



2023 City Council Strategic Planning Workshop

Friday, March 10, 2023 | 8:00 am to 4:30 pm – City Council and Leadership Team

The Lodge at St. Edward State Park, 14477 Juanita Drive NE, Kenmore, 98028

Members of the public can access the meeting via:

<https://us02web.zoom.us/j/82911260143?pwd=VkdUSE0vdEUreC9vUUJZVzRBZzZEdz09>

Passcode: 409564

Please note that all times are approximate.

Time	Agenda Item	Presenter
8:00-8:30	<i>Breakfast</i>	
8:30-8:45	Welcome, Introduction & Purpose	Mayor Keith Scully
8:45-9:00	Review Agenda Ground Rules Introductory Exercise	Allegra Calder
9:00-9:20	Significant 2022 Accomplishments and Reflections	John Norris
9:20-10:30	City Council Goals and Action Steps <ul style="list-style-type: none"> • Current 2022-2024 Goals and Action Steps • Proposed 2023-2025 Goals and Action Steps • Additions/Subtractions/Modifications 	Bristol Ellington, John Norris
10:30-10:45	<i>Break</i>	
10:45-12:00	Automated Traffic Enforcement Cameras Discussion <ul style="list-style-type: none"> • Presentation and discussion of policy questions 	Christina Arcidy, Kendra Dedinsky
12:00-1:00	<i>Lunch Break with options for walk or Lodge tour</i>	
1:00-1:15	Post Lunch Question	Allegra Calder
1:15 - 2:30	Climate Action Plan (CAP) Implementation <ul style="list-style-type: none"> • Overview of 2023-2024 CAP Implementation Steps • Discussion of additional Councilmember priorities, timeline, and budget implications 	Cameron Reed, Bethany Wolbrecht-Dunn
2:30-2:50	<i>Break and Opportunity for Walk Outside</i>	
2:50-4:00	Deeply Affordable Housing Development <ul style="list-style-type: none"> • Overview of options, including Community Land Trust • Discussion of City role and opportunities 	Colleen Kelly, Rachael Markle, Bethany Wolbrecht-Dunn, and Kerry Freeman
4:00-4:30	Day 1 Wrap Up and Reflections	All
4:30	Adjourn	
5:00	<i>Happy Hour at Drumlin (522 NE 165th St, Shoreline)</i>	



Saturday, March 11, 2023 | 8:00 am – 12:15 pm – City Council, City Manager, Assistant City Manager

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Time	Agenda Item	Presenter
8:00-8:30	<i>Breakfast</i>	
8:30-8:35	Welcome	Mayor Keith Scully
8:35-8:45	Agenda Overview and Opening Question	Allegra Calder
8:45-9:00	Review of Revised Council Goals and Action Steps	John Norris
9:15-10:15	Council Policy Discussion Topics <ul style="list-style-type: none"> • Tenant protection regulations, including potential enforcement strategies/options • Exploring a change in electrical utility service provision from Seattle City Light to Snohomish County PUD • Update/potential expansion of pilot program for regulations for ground floor commercial spaces in multifamily buildings 	Bristol Ellington, John Norris (Jim Hammond will join for the first two items)
10:15-10:30	<i>Break</i>	
10:30-11:30	Council Policy Discussion Topics (continued) <ul style="list-style-type: none"> • Communication program goals, approach, and outreach strategies • Tree planting program in City rights-of-way, open space, and private property • Composting requirements for commercial and multifamily residential properties • Age friendly community initiatives 	Bristol Ellington, John Norris
11:30	<i>Break to get lunch</i>	
11:44- 12:15	Workshop Reflections/Takeaways	
12:15	Adjourn	

Supplemental Materials

- In Forward Motion Clarity Map – Vision, Mission, Values
- Vision 2029
- 2022-2024 Citywide Workplan



2023 Council Workshop Agenda Items and Materials List

2022 SIGNIFICANT ACCOMPLISHMENTS

2022 City Accomplishment list	001
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CITY COUNCIL GOALS AND ACTION STEPS

2022-2024 Council Goals and Action Steps with Progress Indicators	009
2023-2025 Staff Proposed Council Goals and Action Steps	016
2023-2025 Staff Proposed Council Goals and Action Steps – Tracked Changes Version.....	020

AUTOMATED TRAFFIC ENFORCEMENT CAMERAS DISCUSSION

Traffic Enforcement Cameras Discussion	025
Traffic Enforcement Cameras Discussion – Attachment A	034

CLIMATE ACTION PLAN IMPLEMENTATION

Climate Action Plan Implementation.....	035
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DEEPLY AFFORDABLE HOUSING DEVELOPMENT

Deeply Affordable Housing Discussion	042
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COUNCIL POLICY DISCUSSION TOPICS

Exploring Tenant Protection Regulations	054
Exploring Tenant Protection Regulations – Attachment A.....	058
Exploring Tenant Protection Regulations – Attachment B	061
Exploring a Change in Electrical Utility Service Provision	064
Ground Floor Commercial Regulations – Update and Potential Expansion of Pilot.....	067
Ground Floor Commercial Regulations – Attachment A.....	071
Ground Floor Commercial Regulations – Attachment B.....	072
Ground Floor Commercial Regulations – Attachment C.....	073

COUNCIL POLICY ISSUES CONTINUED

Communication Program Goals, Approach and Outreach Strategies.....	074
Tree Planting Program in City Rights-of-way, Open Space and Private Property	080
Tree Planting Program – Attachment A.....	085
Composting Requirements for Commercial and Multifamily Residential Properties	088
Age Friendly Community Initiatives	097

SUPPLEMENTAL MATERIALS

In Forward Motion – City Vision, Mission, Values and Organizational Goals.....	100
Vision 2029.....	101
2022-2024 Citywide Workplan	105



City of Shoreline 2022 Accomplishments

Goal 1: Strengthen Shoreline's economic climate and opportunities

- Issued 2,280 building and development permits and 123 projects, processed (intake) 3,471 permit applications, including 405 construction permits with roughly \$ 698 million in construction valuation.
- Generated approximately \$ 16.6 million in permit fee revenue (includes Impact and Wastewater Fees).
- Conducted 5,272 inspections for building construction customers.
- Issued 480 ROW permits and finalized/completed 276 permits; completed 2,964 inspections for ROW permits and 1,113 civil plan reviews; issued 265 sewer permits and completed 536 sewer inspections.
- Responded to approximately 2,055 city planning-related inquiries via phone, email, and in person interactions at City Hall.
- Continued to review and comment on the Fircrest Master Development Plan and Special Use Permit for a 48-bed behavioral health facility submitted by the Washington State Department of Social and Health Services (DSHS) and continued to discuss the subdivision of approximately 12 acres in the southwest corner of the Fircrest site to facilitate redevelopment.
- Adopted Development Code amendments to streamline development in the MUR-70' zone by eliminating development agreement requirements for high rise buildings and allowing greater flexibility in parking requirements.
- Began implementing the first priority of the Housing Action Plan, which are Cottage Housing regulations.
- Procured a \$100,000 grant to study the feasibility of allowing middle housing (duplex, triplex, fourplex, etc.) in low density residential areas.
- Through the City's Multi-Family Property Tax Exemption Program, one project received its final certification, bringing three (3) additional units into the MFTE program, and another 146 units received their conditional certifications.
- Fielded a record 28 film project inquiries resulting in a record 17 film productions in Shoreline.
- Contacted 240 small business owners and managers through the Shoreline Chamber of Commerce Business Outreach partnership, resulting in businesses being referred to resources at the City, County, State, nonprofits, and the Small Business Development Center (SBDC).
- Entered into a contract with the SBDC for small business advising, with the SBDC counseling 25 businesses within SBDC District 32 (which includes Shoreline, Bitter Lake, Broadview, Esperance, Lynwood, Mountlake Terrace, and Woodway), and SBDC advisors helping those businesses secure \$544,500 in capital, support 52 jobs, and help with business startup assistance, business management, business financing, and establishing business plans.
- Drafted and adopted an Outdoor Seating Ordinance.
- Issued building permits for two commercial buildings (each approximately 10,000 sq. ft.) on Block E of Shoreline Place.

- Completed review of three mixed use buildings in the MUR-70' zone under the City's Deep Green Incentive Program.
- Increased staffing to support development workload, shorter review times, and increased customer service.
- Held Developer Stakeholder Meeting to discuss MUR-70 amendments, townhouse design standards, and cottage housing amendments.
- Developed, with input from the resident Financial Sustainability Advisory Committee, the maintenance and operations levy lid lift for the City Council's consideration and placement on the November 2022 General Election ballot, which included investments in public safety and community services, and which was supported by Shoreline voters.
- Developed Deferred Undergrounding Facility Agreement Ordinance to ensure that Seattle City Light electric infrastructure supports Shoreline's planned growth in the 148th Light Rail Station Area

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

- Completed acquisition of two properties to add to the City's park system – the Hemlock Property at 192nd Street just west of the Metro Park & Ride lot and a parcel adjacent to Paramount Open Space.
- Awarded Conservation Futures Tax (CFT) grants for five properties, including 50% grants for four properties adjacent to Rotary Park and a 100% grant for the Hemlock Property at 192nd Street.
- Achieved completion or substantial completion on the following capital projects: Hidden Lake Dam Removal Phase 1, NE 148th Infiltration Facilities, NE 155th Pavement Overlay, and Ridgecrest Safe Routes to School.
- Completed design and started construction on the Ballinger Maintenance Facility.
- Completed 60% design of the N 175th Street Corridor Project from Interstate-5 to Stone Ave N.
- 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.
- Updated and adopted the Transportation Element of the Comprehensive Plan.
- Implemented speed limit reductions on six locations/corridors throughout the city.
- Secured the following grant funds for City capital projects:
 - \$12.44M for the 148th Street Non-Motorized Bridge Project;
 - \$4M in Congressionally Directed Spending for the 148th Street Non-Motorized Bridge;
 - \$5M in state Transportation Improvement Board (TIB) funding for the 145th Corridor Phase 1 and an additional \$5.48M high on the contingency list and likely to be funded for the 145th Corridor Phase 2 Project;
 - \$730,000 in Dept. of Ecology funding the 10th Ave NE Stormwater Improvements Project and N 149th St and Evanston Ave N Bioretention Retrofits Project;
 - \$900,000 for the 155th Street Road Preservation Project; and
 - \$625,000 in Local Road Safety funding for improvements on Meridian Ave (175th – 200th).
- Collected an estimated \$2.96M in Transportation Impact Fees, an estimated \$359,000 in Park Impact Fees, and an estimated \$1.8M in Fire Impact Fees.

- Supported communication and education and achieved a successful vote on the City's \$38.5M Parks Bond ballot measure and received approval to use the progressive design build alternative construction method to implement Parks Bond projects.
- Contracted with Forma/Mithun for progressive design build project delivery and started community engagement and design of the eight primary parks in the Parks Bond measure.
- Adopted Resolution No. 494 declaring a climate emergency and directing the City to take accelerated and comprehensive action to address the climate crisis.
- Adopted the 2022 Climate Action Plan update, which included three phases of community engagement with over 570 participants.
- Implemented the Council-adopted Commercial Energy Code amendments regulating new private development founded upon the Seattle Energy Code aimed to help reduce carbon emissions and help attain Climate Action Plan goals.
- Implemented follow-up actions based on the Climate Impacts and Resiliency Study, including incorporating resiliency strategies in relevant master plans such as the Transportation Master Plan and Climate Action Plan, providing training for engineering staff on the City's Climate Impacts Tool, and convening a working group on climate resilience.
- Advanced work on conditions of the City's Salmon Safe certification, including substantial design or completion of projects with a salmon habitat restoration element and scoping for three conditions tied to the Surface Water Master Plan update.
- Completed a rate study and policy evaluation for the wastewater utility, incorporating funding for the expanded master plan projects, use of debt funding and expansion of the low-income discount program.
- Completed six wastewater utility pipe repair projects using the Job Order Contracting (JOC) process, performed approximately 280,000 lineal feet (or 53 miles) of wastewater main pipe cleaning, and inspected approximately 90,000 lineal feet (or 17 miles) of wastewater main pipe using the CCTV camera.
- Installed five new wastewater flow meters and relocated three existing flow meters to continue to collect data on the wastewater system, better understand the system's hydraulic carrying capacity, and identify problem areas for future retrofits.
- Continued implementation of re-issued 2019-2024 Western Washington Phase II Municipal Stormwater Permit (NPDES Phase II Permit).
- Advanced partnerships and funding opportunities related to the 25th Avenue NE/Ballinger Creek/NE 195th Street Habitat Improvement and Flood Reduction Project(s).
- Evaluated Water Quality Monitoring Program Plan to maximize efficiency and effectiveness of the Water Quality Monitoring Program, including how to best satisfy related Salmon-Safe conditions and 2019-2024 NPDES permit requirements.
- Implemented process improvements for tracking and reporting NPDES-required TESC and other inspections and Stormwater Covenants.
- Completed and distributed to the public the annual Surface Water Utility Report.
- Completed two rounds of street sweeping through all city residential areas.
- Provided over \$15,000 in funding for six Environmental Mini-Grants to support community-driven projects to restore local ecosystems and provide environmental education for elementary school students and the general public.

- Provided a Business Compost Incentive pilot program that helped five restaurants start composting their food waste and obtained grant funding to support a second phase of the program.
- Utilized grant funding to improve recycling at five multifamily properties and start compost programs at three multifamily properties in collaboration with Recology.
- Provided multi-lingual education on food scraps composting for residents and distributed over 1,200 compost pails to help residents start composting food scraps.
- Worked with Recology to successfully reduce recycling contamination citywide to acceptable levels through education and enforcement programs.
- Implemented the Environmentally Preferable Purchasing Policy to promote practices that improve public health and safety, reduce pollution and climate change, conserve natural resources, and support businesses that share our commitment to sustainability.
- Developed the Trees for Shoreline pilot program that provided 119 community members with trees to plant at their homes throughout the city, accompanied by education on tree care and planting techniques.
- Utilized assistance from Seattle City Light to develop a fleet electrification plan identifying a pathway for cost-effective replacement of the City's gasoline and diesel fleet with electric alternatives in line with the Climate Action Plan update.
- Procured several electric vehicles, including a Ford 150 EV pickup, a Chevrolet Bolt EV, and a plug-in hybrid Mitsubishi SUV, and key pieces of operational equipment, including an all-electric mower, a street sweeper, and a Foamstream specialty weed control tool.
- Conducted monthly volunteer-led tree planting events in our park system, including one large planting day – Green Shoreline Day/Arbor Day – which resulted in 83 native conifers and deciduous trees planted.
- Planted 53 native conifers in the understory of Hamlin Park and Shoreview Park.
- Conducted weekly volunteer-led invasive vegetation removal events in our park system, which resulted in 1.9 new restored acres of park land.
- Implemented the Richmond Beach Saltwater Park Habitat Restoration Project.
- Continued work on building the GIS tree inventory.
- Caught up the backlog of hazardous trees requiring removal throughout the city.
- Completed the transfer of the WSDOT franchise agreement with Ronald Wastewater District to the City of Shoreline.
- Completed the installation of 87 replacement glass panels for the Aurora Avenue and 155th Pedestrian bridges that were damaged by vandalism.
- Removed 238 instances of graffiti from signs and public infrastructure.
- Performed 2.51 lane miles of crack sealing pavement preservation and patched 1,333 potholes.
- Entered into a contract to conduct a functionality and maintainability review of the landscape and stormwater features within the Aurora Avenue corridor from 145th to 205th Street.
- Completed the renovation of four park restrooms and supported the installation of a new park restroom at Hillwood Park funded by the Shoreline School District as part of the Kellogg Middle School renovation.

Goal 3: Continue preparation for regional mass transit in Shoreline

- Continued construction management, permitting, inspection, and start of permit closeout for the Sound Transit Lynnwood Link Extension (LLE) Project.
- Negotiated scope and coordinated permit revisions to ensure LLE Project improvements are compatible with City projects, including the 145th Interchange and 148th Nonmotorized Bridge projects, as well as with private redevelopment adjacent to the stations.
- Negotiated with Seattle City Light to ensure coordination on multiple capital projects including the 5th Ave NE Duct Bank/Direct Bury Replacement Project and the 145th Interchange 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 receiving the 60% Design review of the Project.
- Completed 90% design for the 148th Non-Motorized Bridge, 145th Corridor and 145th and I-5 Interchange projects.
- Continued collaboration with King County Metro on a feasibility study for TOD at the 192nd Park and Ride.
- Scoped and budgeted for a new parking enforcement program to begin in 2024.

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

- Completed the sixth year of the CityWise Program.
- Continued to expand translation efforts through the City's Communications Program.
- Continued the City's presence through Twitter, Facebook, and other social media efforts.
- Continued virtual engagement opportunities through online open houses for major transportation, capital projects, and planning projects.
- Provided funding, consultation, and/or technical assistance, as requested, to community-based organizations or resident groups to support diversity, equity, and/or inclusion efforts in Shoreline.
- Provided training and support to staff on topics of equity and social justice (ESJ), including implementing the ESJ Open Space Discussion sessions and Undoing Racism workshop.
- Provided consultant support to the City's Leadership Team and members of the staff ESJ Committee focused on operationalizing the City Council's Anti-Racism Resolution.
- Received a \$43,000 grant from Washington Recreation and Parks Association to increase access to underserved youth to the outdoor summer camps through full scholarships, translated camp materials, hiring bilingual staff and targeted camper recruitment through Shoreline School District Family Advocates.
- Received \$375,000 in King County Grant funding through the Best Starts for Kids Levy for continued support for the Youth Outreach Leader (YOLO) program, including support for an teen peer program and free, unrestricted access to a mental health therapist for Shoreline youth.
- Conducted community engagement for the Parks, Recreation, Open Space and Art plan update using materials translated into five languages and interviews and focus groups with traditionally underrepresented communities.
- Developed integrated mapping identifying disadvantaged populations for use in the Transportation Master Plan update.

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

- Partnered with the cities of Bothell, Kenmore, Kirkland, and Lake Forest Park to negotiate the merging of the North Sound RADAR program with the Kirkland Crisis Response program to create the Regional Crisis Response (RCR) Agency, a separately incorporated non-profit agency providing crisis response and de-escalation services 24 hours a day, seven days a week throughout the service area starting in 2023.
- Created a coalition with the same cities, plus King County, to pursue establishment of a North King County crisis stabilization facility, and successfully established partnership with private provider, also supporting provider’s successful effort to garner over \$12 million in state grant funding, also setting the table for up to \$11 million in additional state/county funding.
- Worked across departments to address safety concerns related to vacant City-owned property, which resulted in a citywide policy and procedure with all relevant staff trained.
- Contracted for City-paid at home monitoring services for indigent clients who would otherwise serve their sentence in jail.
- Completed a review of the 2020 and 2021 traffic citations for racial bias and made a series of recommendations shared with the City Manager, Acting Police Chief and Acting Sheriff.
- Negotiated an interlocal agreement for the City of Kenmore to join the Community Court program, which also expands the Community Resource Center to all Kenmore residents.
- 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 monthly meetings, with a focus on the intersection of law enforcement, code enforcement and behavioral health issues, including resolving a long-standing Chronic Nuisance Property issue at a property in the Ridgecrest neighborhood.
- Continued to successfully host and support a Severe Weather Shelter at St. Dunstan’s Church in partnership with the North Urban Human Services Alliance (NUHSA).
- Provided \$573,389 in COVID Response Funding to local agencies to serve those most affected by the COVID-19 pandemic.
- Continued to support the virtual Community Court and Community Resource Center, including hosting a Grand Re-Opening of the Community Resource Center in October 2022.
- Worked with the other north end cities (Lake Forest Park, Kenmore, Bothell and Woodinville) and the King County Regional Homeless Authority to enter into an Interlocal for Homeless Services.
- Issued a permit for “192 Shoreline”, formerly the “Crux” development at 19022 Aurora Ave N, which provides for 250 all affordable multifamily units and office space for staff serving developmentally disabled clients.
- Investigated and managed 498 new code enforcement cases, while closing 314 cases.
- Triaged and managed 5,462 service requests related to City property, right-of-way and City assets.
- Tagged 1,358 unauthorized vehicles with impound warning notifications in the City’s right-of-way and impounded 83 unauthorized vehicles.

