities in the City, recent action by the City of Seattle, and the potential for impactful emission reduction and human health benefits, there is a certain amount of urgency associated with this work to ensure timely benefits for the community. While this could also be a topic for community discussion and review during the upcoming Climate Action Plan update, staff recommends that Council move forward with this independent of that effort as this is work that would need to be led by staff with relevant technical expertise in Planning and Community Development. Please note that this action would require staff time and potential funding that has not been allocated in current work plans or budgets.

Establishing a City Arts Commission

City Council Strategic Planning Workshop, March 5 and 6, 2021

Discussion Question

This item asks if the City Council wishes staff to further explore adding a section to the Shoreline Municipal Code that would establish a City Arts Commission.

Background

The Parks, Recreation and Cultural Services (PRCS) Board was established by Ordinance No. 167 in 1998 and is codified by [Shoreline Municipal Code \(SMC\) Chapter 2.55](#). The Code identifies “leisure and cultural activities” as one of several topic areas within the scope of the Board. In 2012, Ordinance No. 617 added [Chapter 12.30](#) to the SMC authorizing the PRCS Board to also serve as the City’s Tree Board.

At a PRCS Board Retreat and special meeting in September and October of 2019, the Board identified Cultural Services/Public Art as a strategic priority for its work going forward. On October 24, 2019 the Board voted to recommend that Council adopt [Ordinance No. 874](#) expanding the list of capital projects that would contribute to the Municipal Arts Fund. The Council ultimately adopted this Ordinance on January 6, 2020, achieving one of the key goals of the current Public Art Plan.

Subsequently, the PRCS/Tree Board re-established an Arts and Cultural Services Subcommittee which currently includes Board members Bruce Amundson and John Hoey. In September 2020, this Subcommittee presented four recommendations to the full Board:

1. Increase the Public Art Coordinator position to 1.0 FTE;
2. Expand public sculptures and advance Aurora Avenue as an Avenue of Art;
3. Include cultural amenities in the planned bond measure; and
4. Establish an Arts Commission.

At that meeting, the Board voted unanimously to support advancing the first three items as recommendations to the City Council. They agreed to have further discussion before taking action on the final item. At the following meeting in October, the Arts and Cultural Services Subcommittee presented a memo to the Board sharing their rationale for recommending that Shoreline establish an Arts Commission. On December 3, 2020 the Board voted unanimously in support of advancing this recommendation also. The Board has [sent a letter](#) to the City Council outlining its rationale for this recommendation.

General Arts Landscape in Shoreline

There are three key organizations that provide the bulk of support for arts programming in Shoreline.

ShoreLake Arts

The Shoreline-Lake Forest Park Arts Council, now known as [ShoreLake Arts](#), was the first arts programming organization in Shoreline. The following excerpt from their website provides a brief history:

In 1989, a group of volunteers seeking to enhance our community formed the Arts Council to support, present, and encourage the arts in Shoreline and Lake Forest Park. This nonprofit, community-based organization enriches the life of every resident by promoting public awareness of the arts, and by making the arts available in all its forms.

Early programs included the [Shoreline Arts Festival](#), Concerts in the Parks, and our Artists in Schools program. All of which we’re proud to continue to this day.



In the 30 years we have served the residents of Shoreline and Lake Forest Park we're proud to have added programming that is adaptive to our community including the [Edible Book Festival](#), [6X6NW](#), [Dia de Muertos Celebration](#), and the [Shoreline Short Short Film Festival](#).

[The Gallery at Town Center](#) in Lake Forest Park has now been selling the work of local artists for over 10 years. Featuring 90+ artists representing virtually every medium from paint, to fiber, to photography, to sculpture. We now see over 8,000 visitors a year at the gallery!

The Arts Council collaborates with other agencies such as the libraries, Shoreline Community College, the Shoreline-Lake Forest Park Senior Center, Kruckeberg Botanic Garden, Shoreline Historical Museum, The Secret Gardens of Lake Forest Park, the Cities of Shoreline and Lake Forest Park, and 4Culture to ensure a wealth of quality arts experiences throughout the year.

ShoreLake Arts identifies the following as its key activities:

- Promote public awareness of the arts in the community
- Coordinate and sponsor performances, exhibitions, and other arts programs, activities and events which will benefit and compliment the total community development
- Advocate for support of the arts and arts programs and organizations in the community
- Sponsor, present, promote and support educational programs for the benefit of the community
- concerning all aspects of the visual and performing arts
- Provide financial and other support for arts organizations, artists, arts activities and projects

ShoreLake Arts is a 501(c)3 with its own Board of Directors and bylaws. ShoreLake Arts does not undertake public art in terms of permanently-placed sculptures and other 1% for art – funded temporary arts projects. In addition, the City provides an annual contract award of \$60,000 to ShoreLake Arts in support of their arts programming activities.

City of Shoreline

The current Shoreline Public Art Plan (2017-2022) provides a brief history of the City's work related to public art:

In 2002, the City passed Ordinance 312 establishing a 1% Municipal Art Fund (Art Fund) and adopting Shoreline's first Public Art Policy. The Art Fund is based on 1% of the cost of major capital projects such as the improvements to Aurora Ave. N. and the addition of the police station to City Hall. A Public Art Sub-Committee was appointed by the Parks, Recreation, and Cultural Services Board to advise on Art Fund expenditures.

In 2007 the City created a .35 FTE Extra Help Public Art Coordinator position reporting to the PRCS Director to manage the Art Fund. Funding for this position is divided equally between the General Fund and the Art Fund. The approval of the 2006 Parks Bond and major development along Aurora Avenue generated revenue for multiple public art projects. The 1% funding model has proven to be sustainable in periods of large construction projects, but struggles to fund ongoing programming during leaner years.

Since the adoption of the current plan, the Public Art Coordinator position has been added as a benefitted position and increased to a 0.5 FTE. Also, as noted earlier, funding for the Municipal Art Fund has been expanded to include almost all capital improvement projects.



The current Public Art Plan cites the following mission statement: “The City of Shoreline believes in the value of a culturally-rich community that embraces all the arts, infuses artistic creativity into all aspects of civic life (including the built and natural environments) and celebrates and preserves our local history and diverse heritage in meaningful ways.”

The Plan enumerates five key goals:

1. The Public Art Program Will Be a Leader in the City’s Placemaking Effort
2. Support the City’s Commitment to Equity and Inclusion through the Arts
3. Achieve Greater Financial Sustainability for the Public Art Program
4. Engage the Community through Public / Private Partnerships
5. Integrate Public Art within Parks, Recreation and Cultural Services and the City

The Public Art Coordinator develops annual work plans focused on advancing these goals. In addition, Shoreline’s Public Art program works with ShoreLake Arts to avoid duplication of programs by focusing on permanent additions to the City’s collection, temporary eco-art projects, sculpture loans, gallery exhibits, and non-visual art forms such as sound art, music and literature. The current Public Art Plan expires at the end of next year, and staff are beginning to lay the groundwork for the next update.

4Culture

King County’s arts and heritage organization, [4Culture](#), is another important element of the overall landscape related to the arts in Shoreline. 4Culture is identified as the cultural funding agency of King County. Using Lodging Tax and 1% for Art funds, 4Culture conducts grant-making in four program areas across the County—[arts](#), [heritage](#), [historic preservation](#), and [public art](#).

One grant 4Culture provides on a regular basis to many communities is a Sustained Support grant of \$20,000. In most cases, this grant goes to the local jurisdiction/municipality. In Shoreline’s case, ShoreLake Arts has long been identified as the Local Arts Agency, and this grant has gone instead to that organization.

Other Entities

Shoreline is fortunate to have a number of other entities working on and providing support for art and cultural services programming as well. These include:

- Shoreline Historical Museum – history and heritage, rotating exhibits; contract for services; recent capitol campaign to create facility expansion for collections
- Shoreline Film Office – managed by City’s Economic Development Office in partnership with Shoreline Community College
- Music – Black Fret (nonprofit) managed by City’s Economic Development Office; Special Events (RCCS) and private venues (Easy Monkey Taphouse, North City Bistro, etc.)
- Theater – primarily occurs through high school performances, or theater-in-the-parks (Arts Council); Crest Theater in Ridgecrest; Joy Street Butoh
- Shoreline Community College – variety of arts and culture programs; film office; small arts gallery
- Shoreline Public Schools – large performance & theater spaces
- Working artists – many independent artists with successful careers, gallery representation in Seattle, Edmonds, or Skagit county
- Other non-profit organizations – several small arts cooperatives, some more formally organized than others, include Just Humanitarian Project (JHP Legacy), founded by Ghanaian immigrants; artist studio tour circuit, Knitters; Edge Performance & Dance; and more
- Private galleries – Modern Glaze (ceramics); local artists on view at Black Coffee; Ridgecrest Pub
- Arcane Comics and More – city’s only bookstore with occasional programs by graphics artists

Analysis and Considerations

Given the time available to prepare this report, the opportunity for robust analysis has been limited. However, 4Culture recently completed a County-wide review of arts and culture activities and investments compiled in a report titled [King County Cultural Health Study](#). This report identifies six distinct areas deemed critical to the cultural health of a community:

- Funding,
- Policy and Planning,
- Visibility and Connectivity,
- Physical Space,
- Networks, and
- Access, Inclusion and Equity.

The report includes general city profiles as well as specific evaluations focused on the strength of cultural planning efforts for a total of 36 cities including Shoreline. The Shoreline profile can be found on Pages 262-268 of the [main report](#). The Shoreline Cultural Planning evaluation can be found in the [Appendix](#) on Page 123. The report does not draw any overall conclusions regarding individual jurisdictions but the planning evaluation document rates Shoreline as having a Cultural Planning Level of 4, which is the highest rating of the system used.

Scrolling through the profiles of different cities studied by 4Culture, it is clear that the approach to public art and art programming is somewhat unique to each city. Most cities profiled do have established Art Commissions. However, there is a wide range across other metrics reviewed including funding, number of public artworks, level of staffing, and overall policy direction. Shoreline compares well on some metrics and less well on others. It is interesting to note ShoreLake Arts has been identified as the Local Arts Agency for Shoreline and is viewed by 4Culture as acting in the capacity of a community Arts Commission.

In terms of Shoreline's adopted Public Art Plan, the City has made progress addressing each of the goals identified—especially in the first goal area focused on Placemaking. At the time the plan was adopted, it was acknowledged to be aspirational in nature so we must also recognize that there are a number of potential implementation steps identified in the plan that have not advanced.

Goal #1 Achievements: *The Public Art Program Will Be a Leader in the City's Placemaking Effort*

- Purchase and Placement of a major permanent commission sculpture at the Park at Town Center-- Shoreline Soundshell Internatural Station by Rhiza A+D.
- Acceptance of private donation of a significant sculpture --"Big Red," 2002, Joseph Kinnebrew IV
- Sharing of the work of about 300 artists, including a major focus on artists of color and a major partnership with Black Heritage Society of Washington State in 2018-2019. Prior to the pandemic, Shorewood HS art classes would visit the exhibitions at City Hall on a regular basis, including up to 300 student visits per year. For full list of exhibitions, see: <https://www.shorelinewa.gov/government/departments/parks-recreation-cultural-services/events-arts-and-culture/public-art-program/archive-of-past-exhibitions>.
- Initiation of the Portable Works Collection in 2018, which includes permanently owned two- and small three-dimensional artworks; to date, 15+ artworks are included. One of the focal points is work by artists of color; for a brief glance at four works by local African American artists, see <https://www.shorelinewa.gov/home/showpublisheddocument?id=50852>.
- Programs such as Nature Art, Pop Up Pianos, and Town Center Sculpture Park have resulted in placement of approximately 50+ temporary sculptures over the span of the Art Plan, mostly in parks, but also in public space through temporary easements. Approximately \$13,000 in grant funding over the course of the Public Art Plan went into these projects.

Goal #2 Achievements: *Support the City's Commitment to Equity and Inclusion through the Arts*

- Creation of a guest-curator program for diverse artist groups to curate their own exhibitions at City Hall; "Puzzle Out: Latinx Artists" in 2018; "Living the Dream: African American Artists" in 2018-2019; youth art exhibition in early 2020 (prior to COVID-19).
- Focus on artist of color in Portable Works Collection as well as large group exhibitions.

Goal #3 Achievements: *Achieve Greater Financial Sustainability for the Public Art Program*

- Adoption of Ordinance No. 874 will expand the reach of the Municipal Art Fund to ensure resources for public art continue to build into the future.
- Inclusion of \$1 million for the acquisition of Public Art as part of Proposition 1 going before voters this April.

Goal #4 Achievements: *Engage the Community through Public/Private Partnerships*

- Subcontracting arts services with the ShoreLake Arts.
- Partnering with the Economic Development office in 2020.
- Private donation of a significant sculpture in 2020-2021.

Goal #5 Achievements: *Integrate Public Art within Parks, Recreation and Cultural Services and the City*

- Growing the Public Arts Coordinator position from 0.35 to 0.5 FTE in 2017.
- Activation of the vacant caretaker's cottage at Saltwater Park for artists' use in 2018 using a \$20,000 grant.
- Collaboration with Shoreline Walks Recreation program in 2018-2019; artist Anne Beffel led walks in Hamlin Park on contemplative practice.
- Department reorganization and the development of an internal Collaborative Community Activities Team are providing emerging opportunities for more integrated programming.

Conclusion

Establishing a new Commission of any sort generally requires a significant investment of staff time both at the front end and in the ongoing management of the Commission. These volunteer bodies also ask a lot of the community members that serve. Staff believes the critical question is whether a new Commission is necessary to accomplish identified objectives and achieve specific goals laid out in related planning documents. What activities relevant to advancing the City's arts and cultural services goals cannot be accomplished by the existing arts entities, and/or what activities could be significantly enhanced by establishing a new Commission? What is the supporting evidence?

This paper provides a high-level review of the current arts landscape. Staff sees a need for additional analysis and recommends that the issue of whether to establish a City Arts Commission should be further explored. This is a reasonable question to take up as part of the pending Public Arts Plan Update. Examining this question in the context of a more comprehensive update overall would allow for a timely and complete analysis of gaps in the City's current program and clear strategies to address those gaps. This would offer an opportunity to explore a range of implementation options that could include establishing a City Arts Commission if needed to advance updated goals.

Considering Compensation for Resident Members of City Boards, Commissions and Advisory Committees

City Council Strategic Planning Workshop, March 5 and 6, 2021

Discussion Question

Should the City of Shoreline pay a stipend to residents that participate on City Boards, Commissions and Advisory Committees?

Background

Boards and commissions comprised of members of the public help to guide the policy, programs, budget priorities, and community engagement at every level of government. These bodies typically have oversight over a particular policy area or aspect of governance, such as land use or police operations. They may be permanent or convened for a specific period of time and purpose (ad hoc), such as a salary commission. Participation on such committees are most often unpaid volunteer commitments. Shoreline is aligned with its peers in this regard: the City's Planning and Salary Commissions and Parks, Recreation and Cultural Services/Tree Board members are unpaid, though members may be reimbursed for travel and registration expenses to some conferences and trainings, such as the American Planners Association Conference.

In recent years, some in the nonprofit and public sectors have suggested that providing a stipend to commission members will diversify the kinds of people that participate, therefore providing better representation of and engagement with the whole community. A need-based stipend could open opportunities to individuals who cannot otherwise afford to take time away from their jobs and families. Additional benefits may include promoting professionalism, better attendance, and engagement at meetings; holding members accountable for performance; varied approaches to problem-solving; awarding valuable personal time and contributions; and attracting the most qualified and able individuals.

Findings Analysis

In local governments around the Puget Sound region, just a few examples of paid boards and commissions emerged in staff research:

Commission	Compensation	Notes
Seattle Community Police Commission	Need-based stipend of \$550 per month	Commissioners must submit a simple form detailing financial hardship monthly.
City of Bonney Lake Planning Commission	\$50 per meeting attended, no more than two per month	Chair of the committee compensated an additional \$25 per mandatory meeting. Enacted in 2001.
City of Duvall Planning Commission	\$25 per each regular and special meeting	Enacted in 1994.
King County Board of Appeals and Equalization	\$200-\$300 per diem, depending on hours	This board and two other quasi-judicial boards receive more significant stipends due to long daytime meetings several days per month.
King County Human and Civil Rights Commission	\$50 per diem per meeting, plus mileage reimbursement	This newly authorized board at King County has not yet been formed.
King County Renters Commission	Not yet determined	While the authorizing legislation allowed for the possibility of need-based stipends for this not-yet-formed board, to date the County has not proceeded with a budget for stipends.
Seattle Design Commission	\$25/hour	Members are trained architects, urban planners, and professional engineers, and are paid in recognition of expertise on technical aspects of Seattle capital projects.
Puget Sound Regional Council	Need-based stipend of \$125 per meeting	PSRC committee and focus group participants may be compensated only if their employer does not already pay them for the time spent on PSRC meetings. Many participants in PSRC work are municipal staff or elected officials and therefore ineligible for the stipends.