- Established pilot “Coffee with the Chief” program to improve engagement with community through informal settings.
- Supported a return to in-person National Night Out and block party with 39 registered events through the summer.

Other 2022 Accomplishments

- Completed the City’s 2023-2024 Biennial Budget process.
- Updated the City’s 10 Year Financial Sustainability Model, creating multiple scenarios to model the potential passage or rejection of the City’s Levy Lid Lift.
- Received clean Financial and Federal Single (Federal Grants and Community Development Block Grant) Audits, and no Accountability Audit was performed due to the City’s very strong historic audit performance.
- Continued implementation of the City’s Strategic Technology Plan, including a continued focus on Network Security, and completed an IT workload and staffing analysis.
- Upgraded Springbrook, the City’s Utility Billing software system.
- Responded to a catastrophic network failure, restoring critical software applications through live testing of the City’s continuity of operations plan.
- Implemented hybrid meeting technology in eight City Hall conference rooms and the Council Chamber, along with other meeting technology upgrades in the Chamber.
- Continued implementation of the City’s B&O Tax and Licensing audit/compliance program.
- Adopted the 2022 Comprehensive Plan Amendment.
- Brought the second portion of the 2021 Batch Development Code Amendments to the Planning Commission for their review in 2022 which included amendments related to trees, SEPA, and other miscellaneous amendments to make the Development Code easier to administer.
- Earned the 2022 Well City Award, which resulted in receiving a 2% premium discount on one of the medical plans offered.
- Processed 742 Public Disclosure Requests.
- Implemented DocuSign to affix eSignatures on contracts, agreements, and other key documents.
- Completed COVID-19 vaccination booster requirement for City Councilmembers, staff, volunteers, members of Boards and Commissions and contractors working in City facilities.
- Through a coordinated effort between the City and ShoreLake Arts, created a 2nd Juneteenth Mural on the west wall of the Shoreline Storage Court along Midvale Avenue N.
- Successfully co-hosted with ShoreLake Arts the Outdoor Holiday Market.
- Partnered with three other local cities to host the 2nd annual Winter Porchlight Parade.
- Partnered with the Dale Turner YMCA, Shoreline PTA Council, Shoreline Rotary, City of Lake Forest Park, and Shoreline Fire District to provide \$125 grocery cards food and gifts for over 500 Shoreline School District students and families for the holidays.
- Recruited and trained four new Planning Commissioners.
- Conducted 42 recruitments for regular jobs and 23 recruitments for extra help jobs, which resulted in a total of 112 new staff hires, including the key positions of a new City Manager and Parks, Fleet and Facilities Manager.
- Executed three Memorandums of Understanding with the Teamsters Local 763 Union to include the September 2021 version of the Employee Handbook in their Collective Bargaining Agreement, to extend the City’s 2023 COLA to represented members, and to adopt an Encampment cleanup policy.

- Recruited for and supported the first City Council Salary Commission.
- Conducted a Compensation Study for all non-represented City staff positions.
- Implemented staff onboarding software to streamline online and remote onboarding processes for new employees and implemented new performance management software to enhance the staff performance evaluation process and centralize all employee/manager tools within one software tool.
- Implemented online benefits enrollment.
- Coordinated City Hall display of the Tempestry Project, a community-based effort to represent climate change in fiber art.
- Supported American Public Works Association re-accreditation, including recognition of model budgetary practices.
- Sent 47 boxes and 61 books of Ronald Wastewater District easements, permits, agreements, and manuals to be scanned - increasing their searchability and accessibility.

2022-2024 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, attractive and serve all ages and abilities;
- 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 ***In Progress***
2. Amend the development regulations for MUR-70 to fully realize the vision for transit-oriented development in the station areas, including affordable housing, transit-supportive densities, and vibrant, walkable communities ***Complete***
3. Implement the Community Renewal Plan for Shoreline Place by processing Block D and Block E permit submittals ***In Progress***
4. Continue to implement development review and permitting best practices, including review of staffing and contract resources to meet permit processing and review time targets, and expansion of the City’s online permit capabilities ***In Progress***
5. Enhance business retention and expansion efforts by building relationships and identifying regulatory challenges, especially in the post-pandemic environment ***Ongoing***
6. Facilitate collaboration with and between members of the business community to support new and existing businesses ***Ongoing***
7. Implement programs and construct capital projects funded through the American Rescue Plan Act to support community recovery from the COVID-19 pandemic ***In Progress***
8. Implement Cottage Housing regulations as the first implementation step of the City’s Housing Action Plan as the City continues to support housing choices, associated policies and necessary regulatory modifications ***In Progress***
9. Incorporate Age Friendly Community policies into the 2024 Comprehensive Plan update ***In Progress***
10. 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 ***In Progress***
11. Monitor the outcomes of the ground floor commercial requirements in the North City and Ridgecrest neighborhoods and use lessons learned from this early adoption area to model future development regulations ***In Progress***
12. Pursue replacement of the City’s Levy Lid Lift, expiring in 2022, to ensure the ability to deliver valued public services to the Shoreline community ***Complete***
13. Support King County Metro’s evaluation of the 192nd Park and Ride as a potential location for expanded transit operations and transit-oriented-development ***Complete***

14. Work with Seattle City Light to ensure electric infrastructure supports Shoreline’s planned growth by sharing information and seeking to align timelines of private developments, City projects, and utility capacity expansion projects *In Progress*

PROGRESS INDICATORS:	2016	2017	2018	2019	2020	2021	2022
a. Annual growth of assessed property value from new construction	0.79%	0.57%	1.09%	1.36%	1.09%	0.8%	0.77%
b. Percent of assessed property value that is commercial (business)	16.22%	15.49%	17.00%	13.68%	17.00%	17% ¹	17.6%
c. Retail sales tax per capita	\$151.69	\$151.69	\$173.67	\$161.99	\$202.43	\$181.71	\$143.572
d. Number of licensed businesses	5,285	5,351	5,443	5,673	5,822	5,950	6,219
e. Number of housing units	23,650	23,838	24,250	24,517	24,709	25,247	25,241
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% \$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: 4.0% \$28.18/sf Office: 2.8% \$31.62/sf Residential : 9% \$2.05/sf (all), \$2.20/sf (new)	Retail:15.7% \$28.70/sf Office: 1% \$29.29/sf Residential: 6% \$2.23/sf (all) \$2.46/sf (new)	Retail: 15.6% \$25.44/sf Office: 3.6% \$29.70/sf Residential: 4.8% \$2.30/sf (all) \$2.48/sf (new)

¹ Estimated from 2020 data and similar methodology

² 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, Wastewater Master Plan, Transportation Master Plan and the 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 Voter Approved New Sidewalk Program by constructing the 5th Avenue and 20th Avenue sidewalk projects and initiating design of the Westminster Way, 19th Avenue and Ballinger Way sidewalk projects ***In Progress***
2. Implement the Sidewalk Rehabilitation Program by completing repair work on 15th and 5th Avenue NE and developing a prioritized plan for the next five years ***In Progress***
3. Continue to Implement the Parks, Recreation, and Open Space Plan, including construction of park improvements and acquisition of properties funded through the 2022 Park Bond ***In Progress***
4. Continue to explore strategies for replacement of the Shoreline Pool and Spartan Recreation Center ***In Progress***
5. Update the 2014 Urban Forest Strategic Plan and continue to implement the Green Cities Partnership, and volunteer programs with Mountains to Sound Greenway Trust, Forterra, and the Washington Native Plant Society ***In Progress***
6. Continue to implement the 2022-2024 Priority Environmental Strategies including implementation of Salmon-Safe certification activities, resource conservation and zero waste activities, and updating the City’s Climate Action Plan ***In Progress***
7. Implement Phase One of the City Maintenance Facility project: construction of the Ballinger Maintenance Facility and preliminary design of the Hamlin and North Maintenance facilities ***In Progress***
8. Continue implementing the 2017-2022 Surface Water Master Plan and develop the 2023-2028 Surface Water Master Plan ***In Progress***
9. Update the Wastewater Master Plan to reflect modifications following the assumption of the utility by the City ***In Progress***
10. Update the Transportation Master Plan, including evaluating a multi-modal level of service, concurrency, shared use mobility options, and the Transportation Impact Fee (TIF) ***In Progress***
11. Begin the state mandated major update of the Comprehensive Plan ***In Progress***
12. Complete 90% design of the N 175th Street Corridor Project from Interstate-5 to Stone Avenue N and initiate Right-of-Way acquisition ***In Progress***
13. Begin construction of the 145th and I-5 Interchange improvements and Phase 1 of the 145th Street Corridor improvements ***In Progress***
14. Work with regional and federal partners to fund Right-of-Way acquisition for Phase 2 of the 145th Street Corridor improvements ***In Progress***
15. Create the 2023-2028 Public Art and Cultural Services Plan ***In Progress***

PROGRESS INDICATORS:	2016	2017	2018	2019	2020	2021	2022
a. Number of linear feet of nonmotorized facilities constructed ⁴	2,480	22,280	20,712	1,369	2,703	6,258	5,270
b. Number of trees planted in the public right-of-way and on City property (net) ⁵	10	81	332	245	135	141	0

c.	Tons of street sweeping waste removed	398.53	391.19	687.93	727.61	589.35	469.32	515.11
d.	Grant funds received for utility, transportation, and environmental infrastructure improvements	\$8,026,289	\$412,859	\$6,510,171	\$1,672,500	\$4,920,000	\$14,920,000	\$13,315,000
e.	Percent of all work orders in the Cityworks Asset Management System that are proactive versus reactive in nature	36%	38%	42%	46%	52%	54%	49%
f.	Number of work orders completed (or similar) in the Cityworks Asset Management System	4,639	4,142	6,565	8,376	7,111	6,489	5,259
g.	Percent of solid waste diverted for composting or recycling	44%	47%	47%	48%	50%	47%	45%
h.	Number of green certified residential units permitted	0	0	0	250	918	461	1,737
i.	Square Footage of Green Stormwater Infrastructure installed by the City	5,734	3,171	22,360	6,698	10,735	13,443	8,362

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

5 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/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. Support Sound Transit’s 145th Street improvements from Highway 522 to Interstate-5 as part of ST3 ***In Progress***
2. Work collaboratively with Sound Transit on the Lynnwood Link Extension Project, including negotiation of remaining project agreements and coordination of project construction, inspection, and ongoing permitting ***In Progress***
3. Develop a funding plan to implement the 185th Corridor Strategy ***Complete***
4. Coordinate with developers and seek partnerships and funding to realize the vision of the Light Rail Station Areas ***Ongoing***
5. Create non-motorized connections to the light rail stations including coordinating design elements of the Trail Along the Rail ***In Progress***
6. Complete design of the 148th Street Non-Motorized Bridge, construct the Phase 1 improvements, and work with regional, state, and federal partners to fully fund the project ***In Progress***
7. 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***
8. Develop a parking program, including Restricted Parking Zones and a parking enforcement unit ***In Progress***

PROGRESS INDICATORS:	2019	2020	2021	2022	
a. Number of permits issued/finaled for the Lynnwood Link Extension light rail	175/-	58/-	24/20	25/10	Juniper
b. Number of developer contacts in light rail station areas				25	Nate

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 that does not tolerate any form of discrimination. 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 a heightened focus on anti-racism as 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 and development ***In Progress***
2. Continue building trusting working relationships within the community to foster engagement, participation, and co-creation of strategies for building an anti-racist community ***In Progress***
3. Engage in community conversations that will inform approaches to community safety and law enforcement policy and other community-driven topics ***In Progress***
4. Develop resources and training to assist staff in understanding meaningful community engagement practices and approaches ***In Progress***

5. Work to ensure that the City’s programs, parks, facilities and activities are accessible to all Shoreline residents per the Americans with Disabilities Act ***In Progress***
6. Continue developing relationships to inform our community policing practices ***Ongoing***

PROGRESS INDICATORS:	2016	2017	2018	2019	2020	2021	2022
a. Percent of residents who believe the City is moving in the right direction ⁶	61%	61%	62%	62%	55%	55%	56%
c. Number of resident volunteer hours	8,615	7,149	9,892	9,458	2,450	6,498	8,300

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

Goal 5: Promote and enhance community safety, healthy neighborhoods, and a coordinated response to homelessness and individuals in behavioral health crisis

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. 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 City is also continuing to support those individuals living unhoused in our community or experiencing behavioral health issues by coordinating with regional homeless partners, working to ensure that there is adequate shelter capacity in Shoreline and North King County, and expanding behavioral health engagement and crisis intervention for those in need.

ACTION STEPS:

1. Use data driven policing to address crime trends and quality of life concerns in a timely manner ***Ongoing***
2. Support efforts to improve public safety by incorporating best practices and model policies for use of force, de-escalation training and police accountability ***Ongoing***
3. Maximize and expand the North Sound RADAR (Response Awareness, De-escalation and Referral) service delivery model ***Complete***
4. Continue to expand the partnership between the North Sound City Coalition and the King County Behavioral Health Administrative Service Organization to advance the siting and operation of a crisis triage center for North King County residents who are experiencing a behavioral health crisis ***Complete***
5. Collaborate with King County District Court and other criminal justice service partners to address the inequitable treatment of low-income misdemeanor defendants through options such as a warrant release program, a relicensing program, and other efforts to lower Court Failure to Appear rates ***Complete***
6. Continue the Shoreline Police-Community Response Operations Team to implement solutions related to public safety, code enforcement and homelessness response ***In Progress***
7. 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 ***Ongoing***
8. Conduct trainings and community programs to promote personal safety, awareness, and response ***Ongoing***
9. Continue to support the North King County Enhanced Shelter through partnership with the King County Regional Homelessness Authority, Lake City Partners and the community ***Ongoing***

10. 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 **Ongoing**
11. Use data driven information to inform the City's actions and plans to provide shelter and housing for all individuals in our community **Ongoing**
12. Explore opportunities to expand the City's community building efforts beyond established neighborhood associations **In Progress**

PROGRESS INDICATORS:	2016	2017	2018	2019	2020	2021	2022	
a. Percent of residents who have an overall feeling of safety in Shoreline ⁷	80%	80%	81%	81%	81%	81%	72%	
b. Percent of residents who feel safe in City parks and trails	53%	53%	58%	58%	59%	59%	55%	
c. Number of CPTED reviews completed or safety emphasis initiatives implemented on City parks or parks facilities	2	2	3	2	4	1	0	
d. Number of community outreach events/activities attended by Police and Emergency Management ⁸	6	35	41	34	8	0	63	
f. Number of Community Meetings with Police/Crime Prevention	47	46	41	34	17	25	11	
g. Number of individuals engaged in Radar Services/total encounters							177/481	
h. Oaks Shelter Intakes for Shoreline Residents							34	34
i. Oaks Shelter Exits for Shoreline Residents							26	21

⁷ Indicator taken from biennial resident survey; most recent survey occurred in 2022.

Proposed 2023-2025 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, attractive and serve all ages and abilities;
- Sustainable environment—preserving environmental assets and enhancing the built environment so that it protects 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
2. Continue to implement development review and permitting best practices, including management of staffing and contract resources to meet permit review time targets, and expansion of the City's online permitting
3. Continue business retention and expansion by building relationships and identifying regulatory challenges, especially in the post-pandemic environment
4. Facilitate collaboration with and between members of the business community to support new and existing businesses
5. Implement programs and construct capital projects funded through the American Rescue Plan Act to support community recovery from the COVID-19 pandemic
6. Implement Cottage Housing regulations as the first implementation step of the City's Housing Action Plan to support housing choices
7. Develop draft policies and amendments to the Development Code to allow middle housing building types in low density residential areas for consideration as part of the 2024 Comprehensive Plan update
8. Incorporate Age-Friendly Community policies into the 2024 Comprehensive Plan update
9. Participate in the State's Master Plan process for the Fircrest Campus to align with the City's Comprehensive Plan
10. Monitor the outcomes of the ground floor commercial requirements in the North City and Ridgecrest neighborhoods and use lessons learned from this early adoption area to model future development regulations
11. Monitor the City's 10 Year Financial Sustainability Model and respond to economic changes to ensure financial sustainability.
12. Support King County Metro's evaluation of the 192nd Park and Ride as a potential location for expanded transit operations and transit-oriented-development

13. Work with Seattle City Light to ensure electric infrastructure supports Shoreline's planned growth by sharing information and seeking to align timelines of private developments, City projects, and utility capacity expansion projects

Goal 2: Manage and develop the City's infrastructure, steward the natural environment and address climate impacts

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, Wastewater Master Plan, Transportation Master Plan and the Parks, Recreation, Open Space, Arts and Culture Plan. As capital improvements are made, it is important to include efforts that will enhance Shoreline's natural environment and address climate change and impacts, ultimately having a positive effect on the Puget Sound region.

ACTION STEPS:

1. Implement the Voter Approved New Sidewalk Program by constructing the 20th Avenue sidewalk project and initiating design of the Westminster Way, 19th Avenue and Ballinger Way sidewalk projects
2. Implement the Sidewalk Rehabilitation Program by completing repair work on 15th and 5th Avenue NE and developing a prioritized plan for the next five years
3. Design and construct the priority park improvements funded through the 2022 Park Bond
4. Update the Parks, Recreation, Open Space, and Arts plan to guide Park and Recreation investments for the next six years and incorporate new plan in an update to the Parks Impact Fee
5. Continue to explore strategies for replacement of the Shoreline Pool and Spartan Recreation Center
6. Update the 2014 Urban Forest Strategic Plan and continue to implement the Green Cities Partnership, and volunteer programs with Mountains to Sound Greenway Trust, Forterra, and the Washington Native Plant Society
7. Continue to Implement Salmon-Safe certification and resource conservation and zero waste activities
8. Implement the Climate Action Plan, including development of programs to support electrification of existing buildings, reduce per capita driving, and encourage electric vehicle adoption
9. Implement Phase One of the City Maintenance Facility project to construct the Ballinger Maintenance Facility and preliminary design of the Hamlin and North Maintenance facilities and identify funding for construction of phase 2
10. Develop and implement the 2024-2029 Surface Water Master Plan
11. Update and amend the Comprehensive Sewer Plan to reflect modifications in sewer usage and operations
12. Support the update to the Transportation Master Plan through an updated Transportation Impact Fee, expansion of shared use mobility options and an analysis of connections in high activity areas
13. Complete the major update of the 2024 Comprehensive Plan
14. Complete 90% design of Phase 1 of the N 175th Street Corridor Project from Interstate-5 to Stone Avenue N and initiate Right-of-Way acquisition and develop a funding strategy for both phases of the project
15. Begin construction of the 145th and I-5 Interchange improvements and Phase 1 of the 145th Street Corridor improvements
16. Work with regional and federal partners to fund Right-of-Way acquisition for Phase 2 of the 145th Street Corridor improvements

Goal 3: Prepare for regional mass transit in Shoreline

Our community looks forward to increasing mobility options and reducing environmental impacts through public transit services. The Sound Transit Lynnwood Link Extension light rail project, which includes the Shoreline North/185th Station and the Shoreline South/148th Station, is scheduled to open in 2024. The Sound Transit Bus Rapid Transit project includes funding for corridor improvements and service along State Route 523 (N 145th Street) from Bothell Way connecting to the Shoreline South/148th 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. Support Sound Transit's 145th Street improvements from Bothell Way to Interstate-5 as part of the Stride Bus Rapid Transit Project
2. Work collaboratively with Sound Transit on the Lynnwood Link Extension Project, including negotiation of remaining project agreements and coordination of project construction, inspection, and ongoing permitting
3. Coordinate with developers and seek partnerships and funding to realize the vision of the Light Rail Station Areas
4. Create non-motorized connections to the light rail stations including coordinating design elements of the Trail Along the Rail
5. Construct Phase 1 of the 148th Street Non-Motorized Bridge project, begin Right-of-Way acquisition of Phase 2, and work with regional, state, and federal partners to fully fund the project
6. 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
7. Develop a parking program, including Restricted Parking Zones and a parking enforcement unit

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 and does not tolerate any form of discrimination. On January 23, 2017, Council adopted Resolution No. 401 declaring the City to be an inviting, equitable, and safe community for all and to be a leader in protecting human rights, equity, public safety and social well-being. And on November 30, 2020, Council adopted Resolution No. 467 declaring the City's commitment to building an anti-racist community through addressing the ways racism is maintained through beliefs, behaviors and policies. We are committed to co-creating a vision with the community to ensuring that Shoreline is an inviting, equitable, and safe community for all.