Across the handful of paid boards in the region, a broad spectrum of pay scales and rationales emerge. In a few cities like Duvall and Bonney Lake, Planning Commission members have been paid a small stipend per meeting since the inception of those Commissions. King County’s quasi-judicial board members receive a much larger stipend due to long, daytime meetings several times per month. In Seattle, most of the City’s 70 boards and commissions are unpaid, but the Community Police Commission offers its members a need-based stipend for participation. The stipend was implemented in 2017 in recognition of several factors: the significant amount of work and time committed by commissioners; the possibility that economic considerations may prevent some individuals from participating; and that having a commission of predominately Black, indigenous, and other people of color doing work that may be traumatizing without any compensation does not align with the City of Seattle’s race and equity values.



Recommendation

Staff do not recommend that the City pay all members of boards and commissions outright, as current policy is consistent with Shoreline’s peers. Shoreline also does not lack for sufficient applicants for Commission vacancies, as the most recent positions on both the Parks, Recreation and Cultural Services/Tree Board and the Planning Commission garnered 27 applications each. Staff does recommend that Council discuss whether a need-based stipend may attract a more racially and economically diverse pool of applicants, and how the City’s goals of equity and inclusion may be advanced by paying members of some commissions.

Adding Juneteenth as an Official City Holiday

City Council Strategic Planning Workshop, March 5 and 6, 2021

Policy Question

Is the City Council interested in adding June 19th (Juneteenth) as an officially recognized paid holiday for employees of the City of Shoreline?

Background and History

Juneteenth has been embraced by many in the African American community as the date for celebration of the end of enslavement in the United States. That acknowledgement has historically been celebrated in the absence of formal status as a paid holiday.

On June 19, 1865, General Gordon Granger, with 2,000 federal troops at his command, arrived at Galveston, Texas, to establish a federal presence in the state at the end of the Civil War. Though Robert E. Lee had surrendered Confederate troops at Appomattox Courthouse in Virginia two months earlier, enslavement continued in Texas, where many slaveholders had moved. They considered Texas a safe haven from federal enforcement of the January 1, 1863 Emancipation Proclamation, because of that state's remoteness from the primary theater of the war.¹

On that date, General Granger read General Order Number 3, as follows:

"The people of Texas are informed that, in accordance with a proclamation from the Executive of the United States, all slaves are free. This involves an absolute equality of personal rights and rights of property, between former masters and slaves and the connection heretofore existing between them, becomes that between employer and hired labor. The Freedmen are advised to remain at their present homes and work for wages. They are informed that they will not be allowed to collect at military posts; and they will not be supported in idleness either there or elsewhere".²

African Americans greeted the announcement of General Order Number 3 with spontaneous celebration, which began a tradition in Texas of marking the anniversary of freedom on Juneteenth. That anniversary date took root in many African American communities in the late 19th century and continued as a grass-roots annual celebration. During the Reconstruction and Jim Crow eras of American history however, Juneteenth was not accorded official respect or recognition.³

¹ "What is Juneteenth?" <https://www.history.com/news/what-is-juneteenth>

² Congressional Research Service Juneteenth Fact Sheet <https://fas.org/sgp/crs/misc/R44865.pdf>

³ Juneteenth: Our Other Independence Day Smithsonian Magazine <https://www.smithsonianmag.com/history/juneteenth-our-other-independence-day-16340952/>



Other Jurisdictions’ Observance of Juneteenth

More recently however, states have undertaken acknowledgements or observations of the date in different forms, particularly over the last two decades. In Washington State, [RCW 1.16.050 \(7\)](#) references Juneteenth as “recognized”, “but not considered a legal holiday for any purpose.” According to the Congressional Research Service, 46 states and the District of Columbia have commemorated or recognized the day in some form.

Locally, King County has adopted Juneteenth as an official holiday. Research conducted by the Municipal Research and Services Center (MRSC) did not find any other local jurisdictions (other than King County) that has adopted Juneteenth as an official holiday. MRSC did note several entities that have recognized or commemorated Juneteenth through proclamation, however.

Current State Legislative Proposal

The Washington State Legislature is currently considering adding Juneteenth as an official state holiday. [House Bill 1016](#), which would recognize Juneteenth as a State holiday, is in committee review at this time. Both of the 32nd District Representatives representing Shoreline (Representatives Ryu and Davis) are sponsors of this bill. If the State enacts this legislation, it will not apply to the private sector or local municipalities. Local governments, like the City of Shoreline, would need to act on their own by ordinance or resolution to add Juneteenth as an official holiday.

Current City Holidays

The City’s official holidays are identified in the City’s Employee Handbook (personnel policies), which is amended by Council Resolution. If added as an official City holiday, June 19th (Juneteenth) would become the 11th paid staff holiday officially recognized by the City of Shoreline, joining the following current holidays:

New Year’s Day	January 1
Martin Luther King’s Birthday	3 rd Monday in January
President’s Day	3 rd Monday in February
Memorial Day	Last Monday in May
Independence Day	July 4
Labor Day	1 st Monday in September
Veteran’s Day	November 11
Thanksgiving	4 th Thursday in November
Native American Heritage Day	Day after Thanksgiving
Christmas	December 25

It should also be noted that these 10 current holidays were also recently negotiated with the City’s Maintenance Worker Union, and any change to the holidays for non-represented employees would become a mandatory subject of collective bargaining for the Union. Thus, the inclusion of Juneteenth as an official holiday would require the City to engage in bargaining

with the Union on the subject. If brought forward to the Union, we would anticipate the Union would support adding this holiday as an additional benefit for the bargaining group.

Financial Impact

If the Council were to add Juneteenth as an official City holiday, the primary direct cost would be overtime expenses incurred if City employees are called back into work on the holiday to respond to urgent situations. These situations occur when staff are needed to attend to critical infrastructure needs or other emergency situations that can't wait until the next regular business day. The City's policies provide for overtime pay at one and one half times the employee's base hourly wage rate of pay (1.5 x hourly rate). Since 2016, the City averages \$1,245.83 in daily overtime expenses on holidays. Similar overtime expenses would be anticipated if the Council were to add another holiday to the City calendar.

Lost productivity due to holiday closure would be an indirect cost to the City. This is more challenging to measure. To derive costs associated with lost productivity, the City would need to establish baseline productivity measures. These measures are not yet widely available in all departments. Therefore, it's difficult to calculate productivity losses attributed to providing an additional holiday to employees. If at the very least staff were to quantify the lost labor hour cost of all non-exempt (hourly) staff at the City for this one day, the cost would be roughly \$26,000.

As noted above, King County recently included Juneteenth as an official County holiday. Information presented to the King County Council, including cost estimates of taking this action, can be found at the following link: [King County Council Staff Report on Juneteenth](#).

Conclusion

Determining paid City holidays for the City are the purview of and fall under the authority of the City Council. Adding Juneteenth as a paid City Holiday would indeed honor the significance of this day in American history and would be a demonstrable show of support for the local African American community. There is of course a cost impact for an additional holiday, which would primarily be in lost service delivery to the public and lost productivity of the workforce. As was noted earlier in this paper, the cost attributed to lost productivity is difficult to quantify. In giving serious consideration to recognizing Juneteenth as an official holiday, staff does not recommend taking away a current City holiday and replacing it with Juneteenth. Instead, staff recommends that Council consider the costs and benefits of Juneteenth as an additional, 11th paid holiday for City employees. Staff is prepared to research and gather additional information of this subject should Council desire to pursue this further.



VISION 2029

Imagine for a moment that it is the year 2029 and you are in the City of Shoreline.

This vision statement describes what you will see.



VISION 2029

Shoreline in 2029 is a thriving, friendly city where people of all ages, cultures, and economic backgrounds love to live, work, play and, most of all, call home. Whether you are a first-time visitor or long-term resident, you enjoy spending time here.

There always seems to be plenty to do in Shoreline -- going to a concert in a park, exploring a Puget Sound beach or dense forest, walking or biking miles of trails and sidewalks throughout the city, shopping at local businesses or the farmer's market, meeting friends for a movie and meal, attending a street festival, or simply enjoying time with your family in one of the city's many unique neighborhoods.



People are first drawn here by the city's beautiful natural setting and abundant trees; affordable, diverse and attractive housing; award-winning schools; safe, walkable neighborhoods; plentiful parks and recreation opportunities; the value placed on arts, culture, and history; convenient shopping, as well as proximity to Seattle and all that the Puget Sound region has to offer.

The city's real strengths lie in the diversity, talents and character of its people. Shoreline is culturally and economically diverse, and draws on that variety as a source of social and economic strength. The city works hard to ensure that there are opportunities to live, work and play in Shoreline for people from all backgrounds.



Shoreline is a regional and national leader for living sustainably. Everywhere you look there are examples of sustainable, low impact, climate-friendly practices come to life – cutting edge energy-efficient homes and businesses, vegetated roofs, rain gardens, bioswales along neighborhood streets, green buildings, solar-powered utilities, rainwater harvesting systems, and local food production to name only a few. Shoreline is also deeply committed to caring for its seashore, protecting and restoring its streams to bring back the salmon, and to making sure its children can enjoy the wonder of nature in their own neighborhoods.

A CITY OF Neighborhoods

Shoreline is a city of neighborhoods, each with its own character and sense of place. Residents take pride in their neighborhoods, working together to retain and improve their distinct identities while embracing connections to the city as a whole. Shoreline's neighborhoods are attractive, friendly, safe places to live where residents of all ages, cultural backgrounds and incomes can enjoy a high quality of life and sense of community. The city offers a wide diversity of housing types and choices, meeting the needs of everyone from newcomers to long-term residents.

Newer development has accommodated changing times and both blends well with established neighborhood character and sets new standards for sustainable building, energy efficiency and environmental sensitivity. Residents can leave their car at home and walk or ride a bicycle safely and easily around their neighborhood or around the whole city on an extensive network of sidewalks and trails.

No matter where you live in Shoreline there's no shortage of convenient destinations and cultural activities. Schools, parks, libraries, restaurants, local shops and services, transit stops, and indoor and outdoor community gathering places are all easily accessible, attractive and well maintained. Getting around Shoreline and living in one of the city's many unique, thriving neighborhoods is easy, interesting and satisfying on all levels.



Neighborhood CENTERS

The city has several vibrant neighborhood "main streets" that feature a diverse array of shops, restaurants and services. Many of the neighborhood businesses have their roots in Shoreline, established with the help of a local business incubator, a long-term collaboration between the Shoreline Community College, the Shoreline Chamber of Commerce and the city.

Many different housing choices are seamlessly integrated within and around these commercial districts, providing a strong local customer base. Gathering places - like parks, plazas, cafes and wine bars - provide opportunities for neighbors to meet, mingle and swap the latest news of the day.

Neighborhood main streets also serve as transportation hubs, whether you are a cyclist, pedestrian or bus rider. Since many residents still work outside Shoreline, public transportation provides a quick connection to downtown, the University of Washington, light rail and other regional destinations. You'll also find safe, well-maintained bicycle routes that connect all of the main streets to each other and to the Aurora core area, as well as convenient and reliable local bus service throughout the day and throughout the city. If you live nearby, sidewalks connect these hubs of activity to the surrounding neighborhood, bringing a car-free lifestyle within reach for many.

The Signature BOULEVARD

Aurora Avenue is Shoreline's grand boulevard. It is a thriving corridor, with a variety of shops, businesses, eateries and entertainment, and includes clusters of some mid-rise buildings, well-designed and planned to transition to adjacent residential neighborhoods gracefully. Shoreline is recognized as a business-friendly city. Most services are available within the city, and there are many small businesses along Aurora, as well as larger employers that attract workers from throughout the region. Here and elsewhere, many Shoreline residents are able to find family-wage jobs within the City.

Housing in many of the mixed-use buildings along the boulevard is occupied by singles, couples, families, and seniors. Structures have been designed in ways that transition both visually and physically to reinforce the character of adjacent residential neighborhoods.

The improvements put in place in the early decades of the 21st century have made Aurora an attractive and energetic district that serves both local residents and people from nearby Seattle, as well as other communities in King and Snohomish counties. As a major transportation corridor, there is frequent regional rapid transit throughout the day and evening. Sidewalks provide easy access for walking to transit stops, businesses, and connections to adjacent neighborhoods.

Aurora has become a green boulevard, with mature trees and landscaping, public plazas, and green spaces. These spaces serve as gathering places for neighborhood and city-wide events throughout the year. It has state-of-the-art stormwater treatment and other sustainable features along its entire length.

As you walk down Aurora you experience a colorful mix of bustling hubs – with well-designed buildings, shops and offices – big and small – inviting restaurants, and people enjoying their balconies and patios. The boulevard is anchored by the vibrant Town Center, which is focused between 175th and 185th Street. This district is characterized by compact, mixed-use, pedestrian-friendly development highlighted by the Shoreline City Hall, the Shoreline Historical Museum, Shorewood High School, and other civic facilities. The interurban park provides open space, recreational opportunities, and serves as the city's living room for major festivals and celebrations.



A HEALTHY Community

Shoreline residents, city government and leaders care deeply about a healthy community. The city's commitment to community health and welfare is reflected in the rich network of programs and organizations that provide human services throughout the city to address the needs of all its residents.

Shoreline is a safe and progressive place to live. It is known region wide for the effectiveness of its police force and for programs that encourage troubled people to pursue positive activities and provide alternative treatment for non-violent and non-habitual offenders.

BETTER FOR THE Next Generation

In Shoreline it is believed that the best decisions are informed by the perspectives and talents of its residents. Community involvement in planning and opportunities for input are vital to shaping the future, particularly at the neighborhood scale, and its decision making processes reflect that belief. At the same time, elected leaders and city staff strive for efficiency, transparency and consistency to ensure an effective and responsive city government.

Shoreline continues to be known for its outstanding schools, parks and youth services. While children are the bridge to the future, the city also values the many seniors who are a bridge to its shared history, and redevelopment has been designed to preserve our historic sites and character. As the population ages and changes over time, the City continues to expand and improve senior services, housing choices, community gardens, and other amenities that make Shoreline such a desirable place to live.

Whether for a 5-year-old learning from volunteer naturalists about tides and sea stars at Richmond Beach or a 75-year-old learning yoga at the popular Senior Center, Shoreline is a place where people of all ages feel the city is somehow made for them. And, maybe most importantly, the people of Shoreline are committed to making the city even better for the next generation.





Framework GOALS

The original framework goals for the city were developed through a series of more than 300 activities held in 1996-1998. They were updated through another series of community visioning meetings and open houses in 2008-2009. These Framework Goals provide the overall policy foundation for the Comprehensive Plan and support the City Council's vision. When implemented, the Framework Goals are intended to preserve the best qualities of Shoreline's neighborhoods today and protect the City's future. To achieve balance in the City's development the Framework Goals must be viewed as a whole and not one pursued to the exclusion of others.

Shoreline is committed to being a sustainable city in all respects.



FG 1: Continue to support exceptional schools and opportunities for lifelong learning.

FG 2: Provide high quality public services, utilities, and infrastructure that accommodate anticipated levels of growth, protect public health and safety, and enhance the quality of life.



FG 3: Support the provision of human services to meet community needs.

FG 4: Provide a variety of gathering places, parks, and recreational opportunities for all ages and expand them to be consistent with population changes.

FG 5: Encourage an emphasis on arts, culture and history throughout the community.

FG 6: Make decisions that value Shoreline's social, economic, and cultural diversity.

FG 7: Conserve and protect our environment and natural resources, and encourage restoration, environmental education and stewardship.

FG 8: Apply innovative and environmentally sensitive development practices.

FG 9: Promote quality building, functionality, and walkability through good design and development that is compatible with the surrounding area.

FG 10: Respect neighborhood character and engage the community in decisions that affect them.

FG 11: Make timely and transparent decisions that respect community input.

FG 12: Support diverse and affordable housing choices that provide for Shoreline's population growth, including options accessible for the aging and/or developmentally disabled.



FG 13: Encourage a variety of transportation options that provide better connectivity within Shoreline and throughout the region.

FG 14: Designate specific areas for high density development, especially along major transportation corridors.

FG 15: Create a business friendly environment that supports small and local businesses, attracts large businesses to serve the community and expand our jobs and tax base, and encourages innovation and creative partnerships.

FG 16: Encourage local neighborhood retail and services distributed throughout the city.