ACTION STEPS:

1. Identify and implement foundational and ongoing equity and anti-racism training for City staff, Council, PRCS/Tree Board, and Planning Commission
2. Assess the City's employment, hiring, and recruitment practices through an equity lens
3. Continue building trusting working relationships within the community that will support our ability to:
 - a) Better understand strengths, concerns and needed supports within historically marginalized groups and to offer resources to address these;
 - b) Foster engagement and participation in key planning process, community safety, law enforcement, and other topics important to the community;
 - c) Specifically inform the City's community policing practices; and
 - d) Work in partnership to develop long-term strategies for building an anti-racist community

4. Develop resources and training to assist staff in understanding meaningful community engagement practices focused on achieving equitable outcomes
5. Ensure that the City's programs, parks, facilities, activities and communications comply with the Americans with Disabilities Act and are accessible to all Shoreline residents

Goal 5: Promote and enhance community safety, broader community connections, and a coordinated response to homelessness and individuals in behavioral health crisis

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. Maintaining a safe community is the City's highest priority. The 2022 Resident Satisfaction Survey reflected that 92% of respondents felt safe in their neighborhood during the day and 73% 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 City is also continuing to support those individuals living unhoused in our community or experiencing behavioral health issues by coordinating with regional homeless partners, working to ensure that there is adequate shelter capacity in Shoreline and North King County, and expanding behavioral health engagement and crisis intervention for those in need.

ACTION STEPS:

1. Use data driven policing to address crime trends and quality of life concerns in a timely manner
2. Support efforts to improve public safety by incorporating best practices and model policies for use of force, de-escalation training and police accountability
3. Participate on the Board of Directors and Operations Board of the recently launched Regional Crisis Response (RCR) Agency to ensure agency effectiveness and coordinate across stakeholder response functions throughout the RCR served community
4. Monitor and support the North King County Crisis Triage Center development, as well as the five additional crisis centers proposed by King County
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. Conduct trainings and community programs to promote safety, awareness, and response
7. Continue to support the North King County Enhanced Shelter through partnership with the King County Regional Homelessness Authority (KCRHA), Lake City Partners and the community
8. Continue providing leadership and engagement with the North King County Coalition on Homelessness (NKCCCH) and the KCRHA to ensure development of appropriate sub-regional homelessness response strategies and implementation activities for North King County
9. Use data driven information to inform the City's actions and plans to provide shelter and affordable housing for low income individuals in our community
10. Finalize and implement strategies to expand the City's community building efforts beyond established neighborhood associations

Proposed 2022-2023-2024-2025 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, attractive and serve all ages and abilities;
- Sustainable environment—preserving ~~our~~ environmental assets and enhancing the ~~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
- ~~2. Amend the development regulations for MUR 70 to fully realize the vision for transit-oriented development in the station areas, including affordable housing, transit-supportive densities, and vibrant, walkable communities~~
- ~~3. Implement the Community Renewal Plan for Shoreline Place by facilitating the timely and efficient review of processing Block D and Block E permit submittals implementing the development agreement~~
2. Continue to implement development review and permitting best practices, including review management of staffing and contract resources to meet permit ~~processing and~~ review time targets, and expansion of the City’s online permitting ~~capabilities options~~
3. ~~Enhance~~ Continue business retention and expansion ~~efforts~~ by building relationships and identifying regulatory challenges, especially in the post-pandemic environment
4. Facilitate collaboration with and between members of the business community to support new and existing businesses
- ~~5. Implement programs and construct capital projects funded through the American Rescue Plan Act to support community recovery from the COVID-19 pandemic~~
- ~~6. Implement Cottage Housing regulations as the first implementation step of the City’s Housing Action Plan to support housing choices~~
- ~~7. Develop draft policies and amendments to the Development Code to allow middle housing building types in low density residential areas for consideration as part of the 2024 Comprehensive Plan update~~
- ~~8. Incorporate Age-Friendly Community policies into the 2024 Comprehensive Plan update~~
- ~~9. Participate in the State’s Master Plan process for the Fircrest Campus and to align advocate with for uses compatible with the City’s vision Comprehensive Plan for underutilized properties~~

40. Monitor the outcomes of the ground floor commercial requirements in the North City and Ridgecrest neighborhoods and use lessons learned from this early adoption area to model future development regulations

~~11. Pursue replacement of the City's Levy Lid Lift, expiring in 2022, to ensure the ability to deliver valued public services to the Shoreline community~~

~~11. Monitor the City's 10 Year Financial Sustainability Model and respond to economic changes to ensure financial sustainability~~

~~11.12. Support King County Metro's evaluation of the 192nd Park and Ride as a potential location for expanded transit operations and transit-oriented-development~~

~~12.13. Work with Seattle City Light to ensure electric infrastructure supports Shoreline's planned growth by sharing information and seeking to align timelines of private developments, City projects, and utility capacity expansion projects~~

Goal 2: Continue to deliver highly-valued public services through mManagement and develop of the City's infrastructure, and stewardship of the natural environment and address climate impacts

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, Wastewater Master Plan, Transportation Master Plan and the Parks, Recreation, and Open Space and Arts and Culture Plan. As capital improvements are made, it is important to include efforts that will enhance Shoreline's natural environment and address climate change and impacts, ultimately having a positive ~~impac~~effect on the Puget Sound region.

ACTION STEPS:

1. Implement the Voter Approved New Sidewalk Program by constructing the ~~5th Avenue and 20th Avenue sidewalk projects~~ and initiating design of the Westminster Way, 19th Avenue and Ballinger Way sidewalk projects

2. Implement the Sidewalk Rehabilitation Program by completing repair work on 15th and 5th Avenue NE and developing a prioritized plan for the next five years

~~3. Continue to Implement the Parks, Recreation, and Open Space Plan, including eDesign and construction of the priority park improvements and acquisition of properties funded through the 2022 Park Bond~~

~~3.4. Update the Parks, Recreation, Open Space, and Arts plan to guide Park and Recreation investments for the next six years and incorporate new plan in an update to the Parks Impact Fee~~

~~4-5. Continue to explore strategies for replacement of the Shoreline Pool and Spartan Recreation Center~~

~~5-6. Update the 2014 Urban Forest Strategic Plan and continue to implement the Green Cities Partnership, and volunteer programs with Mountains to Sound Greenway Trust, Forterra, and the Washington Native Plant Society~~

~~7. Continue to implement the 2022-2024 Priority Environmental Strategies including Continue to iImplementation of Salmon-Safe certification activities and ,resource conservation and zero waste activities, and updating the City's Climate Action Plan~~

~~8. Implement the Climate Action Plan, including including development of programs to support electrification of existing buildings, reduce per capita driving, and encourage electric vehicle adoption.~~

9. Implement Phase One of the City Maintenance Facility project: to construct the Ballinger Maintenance Facility and preliminary design of the Hamlin and North Maintenance facilities and identify funding for construction of Pphase 2

10. ~~Continue implementing the 2017-2022 Surface Water Master Plan and dDevelop and implement the 20243-20298 Surface Water Master Plan~~

11. Update and amend the ~~Comprehensive Sewer PlanWastewater Master Plan~~ to reflect modifications in sewer usage and operations following the assumption of the utility by the City

12. ~~Support the update to the Transportation Master Plan, through and updated Transportation Impact Fee (TIF), expanding expansion of on including evaluating a multi-modal level of service, concurrency, shared use mobility options, and an analysis of connections in high activity areas~~
13. ~~Begin the state mandated~~ Complete ~~enduct the~~ major update of the 2024 Comprehensive Plan
14. Complete 90% design of ~~the~~ Phase 1 of the -N 175th Street Corridor Project from Interstate-5 to Stone Avenue N and initiate Right-of-Way acquisition and develop a funding strategy for both phases of the project.
15. Begin construction of the 145th and I-5 Interchange improvements and Phase 1 of the 145th Street Corridor improvements
16. Work with regional and federal partners to fund Right-of-Way acquisition for Phase 2 of the 145th Street Corridor improvements
17. ~~Update the Parks, Recreation, Open Space and Arts Plan~~ Create the 2023-2028 Public Art and Cultural Services Plan

Goal 3: ~~Continue p~~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-Sound Transit Lynnwood Link Extension light rail ~~project extension from Northgate to Lynnwood includes, which includes investment in~~ the Shoreline North/185th ~~Street~~ Station and the Shoreline South/148th ~~Street~~ Station, ~~which are is planned-scheduled~~ to open in 2024. The ~~ST3 package includes funding for corridor improvements and~~ Sound Transit Bus Rapid Transit ~~project includes funding for corridor improvements and~~ service along State Route 523 (N 145th Street) from Bothell Way connecting to the Shoreline South/148th 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. Support Sound Transit's 145th Street improvements from Highway-Bothell Way 522 to Interstate-5 as part of ST3 the Stride Bus Rapid Transit Project
2. Work collaboratively with Sound Transit on the Lynnwood Link Extension Project, including negotiation of remaining project agreements and coordination of project construction, inspection, and ongoing permitting
- ~~3. Develop a funding plan to implement the 185th Corridor Strategy~~
- ~~4.3. Coordinate with developers and seek partnerships and funding to realize the vision of the Light Rail Station Areas~~
- ~~5.4. Create non-motorized connections to the light rail stations including coordinating design elements of the Trail Along the Rail~~
- ~~6.5. Complete design of the 148th Street Non-Motorized Bridge, construct Phase 1 of the 148th Street Non-Motorized Bridge project improvements, begin Right-of-Way Acquisition of Phase 2, and work with regional, state, and federal partners to fully fund the project~~
- ~~7.6. 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~~
- ~~7. Develop a parking program, including Restricted Parking Zones and a parking enforcement unit~~

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 and does not tolerate any form of discrimination. On January 23, 2017, Council adopted Resolution No. 401 declaring the City to be an inviting, equitable, and safe community for all and to be a leader in protecting human rights, equity, public safety and social well-being. And on

~~November 30, 2020, Council adopted Resolution No. 467 declaring the City's commitment to building an anti-racist community through addressing the ways racism is maintained through beliefs, behaviors and policies. We, and is are committed to co-creating a vision with the community to building an anti-racist community ensuring that Shoreline is an inviting, equitable, and safe community for all.~~

~~, This requires and believes the City has a responsibility to ensure ensuring that Shoreline is an inviting, equitable and safe community for all that does not tolerate any form of discrimination. In order to meet the needs of all community members, the City must provide meaningful community engagement opportunities so that all people can provide input on the development and implementation of policies and programs and have access City 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 a heightened focus on anti-racism as 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 and development~~

~~1. Identify and implement foundational and ongoing equity and anti-racism training for City Staff, Council, PRCS/Tree Board, and Planning Commission~~

~~2. Assess the City's employment, hiring, and recruitment practices through an equity lens~~

~~3. Continue building trusting working relationships within the community to foster engagement, participation, that will support our ability to:~~

~~a) and co-creation of strategies for building an anti-racist community. Better understand strengths, concerns and needed supports within historically marginalized groups and to offer resources to address these;~~

~~b) Foster engagement and participation in key planning process, community safety, law enforcement, and other topics important to the community;~~

~~c) Specifically inform the City's community policing practices; and~~

~~d) Work in partnership to develop long-term strategies for building an anti-racist community~~

~~2. Engage in community Continue to engage in conversations that will inform approaches for to community safety, and law enforcement, policy and other community-driven topics policies topics important to the community~~

~~4. Develop resources and training to assist staff in understanding meaningful community engagement practices focused on achieving and approaches with the ultimate goal being focused on achieving equitable outcomes~~

~~5. Work to e Ensure that the City's programs, parks, facilities, and activities and communications are comply with the Americans with Disabilities Act and are accessible to all Shoreline residents per the Americans with Disabilities Act~~

~~6. Continue developing relationships to inform our community policing practices~~

Goal 5: Promote and enhance community safety, healthy neighborhoods broader community connections, and a coordinated response to homelessness and individuals in behavioral health crisis

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. Maintaining a safe community is the City's highest priority. The 2020~~2~~ Resident Satisfaction Survey reflected that 94~~2~~2% of respondents felt safe in their neighborhood during the day and 81~~7~~3% 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 City is also continuing to support those individuals living

unhoused in our community or experiencing behavioral health issues by coordinating with regional homeless partners, working to ensure that there is adequate shelter capacity in Shoreline and North King County, and expanding behavioral health engagement and crisis intervention for those in need.

ACTION STEPS:

1. Use data driven policing to address crime trends and quality of life concerns in a timely manner
2. Support efforts to improve public safety by incorporating best practices and model policies for use of force, de-escalation training and police accountability
- ~~3. Maximize and expand the North Sound RADAR (Response Awareness, De-escalation and Referral) service delivery model~~
3. Participate on the Board of Directors and Operations Board of the recently launched Regional Crisis Response (RCR) Agency to ensure agency effectiveness of the agency and coordinate across stakeholder response functions throughout the RCR served community
- ~~4. Continue to expand the partnership between the North Sound City Coalition and the King County Behavioral Health Administrative Service Organization to advance the siting and operation of a crisis triage center for North King County residents who are experiencing a behavioral health crisis~~
4. Monitor and support the North King County Crisis Triage Center development, as well as the five and additional crisis centers undertaken proposed by development throughout King County
- ~~5. Collaborate with King County District Court and other criminal justice service partners to address the inequitable treatment of low income misdemeanor defendants through options such as a warrant release program, a relicensing program, and other efforts to lower Court Failure to Appear rates~~
- ~~6. Continue the Shoreline Police Community Response Operations Team to implement solutions related to public safety, code enforcement and homelessness response~~
- 7-5. 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
- ~~8-6. Conduct trainings and community programs to promote personal safety, awareness, and response~~
- 9-7. Continue to support the North King County Enhanced Shelter through partnership with the King County Regional Homelessness Authority (KCRHA), Lake City Partners and the community
- ~~10-8. 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~~Continue providing leadership and engagement with the North King County Coalition on Homelessness (NKCCCH) and the King County Regional Homelessness Authority (KCRHA) to ensure development of appropriate sub-regional homelessness response strategies and implementation activities for North King County
- 11-9. Use data driven information to inform the City's actions and plans to provide shelter and affordable housing for low income all individuals in our community
- ~~12-10. Explore opportunities~~Finalize and implement strategies to expand the City's community building efforts beyond established neighborhood associations

Traffic Enforcement Cameras Discussion

City Council Strategic Planning Workshop, March 10 and 11, 2023

Purpose

The purpose of this issue paper is to determine if staff should further study traffic enforcement cameras for inclusion in the City's comprehensive traffic safety program and bring back the results of the study to Council for future consideration.

Background

Shoreline Traffic Safety

Improving safety for all users of City streets is a top priority for City of Shoreline residents and staff. Each year through the Annual Traffic Report process, staff analyzes collision and other traffic data and – guided by the proven collision reduction strategies within the [State's Target Zero plan](#) – develops a traffic safety action plan for Shoreline streets. This includes using best practice approaches in traffic engineering, education, enforcement, and evaluation to develop an effective traffic safety program with limited City resources. The following gives a few examples of what each of these can look like in local communities, some of which Shoreline already uses:

- **Engineering:** Traffic calming roadway designs; setting appropriate speed limits for road segment design; roundabout intersection designs; road diets.
- **Education:** Anti-aggressive driving campaigns; new driver education programs.
- **Enforcement:** Highly publicized and visible enforcement campaigns; traffic unit within a police department; enforcement activity in locations of data driven concerns; traffic cameras.
- **Evaluation:** Annual traffic collision data analysis; traffic ticket analysis; traffic report to decision makers and stakeholders.

A successful traffic safety program will use many strategies to achieve the overall program's intended results. Additional background information on the City's traffic safety and operations can be found in the Annual Traffic Reports, which can be found here: [Annual Traffic Report](#).

How Traffic Enforcement Cameras Work

Traffic enforcement cameras at traffic signals consists of a single pole with a radar unit, a camera, a strobe, and controller. The system is placed in advance of the intersection pointed towards the traffic signal indications. The system activates when motion is detected just prior to the crosswalk and after the traffic signal has turned red. The camera captures two images of the alleged violation taken from the rear of the vehicle. The first image shows the vehicle at the stop bar with the red light illuminated. The second image is captured with the vehicle in the middle of the intersection. The license plate is a close up from one of the images. Data including date, time, and duration of the yellow and red lights is also recorded. In addition to the still



images, a 12-second digital video is recorded of the alleged violation, six seconds prior and six seconds after the vehicle enters the intersection.

School speed zone enforcement cameras work in very much the same way. Two images are captured. The first image is captured of the alleged violation in excess of the predetermined speed with the flashers activated. The second image captured shows the distance and time the vehicle has traveled with the flashers activated. Data collected is of time, date, posted speed, vehicle speed, location, lane number, and direction.

Prior to a citation being mailed to a violator, a system administrator is required to verify a strict set of business rules that have been set up to ensure the violation has actually occurred. Once that has been accomplished, they will send the incident electronically to the police department for review. Each incident is then reviewed and verified by a police officer. The jurisdiction is required to certify a violation that has occurred before it is mailed to the driver.

Traffic safety cameras are only triggered when a law is broken, and they do not operate as a surveillance tool. Officials are unable to access data captured by the camera system without a specific warrant obtained through the court for legal purposes. As noted below, [RCW 46.63.170](#) regulates how the systems must operate.