FG 17: Strengthen partnerships with schools, non-governmental organizations, volunteers, public agencies and the business community.

FG 18: Encourage Master Planning at Fircrest School that protects residents and encourages energy and design innovation for sustainable future development.



SHORELINE: *IN FORWARD MOTION*

VISION

Shoreline is a thriving, friendly city where people of all ages, cultures, and economic backgrounds love to live, work, and play, and most of all, call home.

MISSION

Fulfilling the community's vision through highly valued public services.

VALUES

Integrity: Act with honesty, openness, and accountability.

Teamwork: Accomplish goals, resolve issues through quality communication and collaboration.

Respect: Listen, value others, and treat everyone with fairness and dignity.

Innovation: Learn from experience, explore new ideas, and implement creative solutions.

Sustainability: Exemplify and encourage sustainable practices in our organization and community.

ORGANIZATIONAL GOALS

Delivery of Public Services: Continue to make Shoreline a desirable place to live and invest by providing public services that are valued by our community.

Organizational Strength: Enhance the effectiveness of our organization through development of employee skills and knowledge.

Fiscal Sustainability: Secure and sustain long-term financial sustainability to ensure delivery of public services to our community.

Achieve Council Goals: Complete action steps included in the adopted City Council Goals.





2018-2023 Economic Development Strategic Plan

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

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

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

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

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

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

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

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

PCD Work Plan 2021-2022

Project # *arbitrary # to group tasks	Project Name	Category	Project Lead	Task # *order of tasks if multiple per project	Sub-task, deliverable, or action *include interim steps, CC meetings, final deliverables, etc.	Task lead *may be different from project lead	Task or project start date *can also include CC dates, due dates, or other milestones	Task or project end date *can also include CC dates, due dates, or other milestones	Level of lift *high, medium, or low, may be different for different tasks or leads	Team Members	Notes *optional
1	2021 Annual Comprehensive Plan Amendments	Comprehensive Plan	Steve Szafran	1	Completion of amendments	Steve Szafran	1/4/2021	10/1/2021	Medium	GIS; Planning Commission; PW; Parks	
2	2022 Annual Comprehensive Plan Amendments	Comprehensive Plan	Steve Szafran	1	Completion of amendments	Steve Szafran	1/12/2021	12/1/2022	Medium	GIS; Planning Commission; PW; Parks	
3	Housing Action Plan	Comprehensive Plan	Nora Gierloff	1	Preparation for City Council Discussion 1	Nora Gierloff	1/4/2021	3/22/2021	Medium		The Comp Plan due date has been pushed to 6/2024, so the Countywide Planning Policies are also delayed until the end of 2021. We won't be ready to develop our element updates until 2022.
3	Housing Action Plan	Comprehensive Plan	Nora Gierloff	2	Preparation for City Council Discussion 2	Nora Gierloff	3/22/2021	4/19/2021	Medium		The HAP will be a background report that we will use for the Housing Element.
3	Housing Action Plan	Comprehensive Plan	Nora Gierloff	3	Preparation for City Council Action	Nora Gierloff	4/19/2021	5/24/2021	Medium		
3	Housing Action Plan	Comprehensive Plan	Nora Gierloff	4	Final deliverable: Housing Action Plan, Housing Tool Kit & Updated Housing Element	Nora Gierloff	5/25/2021	6/30/2021	Medium		
4	King County Growth Target Setting	Comprehensive Plan	Rachael Markle	1	Preparation for City Council Discussion	Rachael Markle	1/4/2021	2/8/2021	Low		
5	Annual OFM Report	Comprehensive Plan	Steve Szafran	1	Completion of report	Steve Szafran	2/1/2021	4/1/2021	Low		
6	148th Street Station Subarea Plan report update	Development Code and Type C and L Actions	Andrew Bauer	1	Completion of report	Andrew Bauer	1/4/2021	12/1/2021	Medium	Planning Commission(informational) A little GIS support	
7	2021 Council Strategic Work Session	Development Code and Type C and L Actions	Rachael Markle	1	Tree Regulations report for CC Strategic Planning Workshop due to CMO	Nora Gierloff	1/4/2021	2/12/2021	Low	Rachael, Tricia, Noel, Dan, Kirk	Will address both private and ROW trees
7	2021 Council Strategic Work Session	Development Code and Type C and L Actions	Rachael Markle	2	Opening of Phase 3 of the 185th Subarea Plan Rezone on March 21, 2021 with Phase 2 due to CMO	Andrew Bauer	1/4/2021	2/12/2021	Low		
7	2021 Council Strategic Work Session	Development Code and Type C and L Actions	Rachael Markle	3	Planning Department and Planning Commission Work Plans due to CMO	Rachael Markle	1/4/2021	2/12/2021	Low	Katrina	
8	Implementation of LCLIP	Development Code and Type C and L Actions	Steve Szafran	1	Hold a public hearing on the proposed formation of the LIPA and adopt an ordinance or resolution creating the LIPA	Steve Szafran	7/1/2021	12/1/2021	Low	Planning Commission	
8	Implementation of LCLIP	Development Code and Type C and L Actions	Steve Szafran	2	Adopt a plan for development of public infrastructure within the LIPA	Steve Szafran	12/1/2021	6/1/2022	Medium	Trish, PW Staff	
8	Implementation of LCLIP	Development Code and Type C and L Actions	Steve Szafran	3	Accept responsibility for all or a share (a "specified portion") of the transferable development rights allocated from the Puget Sound Regional Council to the City	Steve Szafran	7/1/2021	12/1/2021	Low	CAO	
8	Implementation of LCLIP	Development Code and Type C and L Actions	Steve Szafran	4	Adopt transfer of development rights policies and/or implement development regulations	Steve Szafran	12/1/2021	12/1/2022	High	Planning Commission; Nora Gierloff	
8	Implementation of LCLIP	Development Code and Type C and L Actions	Steve Szafran	5	Develop funding strategy for use of LCLIP & Capital funds	Sara Lane				PW, ASD, PCD	
10	Fircrest Master Plan	Development Code and Type C and L Actions	Steve Szafran	1	Completion of plan	Steve Szafran	1/4/2021	1/4/2022	High		
11	Implement Enhanced Shelter	Development Code and Type C and L Actions	Nora Gierloff	1	Complete review of shelter for compliance with the interim regulations and agreement	Nora Gierloff	1/4/2021	3/4/2021	Low		Timing delayed due to Fire alarm construction
11	Implement Enhanced Shelter	Development Code and Type C and L Actions	Nora Gierloff	2	Replace interim regulations with codified amendments - PC discussion and hearing on Enhanced Shelter code amendments	Nora Gierloff	2/4/2021	4/1/2021	Medium	Colleen, Julie, Rachael, Margaret; Planning Commission	

PCD Work Plan 2021-2022

Project # *arbitrary # to group tasks	Project Name	Category	Project Lead	Task # *order of tasks if multiple per project	Sub-task, deliverable, or action *include interim steps, CC meetings, final deliverables, etc.	Task lead *may be different from project lead	Task or project start date *can also include CC dates, due dates, or other milestones	Task or project end date *can also include CC dates, due dates, or other milestones	Level of lift *high, medium, or low, may be different for different tasks or leads	Team Members	Notes *optional
11	Implement Enhanced Shelter	Development Code and Type C and L Actions	Nora Gierloff	3	Replace interim regulations with codified amendments - CC review and action on Enhanced Shelter code amendments	Nora Gierloff	4/19/2021	5/24/2021	Medium	CAO	
11	Implement Enhanced Shelter	Development Code and Type C and L Actions	Nora Gierloff	4	Rezone of the Oaks Nursing Home site	Steve Szafran	1/4/2021	5/1/2021	Medium	Steve Szafran; Rachael; CAO	
12	2021 Development Code Amendments	Development Code and Type C and L Actions	Nora Gierloff	1	Amendments to address emergent Code changes ex. MUR-70' setbacks	Steve Szafran	2/1/2021	5/1/2021	Medium	Planners; CAO; Rachael; Planning Commission	
12	2021 Development Code Amendments	Development Code and Type C and L Actions	Steve Szafran	1	Completion of Batch amendments	Steve Szafran	1/4/2021	8/1/2021	Medium	All Planners; CAO; Nora Gierloff; Rachael	
12	2021 Development Code Amendments	Development Code and Type C and L Actions	Steve Szafran	2	Save Shoreline Trees proposed amendments - as part of Batch	Steve Szafran	1/4/2021	8/1/2021	Medium	CAO; Nora Gierloff; Rachael	
13	2022 Development Code Amendments	Development Code and Type C and L Actions	Steve Szafran	1	Completion of Batch amendments	Steve Szafran	1/1/2022	11/1/2022	Medium	CAO; Nora Gierloff; All Planners; Rachael	
14	Shoreline Place Sign Regulations and Guidelines	Development Code and Type C and L Actions	Nora Gierloff	1	Shoreline Place Code Update - CC Discussion of CRA sign code amendments	Nora Gierloff	1/4/2021	2/1/2021	Low		
14	Shoreline Place Sign Regulations and Guidelines	Development Code and Type C and L Actions	Nora Gierloff	2	Shoreline Place Code Update - CC Action on CRA sign code amendments	Nora Gierloff	1/25/2021	2/22/2021	Low		
14	Shoreline Place Sign Regulations and Guidelines	Development Code and Type C and L Actions	Nora Gierloff	3	Shoreline Place Sign Guidelines Update	Nora Gierloff	2/22/2021	12/1/2021	Medium	Nate; Rachael; Planning Commission?	
15	Plat Vacation Ordinance	Development Code and Type C and L Actions	Nora Gierloff	1	PC discussion and hearing on code amendment	Caleb Miller	1/4/2021	5/6/2021	Medium	Planning Commission; CAO	
15	Plat Vacation Ordinance	Development Code and Type C and L Actions	Nora Gierloff	2	CC discussion and adoption of code amendment	Caleb Miller	6/1/2021	7/30/2021	Low		
17	DGIP Update	Development Code and Type C and L Actions	Nora Gierloff	1	PC discussion and hearing on code amendment	Caleb Miller	6/3/2021	8/5/2021	Medium	Planning Commission	
17	DGIP Update	Development Code and Type C and L Actions	Nora Gierloff	2	CC discussion and hearing on code amendment	Caleb Miller	9/1/2021	10/25/2021	Low		
18	Complete implementation of electronic plan intake for permits	Permit Processing Advancements	Jarrold Lewis	2	Promote electronic plan submission on the website, etc. to increase usage	Jarrold Lewis	2/15/2021	3/1/2021	Medium	Nora; Jarrod; Katrina; Eric Bratton; Tavia	Launch of the promotion will occur following completion of training.
18	Complete implementation of electronic plan intake for permits	Permit Processing Advancements	Jarrold Lewis	1	Complete staff training on processing electronic submittals	Jarrold Lewis	2/15/2021	3/1/2021			
19	Continue to add additional permits to ETRAKIT	Permit Processing Advancements	Jarrold Lewis	1	Add sign, tree removal, wastewater & ROW franchise permits to ETRAKIT	Jarrold Lewis	3/1/2021	12/31/2021	Medium	John Frey; WW rep; Planner	
19	Continue to add additional permits to ETRAKIT	Permit Processing Advancements	Jarrold Lewis	2	Add additional permit types to ETRAKIT in 2022	Jarrold Lewis	1/1/2021	12/31/2021	Medium	John Frey	
20	Permit Processing Goals and Reporting	Permit Processing Advancements	Katrina Steinley	1	Development of regular reports and data points	Katrina Steinley	1/4/2021	6/30/2021	Medium	Katrina, review/guidance from Rachael as needed, input from users of reports and data	Streamline reporting, produce reports for Debbie and Rachael, identify interesting/useful data points and how to display e.g. permit turnaround data
20	Permit Processing Goals and Reporting	Permit Processing Advancements	Katrina Steinley	2	Complete reporting on permits and permit processing	Katrina Steinley	6/30/2021	12/31/2021	Medium	Katrina	Clean up any reports and data, streamline and adjust as needed
21	Complete implementation of the permitting process walk	Permit Processing Advancements	Jarrold Lewis	1	Complete implementation of the permitting process walk	Jarrold Lewis	6/30/2021	12/31/2021	Low	Reconvene the process walk team	Create video, explore appointment system for experts, and hours of staff availability
22	Developer stakeholders quarterly meetings	Permit Processing Advancements	Jarrold Lewis	1	Completion of stakeholder meetings	Jarrold Lewis	2/15/2021	12/31/2021	Low		
23	Update internal and external forms, procedures, and related for bond processing	Permit Processing Advancements	Katrina Steinley	1	Development of a plan for bond processing changes	Katrina Steinley	1/4/2021	3/31/2021	Low	Katrina, input from Lucinda and Lee Ann, Julie and legal, Monica and finance	Initial step will involve consulting with different staff to gain input and recommendations, identify best practices from other cities, and develop a clear plan on what we will change and how

PCD Work Plan 2021-2022

Project # *arbitrary # to group tasks	Project Name	Category	Project Lead	Task # *order of tasks if multiple per project	Sub-task, deliverable, or action *include interim steps, CC meetings, final deliverables, etc.	Task lead *may be different from project lead	Task or project start date *can also include CC dates, due dates, or other milestones	Task or project end date *can also include CC dates, due dates, or other milestones	Level of lift *high, medium, or low, may be different for different tasks or leads	Team Members	Notes *optional
23	Update internal and external forms, procedures, and related for bond processing	Permit Processing Advancements	Katrina Steinley	2	Completion of bond processing changes, forms, documentation	Katrina Steinley	3/31/2021	9/30/2021	High	Katrina, input from Lucinda and Lee Ann, Julie and legal, Monica and finance	Revise forms, get all changes approved by PCD and legal, develop internal and external documentation and guidance, save all materials in central location and on website, communicate out
24	Update of Development Fee Review Study	Permit Processing Advancements	Rick Kirkwood	1	Preparation for fee study update	Katrina Steinley	3/1/2021	10/1/2021	Medium	Katrina, PCD staff, PW staff	TRAKiT data clean-up, any analysis needed, fee crosswalk
24	Update of Development Fee Review Study	Permit Processing Advancements	Rick Kirkwood	2	Completion of fee study update	Rick Kirkwood	10/1/2021	3/31/2022	Medium	ASD, Katrina, Ariana, Ray, Jarrod, Tricia, Bob, etc.	Estimated start date
25	Archiving	Record Management	Carla Hoekzema				ongoing		Medium		
25	Public Disclosure Requests	Record Management	Carla Hoekzema				ongoing		High		
26	Council Response Letter Coordination		Carla Hoekzema				ongoing		Medium		
27	Planning Commission	Planning Commission communication	Carla Hoekzema	1			ongoing		Low		
27	Planning Commission	Planning Commission Meeting	Carla Hoekzema	2	Notices, packets, set up, recording, minutes		ongoing		Medium		
27	Planning Commission	Planning Commission Training	Carla Hoekzema	3			ongoing		Low		
28	Permitting Services	Permit Processing	Jarrold Lewis	1	Intake		ongoing		High	Lee Ann Fraser, Joyce Copley, Lucinda Clark, Tara Todd, Adam Matza	
28	Permitting Services	Permit Processing	Jarrold Lewis	2	revisions				Medium	Lee Ann Fraser, Joyce Copley, Lucinda Clark, Tara Todd, Adam Matza	
28	Permitting Services	Permit Processing	Jarrold Lewis	3	Issuance				Medium	Lee Ann Fraser, Joyce Copley, Lucinda Clark, Tara Todd, Adam Matza	
28	Permitting Services	Permit Processing	Ray Allshouse	5	Plans Examination/Project Management		ongoing		High	Jeff Curtis, Ann Cho-Hunt, Michael Daggs, Paul Whitehill	
28	Permitting Services	Permit Processing	Nora Gierloff	5	Planning/Zoning review/Project Management		ongoing		High	Cate Lee, Caleb Miller, Heather Maiefski, Elise Keim	
28	Permitting Services	Permit Processing	Noel Hupprich	5	Civil/ROW review/Project Management		ongoing		High	Danielle Angiono, Cory Johnson, Alisa Nguyen, Taylor Brown	
28	Permitting Services	Permit Processing	Noel Hupprich	5	Wastewater review		ongoing		High	Brent Profitt, Clayton Putnam	
28	Permitting Services	Permit Processing	Jarrold Lewis	4	General Customer Service		ongoing		High	Adam Matza	
29	Inspection Services	Inspection	Ray Allshouse	1	Combination Inspection Services		ongoing		High	Chris Bodner, Mike Raglin, Tony Hamilton	

2021 Planning Commission | Agenda Planner

This agenda planner is subject to frequent change. Please call Steve Szafran to schedule your item.