Shoreline Policy Background

The City Council has asked staff to look into traffic enforcement cameras as a possible additional tool within the enforcement category of the City's overall traffic safety program. Previous Councils have discussed and previously chose not to explore this tool as part of the program; however, it has been several years since automated enforcement has been reviewed. Staff agree that it is worthwhile to reassess this option, as the enforcement landscape has significantly changed in the last three years. Current Shoreline Police vacancies have resulted in the traffic unit deputies being redeployed to patrol to focus on priority 911 calls. With this critical enforcement tool significantly diminished, the City has seen a reduction in traffic citations since 2020, as noted later in this paper, while serious and fatal injury collisions have risen.

Red light and school speed zone enforcement cameras were also noted in the recently updated Transportation Element (TE) of the City's Comprehensive Plan as an option for increasing revenue for transportation related needs. As noted in the TE, the City could generate approximately \$150,000 in annual revenue per camera, depending on the capital, operations and maintenance, and program costs.

Authority Under Washington State Law

[RCW 46.63.170](#) authorizes cities and counties in Washington State to use automated traffic safety cameras in limited situations. The cameras may only be used to detect stoplight violations (red light cameras), railroad crossing violations, and/or school zone speed violations. The cameras themselves may only be placed in the following locations:

- Intersections of two or more arterials with traffic control signals that have yellow change interval durations in accordance with [RCW 47.36.022](#), whose intervals may not be reduced after placement of the camera;
- Railroad crossings; and
- School speed zones.

Effective July 1, 2022, [Sec. 423 of ESSB 5974](#) authorized a pilot for cities to use a limited number of automated traffic safety cameras to detect speed violations on any roadway identified in a school walk area, public park speed zone, or hospital speed zone. The provisions for these cameras are more complicated than those for red light, railroad, or school zone cameras and require more analysis, including an equity analysis. Additionally, 50% of the noninterest fines from these cameras, after deducting administrative costs, must be remitted to a state active transportation safety account. This authority in Sec. 423 expires June 30, 2025, at which point it will be replaced by [Sec. 424](#). Since Sec. 423 is a pilot, has yet to be challenged in a court of law, and has not yet to be fully studied by staff due to its recent implementation, and because Shoreline does not have any railroad crossings, the remainder of this memo will focus on the authority granted in [RCW 46.63.170](#) related to red light and school zone cameras.

Traffic enforcement cameras may only take pictures of the vehicle and the vehicle's license plate and only while the infraction is occurring; the photos must not reveal the face of the driver or passengers, and cities and counties must consider installing the cameras in a manner that minimizes the impact of the camera flash on drivers. Automated traffic infractions are processed in the same manner as parking infractions. The statute lays out additional procedural requirements, including signage, public records considerations, and notices of infractions. The compensation paid to the camera vendor or manufacturer must be based on the value of the equipment and services provided or rendered in support of the system and may not be based on the fines, penalties, or revenues, generated by the equipment.

An analysis of the locations where the automated cameras are proposed must be completed prior to enacting the initial ordinance. Once the initial cameras are installed, an additional analysis must be completed before adding any new cameras or relocating existing cameras. All camera locations must be clearly marked at least 30 days before the camera is activated. Some jurisdictions have also imposed temporary grace periods after the cameras are activated to educate drivers without ticketing them.

Cities and counties using automated cameras must post an annual report on their websites showing the number of traffic accidents that occurred at each camera location, the number of notices of infraction issued for each camera, and any other relevant information that the city or county deems appropriate. Photographs, electronic images, or any other personally identifying data from automated traffic safety cameras are for the exclusive use of law enforcement and are prohibited from release to the public under [RCW 46.63.170\(1\)\(g\)](#). An example of



Lynnwood's 2021 Annual Automated Traffic Safety Camera Report is included as Attachment A for reference.

Effectiveness

Redlight Cameras

Red light cameras have been shown to reduce both red light violations and crashes. A series of Insurance Institute for Highway Safety (IIHS) studies in different communities found that red light violations are reduced significantly with cameras. Institute studies in Oxnard, California, and Fairfax, Virginia, reported reductions in red light violation rates of about 40% after the introduction of red light cameras. In addition to the decrease in red light running at camera-equipped sites, the effect carried over to nearby signalized intersections not equipped with red light cameras. A more recent IIHS study in Arlington, Va., also found significant reductions in red light violations at camera intersections one year after ticketing began. These reductions were greater the more time had passed since the light turned red, when violations are more likely to result in crashes.

When it comes to crash reductions, an IIHS study comparing large cities with red light cameras to those without found the devices reduced the fatal red light running crash rate by 21% and the rate of all types of fatal crashes at signalized intersections by 14%. Previous research in Oxnard, California, found significant citywide crash reductions followed the introduction of red light cameras, and injury crashes at intersections with traffic signals were reduced by 29%. At-angle collisions, the crash type most closely associated with red light running, at these intersections declined by 32% overall, and at-angle crashes involving injuries fell 68%.

The Cochrane Collaboration, an international public health organization, reviewed 10 controlled before-after studies of red light camera effectiveness. Based on the most rigorous studies, there was an estimated 13-29% reduction in all types of injury crashes and a 24% reduction in right-angle injury crashes.

Some studies have reported that while red light cameras reduce at-angle collisions and overall injury crashes, they can increase rear-end crashes. However, such crashes tend to be much less severe than at-angle crashes, so the net effect is positive. A study sponsored by the Federal Highway Administration evaluated red light camera programs in seven cities. It found that, overall, right-angle crashes decreased by 25% while rear-end collisions increased by 15%. Results showed a positive aggregate economic benefit of more than \$18.5 million in the seven communities. The authors concluded that the economic costs from the increase in rear-end crashes were more than offset by the economic benefits from the decrease in right-angle crashes targeted by red light cameras.

Speed Cameras

Automated speed enforcement can substantially reduce speeding on a wide range of roads. IIHS studies of cameras on residential roads in Maryland, on a high-speed roadway in Arizona

and on city streets in the District of Columbia found that the proportion of drivers exceeding speed limits by more than 10 mph declined by 70%, 88% and 82%, respectively, six to eight months after cameras were introduced. An IIHS study in Montgomery County, Maryland, found that about 7½ years after the speed camera program began, the cameras were associated with a 10% reduction in mean speeds and a 62% reduction in the likelihood that a vehicle was traveling more than 10 mph above the speed limit on camera-eligible roads, almost all of which had cameras.

A 2010 review published by the Cochrane Collaboration examined 35 studies from various countries. The authors concluded that speed cameras, including fixed, mobile, overt, and covert devices, cut average speeds by 1-15% and the percentage of vehicles traveling above the speed limits or designated speed thresholds by 14-65% compared with sites without cameras.

Speed cameras have also been shown to reduce crashes and crash injuries. Speed camera enforcement in Montgomery County was associated with an 8% reduction in the likelihood that a crash on a camera-eligible road was speeding-related and a 19% reduction in the likelihood that a crash involved an incapacitating or fatal injury

In its 2010 review, the Cochrane Collaboration summarized 28 studies that reported the effect on crashes and found reductions of 8-49% for all crashes, 8-50% for injury crashes and 11-44% for crashes involving fatalities and serious injuries, in the vicinity of camera sites. Over wider areas, the review found reductions of 9-35% for all crashes, and 17-58% for crashes involving fatalities and serious injuries. Reviewed studies with longer duration showed that these trends were either maintained or improved with time.

Legal Challenges and Concerns

There are a variety of legal cases relating to traffic enforcement cameras that have impacted their implementation in Washington State since the 2005 law was enacted. What follows is a list of topics that have been brought up through various legal challenges both in Washington and nationally, setting precedence once cameras were in place or prior to their adoption.

- *Citing vehicle owners:* Since cameras can capture information about the registered owner or lessee and not the driver, violations are the responsibility of the registered owner. This is also the reason these violations are treated as parking tickets by insurance companies instead of moving violations, since there is usually not a way to prove who was driving the vehicle at the time of the violation. When this was challenged in court in 2009, the 7th U.S. Circuit Court of Appeals held that issuing a citation to vehicle owners (or lessees) instead of the driver is constitutionally permissible.
- *Ticket revenue:* Two class action lawsuits in 2009 stating that car owners should be fined no more than what they can be fined for parking tickets. Drivers caught on camera running red lights were fined the same amount they would pay if a police officer saw them run the lights. The lawsuit says the cities entered into illegal profit-making deals



with camera manufacturers. Contracts for most of the cities guaranteed enough tickets to cover the cost of the cameras, and cities agreed to share proceeds from additional tickets. This was ultimately dismissed by a U.S. District Court Judge, who stated the cities are using red light cameras legally and drivers caught by them are not being overcharged. The judge stated that the Code does not require a traffic camera infraction to be treated like a parking infraction in every single respect.

- *Subject to Initiative or Referendum*: Washington State Supreme Court ruled in *Mukilteo Citizens for Simple Government v. City of Mukilteo* that the city’s decision to enact an ordinance on the use of automated traffic safety cameras is not subject to the initiative power. The Court argued that because the legislature expressly granted authority to the governing body of the city of Mukilteo to enact ordinances on the use of automated traffic safety cameras, the subject matter is not within the initiative power. This has since been tested in several cases in Washington State and has been upheld.
- *Privacy*: Driving is not a private activity. It is voluntarily done in plain sight on public roads by licensed individuals who agree to abide by traffic laws. The U.S. Supreme Court describes driving as a regulated activity on public roads where there is no personal expectation of privacy, and therefore is not a subject of Fourth Amendment protection.

Local Use of Traffic Enforcement Cameras

Currently, 21 cities in Washington State have active photo enforcement programs. Of the ten largest cities in Washington by population, seven have photo enforcement programs, including Bellevue, Federal Way, Kent, Renton, Seattle, Spokane, and Tacoma.

To analyze the local use of traffic enforcement cameras, staff used the City’s standard list of 13 comparable cities and added Lake Forest Park and Mountlake Terrace due to their geographic proximity to Shoreline. Staff reviewed if each city had a traffic camera enforcement ordinance, type of enforcement used, if any cameras have been rescinded, and company the city contracts with for the service. A summary of these findings is presented here:

Local Use of Traffic Cameras

City	Ordinance (Y/N; Type)	Traffic Cameras Currently Used	Camera Types Rescinded	Company Awarded Contract (if applicable)
Bellevue	Yes; Red light, school zone	Redlight (4), school zone (3)	N/A	Contract with Verra Mobility
Bothell	Yes, Red light, school zone	No	N/A	N/A
Burien	Yes; Red light, school zone	Red light (2)	Red light (2)	Contracted with Redflex Traffic Systems
Edmonds	No	No	N/A	Currently considering school zone cameras

Everett	Yes; Red light, railroad, school	Red light (6), school zone (1) to begin in 2023	N/A	Contract with Novoaglobal
Kenmore	Yes; Red light, school zone	Red light (1), school zone (2) to begin Spring 2023	N/A	Contract with Verra Mobility
Kirkland	Yes; school zone	School zone (4)	N/A	Contract with Verra Mobility
Lake Forest Park	Yes; Red light, school zone	Red light (4), school zone (3)	N/A	Contract with Verra Mobility
Lynnwood	Yes; Red light, railroad, school zone	Red light (9), school zone (2)	N/A	Contract with Verra Mobility
Marysville	No	No	N/A	N/A
Mountlake Terrace	No	No	N/A	N/A
Redmond	Yes; Red light, school zone	No	Red light	Used Verra Mobility
Renton	Yes; Red light, railroad, school zone	Red light (7), school zone (5)	N/A	Contract with Verra Mobility
Sammamish	No	No	N/A	N/A
Seattle	Yes; Red light, railroad, school zone	Red light (31), school zone (19)	N/A	Contract with Verra Mobility

Two of the above cities, Burien and Redmond, rescinded their use of red light cameras. Burien rescinded the use of two red light cameras in 2012 after three years because accidents increased and ticket revenue did not cover all the costs associated with this traffic safety program. They had contracted with Redflex Traffic Systems. Redmond similarly deactivated their red light cameras in 2012 after no measurable decrease in accidents. While Redmond’s Council had authorized school zone cameras, they have not installed cameras at this time.

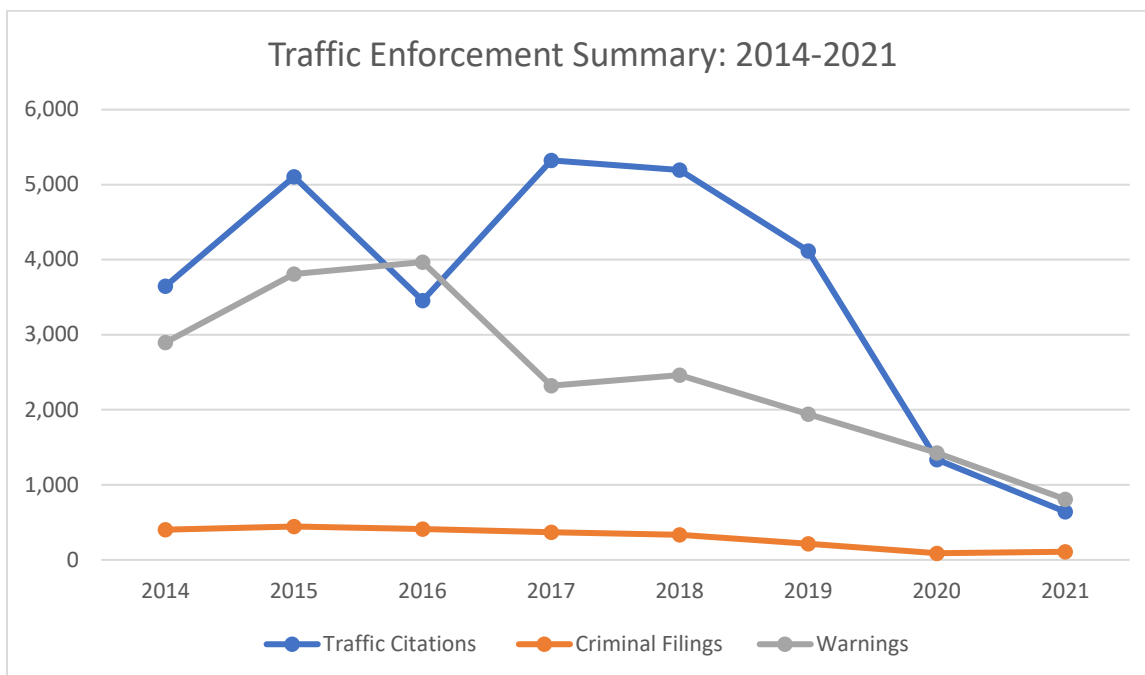
Shoreline Traffic Enforcement

According to the National Highway Traffic Safety Administration, the enforcement of traffic laws and attentiveness to traffic safety should be a core value and practice among law enforcement agencies to achieve results that contribute to the quality of life in communities that are impacted by traffic movement. Speed enforcement is among the most common traffic enforcement activity conducted by law enforcement across the country. Sustained enforcement of all traffic laws is strongly encouraged, including speeding violations.

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.” Shoreline Police has historically staffed a Traffic Unit with one traffic sergeant and five traffic deputies. This was the primary enforcement tool in the City’s traffic safety program. Traffic citations include general moving violations, DUIs, criminal traffic offenses, and parking violations. For the years 2014-2019, deputies issued an average of 4,475 traffic citations, made 362 traffic arrests for criminal related traffic citations (DUI), and gave 2,900 warnings. Since 2020, the traffic enforcement activities have been curtailed significantly first due to the COVID-19 public health emergency and then staffing shortages within KCSO, which caused all but the traffic sergeant within the Traffic Unit to be redeployed to patrol. These impacts severely affected the Traffic Unit’s ability to conduct traffic enforcement activities. See the following graph *Traffic Enforcement Summary: 2014-2021* for additional trend information on the traffic enforcement activities.



Anti-Racist City Influence on Traffic Safety Program

Traffic enforcement is the leading cause of interactions between police and the public according to the Department of Justice. Deputies have almost complete discretion as to whether to give a warning, issue a citation, search a vehicle, or take the situation further. Automated enforcement tools, such as traffic enforcement cameras, are one such option that can provide for more consistent, fair, and comprehensive enforcement of traffic laws. The use of unbiased traffic enforcement cameras are aligned with Council’s 2020 adoption of Resolution No. 467, declaring the City’s commitment to building an anti-racist community.

At the same time, ticketing in general uses law enforcement as a revenue generating arm of local government. This is often at the expense of the politically and economically vulnerable, particularly Black and Brown communities, resulting in a biased and regressive system of



taxation. It also deteriorates goodwill between law enforcement and the communities they are sworn to protect.

Next Steps

Before determining if the City should use traffic enforcement cameras, the City must prepare an analysis of the locations where the automated cameras are proposed as required by law. This aligns with the City's data driven approach to prioritizing traffic engineering solutions, as the City receives upwards of 400 community requests related to traffic safety mitigation annually.

If implemented, the program would have a variety of impacts the City would want to estimate in advance of implementation. For example, staff will need to estimate the program impacts to the ten-year financial sustainability model, ensure King County District Court is ready to process an increased ticket volume on the City's behalf, and ensure the City prosecutor is ready to handle a potential increase in ticket mitigation cases. We will need to estimate and prepare a plan to address the impact on King County Sheriff's Office deputies who will need to review tickets before issuance. City staff will additionally need to determine how to handle the significant increase in public disclosure requests jurisdictions are known to receive as a result of traffic enforcement cameras.

Prior to authorization, an ordinance would be prepared for Council consideration, which would reference the analysis of the locations and give the staff authority to install cameras. Included in the staff report would also be consideration for impacts to the Public Works Traffic Division's work plan if this were to be implemented, as this work is currently not included.

If Council adopts the ordinance, the ordinance would indicate if it were giving authority for traffic enforcement cameras at red lights, school zones, or both. The ordinance would include the necessary code updates to allow for these changes. If Council were to authorize traffic enforcement cameras, staff would then proceed with an RFP for the selection of a vendor for the equipment installation, operation, and maintenance. A preliminary estimate is that this work would take two to three years to accomplish before the first ticket was issued.

Attachments

- Attachment A – 2021 Annual Automated Traffic Safety Camera Report, City of Lynnwood



2021 Annual Automated Traffic Safety Camera Report

Lynnwood Police Department

Per RCW 46.63.170 cities using automated traffic safety cameras must post an annual report of the number of traffic accidents that occurred at each location where an automated traffic safety camera is located, as well as the number of notices of infraction issued for each camera on the City’s website. The below data comprises the number of accidents and citations issues at each respective intersection and school zone where traffic safety cameras are deployed.

Intersection	Number of Citations	*Number of Accidents
36 th / 196 th	8,938	3
44 th / Ald. Mall Blvd.	2209	2
44 th /196 th	371	2
184 th / Ald. Mall Pkwy	4525	7
196 th / Ald. Mall Pkwy	8081	5
Maple Rd./ Ald. Mall Pkwy	1,512	4
196 th / Hwy 99	2307	4
44 th / 200 th	2,961	7
Hwy 99/ 200 th	875	2

School Zone	Number of Citations	Number of Accidents
18200-18800 BLK 44 th Ave West	3928	5
5200-6600 BLK 168 ST SW	3603	2

*Number of Accidents reported reflect collisions occurring within the intersection.

Climate Action Plan Implementation

City Council Strategic Planning Workshop, March 10 and 11, 2023

Purpose

This memo provides an overview of the high priority Climate Action Plan (CAP) implementation steps planned for 2023-2024 and provides recommendations for actions that could be started or scaled with additional staff or funding resources. While the CAP identified initial priority tasks, staff is seeking feedback on any other implementation steps that should be prioritized for additional resources in 2024.