Staff Report Due Dates:

Staff Report **drafts** are due:

- two weeks prior to the meeting on Thursday for Regular Meetings w/o Policy or Regulatory Proposals
- three weeks prior to the meeting on Thursday for Policy and Regulatory Proposals and Public Hearings

Final Drafts are due Thursday morning one week before the meeting.

Thursday, February 18, 2021

Staff Report Draft Due: February 4

7:00 p.m. Council Chambers

Final Due: February 11

Type of Business	Subject	Presenter	Duration
Public Hearing:			
Study Item:	Enhanced Shelter Zoning Code Amendments to MB	NG	
Neighborhood Meeting	Oakes Rezone	SS	
Unfinished Business:			
<i>Commissioners Absent:</i>			

Thursday, March 4, 2021

Staff Report Draft Due: February 18

7:00 p.m. Council Chambers

Final Due: February 25

Type of Business	Subject	Presenter	Duration
Public Hearing:	Housing Action Plan	NG	
Study Item:	Fast Batch Amendments		
Unfinished Business:			
<i>Commissioners Absent:</i>			

Thursday, March 18, 2021

Staff Report Draft Due: March 4

7:00 p.m. Council Chambers

Final Due: March 11

Type of Business	Subject	Presenter	Duration
Public Hearing:	Enhanced Shelter Amendments	NG	
Study Item:			
New Business	Prop 1 Ballot Measure Presentation	Eric B.	20
Unfinished Business:			
<i>Commissioners Absent:</i>			

Thursday, April 1, 2021

Staff Report Draft Due: March 18

7:00 p.m. Council Chambers

Final Due: March 25

Type of Business	Subject	Presenter	Duration
Public Hearing:	Fast Batch Amendments	SS	
Study Item:			
New Business:	Election of Chair and Vice Chair		
<i>Commissioners Absent:</i>			

Thursday, April 15, 2021

Staff Report Draft Due: April 1

7:00 p.m. Council Chambers

Final Due: April 8

Type of Business	Subject	Presenter	Duration
Public Hearing:			
Study Item:	Plat Vacation Ordinance (Caleb?) TMP update briefings	CM NDP	
New Business:			
Unfinished Business:			
<i>Commissioners Absent:</i>			

Thursday, May 6, 2021

Staff Report Draft Due: April 22

7:00 p.m. Council Chambers

Final Due: April 29

Type of Business	Subject	Presenter	Duration
Public Hearing:			
Study Item:	Batch Amendments #2	SS	
Unfinished Business:			
<i>Commissioners Absent:</i>			

Thursday, May 20, 2021

Staff Report Draft Due: May 6

7:00 p.m. Council Chambers

Final Due: May 13

Type of Business	Subject	Presenter	Duration
Public Hearing:			
Study Item:	Plat Vacation Ord	CM	
Unfinished Business:			
<i>Commissioners Absent:</i>			

Thursday, June 3, 2021

Staff Report Draft Due: May 20

7:00 p.m. Council Chambers

Final Due: May 27

Type of Business	Subject	Presenter	Duration
Public Hearing:			
Study Item:			
Unfinished Business:			
<i>Commissioners Absent:</i>			

Thursday, June 17, 2021

Staff Report Draft Due: June 3

7:00 p.m. Council Chambers

Final Due: June 10

Type of Business	Subject	Presenter	Duration
Public Hearing:	2021 Batch	SS	
Study Item:			
Unfinished Business:			
Commissioners Absent:			

Thursday, July 1, 2021

Staff Report Draft Due: June 17

7:00 p.m. Council Chambers

Final Due: June 24

Type of Business	Subject	Presenter	Duration
Public Hearing:			
Study Item:	DGIP Update		
Unfinished Business:			
Commissioners Absent:			

Thursday, July 15, 2021

Staff Report Draft Due: July 1

7:00 p.m. Council Chambers

Final Due: July 8

Type of Business	Subject	Presenter	Duration
Public Hearing:			
Study Item:			
Unfinished Business:			
Commissioners Absent:			

Thursday, August 5, 2021

Staff Report Draft Due: July 22

7:00 p.m. Council Chambers

Final Due: July 29

Type of Business	Subject	Presenter	Duration
Public Hearing:	DGIP Update		
Study Item:			
Unfinished Business:			
Commissioners Absent:			

Thursday, August 19, 2021

Staff Report Draft Due: August 5

7:00 p.m. Council Chambers

Final Due: August 12

Type of Business	Subject	Presenter	Duration
Public Hearing:			
Study Item:	TDR/LCLIP Amendments	SS	
Unfinished Business:			
Commissioners Absent:			

Thursday, September 2, 2021

Staff Report Draft Due: August 19

7:00 p.m. Council Chambers

Final Due: August 26

Type of Business	Subject	Presenter	Duration
Public Hearing:			
Study Item:	TMP Update Briefing		

Unfinished Business:			
<i>Commissioners Absent:</i>			
<i>Staff Absent:</i>			

Thursday, September 16, 2021

Staff Report Draft Due: September 2

7:00 p.m. Council Chambers

Final Due: September 9

Type of Business	Subject	Presenter	Duration
Public Hearing:			
Study Item:	Comprehensive Plan Amendments	SS	
Unfinished Business:			
<i>Commissioners Absent:</i>			

Thursday, October 7, 2021

Staff Report Draft Due: September 23

7:00 p.m. Council Chambers

Final Due: September 30

Type of Business	Subject	Presenter	Duration
Public Hearing:			
Study Item:			
Unfinished Business:			
<i>Commissioners Absent:</i>			

Thursday, October 21, 2021

Staff Report Draft Due: October 7

7:00 p.m. Council Chambers

Final Due: October 14

Type of Business	Subject	Presenter	Duration
Public Hearing:	Comprehensive Plan Amendments	SS	
Study Item:	145 th Station Briefing	AB	
Unfinished Business:			
<i>Commissioners Absent:</i>			

Thursday, November 4, 2021

Staff Report Draft Due: October 21

7:00 p.m. Council Chambers

Final Due: October 28

Type of Business	Subject	Presenter	Duration
Public Hearing:			
Study Item:	Housing Code Amendments from HAP		
Unfinished Business:			
<i>Commissioners Absent:</i>			

Thursday, November 18, 2021

Staff Report Draft Due: November 4

7:00 p.m. Council Chambers

Final Due: November 11

Type of Business	Subject	Presenter	Duration
Public Hearing:			
Study Item:	TDR/LCLIP Amendments	SS	
New Business:	Planning Commissioner Recruitment	SS	
<i>Commissioners Absent:</i>			

Thursday, December 2, 2021
 7:00 p.m. Council Chambers

Staff Report Draft Due: November 18
 Final Due: November 25

Type of Business	Subject	Presenter	Duration
Public Hearing:			
Study Item:			
Unfinished Business:			
Commissioners Absent:			

Thursday, December 16, 2021
 7:00 p.m. Council Chambers

Staff Report Draft Due: December 2
 Final Due: December 9

Type of Business	Subject	Presenter	Duration
Public Hearing:			
Study Item:			
Unfinished Business:			
Commissioners Absent:			

PARKING LOT:

2022 Pending Agenda Items:

- Batch Development Code Amendments
- Recognition of Outgoing Planning Commissioners
- Appointment of Subcommittee to interview potential Planning Commissioners
- Appointment of Planning Commissions
- TDR Development Code Amendments
- DGIP Update
- Amending the Shoreline Municipal Code 3.01 Fee Schedule for the Affordable Housing Fee In Lieu Program
- Housing Action Plan
- Transitional Car Camping
- Comprehensive Plan Amendment Annual Docket Setting
- Comprehensive Plan Amendment Discussion & Adoption
- Vegetation Management Plan amendments

2023 Pending Agenda Items:

Public Comment

Archived: Monday, March 1, 2021 10:41:25 AM

From: [John Hoey](#)

Sent: Friday, February 26, 2021 1:07:37 PM

To: [City Council](#)

Cc: [Park Board](#); [Colleen Kelly](#); [David Francis](#); [Mary Reidy](#); [Debbie Tarry](#)

Subject: Establishment of a Shoreline Arts Commission

Response requested: Yes

Sensitivity: Normal

Attachments:

[PRCS Board Arts Commission Letter to City Council.pdf](#)  [Letter of Support - ShoreLake Arts - Public Arts Commission - 'signed' \(1\).pdf](#) 

Dear Shoreline City Council Members:

At its February 25, 2021 meeting, the Parks, Recreation, and Cultural Services/Tree Board (PRCS/Tree Board) unanimously passed a motion to send you the attached letter reiterating our recommendation to establish a Shoreline Arts Commission. We urge the City Council to consider this recommendation and act on this issue at its upcoming annual retreat.

As you will read, our letter suggests the City Council appoint a steering committee composed of City staff, PRCS/Tree Board members, and representatives from Shoreline's art community to develop a proposed plan and structure for the Arts Commission. In discussions with King County's arts and culture organization, 4Culture, it is clear they are an interested and ready partner to consult with us in the steps to establish an Arts Commission.

Our letter describes a number of potential roles that an Arts Commission could play, as well as how it could complement the work of current arts organizations in Shoreline. We hope you will consider this information as you discuss the benefits of creating an Arts Commission.

Also attached is a letter from the ShoreLake Arts Council (formerly the Shoreline-Lake Forest Park Arts Council) expressing their strong support for the establishment of a Shoreline Arts Commission.

Thank you for your attention to these materials. We look forward to hearing about the results of your discussions on this issue.

Sincerely,

John Hoey, Chair

Parks, Recreation, Cultural Services/Tree Board

February 25, 2021

Dear Shoreline City Council Members:

RE: Establishment of a Shoreline Arts Commission

The Parks, Recreation, and Cultural Services/Tree Board (PRCS/Tree Board) identified Arts and Cultural Services as one of its three strategic priorities for 2020. At its December 3, 2020 meeting, the Board unanimously passed a motion to recommend the establishment of a Shoreline Arts Commission. This Commission would foster the arts as a significant contributor to the quality of life in Shoreline.

We urge the City Council to accept and act on the unanimous recommendation of the PRCS/Tree Board to establish a Shoreline Arts Commission. Further, it is suggested that the City Council appoint a steering committee composed of City staff, PRCS/Tree Board members, and representatives from Shoreline's art community to develop a proposed plan and structure for the Arts Commission. In discussions with King County's arts and culture organization 4Culture, it is clear they are an interested and ready partner to consult with us in the steps to establish an Arts Commission.

Vision for the Arts

Arts have a role in the aesthetic, economic, and spiritual health of a city so are central to our lives. As such, the arts are deserving of government support (as we currently see at all levels of government in the US).

Current Status in King County

4Culture reports that 25 of the 30-plus cities in King County have arts commissions. All receive some funding from 4Culture, and several cities receive joint funding for their arts commission and a local non-profit arts organization (or "lead arts agency"). In other words, the existence of an arts commission for the advocacy, support, planning, and informing of city leadership represents best governance practice in our region for housing public arts programs.

Potential Roles for a Shoreline Arts Commission

How might an Arts Commission further strengthen arts and culture in Shoreline? Below are some examples of potential roles an Arts Commission could play as well as how it could complement current arts organizations in Shoreline.

1. The arts, culture, and heritage community in Shoreline is not represented by any single entity but rather by a wide variety of private and public organizations. While this diversity is a strength, each group tends to focus on particular niches. Perhaps the single greatest benefit of an Arts Commission would be a role in serving the community as a single, system-wide body that could speak with a unified voice of advocacy, allowing the various arts organizations an opportunity to combine strengths, collaborate, and grow in unison as a maturing arts community.
2. Serve as a clearinghouse for concerns and ideas about improving and expanding all aspects of the arts.

3. An Arts Commission could help arts and culture programs grow the Creative Economy. The arts are widely recognized as an economic development force. An Arts Commission could increase collaboration with the city's Economic Development Strategic Plan and meet the intent of the Parks, Recreation and Open Space (PROS) Plan's Strategic Action initiative #6: Enhance Placemaking Through Public Art. Examples include strengthening Aurora Avenue's aesthetic presence; attracting artists and trendsetters to establish a presence in Shoreline; and initiating contacts with Shoreline businesses to support art installations.
4. Fill a current void by expanding opportunities for arts organizations and the City to connect and collaborate with county, state, and federal arts organizations such as 4Culture, Artist Trust, the Washington State Arts Commission, and the National Endowment for the Arts. No current arts organization has the capacity to maintain memberships or participate in their meetings. These are also potential sources of additional resources that largely remain unexplored.
5. Serve as an incubator for new or emerging arts and cultural non-profits, especially in cultural areas not represented in our city. While Shoreline benefits from several long-established non-profits, there are relatively few arts and cultural non-profits overall and the smaller ones often struggle to sustain themselves.
6. Like many organizations and institutions, the arts community in Shoreline is in need of expanding equity and inclusion for minority groups. An Arts Commission composed of a diversity of members would be well positioned to help the City expand opportunities in arts and culture for a broader array of voices.
7. Expand exhibition opportunities for local artists via more shows at City Hall and other public and private venues. There has been a strong demand from local arts organizations for these venues from the Northwest Watercolor Society, Artists Connect, Seattle Artists League - all non-profits seeking hard-to-find exhibition space. This would expand Shoreline's visibility as an arts leader. This activity would thereby expand recognition and empowerment of local artists.
8. Hasten the rate of placement of sculptures for the *Aurora as an Avenue of Art* project through the exploration of public-private partnerships with both businesses and Shoreline residents. Through efforts of PRCS/Tree Board member volunteers, two Shoreline residents have already agreed to fund local artists for commissions to be gifted to the City and installed along Aurora Avenue. This initiative would address the interest some City Council members have expressed in garnering more private philanthropy from our residents to support Shoreline's public art program.
9. Support the visionary efforts of the ShoreLake Arts Council to create a city arts center, addressing for the first time our city's lack of a central arts facility serving a multitude of functions.

Many of the above functions would expand public and volunteer engagement and thereby help ensure the success of the city's current Public Art Plan whose goals include (1) ensuring that the public art program is a leader in the City's placemaking effort; (2) support the City's commitment to equity and inclusion through the arts; (3) engage the community through public/private partnerships; and (4) integrate public art into parks, recreational programs, and new developments (light rail sites, Shoreline Place, etc.).

There is little doubt that the potential programming imbedded in the Art Plan goals has not begun to be fully exploited. It is an unreasonable expectation given the minimal staffing for the public art program. Commission members could significantly augment our city's capacity for expanding arts activities.

Some might suggest there is not a need for an Arts Commission because we already have vital non-profit arts organizations. Although this is true, every city in King County with an arts commission also has vital

arts organizations. Representatives from these cities report close collaboration between private arts organizations and art commissions resulting in stronger programming for the arts as an outcome.

Finally, we hope the Council will not primarily focus on whether or not to establish a new organ of government (an unlikely debate if the issue were whether or not to have a Parks Department), but instead recognize that the establishment of an Arts Commission would finally bring Shoreline up to this widely accepted civic standard for housing public art programs.

Thank you in advance for your consideration to establish a Shoreline Arts Commission.

Sincerely,

John Hoey, Chair, Parks, Recreation, and Cultural Services/Tree Board

Bruce Amundson, Chair, Public Arts Subcommittee

Submitted on behalf of the Parks, Recreation, and Cultural Services/Tree Board



To:

The City of Shoreline Council
17500 Midvale Ave N,
Shoreline Wa 98133

RE: Proposal to Create a Public Arts Commission

Dear Councilmembers,

ShoreLake Arts (formerly the Shoreline Lake Forest Park Art Council) has been asked by the Parks, Recreation, and Cultural Services/Tree Board (PRCS/Tree Board) to support its recommendation that the City Council create a Public Arts Commission for the City of Shoreline. Specifically, the PRCS/Tree Board has asked that the City Council appoint a steering committee to develop a proposed plan and structure for such a Commission.

We support the creation of a Public Arts Commission. A Public Arts Commission would reflect the City's strong commitment to the Arts and add an additional voice in the community advocating for the arts. To facilitate creation of such a Commission, ShoreLake Arts requests that one or more of our professional arts staff and/or board be included on any steering committee appointed by the City.

We believe that the community would benefit most from a Public Arts Commission that works to complement the programs that ShoreLake Arts already delivers to Shoreline residents. For example, a Public Arts Commission could provide a platform to access additional resources for the creation of public artworks and projects such as sculptural installations and murals. These types of major public works projects are best suited for public ownership, administration, and long-term management. Similarly, a Public Arts Commission could facilitate expanded arts exhibition opportunities in public spaces and work with the City's Economic Development Office to support and attract working artists and their business to our community.

For the last 30 years, ShoreLake Arts has been the voice for the Arts in Shoreline and Lake Forest Park. We have successfully maintained membership and engaged participation with county, state, and federal arts organizations such as 4Culture, Artist Trust, and the Washington State Arts Commission, all of which have provided funding to ShoreLake Arts for use in our community, year after year. We act as the designated Local Arts Agency representative for Shoreline and Lake Forest Park and provide leadership, advocacy, support, and planning on behalf of Shoreline and Lake Forest Park, growing arts programs and events in our two cities. We also serve as an arts clearinghouse for local arts events, advertising arts and culture opportunities on our web calendar and through our social media pages. www.facebook.com/ShoreLakeArts www.ShoreLakeArts.org

Additionally, our organization has been a major driver of growth for the local Creative Economy. Events like the Shoreline Arts Festival, Concerts in the Park, 6X6NW, and the Shoreline Short Short Film Festival reach over 30,000 people annually and provide income to over 300 artists and local business owners. Our events also benefit the local economy: people who attend our events often patronize local businesses, stopping for coffee, a meal, or making purchases in connection with their



trip. According to Americans for the Arts, every person who attends an art event spends an additional \$22.39 in the community if they are a resident or \$44.02 if they're not.

ShoreLake Arts also serves the community by mentoring and supporting new and emerging arts and cultural nonprofits, including those with diverse cultural backgrounds. For example, through our Community Grants program we offer financial support to local groups like JHP Cultural and Diversity Legacy and Dabuli, among others. We also provide advice, support, and community for artists and arts and culture organizations. The ShoreLake Arts Executive Director initiated a regular Zoom gathering of local Arts and Culture nonprofit leaders to share experiences during the pandemic. Our twice-yearly "the business of art" workshop trains young artists how to market their work and otherwise prepare for a career in the arts.

A Public Arts Commission that could partner with ShoreLake Arts to advance support for arts in our community, including support for ShoreLake Arts' vision for creating a new arts facility, would be most welcome. We believe that the more voices raised in support of the arts in our community, the more we all benefit. That is especially the case if such a Commission focused on areas where ShoreLake Arts does not already have programs. This would include providing a leadership role for public artworks, such as creating access and opportunities for sculptural installation, murals, and other city beautification projects that celebrate our diverse community.

We look forward to further discussing this matter. In addition to participating on any steering committee appointed by the City to facilitate the creation of an Arts Commission, ShoreLake Arts would be pleased to help identify local artists and nonprofit arts leaders who could provide diverse voices to the steering committee.

Thank you.

Tracy Thorleifson

Tracy Thorleifson
Board President
Date: 2/20/2021

Endorsement unanimously approved by the Board of Directors on 2/16/2020

Archived: Monday, March 1, 2021 10:40:12 AM
From: [Kathleen Russell](#)
Sent: Friday, February 26, 2021 3:04:22 PM
To: [City Council](#)
Cc: [Plancom](#)
Subject: [EXTERNAL] SST Letter to City Council regarding TDR/LCLIP
Response requested: Yes
Sensitivity: Normal
Attachments:
[SST Letter to City Council TDR_LCLIP 2_26_21.pdf](#)

WARNING: The sender of this email could not be validated and may not match the person in the "From" field.

CAUTION: This email originated from outside of the City of Shoreline. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Date: 2/26/21

To: Shoreline City Council; cc: Planning Commission

From: Save Shoreline Trees Advisory Board

Re: TDR/LCLIP

Save Shoreline Trees Advisory Board is writing this letter to the City Council in anticipation of the Council's upcoming planning meeting to be held on March 5-6, 2021. In addition to our proposed code amendments for tree preservation in Shoreline, Save Shoreline Trees has concerns regarding the TDR/LCLIP topic that will be discussed during this meeting.

According to the WA State "Citizens Guide to TDR Receiving Areas", "[e]very city ... under the State Growth Management Act is required to have a public participation program". A TDR/LCLIP is a significant and important decision on the part of any city and the citizens of Shoreline should be well informed before this program is implemented. We ask that the City be transparent in planning a TDR/LCLIP, to explain the proposed TDR/LCLIP in the City's "Currents" newsletter, and to hold more public meetings on this subject.

There are many components to a TDR/LCLIP. We understand that a Transfer of Development Rights ("TDR") program and the City's participation in a Landscape Conservation and Local Infrastructure Program ("LCLIP") can generate significant revenue for Shoreline to fund infrastructure and capital projects. We also understand that this is a complex program, with "senders" and "receivers", and uses tax increment financing ("TIF") which allows municipalities to borrow against increases created in property value by new developments.

The Director of Planning, Rachel Markle, provided in her Feb. 18, 2021 letter to Claudia Turner, a member of Save Shoreline Trees Advisory Board, a map of potential TDR/LCLIP sites along Aurora Avenue, Richmond Beach Road, Ballinger, and Ridgecrest, and the 145th and 185th subareas. It appears the light rail transit stations will be the prime areas for TDR/LCLIP-related developments. But what does the adoption of a TDR/LCLIP mean for Shoreline?

At this time, Save Shoreline Trees sees (1) a TDR/LCLIP might make it more attractive for developers to build in Shoreline particularly in MUR-70' zoned areas; (2) the City expects to benefit from "greater assessed tax revenues", and obtain funds to build or improve infrastructure in designated sites ("LIPA"); and, (3) King County's outlying rural farmlands and forested areas will be preserved. Save Shoreline Trees asks why isn't preservation of Shoreline's natural environment a top priority? Where is the City's commitment to saving the tall, mature trees in Shoreline?

With more development, more mature trees will be cut down. Specifically, many tall conifer trees have been removed in the Parkwood neighborhood. A total of 174 private trees plus numerous ROW street trees at three current construction developments have been or are scheduled for removal:

- (1) Intracorp's "Townhomes on 145th" (54 Significant trees cut down);
- (2) Intracorp's upcoming development at 1st Ave NE and N 147th (49 Significant trees to be cut down);
- (3) Pulte's "5 Degrees" at Meridian and 147th (proposal of 71 Significant trees to be cut down).

The threatened loss of mature trees on these development sites in and around the light rail station subareas will reduce our City's urban tree canopy. With more non-permeable surfaces and asphalt these developments will undoubtedly become heat islands. Save Shoreline Trees believes these mature trees are important resilient combatants against such climate change impacts. Pursuant to Shoreline's Comprehensive Plan, supporting analysis for Element 6: "Residents characterize the city as a wooded community; this is often cited as a key reason for locating in the area." Also, preservation of trees is mentioned as an important guideline in the Comprehensive Plan, Community Design CD 37: "Minimize the removal of existing vegetation, especially mature trees when improving streets or developing property."

There is a misconception that planting new trees will replace Shoreline's mature trees, particularly our tall conifers. Save Shoreline Trees continue to state that "new trees do not equal mature trees". There is irreplaceable loss to the environment and the citizens of Shoreline when our tall healthy conifers are cut down. In our lifetimes, new trees are not able to combat the current global climate change crisis.

In summary, we urge the City Council to table the adoption of the TDR/LCLIP until it is fully studied for effectiveness and applicability to Shoreline. In addition, we ask the Council to direct City staff to undertake a program of public education regarding TDR/LCLIP so Shoreline residents can be well informed and have opportunities to ask questions beyond 2- or 3-minute comments at Planning Commission and City Council meetings. Per GMA direction, "public participation is required."

Sincerely,

Melody Fosmore, Chair
Save Shoreline Trees Advisory Board
Barbara Johnstone
Kathy Kaye
Kathleen Russell
Susanne Tsoming
Claudia Turner



Date: 2/26/21

To: Shoreline City Council; cc: Planning Commission

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Letter to City Council TDR/LCLIP 2/26/21

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Sincerely,

Melody Fosmore, Chair
 Save Shoreline Trees Advisory Board
 Barbara Johnstone
 Kathy Kaye
 Kathleen Russell
 Susanne Tsoming
 Claudia Turner

Archived: Tuesday, March 2, 2021 10:06:01 AM

From: [Janet at](#)

Sent: Tuesday, March 2, 2021 9:58:52 AM

To: [City Council](#)

Cc: [Wendy Dipeso](#); [Lance Young](#); [Steve Zemke](#); [Rich ellison](#); [Michael Oxman](#); [John barber](#); [David Moehring](#); [Kevin Orme](#); [Joyce Moty](#); [Kathleen Russell](#); [Melody Fosmore](#)

Subject: [EXTERNAL] An Important Program to Consider also Related to Tree Protection

Sensitivity: Normal

Attachments:

[LUC-2019-2020-WQ-Final-Report-Feb2021.pdf](#) 

CAUTION: This email originated from outside of the City of Shoreline. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear Shoreline Council,

Please take the spirit of this enclosed program into account as part of the upcoming Council Retreat and as a serious directive.

I believe there are thousands of trees that are within the street ROW which protect these “Lost Urban Streams “ or ones that are threatened.

Please direct Public Works and Parks and Planning to ensure the protection of these trees, first and foremost!

Thanks,

Janet Way, Chair
Shoreline Preservation Society

<https://pugetsoundkeeper.org/wp-content/uploads/2021/02/LUC-2019-2020-WQ-Final-Report-Feb2021.pdf?eType=EmailBlastContent&eId=8b1b9c71-0dc8-4928-89e2-951849ab3f57>

Sent from my iPhone



LOST URBAN CREEKS

Springbrook Creek Water Quality Monitoring Summary 2019/2020 Final Report



February 2021

A project of



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In partnership with



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LAND FOR GOOD



With support from



King County
Department of
Natural Resources and Parks
Wastewater Treatment Division

**Russell Family
Foundation**



& National
Park
Services



**Kent
Community
Foundation**

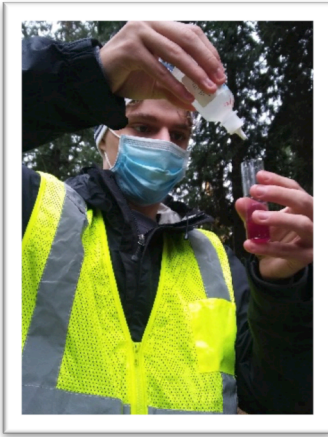


Figure 1: UTB Intern conducting a Hardness test

Introduction: The Lost Urban Creeks Project highlights streams in urban areas, streams that are abused and neglected. These creeks often flow through communities most impacted by pollution and social injustice, highlighting environmental inequities in our region. Springbrook Creek is an example of a Lost Urban Creek.

Springbrook Creek flows through South King County and historically supported healthy runs of Chinook salmon. Its headwaters are still so pure that the City of Renton uses its springs for drinking water¹. But as Springbrook Creek flows through developed areas of Kent and Renton, it is quickly surrounded by homes, businesses, parking lots and impervious surfaces that deliver pollution and sediment to the creek from stormwater runoff. The creek is also overrun by invasive species and lacks plant diversity and in many areas there is no canopy cover to provide shade for the creek. Today no salmon are found in the Springbrook Watershed.

Youth from Unleash the Brilliance (UTB), a unique youth mentoring program have been working with Puget Soundkeeper Alliance and other partners to restore the health of Springbrook Creek. UTB Youth have contributed over 2000 hours of paid work to protect clean water in Puget Sound. In the Lost Urban Creeks Project, they participate in the following activities along Springbrook Creek:

- **Monitoring Water Quality** – Regularly monitor water quality along the creek to document conditions and identify pollution.
- **Restoring Habitat** – Plan and conduct restoration work in the Black River Forest and new restoration efforts along Springbrook Creek. Doing regular clean-ups along the creek and surrounding region.
- **Building Community** – Many people live, work, and play near Springbrook Creek. UTB Youth engage community members in their work to improve the creek for everyone to enjoy.
- **Developing the Skills of the Youth** – Build environmental literacy to become future leaders, re-connecting to their education, and increasing their job skills.

This paper documents the results of one year of the water quality monitoring efforts in the Springbrook Creek that included the wet (Oct 2019 to Apr 2020) and dry season (May 2020 to Sep 2020).

Background: Springbrook Creek is a part of the Green-Duwamish River Watershed and is the largest sub-basin of the lower Green River Basin. It drains an area of about 15,763 acres². Others have studied Springbrook Creek and its water quality in the past³ and have provided a list of reasons explaining the decline in salmonid use, including riparian conditions, hydrology modification, sediment conditions,

¹ The City of Renton has a groundwater water right for 1050 gpm from the infiltration (spring) area, but currently use only up to approximately 750 gpm. No water is returned to the creek. (personal communication, Lauren Imhoff, Senior Program Specialist, City of Renton Public Works, Feb 19, 2021).

² Kerwin, J. and Nelson (2020) WRIA 9 Habitat Limiting Factors and Reconnaissance Assessment for Salmon Habitat Report, Part3.3-2

³ Ibid. Regular monitoring has taken place at one station on Springbrook near Longacres in Renton (KCM-0317) starting in 1996 and became monthly monitoring in 2004 under the King County Ambient and Wet Weather Streams Monitoring program. In addition, Drainage District #1 monitors several locations in the watershed twice a year.

water quality, land use, and non-native species. Springbrook Creek is also on a Washington State list⁴ of impaired streams due to water quality violations for high temperatures and low dissolved oxygen levels at multiple locations⁵. This appears to be a chronic seasonal occurrence and is believed to be the result of low water flows, lack of adequate riparian vegetation and shade, and pollution⁶.

Methods: Youth interns of the Lost Urban Creek Project were trained in July of 2019 by the Sno-King Watershed Council to conduct water quality monitoring of Springbrook Creek using methods established by the Alabama Water Watch and Global Water Watch (AWW/GWW). Eight locations were monitored throughout the watershed for Water and Air Temperature, pH, Dissolved Oxygen, Specific Conductance, Turbidity, Total Dissolved Solids, Nitrates, and Salinity. Weather and site conditions were noted, and garbage was collected at these sites. In addition, youth interns were trained in September 2020 in Global Water Watch Biomonitoring protocols and conducted sampling of six locations in Springbrook, Mill and Panther Creek to develop a Cumulative Index Value (CIV) of the benthic invertebrates present in these stream locations. Sampling protocols are outlined in the LUC Quality Assurance Program Plan⁷ and the AWW/GWW Quality Assurance Program Plan⁸.

Site locations were identified using a three-letter code for the name of the creek (e.g. SPR for Springbrook Creek, MIL for Mill Creek, and PAN for Panther Creek) and a number for the number of river miles the site was located from the mouth of the creek (eg. SPR1.4 is at Springbrook Creek, 1.4 river miles from the mouth of the creek). The higher this number, the higher up in the watershed the site is located.

A YSI ProPlus multimeter and a LaMotte Water Quality Testing Kit were the main equipment used along with a turbidity tube and telescoping measuring rod. Equipment calibration, training, data collection and management are all detailed in the Lost Urban Creek Sampling plan. Biomonitoring used a kick net, a D-net, a Surber sampler (used variously at two sites in Mill Creek Earthworks Canyon Park, MIL5.3 and an adjacent site upstream above the sedimentation pond) and leaf packs were used at four additional sites (SPR3.0, SPR1.4, MIL0.8, & PAN0.0), which were placed in the stream a month prior to the assessment.

For basic water quality parameters, we visited sites on a monthly basis from September 2019 to September 2020 (the Wet & Dry Seasons of 2019-2020)⁹. Biomonitoring was only done in September 2020. The appendix has the list of sample locations and a map. Sites were selected to see changes along Springbrook and Mill Creeks as we progressed from the upper to the lower watershed (one site at the mouth of Panther Creek was also monitored).

When we were out monitoring the water quality of the creek, we often asked ourselves the question, “Is this a good place for Salmon?” or “Can Salmon do well here?” We wanted to check different water quality parameters to help us answer this question. Springbrook once supported spawning Chinook salmon so we need to learn why no Salmon are found in the creek today. While there are likely a

⁴ State Department of Ecology’s 303(d) list

⁵ Kerwin, J. and Nelson (2020) P3.3-12.

⁶ Harza (1995) in Kerwin, J. and Nelson (2020).

⁷ Forterra NW & Puget Soundkeeper Alliance. (2020).

⁸ Alabama Water Watch and Global Water Watch (AWW/GWW). (2019).

⁹ The number of sites visited in September and November were limited (4 sites and 1 site, respectively).

number of reasons why this is the case, we wanted to see what role the water quality is currently playing. Can Salmon, or any fish and aquatic organisms survive in Springbrook Creek?