Background

To address the climate emergency, the [2022 Climate Action Plan](#) (CAP) identifies a pathway to swiftly and equitably reduce community-wide emissions while supporting healthy ecosystems and increasing resilience to climate change impacts. The CAP actions are designed to reduce community-wide emissions by at least 60% by 2030 and reach net-zero emissions no later than 2050. These science-based targets represent the Shoreline community's fair share of limiting global temperature rise to 1.5 degrees Celsius, the level beyond which climate change impacts become catastrophic.

The 90 actions in the CAP were prioritized using a multi-criteria analysis to identify the most impactful actions that also supported community priorities for equity, cost savings, public health, and ecosystem health (pages 54-56 of the CAP, or in [Appendix C](#)). The CAP also includes an Implementation Plan Matrix on page 60 that outlines estimated timelines, lead departments, and funding sources for each action.

Staff are currently refining the Implementation Plan Matrix and organizing a work group to direct implementation across City departments. Staff are also establishing key performance indicators and a public-facing reporting tool to track and report the City's progress toward achieving the CAP goals. Additionally, staff are developing information on cost and capacity needs for full implementation and plan to request additional funding for CAP implementation during the 2023 mid-biennium budget process. The newly funded Term-Limited Grants Administrator position, once hired, will support this effort and support staff goals to access new and upcoming funding opportunities for CAP implementation. However, it will be important to recognize additional grant funding will also require additional staff capacity. Lastly, staff have begun work on several near-term priority projects as described below.

Discussion

The highest priority short-term CAP Strategies and Implementations Steps that are currently planned for 2023-2024 and the level of funding allocated are described below. Based on the multi-criteria analysis conducted in the CAP, the following CAP Strategies are priorities for the City to advance in the short term:



1. **Electrifying Existing Buildings (BE-1):** To meet the City’s 2030 emissions target, natural gas usage in buildings will need to be reduced approximately 60% and heating oil phased out entirely by 2030 through focused efforts to electrify heating systems in existing buildings.
2. **Supporting Electric Vehicle Adoption (TM-2):** Meeting the City’s 2030 emissions reduction target will require at least 30% of miles driven to be electric by 2030 which the City can support by increasing charging infrastructure.
3. **Reduce Community-Wide Driving (TM-1):** Achieving the CAP emissions targets will require reducing per capita vehicle miles travelled (VMT) 20% by 2030 and 50% by 2050 through a combination of land-use, multi-modal infrastructure, transit, shared-use mobility services, and behavior change programming.
4. **Waste Reduction and Recycling Policies (ZW-1 and ZW-2):** While solid waste contributes a small portion of direction emissions in Shoreline, the CAP advances the City’s and County’s goal of achieving zero waste of resources by 2030 through solid waste policies, community education, and behavior change programming.
5. **Enhancing Tree Planting and Forest Restoration Programs (ES-1):** The CAP calls for increasing forest carbon sequestration 5% by 2050 despite urban growth through a combination of tree planting, preservation and restoration actions.
6. **Increase Built Environment Resilience (CRP-1) and Community Preparedness (CRP-2):** The CAP prioritizes actions to increase community resilience to near term climate impacts such as urban heat and flooding through both the built environment and emergency preparedness programs.

2023-2024 CAP Implementation Steps

The table below summarizes priority CAP Implementation steps in these Strategy Areas that are in departmental workplans and budgets for 2023-2024. The table also includes a high-level estimate of the impact on emissions. The impact scores from 1-5 were calculated during the multi-criteria analysis of the CAP, while emissions estimates come from a variety of sources. These estimates vary widely based on assumptions for program design. As programs are developed further, more accurate impact and cost estimates will be provided.

Implementation Step	Funding	Status	Impact (1-5)
Electrify Existing Buildings (BE-1)			
Develop a pilot home electrification rebate program (BE 1.3)	Partially funded, federal incentives, grants available; staff time allocated for pilot (RCCS Dept.)	Program planning underway for implementation in late 2023 / early 2024	4 – High (to 23% total GHG reduced, fully scaled)
Support Electric Vehicle Adoption (TM-2)			
Install public fast charging stations on city or private property (TM 2.6)	Funding for study, staff time allocated (RCCS), grants needed for install	Currently scoping study and seeking grant funding (expected mid-2023)	4 – High (4-13% total GHG reduced)

Update Development Code to increase requirements for EV charging for new buildings (TM 2.5)	No funding needed. Staff time allocated in late 2024 (PCD)	Not started, model code language developed by Regional Code Collaboration	4 – High (4-13% total GHG reduced)
Streamline permitting to encourage EV-charging retrofits (TM 2.7)	No funding needed. Staff time allocated in late 2024 (PCD)	In progress, initial approach developed	4 – High (4-13% total GHG reduced)
Purchase and deploy light-duty EVs per fleet electrification plan (TM 2.8)	Funded via fleet replacement budget	Fleet electrification plan completed, vehicle replacements in progress per schedule	1 – Very Low (<1% total GHG, up to 30% of municipal GHG reduced)
Reduce Community-Wide Driving (TM-1)			
Adopt land use policies to increase density and walkability (cottage housing regulations and middle housing policies) TM 1.1)	Cottage housing regulations funded by grant. Staff time allocated (PCD)	In progress, cottage housing project and Comprehensive Plan update underway	5 – Very High (13 – 29% GHG reduced in project area)
Connectivity study to increase walkability in high activity areas (TM 1.1 and 1.2)	Study funded, may need additional funding to acquire ROW. Staff time allocated (PW, PCD, CMO)	In progress, study to be completed in 2023	4-5 – High to Very High (13 – 29% GHG reduced in project area)
Implement MUR-70 regulations related to parking reductions (TM 1.4) and travel demand management (TM 1.5)	No funding needed. Staff time allocated (PW and PCD)	In progress, on-going with development review	4-5 – High to Very High (13 - 29% GHG reduced in project area)
Partner with KC Metro on Transit Oriented Development at 192 nd St Park and Ride (TM 1.3)	No funding needed. PW staff time allocated in 2023	In progress	4 – High (14 – 29% GHG reduced in project area)
Update codes to increase bicycle parking and enable e-bike/e-scooter share permits (TM 1.9)	Study funded to develop code language (\$32,000); staff time allocated (PCD/PW)	Study in progress, code updates planned for late 2023-early 2024	3 – Moderate (up to 2% of total GHG reduced)
Mobility hubs scoping study (TM 1.8 and TM 1.10)	Study is funded (\$140,000); will need additional funding to implement hubs	Not started, planned for 2024 (PW)	3-4 – Moderate to High (estimated 2 – 5% total GHG reduced)
Implement baseline Commute Trip Reduction (CTR) program (TM 1.7)	Partially funded, \$16,000 annually; on PW staff workplan for 2023-2024	In progress, ongoing	3 – Moderate (2 – 12% GHG reduced at covered employers)

Plan and implement capital improvement projects to complete the bicycle and pedestrian network (TM 1.6)	Partially funded, grants available	In progress per Capital Improvement Plan.	3 – Moderate (up to 3% total GHG reduced)
Waste Reduction (ZW-1) and Recycling/Composting (ZW-2)			
Develop compost service requirements for business & multifamily and a food waste ban (ZW 2.1 and 2.2)	Staff time (RCCS) and \$15,000 allocated to develop policies; funding will be needed to implement	Policy development planned for 2023-2024; ordinance adoption likely 2024-2025	3 – Moderate (up to 23% waste diverted, <1% total GHG reduced)
Provide recycling and composting education (ZW 2.4)	Funded, \$115,112, staff time allocated (RCCS)	In progress, on-going	Tonnage and emissions impact data needed
Enhancing Tree Planting and Forest Restoration Programs (ES-1)			
Continue community tree planting program (ES 1.9)	Funded, \$30,000, staff time allocated (PW, RCCS)	In progress	5 – Very High resilience impact
Provide education on soil health, native plants, and tree retention (ES 1.10)	Funded via grant (\$20,000), staff time allocated (RCCS)	Planned for 2023-2024	5 – Very high resilience impact
Update street tree list for increased resilience (ES 1.7)	Funding for consultant support, staff time allocated (ASD)	Will be completed as part of Urban Forest Strategic Plan update in 2023	Unknown impact, data needed
Continue forest restoration program (ES 1.2)	Funded, staff time allocated (ASD)	In Progress, ongoing	3 – Moderate resilience impact
Increase Built Environment Resilience (CRP-1) and Community Preparedness (CRP-2)			
Incorporate climate resiliency recommendations in City planning efforts (CRP 1.1)	Partially funded, staff time allocated (PW, PCD, and RCCS)	In progress, Comprehensive Plan, Surface Water Master Plan, TMP, and PROSA plan updates underway	4 – High resilience impact (estimated)
Review and update development codes and engineering design manual to mitigate heat and flooding impacts (CRP 1.2/1.3)	\$30,000 funding for consultant support, staff time allocated for Comp Plan	Not started, code review/development planned for 2024 to be adopted in 2025	5 – Very High resilience impact
Expand Soak It Up Rebate Program (CRP 1.4)	Partially funded \$90,000, staff time allocated (PW)	In progress, program on-going; Surface Water Master Plan update will identify additional expansion opportunities	5 – Very High resilience impact



Community Solar Programs

Because Shoreline has access to carbon-neutral electricity from the Seattle City Light, increasing renewable energy and energy efficiency do not have a significant impact in terms of reducing emissions. Both on-site renewable energy generation or participation in a community solar program could reduce energy costs for residents. In a community solar program, community members without the ability to install their own solar panels can purchase a portion of the power generated by a large solar energy installation at a single location such as at a school or business. Shoreline residents and businesses currently have access to participate in a renewable energy credit program through Seattle City Light that functions similarly to a community solar program. However, renewable energy and energy efficiency measures do not significantly reduce emissions from buildings in Shoreline. For this reasons staff do not recommend pursuing a community solar program at this time but instead recommend focusing on electrifying existing buildings.

Options for Additional CAP Implementation

If Council would like to advance additional CAP Implementation Steps in 2024, staff recommend the following Implementation Steps based on impact and feasibility. These activities ranked highly in the CAP multi-criteria analysis and will best leverage upcoming state and federal funding opportunities. Advancing these actions will require adding both staff capacity and budget as a 2023 mid-biennium budget amendment. The Implementation Steps are listed in order of priority. Cost estimates will vary greatly based on program design and can be developed further based on Council direction.

#	Implementation Step	Additional Staffing Needed	Program Funding Needed	One time / On-going	Impact (1-5)
1	Fully implement the home electrification program at scale (BE 1.3)	0.5 FTE	\$640,000, on-going funding; grants and financing available	On-going through 2030	4 - High (up to 23% total GHG reduced)
2	Install public EV fast-charging stations (TM 2.6)	0.05 FTE	\$615,000 one-time funding, \$12,000 on-going; grants available	One time and on-going maintenance	4 – High (4-13% total GHG reduced)
3	Provide technical assistance for commercial building owners to electrify heating systems (BE 1.4)	0.25 FTE	\$100,000 on-going funding	On-going through 2030	4 – High (5-15% emissions reduced)

4	Develop and provide community resources for extreme heat and wildfire smoke events (CRP 2.1)	0.03 FTE	\$15,000 on-going funding	On-going	5 – Very High resilience impact
5	Enhance the CTR program and provide additional trip reduction programs (TM 1.7)	0.3 FTE	\$25,000 on-going funding	On-going	3 – Moderate (2 – 12% GHG reduced)
6	Coordinate electric scooter and car-share pilot with vendor (TM 1.9)	0.02 FTE	Minimal	One time	3 – Moderate (up to 2% of total GHG reduced)
7	Adopt building emissions performance standards for existing large buildings (BE 1.7)	0.25 FTE	Minimal	On-going through 2040	4 – High (up to 15% total GHG reduced)
8	Develop leaf blower ban (TM 2.12)	0.05 FTE	Minimal	One time, minimal on-going	3 – Moderate (up to 6% total GHG reduced)
9	Develop and adopt a deconstruction ordinance requiring usable building materials to be salvaged (ZW 1.4)	0.05 FTE	Minimal	One time, minimal on-going	2 – Low (up to 7% waste diverted, <1% total GHG reduced)
Total One-time		0.12 FTE	\$615,000		
Total On-going		1.38 FTE	\$792,000		
Grand Total		1.5 FTE	\$1,407,000		

For several of these action steps that are policies rather than programs, there are regional examples that could be utilized to reduce staff time for policy development. The City of Seattle recently adopted building emission performance standards (#7) that the City could review and adapt. Likewise, the Regional Code Collaboration developed model language for building deconstruction (#9) that was included in the Washington State Building Code as optional tables which the City could adopt. Additionally, significant funding is becoming available for several of the key, capital-intensive actions such as electrifying existing buildings (#1 and #3) and installing EV-chargers (#2). In particular, the federal [Inflation Reduction Act](#) will provide substantial consumer-facing incentives starting in late 2023, including [up to \\$14,000 in up front discounts](#) to cover 50 to 100% of the cost to install a heat pump system at residential properties. Staff also anticipate upcoming state and federal funding for EV-charging infrastructure and building electrification. However, advancing the above action steps in 2024 will require increased staff capacity to develop, implement, and manage new programs and policies.



Conclusion

Staff recommend that the City Council explore advancing these nine (9) implementation steps in 2024 through the potential addition of staffing and budget capacity during the 2023 mid-biennium budget discussion. As some of these additional implementation steps have significant cost however, Council will need to weigh these additions against other budget priorities. Fully implementing the home electrification program (#1), supporting installation of EV fast-charging infrastructure (#2), providing enhanced trip reduction programs (#5) and shared-use mobility services (#6) will be particularly important to achieving the CAP goals and leveraging upcoming funding opportunities from the Inflation Reduction Act, state Clean Energy Fund, and Climate Commitment Act. Additionally, several actions have a high impact and a relatively low one-time cost but would require additional staff capacity to advance in 2024.

Deeply Affordable Housing Discussion

City Council Strategic Planning Workshop, March 10 and 11, 2023

Purpose

The City Council has expressed an interest in better understanding what it takes to ensure adequate affordable housing in our community, especially units that are “deeply affordable”. This paper will provide a high-level overview of the key elements needed to develop this type of housing and will highlight the role that cities can play as well as the array of tools that can be utilized to help.

In general, development of affordable housing is a complex challenge that gets even more challenging as the level of affordability increases. A [video from a recent housing conference](#) provides a basic primer about affordable housing and the key factors for development, including a high-level overview of how affordable housing development financing works. The recording is sectioned so it is easy to select topics of most interest. Council is encouraged to review some or all of this video to ensure a common baseline of general understanding prior to this discussion.

Local Context

The issue of affordable housing is a high priority throughout the Puget Sound region and beyond. The underlying causes of the housing affordability crisis are varied and complex, so it is no surprise that potential solutions are also varied and complex. As some general background, the definitions and charts below provide information related to the projected need for housing in our region and in Shoreline at various levels of affordability.

State law ([RCW 36.70A.030](#)) defines the following Household Income Segments Relative to Area Median Income (AMI) and household size:

- Extremely Low-Income-- 0-30% of AMI
- Very Low-Income-- >30-50% of AMI
- Low-Income-- >50-80% of AMI
- Moderate Income-- >80-120% of AMI

For the purposes of this paper, “deeply affordable” refers to either 0-30% AMI (Extremely Low-Income Households) or 30%-50% AMI (Very Low-Income Households).

The chart below is from the [January 2022 Puget Sound Regional Council \(PSRC\) Regional Housing Needs Assessment](#). It shows Anticipated Future Housing Need by Income Group, 2020-2050, and summarizes the typical level of financial support needed for each range. As can be seen in the chart, an additional 162,000 deeply affordable housing units are needed in the Puget Sound region over the next 30 years, and public support will be needed to develop these units.

0-30% AMI	31-50% AMI	51-80% AMI	81-120% AMI	Above 120% AMI
89,000 11%	73,000 9%	113,000 14%	186,000 23%	349,000 43%
0-30% AMI Rental: public support needed in all markets	30-50% AMI Rental: public support needed in most markets	50-80% AMI Rental: incentives needed in many markets Home Ownership: subsidy or incentives needed in many markets	80-125% AMI Rental or Home Ownership: incentives or zoning flexibility needed in some markets	Above 125% AMI Market Rent and Home Ownership

Additionally, the [King County Regional Affordable Housing Committee \(AHC\)](#) has been working to analyze existing housing stock across King County along with projected need for units at various income levels. The following chart comes from the AHC's draft recommended update to the Housing Chapter of the 2021 Countywide Planning Policies (CPPs) and shows King County-wide and Shoreline Housing Needs¹ for 2019-2044, utilizing projections from the Department of Commerce.

	Countywide Permanent Housing Needs ⁷							Countywide Emergency Housing Needs ⁸	
	Total	0-30%		>30-50%	>50-80%	>80-100%	>100-120%		>120%
		Non-PSH	PSH						
Countywide Total Future Housing Needed: 2044	1,269,628	112,927	54,994	139,725	176,906	195,358	135,408	454,310	63,318
Countywide Baseline Housing Supply: 2019⁹	960,951	32,115	6,266	91,505	155,214	181,009	119,133	375,709	5,975
Countywide Net New Housing Needed: 2019-2044	308,677	80,813	48,728	48,220	21,692	14,349	16,274	78,601	57,327
Shoreline									
Total Future Need: 2044	37,372	4,747	2,252	4,245	4,461	5,032	4,078	12,557	2,549
Baseline Supply: 2019	24,042	1,159	89	1,524	3,759	4,486	3,459	9,566	73
Net New Need: 2019-2044	13,330	3,588	2,163	2,721	702	546	619	2,991	2,476

According to this data, Shoreline is on track for achieving these affordable housing goals for 80% AMI and above, and maybe even for 50-80% AMI (Low-Income units). However, Shoreline should be planning to accommodate over 5,000 new units of Extremely Low-Income affordable housing units to those living on less than 30% AMI and another 2,700 Very Low-Income units

¹ The State Growth Management Act only requires that jurisdictions plan for and accommodate housing. It does not require them to build housing. New housing development involves many actors, not all of which are under the control of local jurisdictions.

for those between 30% and 50% AMI. This does not account for units added to the production pipeline since 2019, but even accounting for that, the target number will be large.

Additionally, of the roughly 5,000 Extremely Low-Income affordable units that are needed in Shoreline, over 2,000 are identified as Permanent Supportive Housing (PSH)², similar to the housing currently being developed in Shoreline at the 198th Street Project. This type of Extremely Low-Income Housing development is more complex than non-PSH development, given the supportive services that accompanies the housing, which is often provided onsite.

Overall, the data suggests that the Council is right to be striving to better understand available tools and options for ways to support deeply affordable housing development in Shoreline.

What It Takes to Develop Deeply Affordable Housing

Ensuring access to deeply affordable housing requires significant partnership and coordination. Deeply Affordable Housing Developers are typically mission-driven non-profit organizations with staff that understand the various financing tools needed to make such development possible. These tools include local housing incentives, land use and tax incentives, capital funding application processes including federal tax credits, as well as direct financial assistance.

Locally, this process is largely coordinated through the King County Department of Community and Human Services, though the application [process for tax credits](#) is administered by the Washington State Housing Finance Commission. The ability to develop deeply affordable housing units often hinges on the ability of the developer to secure tax credits as part of an overall financing package. Access to 9% tax credits is a highly competitive process with limited awards every year. 4% tax credits are generally available for projects that meet eligibility requirements, but there is an annual cap, so not all eligible projects are guaranteed to receive these either.

In general, a successful deeply affordable housing development process starts with a workable piece of available land that is or can be properly zoned, and the ability to compile a complete funding package quickly enough that the costs do not continue to escalate to the point that more funding will be needed to complete the project. This is a challenging process that requires knowledge and expertise related to development, cost projections, and the rules, regulations and timing constraints of the array of financing tools. And, as noted above, many deeply affordable housing projects are intended to serve individuals with histories and/or current conditions that require ongoing support which adds a need for ongoing funding for

² As per RCW, "Permanent supportive housing" is subsidized, leased housing with no limit on length of stay that prioritizes people who need comprehensive support services to retain tenancy and utilizes admissions practices designed to use lower barriers to entry than would be typical for other subsidized or unsubsidized rental housing, especially related to rental history, criminal history, and personal behaviors. Permanent supportive housing is paired with on-site or off-site voluntary services designed to support a person living with a complex and disabling behavioral health or physical health condition who was experiencing homelessness or was at imminent risk of homelessness prior to moving into housing to retain their housing and be a successful tenant in a housing arrangement, improve the resident's health status, and connect the resident of the housing with community-based health care, treatment, or employment services.

provision of services. This also may create concern for some community members, making outreach and engagement another critical component for a successful project.

Deeply Affordable Housing Project Examples in Shoreline

Since 2000, the City's Development Code has included incentives for affordable housing. Unfortunately, some of those provisions although well-intended, cannot be realistically applied to development. Starting in 2010, City staff had access to excellent local training on how to write policies and regulations to ensure the provision of affordable housing to a wide range of median incomes by family size. These training and support opportunities arose as part of the region's shared work plan for implementation of light rail with Sound Transit and the 2015 (for Shoreline the 2012) major update of the Comprehensive Plan.

Although the City does not operate its own Deeply Affordable Housing Program, affordable housing development has found its way to Shoreline. Examples of deeply affordable housing with and without supportive services include such developments as:

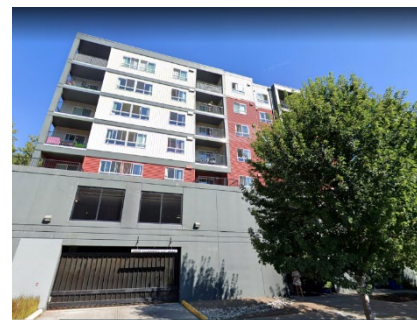
Ronald Commons - 17920 Linden Avenue N

- **Project Status:** Opened in 2017.
- **Project Description:** 5-story mixed use building containing 60 residential units, parking for 44 vehicles and 12,500 SF of commercial space; Used for Hopelink's Integrated Service Center including food bank and 500 square feet for commons area; home to formerly homeless and low-income individuals and families with children.
- **Project Development:** The site (land) was provided by Ronald United Methodist Church and the development was done by [Compass Housing Alliance](#); [Hopelink](#) is also a partner.
- **Declared Value:** \$7.6 million (2015)
- **City Contributions:** Exemption from Transportation Impact Fees (valued at \$206,500) and \$58,000 provided in CDBG funds.
- **Affordability Provided:** 30 units rented to people with gross annual household incomes at initial occupancy no higher than 50% AMI; 30 units no higher than 30% AMI.



Polaris - 17536 12th Avenue NE

- **Project Status:** Opened in 2013.
- **Project Description:** 165 units with 1-, 2- and 3-bedroom apartment homes with structured parking built on a former YMCA site.
- **Project Development:** Developed by [Inland Construction Group](#)
- **Declared Value:** \$12,235,048 (2013)
- **City Contributions:** MFTE 12 year - 100% of the units affordable
- **Affordability Provided:** All units (100%) affordable to households making 60% AMI.



192 Shoreline - 19022 Aurora Avenue N:

- **Project Status:** Permits issued January 2022.
- **Project Description:** 8-story, 250-unit (100% affordable) apartment building with 154 parking spaces.
- **Project Development:** [TWG](#)
- **Declared Value:** \$36,248,566
- **City Contribution:** None
- **Affordability Provided:** 175 units affordable at 50% AMI and 75 units at 60% AMI. Office space included for Alpha Supported Living Services, a not-for-profit partner, to provide services to adults and children with developmental disabilities.



198th Street Permanent Supportive Housing Project - 19806 Aurora Avenue N

- **Project Status:** Under construction.
- **Project Description:** 4-Floor modular construction apartment building with 100 units (80 studios and 20 one-bedroom units) and a lower-level parking garage for 31 cars and an on-grade parking area for 21 cars. Also includes 5,500 square feet of leasable office space that will be used for residential support facilities.
- **Development Partners:** [Catholic Housing Services](#) (main sponsor & developer), King County (funder - \$4.5 million for modular demonstration) and City of Shoreline (donated the land for the project).
- **Declared Value:** \$20,000,000
- **City Contribution:** City-provided land via a [99-year ground lease to CHS](#) at a rate of \$1.00 per year; obligated \$176,544 in grant funding from the State's Connecting Housing Infrastructure Program (CHIP) to cover the cost of the City's wastewater system development charges; and waived the following fees: \$143,905.80 in permitting fees, \$504,173.50 in Transportation Impact Fees (TIF), and 100% of Park Impact Fees (PIF).
- **Affordability Provided:** 50% of the units will be affordable at or below 30% AMI and 50% will be affordable at or below 50% AMI.



Current City of Shoreline Affordable Housing Program

Though the City Council adopted a [Multi-Family Tax Exemption \(MFTE\)](#) over a decade ago and mandatory affordable housing policies back in 2015, staff did not begin to develop a comprehensive internal affordable housing program until the approval to hire a part time Affordable Housing Coordinator in 2019. Since that time, staff have developed clear processes and procedures for managing tax exemption and mandatory affordability requirements, but only for rental units. It is important to note that neither of these policies result in the addition of deeply affordable housing units.

Multi-Family Tax Exemption (MFTE)

The MFTE program provides the property owner an exemption from property taxes on new or rehabilitated housing improvements (including residential parking) for the duration of the exemption period. Shoreline has offered an MFTE program in nine (9) designated Residential Targeted Areas for many years. The current Shoreline MFTE program requires that at least 20% of the project be affordable and provides 12 or 20 years of exemption from property taxation.

The City currently has 476 units of affordable housing through the MFTE program. Of those, 165 are affordable at 60% AMI. The remaining 311 units are spread out between 13 properties and are affordable at either 70 or 80% of AMI.

As of February 2023, 1,173 affordable units are slated to be built in the Shoreline as part of the MFTE program and are in the predevelopment or construction phases. Of those, 269 will be affordable to those at 60% AMI, and 904 will be affordable to those at 70% AMI (studio and one-bedrooms) and 80% AMI (two or more bedrooms). Fourteen (14) projects in the preapplication phase are eligible for MFTE and would add an additional 801 units affordable to those at 70% and 80% AMI.

Mandatory Affordable Housing

Every multi-family rental housing project (residential-only or mixed-use) in the MUR-45' or MUR-70' zones requires affordable housing. Affordable housing is an option in the MUR-35' zone, in return for having no density limit. Similar to the MFTE Program, this policy will result mostly in units being affordable between 60 and 80% AMI with some potential for a small number of units affordable at 50% AMI. One of the primary differences between the units in the Mandatory Affordable Housing Program and those in the MFTE Program is the duration of affordability. Mandatory Affordable Units in the MUR-45 and MUR-70 zones must be affordable for 99 years, where the MFTE Affordable Units must only be affordable for the duration of the property tax exemption – either 12 or 20 years.

Though not limited to rental units by code, staff have not so far applied this requirement to ownership units as the City does not have staff or expertise to monitor or manage an affordable home ownership program. For context, since 2018, the City has received permit applications to construct 558 townhomes in the 185th and 145th Street Station Areas within the MUR-45' zone. If 20% of these units were required to be affordable like the rental units, 111.6 units of affordable housing would be created, or a fee in lieu could be paid instead on these 111.6 units. While creating or contracting for an affordable home ownership program (if feasible) would not provide for deeply affordable homeownership units, Low or Moderate-Income homeownership units would be created. This could be something that Council asks staff to further explore.

Housing Trust Fund

A Housing Trust Fund was established on April 23, 2018 through [Ordinance No. 820](#) to account for the collection and use of revenues to be used to support affordable housing. The Trust Fund was created to collect the fee in lieu of developing partial mandatory affordable housing units in the light rail sub-station areas, established in [Ordinance No. 817](#). To date, only one

project has chosen to use the fee in lieu and the fee will be paid before Certificate of Occupancy for this project is issued (thus, there is currently no funding in the Housing Trust Fund). When there is a critical mass of funding in the Housing Trust Fund, the City will look to provide funds to affordable housing projects. At this point, staff have yet to identify an affordable housing project to apply future funds to. Once the Trust Fund does have a critical mass of funding in it however, the City could decide to dedicate this funding to a deeply affordable housing project serving the Shoreline community.

How Affordable Housing Can be Mandated Through Value Capture

A substantial amount of research and analysis has been undertaken by policy experts to track and document the effects of fixed guideway transit systems (term includes heavy rail and light rail) on property values. This topic has commanded so much attention because many policymakers believe that fixed guideway transit systems create a value premium, i.e. an increase in property values or related economic factors as a result of the increased access and desirability of the land served by the fixed guideway transit.

During the development of the 145th and 185th Street Station Area plans and regulations, the City used the concept of Value Capture as the justification for the City's Mandatory Affordable Housing Program in the MUR-45' and MUR-70' zones. Here is a [short explanation and video](#) from the Lincoln Institute regarding Value Capture.

The rezoning of largely Residential R-6 (6 units per acre) land to form based (no density maximum) zones (i.e., the MUR zones) increased the value of the property in these areas. The City Council through land use policy and regulation decided to “capture” some of the increased land value created by rezoning the property to ensure affordable housing would be built in the light rail station areas. Value capture can also be used as a means to ensure neighborhoods are inclusive and reduce displacement.

While the City did capture some of the value in the Light Rail Station Areas through the Mandatory Affordable Housing Program in the MUR-45' and 70' zones, the City is not yet applying this requirement to for-sale units, as noted above. As part of the Light Rail Subarea Plans, this was envisioned as a future step. There may also be value created if the City Council adopts policies to allow middle housing in low density residential zones that could be captured to support the construction of or contributions to the City's Housing Trust Fund with a fee in lieu of construction. Expanding the City's use of value capture may be a way to help the City reach its affordable housing targets.

Affordable Housing Development – Other Models

Sub-Regional Collaborations

It is important to note that both East and South King County have organized sub-regional entities for the purpose of pooling resources—both funds and staffing—in support of affordable housing development and preservation. South King County has created [SKHHP](#)—

[South King County Housing and Homelessness Partners](#), which was established over the last several years.

A [Regional Coalition for Housing \(ARCH\)](#) has been in existence much longer in East King County. In addition to the cities typically thought of as East King County, ARCH includes Bothell, Kenmore and Woodinville. This leaves Shoreline and Lake Forest Park a bit ‘stranded’ in terms of sub-regional coordination for affordable housing leverage and support.

In 2020, staff reached out to ARCH to determine whether they would be open to considering expanding its membership to include Shoreline. At that time the answer was no, as the organization was struggling with inadequate staffing to manage existing levels of service. That issue has been addressed over the last two years and a recent conversation with Lindsay Masters, the Executive Director of ARCH, revealed that this could be a good time to re-visit the question of Shoreline membership in ARCH as the ARCH Board is preparing to embark on a strategic planning process. If the Council were interested in better understanding what this would involve and how it could benefit the City, staff can follow up with more detailed information.

Community Land Trusts (CLTs)

The City of Shoreline adopted its [Housing Action Plan](#) in 2021. The Plan identifies CLTs as a Toolkit Strategy (Action 3.2) to encourage affordable home ownership. Supporting CLTs through incentives or partnerships was also included in the final list of the Planning Commission High Implementation Priorities within the Housing Action Plan. The distinctions related to CLTs are a focus on homeownership and typical affordability at about the 80% AMI level. So, while this may be something the Council would like to further explore, it does not appear to be a significant tool in service of ensuring access to deeply affordable housing.

What Cities Can Do to Support Deeply Affordable Housing Development

As has been shared in this memo, the City has supported a few deeply affordable housing development projects in Shoreline and has a successful program that incentivizes and requires the private market to develop Low-Income Affordable Housing (50-80% AMI). However, the Council has expressed an interest in better understanding what it takes to support the development of more deeply affordable housing in the community. The following chart provides a high-level summary of actions/tools the City has utilized and those that could be considered to achieve this goal.

Action	What Shoreline Has Done/ Is Doing	What Could be Done
Donate Land	198 th Street Permanent Supportive Housing project.	Explore policy that mandates all surplus property be considered first for affordable housing donation.
Contribute Funds	<ul style="list-style-type: none"> • Minor CDBG contribution to Ronald Commons and a few other projects. • Fee in lieu for fractions of mandatory units are required to be contributed the City’s Housing Trust Fund. 	<p>Enhance the City’s Existing Housing Trust Fund by:</p> <ul style="list-style-type: none"> • Explore implementation of Real Estate Excise Tax 2 (REET 2) - this is 0.25% tax on real estate sales the City could impose. 0.25% of these funds can go towards affordable housing until 2026. More information is included in Housing Action Plan. • Explore requiring mandatory affordable ownership units in the MUR- 45’/70’ zones (townhouses and condominiums) to contribute a fee in lieu to the City’s Housing Trust Fund for deeply affordable housing development instead of requiring those ownership units to be built (which the City is not currently doing). • Evaluate the use of Value Capture as a tool to generate fee in lieu funding to the City’s Housing Trust Fund anytime the City increases the value of land through zoning or even possibly other regulatory changes such as allowance for middle housing in existing zones. • Move WA State-allocated sales tax dollars currently used for rental support funding to the Housing Trust Fund (about \$80,000/year). • Explore allowing Multi-Family developers to opt for fee in lieu rather than building units at 80% AMI and above. • Explore putting a property tax Housing Levy before Shoreline voters to support deeply affordable housing development.
Provide Political Support	<ul style="list-style-type: none"> • Provide letters of support, advocacy for funding, siting support, neighborhood communication, etc. 	Continue providing support as needed for future projects.

	<ul style="list-style-type: none"> • Examples include Ronald Commons; 198th project; Polaris; 192 Shoreline; and The Oaks. 	
Provide Zoning and Permitting Support	<ul style="list-style-type: none"> • Permit fee waivers- available at 60% affordability and below. • Impact fee exemption— available at 60% affordability and below. • Note: Expedited permitting is currently available at no extra cost when projects meet the requirements of any level of Deep Green development. MUR-45' and 70' zones require construction to meet or exceed Built Green 4 star standards. This standard qualifies for expedited permitting. Therefore, the affordable housing projects in the MUR-45' and 70' zones receive expedited permitting. An affordable housing development in any zone could receive expedited permitting at no cost if the project meets the Deep Green standards. 	<ul style="list-style-type: none"> • Offer expedited permitting for free or reduced cost to affordable housing developments that would serve people making 50% or less of the AMI. • Note: the expedited permitting incentive is very popular and not everything can go first and at the same time even with consultant support. This also increases processing time for other permits that are not in prioritized such as Deep Green developments.
Partner with Affordable Housing Developers for Funding Opportunities	Recent example: The City applied for a “pass through grant” from the State Department of Commerce called the Connecting Housing Infrastructure Program grant (CHIP). These funds were awarded to the City to pay the sewer system development charges for the 198 th Shoreline Permanent Supportive Housing project.	Continue providing this partnership support where feasible.

<p>Reduce Development Barriers</p>	<ul style="list-style-type: none"> • Parking reductions of up to 50% may be approved for the portion of housing providing housing units that are 60% of AMI or less. This parking reduction may be combined with up to a 25% parking reduction as identified in SMC 20.50.400(A). • Recreation Space - the recreation/open space requirements for housing units affordable to families making 60% or less AMI shall be calculated at 50% of the rate required for market housing in SMC 20.50.240(G). 	<ul style="list-style-type: none"> • Work with affordable housing developers/architects to identify to potential amendments; for example, to development standards such as setbacks, stepbacks, frontage improvements that add cost to the development and future maintenance of affordable housing development. • Further decrease parking requirements or increase parking reductions for affordable housing.
<p>Explore Joining ARCH in Order to Have Access to Technical Expertise and Support for Local Developers as well as Leveraging a Larger Housing Trust Fund</p>	<p>Initially explored in 2019 and ARCH declined at that time.</p>	<ul style="list-style-type: none"> • Recent inquiry suggested this could be a good time to ask for reconsideration. • Joining ARCH would likely require a financial contribution from the City for administration and for the ARCH Housing Trust Fund.
<p>Explore Contracting with ARCH to Provide Staffing Support to Implement a Home Ownership Program</p>	<p>Initially explored in 2019 and ARCH declined at that time.</p>	<p>Recent inquiry suggested this could be a good time to ask for reconsideration.</p>

Conclusion

Shoreline appears to be well on track for ensuring sufficient housing units that will be affordable at levels down to 50% AMI. On the other side, Shoreline has a long way to go to meet the projected need for units below 50% AMI. The primary tools available to cities that want to support deeply affordable housing development relate to providing funding and addressing development barriers. With that in mind, staff recommend additional exploration in

those two areas to determine what specific strategies are most feasible and what is likely to have the greatest impact.

In addition, staff would like to know if Council is interested in exploring the possibility of becoming an ARCH member. As noted above, this would require an administrative fee in the neighborhood of \$100,000 per year in exchange for the housing program staff support. Shoreline would also be asked to contribute to the ARCH Housing Trust Fund which would likely replace the existing Shoreline Housing Trust Fund.

Exploring Tenant Protection Regulations

City Council Strategic Planning Workshop, March 10 and 11, 2023

Purpose

Should the City consider adoption of local ordinances relating to the protection of tenants' rights? If so, what protections should be considered? How should the City enforce such protections? And to what extent does the City wish to create new, ongoing staffing commitments?

Background and Update

In June 2022, the City Council started the deliberative process on tenant protections after being engaged on the topic by tenant advocates. The [staff report for this Council discussion](#) summed up the measures being promoted by advocates, as well as the activity in other local jurisdictions up to that time. The Council declined to proceed further at that time with tenant protections in Shoreline, citing two reasons: (1) a lack of readily available staff resources to undertake in-depth policy analysis and legislative work, and (2) an interest in possibly deferring to the State Legislature, in order to ensure that Landlord/Tenant law is applied uniformly, thereby avoiding confusion as to when a specific rule might apply.

Since this June Council meeting, some jurisdictions within the central Puget Sound region have enacted local tenant protection measures, based on recommendations from A Regional Housing Consortium (ARCH), an association of 15 cities in east King County. The recommendation proposed three measures: (1) increased notice of rent increases, (2) a limit on late fees, and (3) a limit on move-in fees. Specifically:

- Redmond, in July, adopted all three recommendations. In addition, a Social security number cannot be required to apply for a rental home and renters on a fixed income like social security can adjust their rent due date.
- Kirkland, in August, adopted recommendations regarding notice and move-in fees.
- Issaquah, in September, adopted an increase in the notice required for rent increases.

Also, since June, the City of Kenmore adopted two additional renter protections—just cause eviction protection (largely modeled on State law) and a ban on abusive, deceptive and unfair practices in rental housing (taking advantage of tenant ignorance of rights, for instance).

Further south, the cities of Olympia and Tumwater have enacted similar tenant protections, and both cities are working on additional measures that would require additional staff commitment, such as a rental registration program.