Results: Table 1 provides an overview of all of the data collected during the wet and dry seasons in the Springbrook Creek Watershed. During the wet season, most water quality parameters, such as water temperature, pH, Specific Conductance, etc., were well within the range that would allow Salmon to survive but results for two parameters (highlighted in yellow) indicated that there were some concerns. During the dry season, which had lower rainfalls (except in September) and lower stream flows, water temperatures increased significantly with one site exceeding State temperature standards (MIL0.8) in May; six sites fell below State standards for dissolved oxygen, and two sites had high turbidity (consistently so at PAN0.0 throughout the dry season).

Table 1: Springbrook Creek Water Quality Data Review for the wet and dry season (2019-2020)

	Water Temp. (deg. C)	pH	DO (mg/L)	SPC (us/cm)	Turbidity (NTU)	TDS (mg/L)	NO3-N (mg/L)	Garbage Collected (lbs)	Rainfall during visit (inches)	Flow (ft ³ /s)
Wet Season Geomean (Average)	9	7	8	144	<10	79	1.4	8	0.5	28
Wet Season Minimum	6 (at MIL5.3 on Feb 2020)	6	2 (at PAN0.0 on Oct 2019)	66	<10	1	0.1	0	0 (in Oct, Nov, & Apr)	1
Wet Season Maximum	17 (at MIL0.8 on Apr 2020)	8	13 (at MIL5.3 on Feb 2020)	253 (at SPR5.0 on Oct 2019)	40 (at PAN0.0 on Feb 2020)	199 (at SPR1.4 on Feb 2020)	4.5 (at SPR5.0 on Mar 2020)	92.0 (at MIL4.2)	1.96 (in Dec 2019)	99 (at MIL0.8 on Dec 2019)
Dry Season Geomean (Average)	15.2	7.3	5	219.5	<10	143.5	1.5	3.3	0	2.2
Dry Season Minimum	11.9 (at SPR5.0 on Sep 2020)	6.1	0.1 (at PAN0.0 on Aug 2020)	100.3 (at MIL4.2 on Jun 28, 2020)	<10	65 (at MIL4.2 on Jun 2020)	0.57 (at MIL0.8 on Jun 2020)	0.5 (at SPR4.3 on Sep 2020)	0.01 (in May 2020)	0.05 (at MIL0.8 on Jul 2020)
Dry Season Maximum	19.6 (at MIL0.8 on May 2020)	8.1	12.7 (at MIL5.3 on Aug 2020)	440.6 (at PAN0.0 on Aug 2020)	90 (at PAN0.0 on Aug 2020)	286.7 (at PAN0.0 on Aug 2020)	2.98 (at MIL5.3 on May 2020)	94 (at MIL0.8 on Sep 2020)	0.57 (in Sep 2020)	15 (at MIL0.8 on Jun 2020)
Total								541		

a. Dissolved Oxygen (DO)

The Washington State standard for northwest rivers and streams states that dissolved oxygen should be 8 mg/L or higher (represented by the dashed red line in the chart below). Adult salmon do best at these levels but salmon eggs in gravel (which would typically be present between October and January) typically require 11 mg/L. Based on the wet season results, stations PAN0.0, SPR1.4, & MIL0.8 (the lowest stations in the watershed) were almost at or often below Washington Standards for dissolved oxygen. In the dry season, dissolved oxygen levels declined at all sites. Sites with the highest levels were located high in the watershed (SPR5.0 & MIL5.3). MIL4.2 only dropped slightly below the State Standard in September. All other sites were nearly at or completely below the State Standard throughout the dry season, with PAN0.0 having the lowest oxygen levels (1.9 mg/L or less), followed by MIL0.8 (4 mg/L or less), SPR1.4 (6.4 mg/L or less), SPR3.0 (7.1 mg/L or less), and SPR4.3 (8.1 mg/L or less).

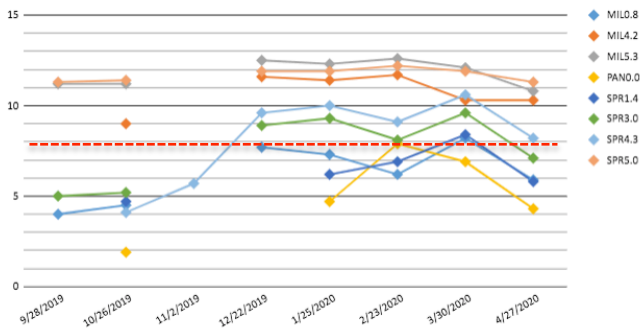


Figure 2: Wet Season Dissolved Oxygen (mg/L) Results

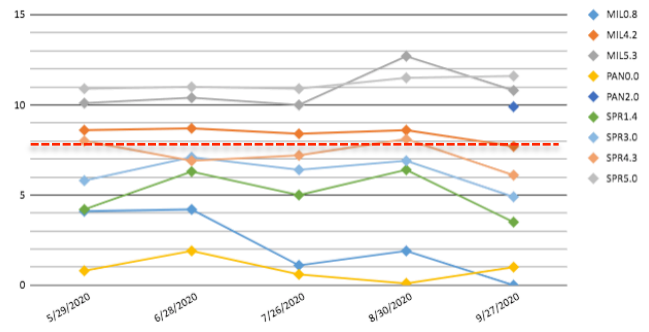


Figure 3: Dry Season Dissolved Oxygen Results

b. Turbidity

Turbidity is the cloudiness or haziness of a fluid caused by suspended solids floating in the water and is measured in units called nephelometric turbidity units or "NTUs." Due to winter rains bringing more sediment into the creek, we expect to see higher turbidity levels in the wet season. Turbidity was an issue at a few locations between December and March. For Salmon and according to Washington State standards, turbidity should not be more than 5 NTU over the normal background level of turbidity (which for Springbrook Creek should be approximately 10 NTUs). During the Wet Season, six of the middle and lower stations in the Watershed (PAN0.0, SPR1.4, SPR3.0, SPR4.3, and MIL4.2) were often above this level (i.e. >15 NTU) at different times during the wet season: in October (PAN0.0); in December (SPR3.0, MLO.8 & MIL4.2); in January (SPR4.3); in February (PAN0.0, SPR1.4, SPR3.0, SPR4.3, & MIL4.2), and in March (SPR3.0 & SPR4.3). During the Dry Season, when there is generally fewer rainfall events, we expect the waters of Springbrook to be clearer and have lower turbidity levels. Results showed that this was generally true for most sites except Panther Creek. PAN0.0 had consistently higher turbidity levels than even its winter values perhaps caused by or worsened by high levels of iron bacteria that give an orange color to the water (see photos below). Its highest turbidity level was 90 NTUs in August. MLO.8 also had somewhat elevated turbidity levels with its high reading of 27 NTUs in August as well.

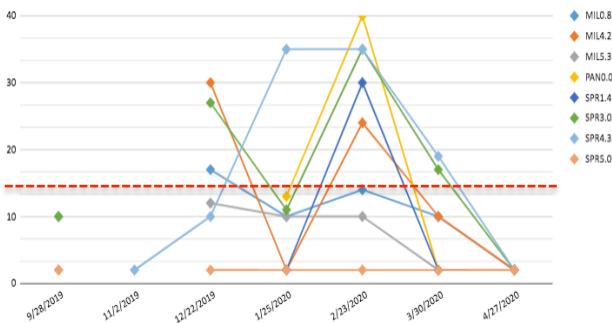


Figure 4: Wet Season Turbidity (NTUs) Results

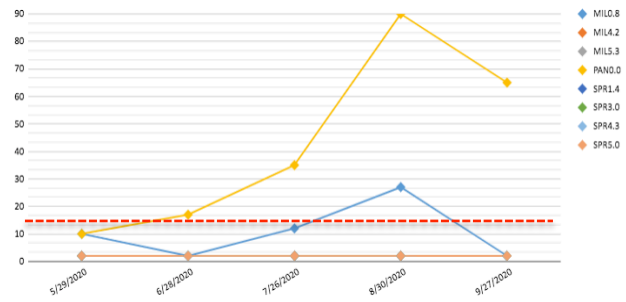


Figure 5: Dry Season Turbidity (NTUs) Results

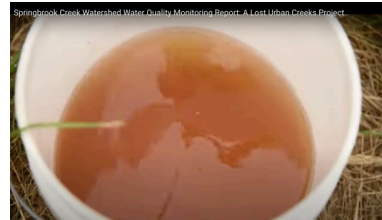


Figure 6 & Figure 7: During the dry season water at Panther Creek (PAN0.0) had high turbidity and an orange color cause by Iron Bacteria

c. Temperature

The Washington State Temperature Limit for surface waters should always be $\leq 17.5^{\circ}\text{C}$. During the wet season, temperatures achieved this. Temperatures in the wet season ranged from 6°C (in February 2020) to 17°C (in April 2020). During the dry season, temperatures ranged from 11.9°C (in September 2020) to 19.6°C (in May 2020). Three sites exceeded the State temperature standard: MULO.8 (19.6°C in May and 19.2°C in July), SPR1.4 (19.2°C in May) and SPR3.0 (17.7°C in May).

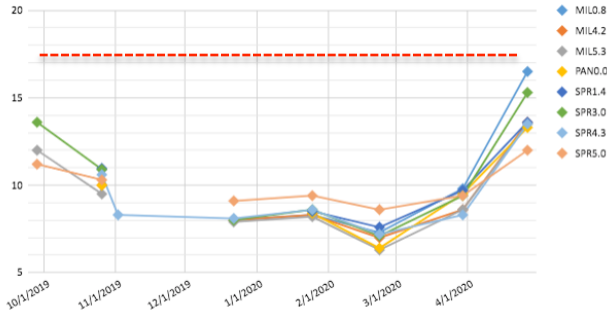


Figure 8: Wet Season Temperature (degrees C) Results

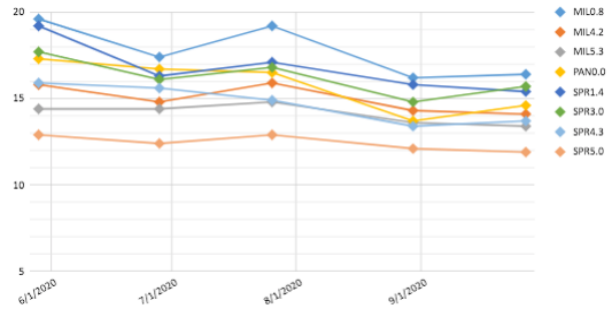


Figure 9: Dry Season Temperature (degrees C) Results

d. Biomonitoring

At the five locations where biological assessments were done on September 5th 2020, the number of different invertebrate species (bugs) living in the stream were counted, which is an important measurement of the streams biological diversity. Invertebrates were classified and counted into one of three groups: Group I were bugs that indicate good to excellent water quality, since they are more sensitive to pollution; Group II were bugs that indicate fair water quality, and Group III were bugs that rate the stream’s biological diversity as poor, as these were pollution tolerant species.

The number of species types or taxa observed were then counted to create an index value for each group and then the sum of all the group index values is calculated to find the **Cumulative Index Value (CIV)** for the stream. This number is then used to provide the stream quality assessment of either Poor (CIV < 11), Fair (CIV 11-16), Good (CIV 15-22), or Excellent (CIV > 22). The following table provides the results for each site surveyed (ranked from highest to lowest CIV value, but also highest to lowest sites in their respective streams).



Figure 10: UTB Intern doing bioassessment

Table 2: Springbrook Creek Bioassessment Results

Site	CIV	Stream Quality Assessment
MIL5.3	28	Excellent
Upstream of MIL5.3, upstream of sedimentation pond	16	Fair
MULO.8	8	Poor
SPR3.0	5	Poor
SPR1.4	4	Poor
PANO.0	2	Poor

The most abundant organisms in the upper watershed were stoneflies, may fly, black fly, scuds and aquatic worms. The most abundant organisms in the lower watershed were leeches, scuds, sowbugs and aquatic worms.

e. Garbage Collected

A total of 541 pounds of garbage was collected at the different monitoring locations throughout the year, with the most collected at MIL0.8 (located on the Interurban trail and some commercial buildings near 72nd Street), MIL4.2 (located near a Ford Service Station in Kent), and SPR4.3 (located near 192nd St in Kent). Also, but to a lesser extent, MIL5.3 (in Mill Creek Earthworks Canyon Park in Kent) had moderate garbage accumulation but this included sharps, which were left in place. Since most of these sites are located in Kent, the work was done in collaboration with the Kent Adopt-A-Spot program and the City of Kent Public Works Department picked up all garbage that was collected.

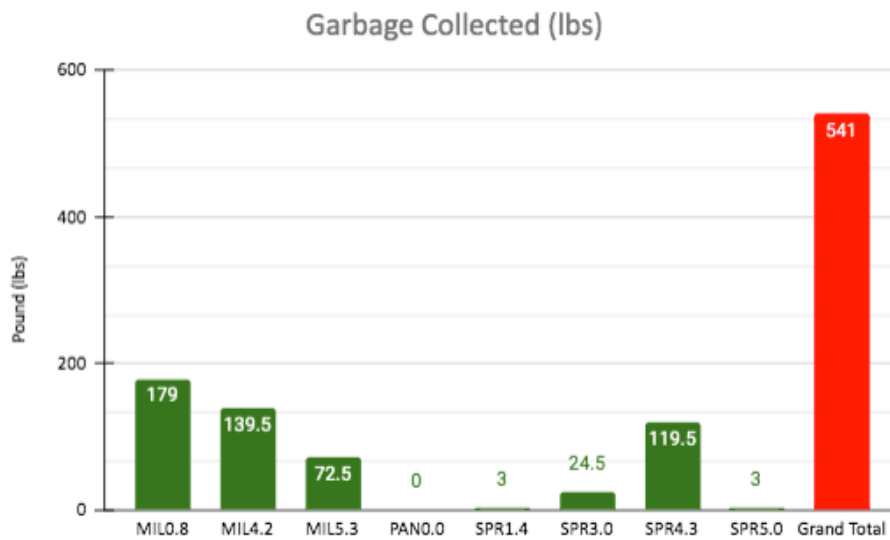


Figure 11: Garbage collected at different sites and overall (in lbs)

Discussion: Based on the full year of water quality monitoring, which was evaluated against State Standards and requirements for Salmon, most water quality parameters did not indicate concerns in Springbrook Creek during the wet season. Only two parameters, dissolved oxygen and turbidity, did indicate some potential problems during this period in lower Panther Creek. The summer, dry season showed more water quality concerns with dissolved oxygen, temperature, turbidity and biological assessments of stream invertebrates.

The amount of oxygen dissolved in water is affected by water temperature, as warmer water has less oxygen. While water temperature was within acceptable ranges during the wet season, it is clear that parts of the creek have limited to almost no riparian vegetation to provide shade to the water and water temperatures at some site in April were starting to approach the State Temperature Limit (water temperatures should be ≤ 17.5 °C). In the dry season, water temperature increased at all the sites, with three sites going above state temperature limits (MIL0.8, SPR1.4 & SPR3.0) in May and MIL0.8 doing so again in July. High nutrient content in the water can lead to low dissolved oxygen because nutrients encourage plant growth but in the fall plants start to die off and are consumed by other organisms, causing oxygen to be removed from the water. Nitrate levels were generally between Excellent and Fair during the Wet and Dry Seasons, but other forms of Nitrogen and Phosphorous were not tested, so it was impossible to understand the full scope of nutrients entering the creek. Low and/or stagnant

water flows and a lack of turbulence can also lower the dissolved oxygen in the creek and this may be the case as much of the lower part of the watershed is quite flat and water flow was often slow to moderate at best. The Black River Dam/Pump Station contributes to lower flows and stagnation in the lower basin as well. According to staff from the City of Renton, Panther Creek, after it passes under Highway 167, has significant stagnation problems, which likely contributed to low oxygen in the creek. High levels of Iron bacteria found throughout the watershed but particularly in Panther Creek can also consume oxygen and may contribute to low levels. Other pollutants in stormwater that wash into the stream during the winter may also impact dissolved oxygen levels but this was beyond the scope of the current project to evaluate.

Water with high turbidity levels can clog fish gills and suffocate them. The particles in highly turbid water also attach to other pollutants, such as metals and bacteria. Most creeks, urban or not, usually have near zero turbidity outside of rain events. Six of the middle and lower Springbrook Creek stations had higher turbidity during the wet season. High stormwater flows can bring in more pollution from the surrounding land to the creek or re-suspend the sediments in the creek. During the dry season, two sites (PAN0.0 from June through September & MILO.8 in August) still had high turbidity. Panther Creek turbidity was higher than in the wet season and the creek is heavily impacted by Iron bacteria that is present throughout the watershed, which may play a more significant role in its turbidity issues than rain events.

Biomonitoring results showing very poor water quality in the lower basin sites compared to two upper basin sites in Mill Creek that had fair to excellent results. This confirms the other results that indicate a significant decline in the water quality the further you travel downstream in the watershed.