Summary of Tenant Protection Regulations

The issues being advocated for and the work being undertaken by these jurisdictions is summarized in the table below. Please note that the issues and measures have complexity that



is beyond the scope of this issue paper to fully address. Should the Council choose to move forward, additional staff research and analysis would be required in order to fully and fairly inform Council of the many interests and aspects of these issues.

SUMMARY OF TENANT PROTECTION MEASURES ADOPTED IN KING COUNTY	
Tenant protection measure	Summary of activity
Just cause eviction	Adopted at the state level; augmented/reiterated locally by Auburn, Burien, Federal Way, Kenmore, Seattle and unincorporated King County
Managing initial deposits and fees (allowing payment in installment)	Adopted at the state level, augmented/reiterated by Auburn, Burien, Kenmore, Seattle, Tacoma, and unincorporated King County
Enhanced notice of rent increase	Adopted at the state level (60 days); augmented/reiterated by Auburn, Burien, Issaquah, Kenmore, Kirkland, Redmond, Seattle, and unincorporated King County
120-day notice of demolition	Adopted at state level
Prohibition on source of income discrimination	Adopted at state level
Cap on move-in fees	Adopted at the state level (60 days); augmented/reiterated by Auburn, Burien, Kenmore, Kirkland, Redmond, Seattle, and unincorporated King County
Cap on late fees	Adopted by Auburn, Burien, Kenmore, Redmond, and unincorporated King County
Alteration of due date due to tenant's fixed income	Adopted at the state level in a limited capacity; adopted by Burien, Kenmore, Redmond, and unincorporated King County
Barring discrimination due to immigration status	Adopted by unincorporated King County
Barring requirement of children or individuals with disabilities to be lease signatories	Adopted by Federal Way and Seattle
Banning abusive, unfair, deceptive practices	Adopted by Kenmore and unincorporated King County
Providing relocation assistance (beyond state requirements)	Adopted by Seattle
Creating a rental registration and/or inspection program	Adopted by Auburn, Burien, Federal Way, Kent, Renton, Seattle, and Tukwila



Barring rent increases if property is in poor condition	Adopted by Burien, Seattle and unincorporated King County
Right to live with family	Adopted by Federal Way and Seattle
Prohibiting criminal background checks	Adopted by Seattle

Additional Information

As relayed in the June 2022 Staff Report, tenant advocates, who have shared with Shoreline and other cities an array of tenant protections in a format referred to as a “model ordinance”, have provided their own summary of jurisdictional activity on the measures they have advocated. This is appended to this issue paper as Attachment A. Additionally, they have provided a document that shows how their model ordinance compares to existing state law. This is included as Attachment B.

Enforcement

In most of the jurisdictions that have taken action, many of the foregoing tenant protections are enforced by private right of action—they provide the tenant with a defense to eviction and/or allow them to seek damages from a landlord. In those instances, there is no direct role for City staff in the enforcement of these provisions and the local jurisdictions are not seeing an increase in demand upon city staff time in the months since these measures were adopted. As noted in the June 2022 Staff Report, for those programs that require staffing (particularly relating to registration and inspection), jurisdictions are seeing a need for 0.5 to 2.5 FTE.

Current State Legislative Activity

There is also activity in the current State legislative session regarding tenant protections: three measures have been introduced to further extend tenant protections statewide. It is unknown at this time whether they will successfully make it through the legislative process and become law. Those measures are:

- HB 1389/SB 5435—which would place limits on the landlord’s ability to increase rent—it has received a hearing in the House Housing Committee.
- HB 1124—which would increase notice requirements and limit late fees—it has received a hearing in the House Housing Committee.
- HB 1388—which would apply the Consumer Protection Act to the Residential Landlord Tenant Act—it has received a hearing in the House Housing Committee

Enforcement of Protections via a Private Right of Action

As noted above, a number of cities, including Kenmore, Kirkland, Issaquah, and Redmond, have enacted some degree of tenant protection that is enforceable in court through a private right of action. These cities have not structured these protections to be enforced through direct city engagement. A few observations about the use of this enforcement mechanism:

- Staff believes that many/most landlords likely operate in good faith and will implement tenant protections, so long as they are clearly and effectively communicated to them.



- For those who need to go to court to protect their interests via a private right of action, there will likely be equity issues with this enforcement mechanism insofar as those tenants with education and/or resources to engage in a private right of action will be more able to avail themselves of these resources than tenants who lack such.

Policy Considerations

There are a number of key policy aspects that merit consideration regarding tenant protections:

- Does the City Council see value in enacting into law any of these tenant protections?
- Should the City wait to see what action is taken at the state level, if any this legislative session?
- Should the City create protections that can be enforced through a private right of action, or should there be enforcement mechanisms that are more substantial, which would require additional staffing resources?
- How does the City Council wish to engage the community in this process? Note that Exhibit A to the June 2022 staff report summarized stakeholder outreach undertaken by the City of Olympia with regard to their tenant protection regulations. It might provide some sense of the potential range of feedback that the City might receive from various stakeholders in this community.

Renter Protections Comparison

	Seattle	Auburn	Federal Way	King County (unincorp.)	Kenmore	Redmond	Kirkland	Burien	WA State
Notice of rent increases	180 days for <i>any</i> rent increase	120 days if > 5%	–	120 days if >3%	120 days if >3% 180 days if >10%	120 days if >3% 180 days if >10%	120 days if >3% 180 days if >10%	120 days if >3% 180 days if >10%	60 days
Cap on Move-in costs (additional to 1st month rent)	Similar to other listed examples but more complicated; see city website for details.	Similar to other listed examples but more complicated; see city website for details.	–	Capped at 1-month rent, right to pay in installments over 6 months (or 2 mo. for leases shorter than 6 months.)	Capped at 1-month rent, right to pay in installments over 6 months (or 2 mo. for leases shorter than 6 months.)	Capped at 1-month rent, right to pay in installments over 6 months (or 2 mo. for leases shorter than 6 months.)	Capped at 1-month rent, right to pay in installments over 6 months (or 2 mo. for leases shorter than 6 months.)	Capped at 1-month rent, right to pay in installments over 6 months (or 2 mo. for leases shorter than 6 months.)	Payment installments allowed under some circumstances, see RCW 59.18.610
Cap on Late fees	–	Capped at \$10	–	Capped at 1.5% of monthly rent	Capped at 1.5% of monthly rent	Capped at 1.5% of monthly rent	–	Capped at \$10	Late fees can't be charged until 5 days after rent is due
Just Cause and Lease Loopholes	Local Just Cause w/ no lease loophole	Local Just Cause w/ no lease loophole	Local Just Cause w/ no lease loophole	Local Just Cause law w/ no lease loophole	Local Just Cause law w/ no lease loophole	–	–	Local Just Cause law w/ no lease loophole	Just cause protections; WITH lease loophole
Tenants on fixed income can adjust rent due date	–	–	–	Yes	Yes	Yes	–	Yes	Yes, but no more than 5 days; must request in writing and income is from govt assistance
No SSN required to apply for	–	–	–	Yes	Yes	Yes	–	Yes	–

rental home									
Ban on abusive, deceptive & unfair practices	-	-	-	Yes	Yes	-	-	-	-
No rent increase if property is in poor condition	Yes	-	-	Yes	-	-	-	Yes	-
Rental property registration program for purposes of data & inspection	Yes (also in Renton, Tukwila, Burien, Auburn, Federal Way, & Kent)	Yes	Yes	-	-	-	-	Yes	RCW 59.18.125 Inspections by local municipalities—Frequency—etc
Landlord-paid relocation assistance if >10% rent increase	Yes, for tenants up to 80% of area median income	-	-	-	-	-	-	-	-
Relocation assistance when property is torn down or renovated	Yes, for low-income tenants (paid ½ & ½ by city & property owner)	-	-	-	-	-	-	-	For condemned or unlawful buildings, see RCW 59.18.085
First-in-time rental application law	Yes	-	-	-	-	-	-	-	-
Fair Chance	Yes	-	-	-	-	-	-	-	-

Housing law (no criminal background checks)									
Ban on most winter evictions	Yes	-	-	-	-	-	-	-	-
Ban on most evictions of families & educators during sch. year	Yes	-	-	-	-	-	-	-	-

Model Ordinance vs Current State Law

This document is a side by side comparison of the Stat Housed Stay Health model legislation compared to state law as of 02.13.2023. Many local jurisdictions have adopted these and similar protections on the local level.

Longer notice of rent increases

- Model ordinance: 180 days notice of any rent increase.
- Current state law: 60 days notice of any rent increase
- Many cities in King County now require 180 days notice of rent increases greater than 10%, and 120 days notice of rent increases greater than 3%.
- Proposed state laws:
 - HB 1124 would require 6 months notice for rent increases of 5% or more.
 - Two state bills would limit rent increases to between 3% and 7% annually depending on the rate of inflation.

Late Fee Cap

- Model ordinance: Late fees are capped at \$10 per month.
- Current state law: No current cap on late fees under state law. The amount charged in late fees does need to be included in the lease agreement.
- Proposed state law: HB 1124 would limit late fees to \$75 per month.

Move-In Fee Cap & Payment Installments

- Model Ordinance: Total move-in fees (all charges beyond the 1st month's rent) are capped at one month's rent, and the tenant has a right to pay in installments over 6 months.
- Current State Law: Move in-fees (all charges beyond the 1st months rent) have no upper limit under current state law, and the tenant has a right to pay in installments over three months (two months if the rental agreement is for less than three months)

Relocation Assistance

- Model Ordinance: Increases over 10% of monthly rent requires landlord to pay relocation assistance equal to 3-month's rent for economically displaced tenants
- Current State Law: State law does not provide for any relocation assistance in cases of large rent increases.

Ability to adjust rent due date for tenants on a fixed income

- Model Ordinance: Rental agreements must include a provision allowing tenants to adjust the due date of rent payments if the tenant has a fixed income source such as SSI that makes it hard to pay rent on the date otherwise specified in the rental agreement.
- Current State Law: Renters on a fixed income such as SSI can make arrangements for payments to be delivered no later than the 5th of the month to avoid late fees.

Just Cause Eviction Protection for All Renters

- Model Ordinance: Requires good cause to evict, regardless of lease type.
- Current State Law: Requires good cause to evict a tenant on a month to month lease. Does not apply to those on fixed term leases.

No Social Security Number Required

- Model Ordinance: Prohibits landlords from requiring a social security number for the purposes of screening a prospective tenant.
- Current State Law: No state protections in place.

Ban Abusive, Deceptive, and Unfair Practices

- Model Ordinance: Landlords are prohibited from unfair, abusive or deceptive acts or practices.
- Current State Law: No state protections in place.

No Rent Increase if Property is in Poor Condition

- Model Ordinance: A landlord shall not increase the rent to be charged to a tenant by any amount if the dwelling unit has defective conditions making the dwelling unit unlivable, if a request for repairs has not been completed, or is otherwise in violation of RCW 59.18.060.
- Current State Law: No state protections in place.

Protections for Children & People with Disabilities

- Model Ordinance: Landlord may not demand child or person with disability to be signatory to lease if tenant of record is already a signatory
- Current State Law: No state protections in place.

Create a Rental Housing Registration & Inspection Program

- Model Ordinance: Establishes a mandatory rental housing safety inspection and registration program.
- Current State Law: Local jurisdictions are allowed to create their own rental inspection programs.

Exploring a Change in Electrical Utility Service Provision

City Council Strategic Planning Workshop, March 10 and 11, 2023

Purpose

The purpose of this issue paper is to review whether the City should research and evaluate what it would take to change its electric utility provider from Seattle City Light to Snohomish County Public Utility District No. 1. For the purposes of this discussion, this paper assumes that the City of Shoreline is not being provided with adequate customer service, to residents, business, and the City itself, by its current electrical provider - Seattle City Light (SCL).

Background

SCL is owned and operated by the City of Seattle pursuant to RCW Chapter 35.92 Municipal Utilities. Perceived problems with SCL's service provision include interruptions of service and delay to vital and needed capital infrastructure investments, such as the electrical duct bank project in the vicinity of Sound Transit's Shoreline South/148th Station. Additionally, SCL's business decisions, including asset management, are made without the City having any avenue for significant input into the decision-making process. These decisions can add costs to ratepayer bills that are beyond the ability of the City to influence.

In contrast, the Snohomish County Public Utility District No. 1 (SnoPUD), is a special purpose district established under RCW Title 54 Public Utility Districts and is governed by a three-member board of commissioners elected on a non-partisan basis. If the City was included within SnoPUD, Shoreline residents would gain the power to vote for the commissioners that establish policy, rates, and operational guidance, and the City would have an improved ability to advocate for its interests.

Analysis

The process of changing electrical providers would represent a very significant work effort and multiple years to bring to fruition. At this stage of analysis, there is a threshold question regarding the political and legal constraints to such a process.

As noted above, SCL is a municipal utility under RCW Chapter 35.92 and SnoPUD is a public utility district operating under RCW Title 54. As a public utility district, SnoPUD has all of the powers of a municipal corporation such as property acquisition, including the use of eminent domain, and annexation. But the use of these powers in relationship to another municipal corporation, such as SCL, are limited. Specifically:

- While SnoPUD can condemn and purchase property, RCW 54.16.020 states that no public utility owned by a city shall be condemned, and none shall be purchased, without submission of the question to the voters of the public utility district. Thus, for SnoPUD

to either condemn or purchase SCL infrastructure in Shoreline, it would require a vote of SnoPUD's existing customers. In addition, while condemnation would not require Seattle's consent (although a condemnation process would require a number of other steps), a negotiated purchase agreement would.

- SnoPUD can annex territory. However, RCW 54.04.035 states that a public utility district can only annex territory that is contiguous and within its service area. The statute defines service area to exclude areas served by another public utility and this includes a city engaged in the electric business. Thus, given this restriction, agreement by Seattle would be needed. If annexation was possible, the method for annexation is the Election Method (RCW 35.13.015 - .110) which require residents of Shoreline to vote on the annexation and, potentially, acceptance of SnoPUD's current debt.

As a threshold matter, these legal guideposts make it clear that switching service from one provider to another would be extremely complex. As either a practical matter or a legal matter, SCL consent of this would be required. While staff have not approached SCL about the possibility of engaging in this scenario, it is not considered likely that SCL would provide consent for this. At a minimum, arriving at an agreed-upon valuation of existing SCL assets (at least those to be assumed by SnoPUD) in Shoreline by both utilities, by itself, presents a considerable challenge. At this stage of analysis, staff do not see a viable path forward that does not create a risk of antagonizing SCL at a time when their collaboration and infrastructure investment is sorely needed.

Regardless of the viability of the assumption of SCL, if Council were interested in advancing this process, staff has identified a number of steps that would need to be undertaken. These steps, or categories of steps, are listed in a roughly sequential order, but the actual order may change as the implementation process plays out. Additional research is still required on the statutory restrictions or limitations to these steps.

1. Permission/Agreement/Approval. Potential parties and/or stakeholders to this process could include the following:
 - a. The City of Shoreline.
 - b. Snohomish County PUD. SnoPUD would need to make a determination that this change is in the interests of the PUD and its existing ratepayers. The District does provide power outside of Snohomish County, including to Camano Island (Island County) and Skykomish (King County).

In conversation with SnoPUD staff, and per legal research, the District would (or might) need to seek approval from the following:

- i. Snohomish County
- ii. SnoPUD cities
- iii. SnoPUD voters, via a ballot measure to approve.

- c. Seattle City Light. Per legal research, and as a practical matter, SCL would need to agree to a valuation of its capital facilities in the service area that would need to be transferred to SnoPUD, at a minimum, and likely would also have to agree to the transfer itself.
 - d. Other parties. Research would be needed to assess whether there are any other key parties to this process not identified during the development of this paper. This could include the telecommunication and other companies that utilize SCL power poles to operate their wireline and fiber systems.
2. Financial analysis. Parties would need to determine how this change would impact ratepayers, as well as affected jurisdictions. The City would need to undertake a financial analysis of the anticipated cost (and therefore rates) that SnoPUD would charge Shoreline ratepayers. Considerations would include the need for SnoPUD to purchase assets from SCL (poles, etc.) or install new, as well as factoring in the connection from their power generation system to Shoreline and, ultimately, that capital investment would then need to be recovered through rates to Shoreline customers over time. SCL would need to evaluate the sale or abandonment of its assets through this process, as well as the consequences under the existing Franchise Agreement of choosing to abandon them.

Assuming that this analysis demonstrated a path forward for making this change, then several key implementation steps would need to be planned and executed, including (but not limited to) the following:

- Termination of the SCL Franchise Agreement
- Negotiation of a SnoPUD Franchise Agreement
- Community engagement and notice (this work would likely need to take place at several steps along the above evaluation process, too).
- Physical transfer of infrastructure, *without* interruption of the power supply to City residents and businesses.

Conclusion/Next Steps

To move forward, Council would need to determine that SCL's deficits in terms of customer service, asset management and decision making warrant this large and complex undertaking. It is the assessment of staff that these issues do not warrant further exploration of this concept, given that SCL would need to agree to this transition, which is highly unlikely. However, should this process move forward, staff would then need to begin a conversation with SCL that would assess the likelihood that they would grant consent to this change. SnoPUD would also need to be approached to ascertain their interest in expanding their service area into Shoreline. A number of key threshold questions would need to be answered, such as which parties would be required to provide consent to this undertaking. The Shoreline community would need to be engaged to assess their interest in committing significant time and resources to this undertaking. In addition, a first order estimate of scope, schedule and budget would be needed to facilitate the next steps in decision making and project development.

Ground Floor Commercial Regulations – Update and Potential Expansion of Pilot

City Council Strategic Planning Workshop, March 10 and 11, 2023

Purpose

The purpose of this issue paper is to provide an update on the City's ground floor commercial regulations and highlight some considerations for potential expansion of these requirements beyond the North City and Ridgecrest neighborhood commercial districts.

Background

[Ordinance No. 901](#) became effective on October 27, 2020, and requires ground floor commercial uses in multifamily development in the Community Business (CB) zone abutting the commercial corridors in North City and Ridgecrest. These are the only locations in the City where ground floor commercial uses are mandated. Monitoring the outcomes of these regulations are currently a City Council Action Step:

Council Goal #1, Action Step #11: *Monitor the outcomes of the ground floor commercial requirements in the North City and Ridgecrest neighborhoods and use lessons learned from this early adoption area to model future development regulations.*

North City and Ridgecrest Ground Floor Commercial Regulations

In North City, the regulations apply primarily on 15th Avenue NE, from NE 172nd Street to NE 180th Street, and extend to portions of the block faces on NE 175th Street, NE 177th Street, NE 179th Street, and NE 180th Street (see map in *Attachment A*). In Ridgecrest, the regulations apply at the intersection of 5th Avenue NE and NE 165th Street (see map in *Attachment B*).

The Ground Floor Commercial Requirements for both areas include the following:

- At least 75% of the frontage shall be commercial space, with the remaining 25% allowed for the multifamily uses (lobbies, leasing office, fitness center and other amenities).
- Amenities such as a fitness center that offers memberships to the public are considered commercial space for purposes of meeting the 75% frontage requirement.
- Commercial space shall have a minimum average depth of 30 feet and no areas less than 20 feet.
- Commercial space shall be constructed with a minimum floor-to-ceiling height of 18 feet, and a minimum clear height of 15 feet.
- Commercial space may be used for any allowed use in the CB zone except for adult use facilities, marijuana operations, check-cashing services and payday lending, pawnshops, and tobacco/vape stores.