For garbage, the finding was that it seemed to accumulate most at those sites that offer easy access to the creek but are also less visible to the public, so that dumping of trash is less noticeable. Trash appears to also accumulate where there is a lack of connectivity in the trail system, such as where the Springbrook Creek Trail ends in Renton on the border with the City of Kent.

Puget Soundkeeper was able to maintain monthly sampling during the COVID Pandemic but because the interns could not participate from March to August, some of the additional sampling activities (testing for bacteria and other pollutants was not done).

Recommendations & Next Steps: To investigate the dissolved oxygen issues in Springbrook, it is recommended to look more closely at nutrients impacts to Springbrook and identifying where oxygen levels consistently drop below State Standards. King County should also evaluate how the operations of the Black River Pump Station can be changed to improve flows in the lower part of the watershed and support should be provided to the City of Renton to address water stagnation issues in Panther Creek. Increased efforts to control and remove pollutants from stormwater flows (e.g. stream bank restoration, increasing stream buffers, rain gardens, etc.) would improve both oxygen and turbidity levels. Given that dumping appears to occur where the creek is accessible but also out of public view, it is recommended that more attention be brought to these areas through programs like the Kent Adopt-A-Spot Program. Extending the Springbrook trail system into the City of Kent (along Springbrook and Mill Creek) is also recommended as well as providing amenities such as trash cans more frequently along the length of the trail.

The Lost Urban Creeks Project will continue monthly sampling into 2021. The next sampling year will change the list of sites visited to include some additional sites on Mill Creek because the City of Kent will soon initiate a major Mill Creek Re-establishment Project involving extensive sediment removal, culvert replacement, and restoration activities along a large section of this creek.

For more information about the Lost Urban Creeks Project, contact LUC@pugetsoundkeeper.org or find us on Instagram at [@lost_urban_creeks](https://www.instagram.com/lost_urban_creeks).

Acknowledgements

The following Unleash the Brilliance youth interns participating in monitoring, data entry, data analysis and presentations of the water quality monitoring effort in the Springbrook Watershed between 2019 and 2020: Adrian Maceda, Alana Biggers-Thomas, Alex Quirino, Ashley Jones, Bless Graham, Cameron Kaiser, Chloe Trujillo, Cole Dozier, Danae Thomas, Donovan Thomas, Dylan Dozier, Emanuel Chavez, Hailey Davis, Imoleayo Alao, Jeremiah Bynum, Jonus Parrish, Joy Han, Lyla Chaudhary, Miguel Villasenor, Nick Varela, Ruby Maceda, Shania Fleurine, Sharlene Pioquinto, Sydney Noel James, & Yafet Amine. Also thanks to Terrell Dorsey, founder and CEO of Unleash the Brilliance. The project could not have been successful without him. We also want to send our thanks to Eric Adman & Dr. David Bain with the Sno-King Watershed Council (for providing training and equipment); our other project partner Alex Selvey of Forterra, and Stephanie Hess of King County for her advice and feedback on the work.

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Kerwin, J. and Nelson, T.S. (Eds.). (2000). "Habitat Limiting Factors and Reconnaissance Assessment Report, Green/Duwamish and Central Puget Sound Watersheds (WRIA 9 and Vashon Island)." – Part II, Section 3.3 Springbrook Creek Subbasin. Washington Conservation Commission and the King County Department of Natural Resources. December 2000. See: <https://your.kingcounty.gov/dnrp/library/2000/kcr728/vol2/partIIcontinued/no3/Springbrook%20Creek.pdf>

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Forterra NW & Puget Soundkeeper Alliance. (2020). LUC Quality Assurance Project Plan - Springbrook Creek: Training the Next Generation of Water Quality Advocates. July 2020.

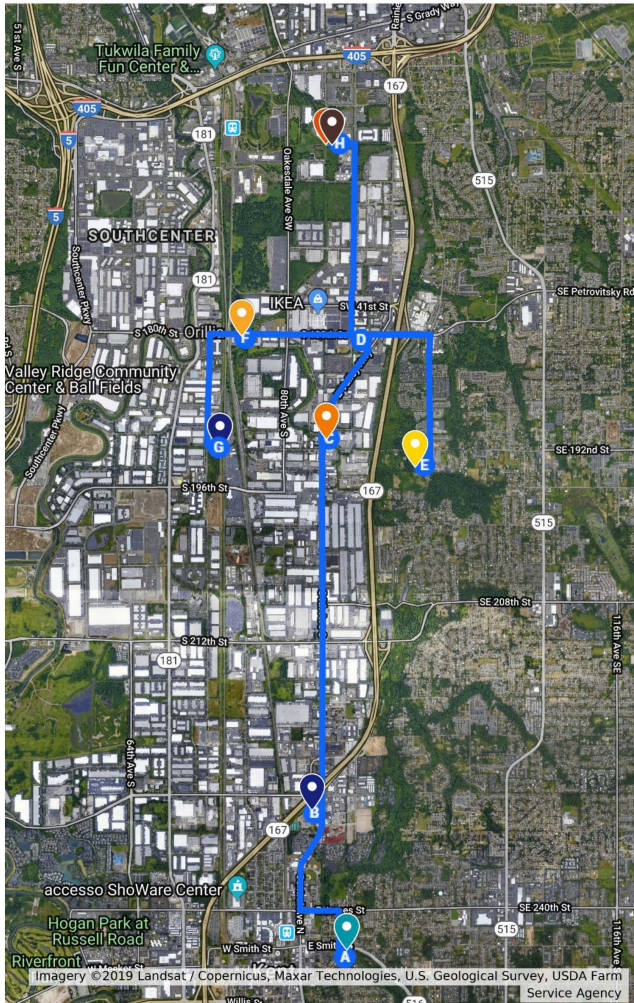
Alabama Water Watch and Global Water Watch (AWW/GWW). (2019). Quality Assurance Project Plan (QAPP) For the Citizen-Based, Science-Based Water Quality Assessments including Bacteriological Monitoring and Water Chemistry Monitoring. Auburn University, Alabama, Auburn University Water Resources Center. September 2019.

Appendix: Sample locations and Map

#	Site Code*	Site Name	Description	Latitude	Longitude
1	SPR1.4	Springbrook below Panther Creek - River Mile 1.4	Below confluence with Panther Creek	47.459	-122.2275
2	SPR3.0	Springbrook below Mill Creek - River Mile 3.0	Below Mill Creek Confluence - Facing Downstream	47.44088	-122.2392
3	SPR4.3	Springbrook below Garrison Creek - River Mile 4.3	Springbrook below Garrison	47.42986	-122.2257
4	SPR5.0	Springbrook - River Mile 5.0	Upper Springbrook Creek at Trout Farm – highest station	47.42852	-122.2150
5	MIL0.8	Lower Mill Creek - River Mile 0.8	Mill Creek – lowest station	47.43017	-122.2422
6	MIL4.2	Mill Creek - River Mile 4.2	Mill Creek near Ford Motor Co.	47.39606	-122.229
7	MIL5.3	Upper Mill Creek - River Mile 5.3	Upper Mill Creek – highest station	47.38282	-122.2246
8	PAN0.0	Lower Panther Creek - River Mile 0.0	Lower Panther Creek	47.45895	-122.2266

*Site Codes consist of a 3-letter abbreviation for the name of the creek and a number representing the river miles to the mouth of the creek. For example, SPR5.0 is on Springbrook Creek 5 River Miles up from the mouth of the creek.

Map of sampling locations



The Lost Urban Creeks Project is funded in part by the King County Wastewater Treatment Division, The Russell Family Foundation and other sponsors.

H) SPR1.4 – Springbrook Creek at River Mile 1.4 (Next to oil pipeline route)

H) PAN0.0 – Panther Creek at River Mile 0.0 (above confluence with Springbrook Creek)

G) MIL0.8 – Mill Creek at River Mile 0.8 (Next to Interurban Trail in Kent)

F) SPR3.0 – Springbrook Creek at River Mile 3.0 (south of S 180th, near our old Subway)

E) SPR5.0 – Springbrook Creek at River Mile 5.0 (the Trout Farm in Renton)

D) Baja Fresh Lunch stop

C) SPR4.3 – Springbrook Creek at River Mile 4.3 (Off S 192nd St.,

B) MIL4.2 – Mill Creek at River Mile 4.2 (Ford-Lincoln Service Center off Central Ave N in Kent)

A) MIL5.3 – Mill Creek at River Mile 5.3 (Canyon Earthworks Park in Kent)

Archived: Tuesday, March 2, 2021 11:29:02 AM

From: [Bruce Amundson](#)

Sent: Tuesday, March 2, 2021 6:01:50 AM

To: [Will Hall](#); [Keith Scully](#); [Betsy Robertson](#); [Susan Chang](#); [Chris Roberts](#); [Keith McGlashan](#); [Doris McConnell](#)

Subject: Fw: [EXTERNAL] Public Art Program in City Government

Sensitivity: Normal

Attachments:

[Public Art Program in City Government .msg](#) 

Dear City Council Members:

The attached note contains a brief organizational analysis of the optimal structure and location of a public arts program in city government, i.e., an internal review versus what its functions are. I believe it can be helpful in your deliberations because we have not seen this analysis before

Thank you.

Bruce Amundson

From: Bruce Amundson <bruce.amundson30@gmail.com>

Sent: Tuesday, March 2, 2021 5:50 AM

To: Bruce Amundson <bamundson@shorelinewa.gov>

Subject: [EXTERNAL] Public Art Program in City Government

CAUTION: This email originated from outside of the City of Shoreline. Do not click links or open attachments unless you recognize the sender and know the content is safe.

To: City Council Members
From: Bruce Amundson
RE: An ORGANIZATIONAL analysis of a public arts program in city government

The city would benefit in two primary ways from the establishment of an Arts Commission (AC): (1) greater arts knowledge, competence and professionalism in visioning and leading its arts program, and (2) leadership by an arts professional.

1. Expanded arts knowledge and professionalism:

Current situation: Only one person in our entire city government is an arts professional or has a cultural background, the public arts coordinator. The only other arts knowledge for guiding the program is that represented by PRCS/Tree Board members who have arts experience or interests, but most Board members are not selected with arts as a criteria or primary interest.

Arts Commission: Members WOULD be selected because of arts experience or interest: artists, arts administrators, curators, public members with arts experience and/or academic arts professionals, which, even until the city's public art staff grows, would greatly expand the knowledge, competence and visioning for guiding the future development of Shoreline's public arts and culture program. This would be a huge change.

2. Qualitative change in leadership:

Current situation: For the city's entire history the public arts program has been in departments that have had little to do with the arts, and have been led by individuals selected for other professional skills (i.e., parks administration). This has meant that city staff with no arts experience have been delegated to plan, lead and articulate the value and future of our city's arts program. It's happening again now, where a manager with no arts experience has been tasked with authoring a paper on the propriety of or need for an AC. (Would a city think of having a social worker be the manager of the finance department?)

Arts Commission: The public arts and cultural services program would optimally be located in the Arts Commission and the program would be managed / led by an arts professional. This manager would now have the benefit and guidance of a new body of individuals with arts experience and competence. They would almost certainly bring a much more mature and expansive vision of what a city should expect to look like if it is to provide a rich menu of cultural experiences for its residents.

It's important to recognize that the PRCS/Tree Board, representing the public, is advocating for a new strategy within our city, which has the potential to craft a wholly different future for the arts and culture in Shoreline. What has been lacking for years is the articulation of a robust vision for the arts that transcends what has emerged from departments dominated by parks, recreation and and social needs. Such a vision and future can not be created by individuals lacking professional knowledge of arts and culture.

So establishing an AC is much more than just creating a new city structure. It would represent a long-overdue opportunity for a profound, qualitative change in the evolution and direction of our public arts program. This is really why most cities (think Edmonds) in King County already have arts commissions!

Archived: Tuesday, March 2, 2021 4:36:06 PM

From: [Barry McGurl](#)

Sent: Tuesday, March 2, 2021 4:21:54 PM

To: [City Council](#)

Subject: [EXTERNAL] City Council Meeting on March 5, 2021 (Discussion of tree regulations)

Response requested: Yes

Sensitivity: Normal

CAUTION: This email originated from outside of the City of Shoreline. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear Council Members.

It's my understanding that, as part of your meeting on March 5, you will be discussing tree regulations.

I am writing to ask that you prioritize the preservation of existing, mature conifers in Shoreline. These trees contribute so much to the ambience of our community. They are even part of the Shoreline logo that appears on city signs. They also provide habitat for wildlife, especially raptors that prefer to nest high in the tree canopy.

These trees took decades to grow and we are losing them at an ever increasing rate to development. I recognize that Shoreline is a growing community and development is inevitable, but I ask that you give due weight to preservation of our mature tree canopy for the benefit of current and future residents.

Thank you for your attention to this matter.

Barry McGurl.
Shoreline resident.

Archived: Thursday, March 4, 2021 8:40:35 AM

From: webmaster@shorelinewa.gov

Sent: Wednesday, March 3, 2021 5:24:06 PM

To: [agenda comments](#)

Subject: [EXTERNAL] Agenda Comments

Sensitivity: Normal

A new entry to a form/survey has been submitted.

Form Name: Comment on Agenda Items
Date & Time: 03/03/2021 5:23 pm
Response #: 845
Submitter ID: 41197
IP address: 67.168.133.112
Time to complete: 29 min. , 51 sec.

Survey Details: Answers Only

Page 1

1. Amy Walgamott
2. Shoreline
3. (o) Ridgecrest
4. wigglemott@gmail.com
5. 03/05/2021
6. Tree Regulations Review and Discussion
7. I fully agree with the proposed amendments for the 2021 Development Code Amendments from Save Shoreline Trees. All of these amendments are valid and would beneficially impact the city tree cover. However, I feel an additional amendment should be considered, and that is to curtail or eliminate the MUR70 developers' exemption to the tree retention and replacement code. Either MUR70 developers should be required to retain at least 20% of significant trees AND 10% of trees with a DIAMETER of 20 inches AND have to replace removed trees in the immediate vicinity, OR there should be a moratorium on removal of significant trees of 20 inches in diameter once a (low) threshold has been reached. 20% of significant trees is not very many: just 4 of 20. Right now developers receive incentives for retaining 10%+ (2 of 20), but there is no requirement, and they don't even have to keep the largest. A tree that is 8 inches in diameter at breast level is not the same in terms of tree cover and habitat as one that is 30 inches. I personally have three trees that are 24-30 inches in diameter (80-100 inches in circumference), currently within the MUR70 zone, and slated to be cut by a developer. It feels inequitable to allow much of the tree cover to be removed in large areas/whole neighborhoods, especially when they were previously zoned R-6. It also feels inequitable that the city can assess its tree cover without taking into consideration where most of that tree cover is - ie. wealthier neighborhoods, or bunched into parks bordered by houses that are then significantly more expensive. Even mature street trees are constantly in danger of being cut by the city, and replaced with the same number of tiny saplings.
8. (o) Support

Thank you,
City of Shoreline

This is an automated message generated by the Vision Content Management System™. Please do not reply directly to this email.

From: [Bruce Amundson](#)

Sent: Thursday, March 4, 2021 9:18:53 AM

To: [Will Hall](#); [Susan Chang](#); [Keith Scully](#); [Chris Roberts](#); [Doris McConnell](#); [Keith McGlashan](#)

Cc: [Betsy Robertson](#)

Subject: [EXTERNAL] Please listen (primarily) to voices of knowledge and the public re: Arts Commission

Sensitivity: Normal

Archived: Thursday, March 4, 2021 9:59:46 AM

CAUTION: This email originated from outside of the City of Shoreline. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear Susan, Chris, Will, Keith, Doris and Keith,

Since we will apparently not have an opportunity for further personal discussion before your retreat, I am forwarding my comments to Betsy following our discussion.

Hi Betsy,

Thanks very much for making the effort to respond to my request for a phone discussion. As you could no doubt sense from my efforts to summarize, this initiative to get Shoreline in line with the regional best-governance standard for cities - having arts commissions - I believe is the most strategic step for Shoreline's public art program in the history of our city. If we look at what Edmonds has done with their arts program and their AC, it is remarkable. After 25 years, Shoreline has birthed a minnow in terms of its public art program (1/2 FTE and a marginal budget).

The underlying problem that the Council needs to recognize is that this is largely because the public art program has been imbedded in departments totally unrelated to art, and led by staff with no public arts administration competency. You have to, as a Council, openly recognize the structural flaws in this model of governance. And an AC is a strategic step to move beyond that stricture, and have the program LED by an arts professional and supported by a commission of arts experts. So this is what I would ask you to articulate, as a strong internal Council advocate, as the rationale for this request.

Please recognize that this path forward is supported by your public arts coordinator, the ShorePark Arts Council, and the public as reflected in the PRCS/Tree Board position, and the converse recommendation for more study and delay (in the staff report) is put forward by a person with no history in the arts or arts management experience. A progressive path vs. bureaucratic caution. This is your choice. There is tremendous energy now in the arts community and leadership for a more robust and visionary public arts program. We need action.
Thanks.

Bruce



RECEIVED

MAR - 4 2021

City Manager's
Office

To:

The City of Shoreline Council
17500 Midvale Ave N,
Shoreline Wa 98133

RE: Proposal to Create a Public Arts Commission

Dear Councilmembers,

ShoreLake Arts (formerly the Shoreline Lake Forest Park Art Council) has been asked by the Parks, Recreation, and Cultural Services/Tree Board (PRCS/Tree Board) to support its recommendation that the City Council create a Public Arts Commission for the City of Shoreline. Specifically, the PRCS/Tree Board has asked that the City Council appoint a steering committee to develop a proposed plan and structure for such a Commission.

We support the creation of a Public Arts Commission. A Public Arts Commission would reflect the City's strong commitment to the Arts and add an additional voice in the community advocating for the arts. To facilitate creation of such a Commission, ShoreLake Arts requests that one or more of our professional arts staff and/or board be included on any steering committee appointed by the City.

We believe that the community would benefit most from a Public Arts Commission that works to complement the programs that ShoreLake Arts already delivers to Shoreline residents. For example, a Public Arts Commission could provide a platform to access additional resources for the creation of public artworks and projects such as sculptural installations and murals. These types of major public works projects are best suited for public ownership, administration, and long-term management. Similarly, a Public Arts Commission could facilitate expanded arts exhibition opportunities in public spaces and work with the City's Economic Development Office to support and attract working artists and their business to our community.

For the last 30 years, ShoreLake Arts has been the voice for the Arts in Shoreline and Lake Forest Park. We have successfully maintained membership and engaged participation with county, state, and federal arts organizations such as 4Culture, Artist Trust, and the Washington State Arts Commission, all of which have provided funding to ShoreLake Arts for use in our community, year after year. We act as the designated Local Arts Agency representative for Shoreline and Lake Forest Park and provide leadership, advocacy, support, and planning on behalf of Shoreline and Lake Forest Park, growing arts programs and events in our two cities. We also serve as an arts clearinghouse for local arts events, advertising arts and culture opportunities on our web calendar and through our social media pages. www.facebook.com/ShoreLakeArts www.ShoreLakeArts.org

Additionally, our organization has been a major driver of growth for the local Creative Economy. Events like the Shoreline Arts Festival, Concerts in the Park, 6X6NW, and the Shoreline Short Short Film Festival reach over 30,000 people annually and provide income to over 300 artists and local business owners. Our events also benefit the local economy: people who attend our events often patronize local businesses, stopping for coffee, a meal, or making purchases in connection with their



trip. According to Americans for the Arts, every person who attends an art event spends an additional \$22.39 in the community if they are a resident or \$44.02 if they're not.

ShoreLake Arts also serves the community by mentoring and supporting new and emerging arts and cultural nonprofits, including those with diverse cultural backgrounds. For example, through our Community Grants program we offer financial support to local groups like JHP Cultural and Diversity Legacy and Dabuli, among others. We also provide advice, support, and community for artists and arts and culture organizations. The ShoreLake Arts Executive Director initiated a regular Zoom gathering of local Arts and Culture nonprofit leaders to share experiences during the pandemic. Our twice-yearly "the business of art" workshop trains young artists how to market their work and otherwise prepare for a career in the arts.

A Public Arts Commission that could partner with ShoreLake Arts to advance support for arts in our community, including support for ShoreLake Arts' vision for creating a new arts facility, would be most welcome. We believe that the more voices raised in support of the arts in our community, the more we all benefit. That is especially the case if such a Commission focused on areas where ShoreLake Arts does not already have programs. This would include providing a leadership role for public artworks, such as creating access and opportunities for sculptural installation, murals, and other city beautification projects that celebrate our diverse community.

We look forward to further discussing this matter. In addition to participating on any steering committee appointed by the City to facilitate the creation of an Arts Commission, ShoreLake Arts would be pleased to help identify local artists and nonprofit arts leaders who could provide diverse voices to the steering committee.

Thank you.

Tracy Thorleifson

Tracy Thorleifson
Board President
Date: 2/20/2021

Endorsement unanimously approved by the Board of Directors on 2/16/2020

Archived: Friday, March 5, 2021 10:10:07 AM

From: [John Norris](#)

Sent: Thursday, March 4, 2021 5:22:48 PM

To: [Will Hall](#); [Keith Scully](#); [Keith McGlashan](#); [Doris McConnell](#); [Susan Chang](#); [Betsy Robertson](#); [Chris Roberts](#)

Cc: [Colleen Kelly](#); [Debbie Tarry](#); [Margaret King](#); [Nathan Daum](#); [Pollie McCloskey](#); [Rachael Markle](#); [Randy Witt](#); [Sara Lane](#); [Shawn Ledford](#); [Donald Moritz](#); [Allegra Calder \(allegra@berkconsulting.com\)](#)

Subject: Proposed Additional 2021-2023 Action Step Under Council Goal #1

Response requested: No

Sensitivity: Normal

Council,

The Mayor asked that I forward to you his proposed additional Council Action Step under Council Goal #1:

Amend the development regulations for MUR-70 to increase the likelihood of realizing the vision for transit oriented development in the station areas, including affordable housing, transit-supportive densities, and vibrant, walkable communities.

Staff have reviewed this proposal and would suggest that if Council is interested in adding this your work plan, that it be added as the new Action Step 2, just beneath the currently proposed 1st Action Step in Goal 1. You can see some of the Mayor's thoughts below regarding his proposal.

Please let me know if you have any questions, and I will see you all tomorrow.

John

From: Will Hall <whall@shorelinewa.gov>

Sent: Monday, March 1, 2021 4:47 PM

To: John Norris <jnorris@shorelinewa.gov>

Cc: Pollie McCloskey <pmccloskey@shorelinewa.gov>

Subject: Council goals and actions re: station areas

The council goal setting workshop materials recommend editing Goal 1 Action 1 to remove 185th, which makes sense since that review was done. However, the reason that council added the requirement to do the review is that we understood that the regulations we adopt may or may not successfully lead to the envisioned development of our station areas. And the report we got on 185th confirmed that. The lack of applications in MUR-70 is of concern. The recent letter from Evergreen Point group provided great detail on the things that they believe are inhibiting development in MUR-70. Some of the things they don't like are probably still important priorities for council and won't be changed. Some of the others might be things we are willing to change to get the kind of TOD we envisioned in our plans, and there are also some ideas staff have looked at and some offered by me and other Councilmembers. Whether it goes under Goal 1, perhaps as a second bullet immediately after the review bullet, or under Goal 3, immediately before or after the proposed new bullet 5 about realizing the plans, I would like to propose adding the following action step:

Amend the development regulations for MUR-70 to increase the likelihood of realizing the vision for transit oriented development in the station areas, including affordable housing, transit-supportive densities, and vibrant, walkable communities.

The second half could probably be improved by drawing from the original plan documents, but the first half is the important part: amend the regulations to increase the likelihood of realizing the vision. So if staff could look for better wording for the second half, I would appreciate it.

Will Hall, Mayor
City of Shoreline
17500 Midvale Avenue N
Shoreline, WA. 98133
206-373-1630
whall@shorelinewa.gov

Archived: Friday, March 5, 2021 2:00:15 PM

From: [Deepa Sivarajan](#)

Sent: Friday, March 5, 2021 1:54:31 PM

To: [City Council](#)

Subject: [EXTERNAL] Council Strategy Planning: Building Electrification

Sensitivity: Normal

Attachments:

[Building Electrification Model Ordinance.docx](#) 

CAUTION: This email originated from outside of the City of Shoreline. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Honorable Councilmembers,

I'm very pleased to see that Shoreline City Council will be discussing potential policies around phasing out the use of fossil fuels in new residential and commercial buildings at the Strategy Planning session tomorrow. Climate Solutions supports building electrification policies and would be happy to engage with Council on this.

I also wanted to share some initial resources that could be helpful for Council in discussing this. Firstly, the [Build Electric WA](#) website has great information on the case for building electrification, including benefits to greenhouse gas reductions, public health and safety, cost-savings, and creation of green jobs.

Secondly, I've attached a model ordinance that Climate Solutions developed in partnership with Stand.Earth and other local organizations. The legal principle has been confirmed with MRSC and we would be happy to work with Council on policy development.

Sincerely,

Deepa Sivarajan

Deepa Sivarajan | WA Policy Manager | she/her

[Climate Solutions](#) – Accelerating Clean Energy Solutions to the Climate Crisis

deepa.sivarajan@climatesolutions.org

c: 206.351.0921

[ClimateCast](#) | [Facebook](#) | [Twitter](#)

*We are at an inflection point. [Give today!](#)

*Live in WA? Sign the [WA Lead on Climate](#) petition today!

Building Electrification Model Ordinance

AN ORDINANCE OF THE [JURISDICTION], WASHINGTON PROHIBITING NATURAL GAS PIPING SYSTEMS IN NEW BUILDINGS.

WHEREAS, an October 2018 United Nations Intergovernmental Panel on Climate Change 11 (IPCC) report states that human beings have only until 2030 to limit devastating global warming and avoid a climate catastrophe; and

WHEREAS, the 2018 IPCC report also states that every bit of warming matters, so every fraction of a degree less of warming will save lives and pay dividends across the world's economies; and

WHEREAS, the [jurisdiction name] government is responsible for promoting the public health and safety of its residents including access to clean air, clean water, and a livable environment; and

WHEREAS, the [jurisdiction name] also has a responsibility to Washington state's climate goals to reduce emissions to 95% below 1990 levels by 2050; and

WHEREAS, buildings are the largest source of toxic air pollution in the United States; and

WHEREAS, the combustion of natural gas in buildings impacts the cardiovascular and respiratory health of vulnerable population, including children, elders, and people with pre-existing conditions;

WHEREAS, communities of color are disproportionately impacted by air pollution in addition to lower access to healthcare; and

WHEREAS, moving towards all-electric buildings now will prevent increased conversion costs in the future; and

WHEREAS, the burden of future conversion costs would be disproportionately borne by low-income residents; and

WHEREAS, prohibiting the inclusion of natural gas infrastructure in new buildings would both improve public safety and public health and reduce greenhouse gas emissions;

[Other whereas statements to include based on the specific jurisdiction:

- Commitments the jurisdiction has made to addressing climate change in the past, including greenhouse gas reduction goals
- Impacts of climate change already felt and/or expected in the region
- Responsibility of the jurisdiction to steward their land for local indigenous peoples and Tribal Nations, as well as disproportionate impacts of climate change to indigenous peoples
- Data on the impact of fossil gas from buildings on the emissions of the jurisdiction area
- Prior commitments made by the jurisdiction towards building electrification, such as in a Climate Action Plan or other plan]

NOW THEREFORE, [JURISDICTION] DOES ORDAIN:

Legislative facts and findings:

- A. Scientific evidence confirms that emissions of greenhouse gases (GHGs) including carbon dioxide, methane, nitrous oxide, and others have risen globally at an unprecedented rate since the beginning of the industrialization, and that GHG emissions have led to a global temperature increase of almost two degrees Fahrenheit in the last 150 years.
- B. Impacts of climate change have been felt across Washington, including through increased temperature extremes, record droughts, warm ocean temperatures leading to ocean acidification, and more volatile wildlife seasons.
 - a. [Specific impacts experienced by the jurisdiction.]
 - b. Communities already facing socioeconomic and health inequities, including youth, elders, communities of color, and low-income communities, will suffer disproportionately from these impacts.
 - c. [Impacts of climate change on local Tribal Nations or other indigenous communities.]
- C. [Commitment by the jurisdiction to addressing climate change, including any GHG reduction goals that have been set through past legislation or climate action planning process.]
- D. Eliminating the use of natural gas in new buildings is necessary to further reduce emissions from the buildings sector in [jurisdiction].
 - a. [Specifics around building emissions and growth of buildings sector in jurisdiction.]
- E. In addition to producing emissions, the use of natural gas in buildings increases indoor and outdoor air pollution.
 - a. Natural gas cooking appliances emit nitrogen oxides (NOx), carbon monoxide (CO), fine particulate matter (PM 2.5), ultrafine particles, and formaldehyde, which compromise indoor air quality.
 - b. Homes with gas stoves have 50 to 400% more NOx emissions than homes with electric stoves.
 - c. Living in a home with gas cooking increases a child's chance of developing asthma by 42%.
 - d. Combustion of fossil fuels in buildings also impacts outdoor air pollution: buildings in Washington generate more than two times as much NOx as power plants do.
- F. Indoor and outdoor air pollution create significant public health risks that disproportionately impact vulnerable and historically disadvantaged populations, leading buildings to be the primary source of pollution-related deaths in Washington state.
 - a. Pollutants emitted by natural gas cooking appliances impact the respiratory and cardiovascular health of vulnerable populations such children, the elderly, and those with existing health conditions.
 - b. Black, Latinx, and Asian people, as well as people with lower socioeconomic status, have higher risks of death from particle pollution, in part due to the historical impacts of segregation and redlining that have led communities of color to be pushed to live in places with greater exposure to air pollution.
 - c. Lower-income households may also be at higher risk of exposure to gas stove pollution because of smaller unit sizes, more people per home, older homes with poorer ventilation, and using stoves or ovens for supplemental heat.
 - d. Lack of access to healthcare, jobs, grocery stores, and more also lead to disparate health impacts for vulnerable communities.

- e. The COVID-19 pandemic creates additional urgency to reduce the use of gas in buildings as soon as possible, as even small increases in long-term exposure to PM 2.5 leads to a large increase in the COVID-19 death rate, with more severe impacts to people over the age of 65.
- G. The use of natural gas in buildings also poses safety risks to communities due to the potential for gas leaks and pipeline explosions.
 - a. [911 stats on calls for suspected gas leaks from jurisdiction.]
 - b. In August 2020, a natural gas explosion in Baltimore, Maryland killed two and injured seven people from three row houses in a neighborhood.
 - c. A natural gas explosion in 2016 in Seattle’s Greenwood neighborhood 2016 leveled two buildings, impacted 36 businesses, and created \$3 million dollars of damage.
 - d. [Specific information on pipeline explosions that impacted the jurisdiction.]
 - e. Earthquake risk makes Washington state particularly vulnerable because highly pressurized gas pipelines run a high risk of exploding during earthquakes.
- H. Research shows that all-electric new homes and buildings will save customers money over the lifetime of the building.
 - a. Requiring clean new buildings will also prevent an unnecessary expansion of gas infrastructure that poses a risk of stranded assets in the future, given that new buildings constructed with natural gas infrastructure will last for over 50 years.
 - b. If new buildings are not required to be built without natural gas infrastructure, low-income residents will bear the highest burden of costs for rising gas prices and retrofit conversion to all-electric buildings.

Definitions

“Natural gas” means a natural gas, naturally occurring mixtures of hydrocarbon gases and vapors consisting principally of methane, whether in gaseous or liquid form, including methane clathrate, as the terms are used in the definition of “fuel gas” in the International Fuel Gas Code. Natural gas does not include renewable natural gas or the portion of renewable natural gas when blended into other fuels.

“Natural gas infrastructure” means a system of fuel gas piping, valves, and fittings that, if installed, extends from the outlet of the point of delivery to a premises or in a building and utilized to convey natural gas, as “fuel gas,” “piping,” “valves,” “outlet,” and “point of delivery” are defined in the International Fuel Gas Code.

“New building” means any new building, including detached accessible dwelling units, proposed to be constructed as part of a complete building permit application beginning [date] or thereafter.

Applicability

- A. The requirements of this legislation apply to applications for all building or mechanical permits for new buildings.
- B. The requirements of this legislation do not apply to the use of portable propane appliances for outdoor cooking and heating.
- C. The requirements of this legislation apply to detached accessory dwelling units.

Prohibition of natural gas infrastructure systems

- A. Effective [date], natural gas infrastructure is prohibited from being installed in new buildings.

Enforcement

- A. If any provision of this legislation is in conflict with any other provision, limitation, or restriction which is now in effect under any other part of the [jurisdiction's code or other regulation], or any rule or regulation promulgated thereunder, this chapter shall govern and control and such other code or rule or regulation promulgated thereunder shall be deemed superseded for the purposes of this chapter.