- Parking required at a rate of 1 stall per 400 net usable square feet (excludes corridors, lobbies, bathrooms).
- An additional base height allowance of 8 feet to account for additional ceiling height.
- A 10-foot height bonus and 5% increase in hardscape allowance for restaurant ready space (ADA bathrooms, central drain line, grease interceptor, and vent shaft for commercial kitchen hood/exhaust).

Other Ground Floor Commercial Regulations

Commercial zones throughout the City allow for ground floor commercial uses, but do not mandate them. The following zones allow ground floor commercial:

- Neighborhood Business (NB)
- Community Business (CB)
- Mixed Business (MB)
- Town Center 1-3 (TC-1, 2, 3)
- Mixed Use Residential (MUR) 35 and 45, when adjacent to an arterial street
- MUR-70

There are no incentives for ground floor commercial uses in the zones listed above. Developments in these zones located on an arterial street must provide a 12-foot ceiling height on the first floor and 20-foot depth in order to allow for potential future conversion of the ground floor to commercial uses.

Development Activity to Date

Attachment C to this memo provides a table of recent development activity with ground floor commercial, in areas where it is mandated and optional. Only one development (the Leena's site in North City) is currently under permit review and subject to the recent 2020 ground floor commercial requirements. Developments without ground floor commercial are not included. A second development proposal, for the site at 17127 15th Avenue NE, has held two pre-application meetings with the City and may be moving forward with a permit application.

Ground Floor Commercial Implementation Observations

Below are observations and feedback compiled from both applicants and staff on the ground floor commercial requirements that took effect in 2020:

- Design standards should offer flexibility without additional process where ground floor commercial is required. For example, the desire for ground floor commercial uses can be at odds with other standards such as building modulation standards that require modulation for buildings longer than 150 feet to have a minimum 30-foot-wide section that is offset by at least 20 feet through all floors. Currently, an Administrative Design Review is needed to depart from the modulation requirements if the commercial space is requested to be built to the back of

- sidewalk for the entire length of the façade. Refinements to the Development Code could address this issue.
- Based on developer feedback, the height bonus for restaurant ready may not always be a meaningful incentive. With wood frame construction, a building is limited by building code to 70 feet from finished grade. A building cannot exceed that 70-foot limit even if another level in concrete is added. A designer could go to Type III-A construction (masonry/concrete) and use Fire Retardant Treated Wood to build up to 85 feet, but CB zoning limits a building to 78 feet with restaurant ready (60 feet base height in CB, 18 feet bonus for restaurant ready) so it is difficult to build up to the full potential of a III-A building. According to one developer, when they studied this topic, parking became the primary issue as they had to excavate down another level into the ground, which became cost prohibitive in their instance. In their scenario, they would have liked to go up, parking P1, L1 and L2, then 5 stories of residential (maybe even 6 with an extra level of concrete) above that, but the zoning height limit would cramp all the ceiling heights below 9 feet which is less than market standard. In CB, the height bonus would need to change from 18 feet to 25 feet. If this were expanded to other zoning districts in the future, it would need to be adjusted to allow a height of 85 feet. Tradeoffs and potential impacts to the neighborhoods or surrounding properties from additional development height would need to be weighed against any code amendments.
 - Other developer recommended incentives include:
 - Reducing the “public place” design requirement as in an urban site it is limiting the amount of ground floor space that you can use for the building's needs. Consider trading public space for restaurant space.
 - Reducing/removing the heavy building articulation requirement to ensure a bit more retail frontage along the street and apartment net rentable above without adding additional height and change of construction type.
 - Staff has observed there appears to be interest from the development community in providing ground floor commercial uses in areas where it is not required, as evidenced by some of the projects noted above that have optionally provided it and by the number of pre-application meetings held for developments that are showing ground floor commercial in their preliminary designs. However, ground floor commercial being provided voluntarily is on a smaller scale than what is mandated in North City and Ridgecrest (i.e., 75% of the frontage). These voluntary areas could indicate what local market conditions can support, but more study would be needed to better fully understand whether that is the case.
 - The ground floor commercial requirements in North City and Ridgecrest require parking for commercial space at a rate of 1 stall per 400 square feet, regardless of the use. One parking ratio for all potential commercial uses provides certainty and clarity both for staff administering the code and to the applicant.
 - Although the code requires the first floor of residential buildings have ceiling heights and a depth to accommodate future conversion to commercial uses, there seems to



be little interest in actually converting these spaces. It is likely that once the area is programmed for residential uses it will remain so.

- Developers with interest in the station areas have inquired about the City's plans to get more mixed use in these areas to make them more attractive for their future residents and establish a vibrant neighborhood in the long term.

Considerations for Expanding Ground Floor Commercial Requirements

The following are just some of the items to consider for expanding ground floor commercial requirements into other parts of the City:

- Local business districts and commercial corridors with ground floor commercial uses on a complete and welcoming sidewalk are a primary ingredient to a vibrant neighborhood.
- Requiring too much commercial space in areas the market cannot support it can result in vacant store fronts or reduced redevelopment activity altogether. Areas where it is to be *required* should be intentionally focused similar to the pilot for North City and Ridgecrest.

Recommendation

Further study is necessary to identify options for potential expansion of the ground floor commercial requirements beyond North City and Ridgecrest. Staff recommends that study and consideration of options include an economic/market analysis to ensure areas where ground floor commercial is being required can support such uses. Staff is also seeking direction from Council on whether there are specific corridors or intersections they would like to see ground floor commercial mandated which should be an area of focus for study. Additional outreach to the community and stakeholders should also be done as part of this effort.

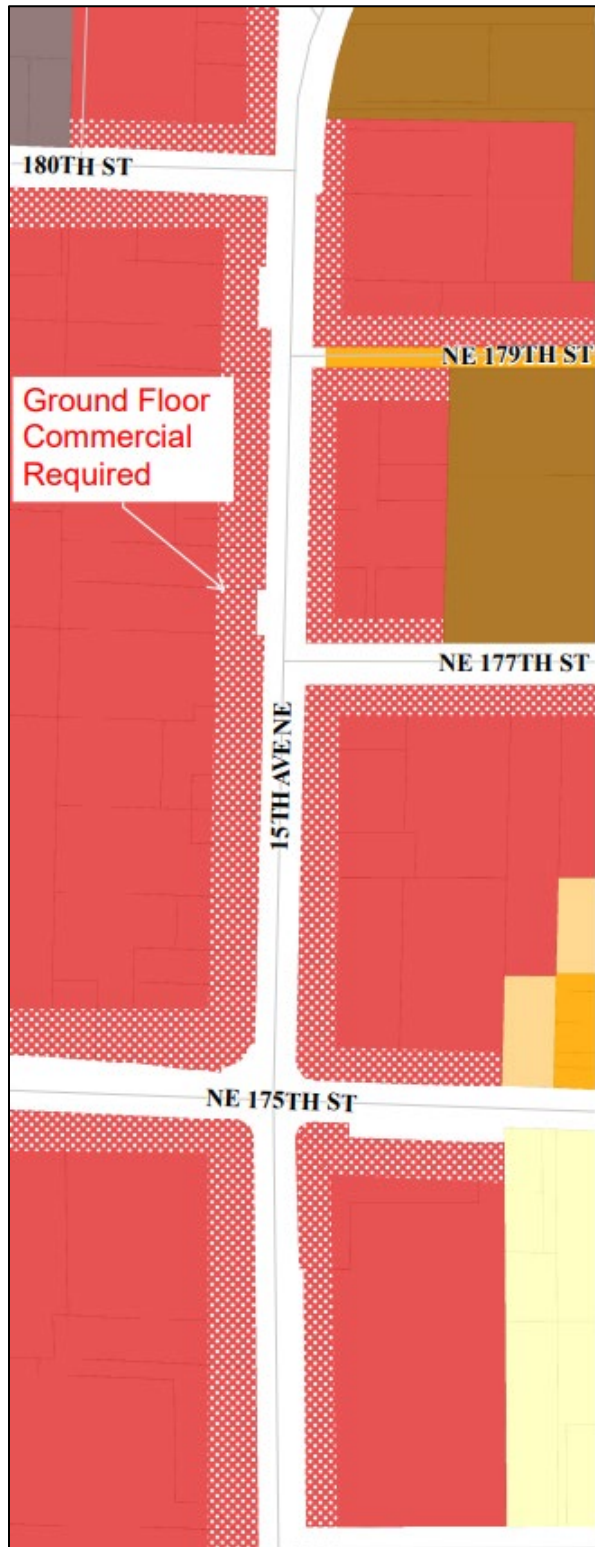
Attachments

Attachment A: North City Ground Floor Commercial Requirements Applicability Map

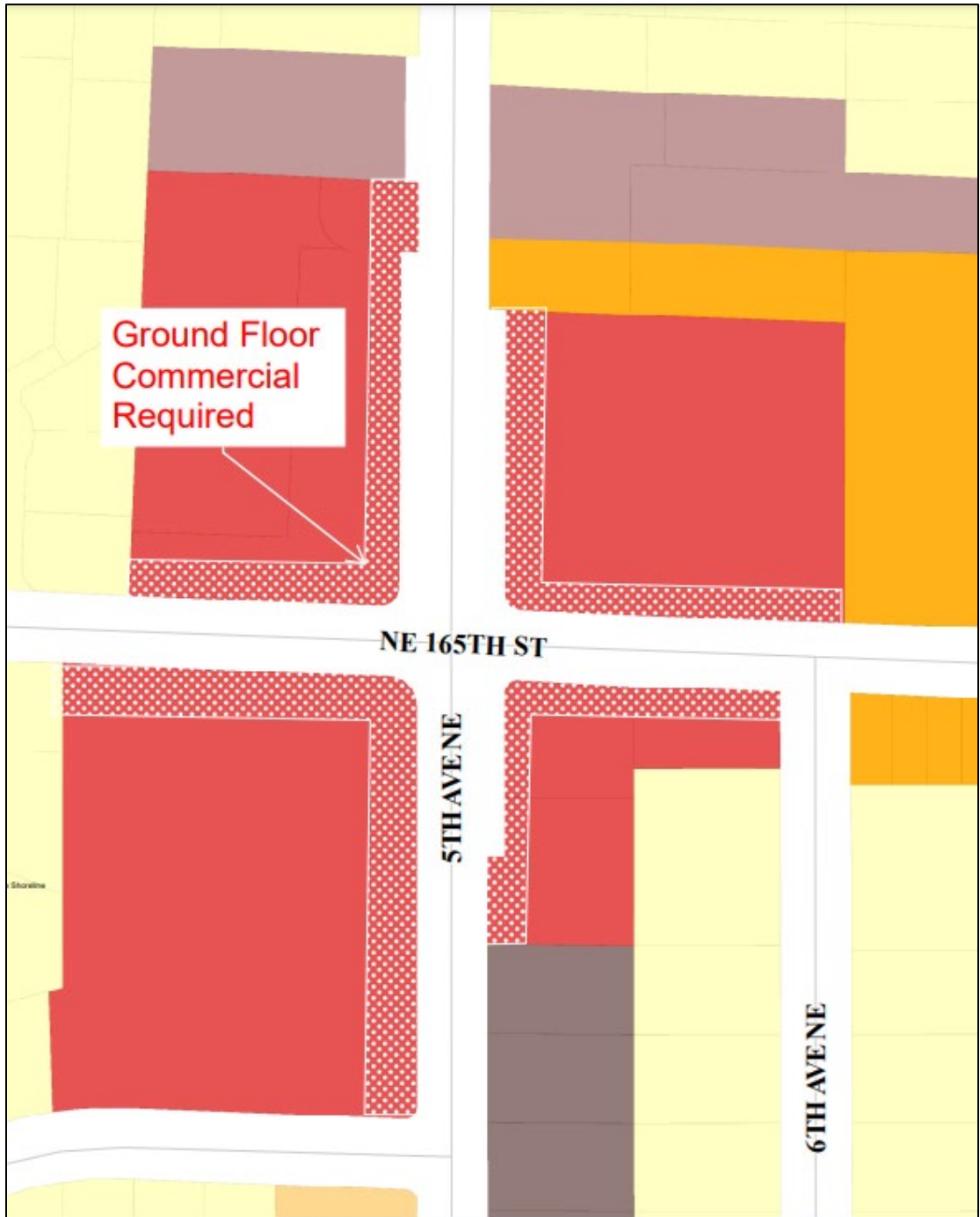
Attachment B: Ridgecrest Ground Floor Commercial Requirements Applicability Map

Attachment C: Table of Recent Development Activity Including Ground Floor Commercial

Attachment A
North City Ground Floor Commercial Requirements Applicability Map



Attachment B
Ridgecrest Ground Floor Commercial Requirements Applicability Map



Attachment C

Table of Recent Development Activity Including Ground Floor Commercial

Development	Location	Status	Commercial Size	Notes
*North City (Leena's site)	17724 15 th Ave NE	Under review	5,373 sq ft	Restaurant ready space; fitness amenity open to public (1,455 sq ft)
*North City Preapp	17127 15 th Ave NE	Pre-application	2,689 sq ft	Pre-application held in December 2022. Applications not yet filed
Kinect	18553 8 th Ave NE	Issued	1,350 sq ft (8 th Ave NE frontage) 799 sq ft (adjacent to 185 th Station)	Provides pedestrian connections to 185 th Street Light Rail Station
Geo	17990 Midvale Ave N	Constructed	3,390 sq ft	Commercial on Midvale Ave N; currently negotiating a lease with Pilgrim Coffee (which started as a food truck at the Shoreline Farmer's Market and has one location already in North Seattle – Oak Tree)
Grand Peaks	14540 5 th Ave NE	Under review	1,300 sq ft (5 th Ave NE frontage) 1,000 sq ft (6 th Ave NE frontage)	Commercial on 5 th Ave NE and 6 th Ave NE
Axis	811 NE 188 th St	Under review	1,500 sq ft	
The Line	132 NE 145 th St	Issued	1,700 sq ft	Commercial on NE 145 th St
Ion	345 NE 149 th St	Ready to Issue	2,500 sq ft	Commercial space fronts, and has pedestrian connections to, the 148 th St Station

*Ground floor commercial mandated

Communication Program Goals, Approach, and Outreach Strategies

City Council Strategic Planning Workshop, March 10 and 11, 2023

Purpose

Council requested information about the Communication Programs goals, approach, and outreach strategies. This memo will provide a general overview of the Communications Program, identify some challenges, and offer recommendations for ways to increase capacity and expand outreach.

Overview

Our Communications Program (Communications) has just 2.0 FTE staff (a Communications Program Manager and Communications Specialist), which by regional standards for a city our size is on the smaller end. As a result, the City operates under a centralized/decentralized model for communications. Communications staff have direct responsibility for key communications channels, but City departments handle much of their direct communications work. However, for big issues that have a citywide impact, it is expected that department staff will work with Communications staff on communication efforts. For smaller or routine issues, departments are expected to handle communications on their own, while keeping Communications informed. If a department needs assistance with a particular issue, Communications staff will provide support.

While this model has been adopted out of necessity, and staff have made it largely work, it has also led, at times, to disjointed communications where it appears as though the City is speaking with many different voices instead of one. How one department ‘does’ communication is not necessarily how another department ‘does’ it. Additionally, the City’s heavy reliance on consultants to provide project-specific communications also contributes to instances of disjointed communication.

Program Goals and Approach

Our goal for the Communications Program is to provide timely, pertinent, and accurate information to external stakeholders. Given limited resources, Communications tries to focus its work on those areas that will most likely get the biggest return on investment, meaning the broadest reach to the Shoreline community. Below is a summary of the key work and communication channels overseen by Communications:

2022 Resident Satisfaction Survey

According to the 2022 Resident Satisfaction Survey, 90% of residents say they get their information about City projects, services, issues, and events from Currents—a number that has



held steady for 20 years. This underscores the critical importance of Currents as a source of information for Shoreline residents. Other important sources of information include the City's Recreation Guide at 78%, followed by third-party online resources such as Shoreline Area News at 49% and the City's website at 28%. Our eNotifications and social media channels come in at 14% and 13% respectively.

Currents

Because Currents continues to be such an important resource for residents, it remains a central focus of Communications work each month. We mail 10 issues of Currents to approximately 25,000 households and businesses every year. Currents is also available online. The Communications Program Manager works with other City staff to draft content for each issue. The Communications Specialist provides the layout and graphic design work for each issue.

Website

In 2022, the City's website received 920,000 page views. Each department has at least one website administrator assigned to manage webpages, while Communications manages the overall content and messaging on the website. The Communications Specialist trains new users; provides technical assistance, along with our IT Functional Analyst; and ensures quality control. Communications helps departments design and create new pages, approves changes to existing pages, and provides feedback on page content edits.

Communications last redesigned the website in 2017 and is preparing another update. Over the next two years, Communications will lead a redesign process with the new website expected to go live in the fourth quarter of 2024. Redesigns demand a great deal of staff time, since the process requires review and revision of every page on the City's website, as well as review of every document made available online. We currently have a combined 3,015 pages and documents on the website.

This intensive document review is required because, in addition to redesigning the website, each document must be brought into accessibility compliance. This will take a substantial amount of staff time and money to accomplish. Communications is exploring ways to do this using AI technology to speed up the process; however, it is likely to be expensive. As an alternative to bringing the documents into compliance, the City could consider removing many of our older documents from the website and making them accessible upon request.

Social Media

The City currently has ten (10) different social media accounts (four Facebook accounts [City Hall, Public Art, Parks and Recreation, and Emergency Management], two Instagram accounts [City Hall and Teen Program], and one each of Twitter, Flickr, LinkedIn, and YouTube.) Posts from the main City Facebook page and the Parks and Recreation Facebook page received a combined 366,304 impressions in 2022 and our Twitter feed received 99,373 impressions in



2022. The Communications Specialist is the primary owner of most of the accounts; however, a select number of other City staff can also make posts. Based on staff capacity, Communications' primary goal in the use of social media is to push information out to residents; due to staffing limitations, it is generally not used as a place to engage in conversation or gather feedback. However, as needed, staff will answer questions and post clarifications.

eNotifications

The City uses the eNotification system within its website content management system to send news items and calendar notices to individuals who have signed up to receive them. As of January 2023, over 4,750 people have active accounts to receive email notifications of some kind from the City. In 2022, we sent over 250 eNotifications to subscribers, with an open rate average of 49.9% for news stories (the government sector can typically expect an open rate of 19.4%.) The primary use of this system is for sending out information on Council, Planning Commission, and Park Board meetings; news releases; and neighborhood news.

News Releases and Media Relations

Over the past five years, Communications has issued an average of 43 news releases per year. Because Shoreline does not have any local news outlets, releases continue to be primarily issued to local blog Shoreline Area News, posted through the City's different communication channels including social media, sent to people who have signed up for news releases through our eNotification system, and posted to the City's website.

Shoreline lacks a dedicated newspaper, and so the City must rely on coverage from regional papers, such as the Seattle Times and the Everett Herald. On occasion, they will reach out to us for comment on regional stories, but rarely publish stories solely focused on Shoreline. Local radio and television coverage of Shoreline is very limited and often contains inaccuracies. Since regional print and TV media has not been a source of City news for most residents, staff has not focused on efforts to change this paradigm. However, with the opening of light rail, and the significant growth being experienced by Shoreline, there has been a recent uptick of interest by larger media organizations.

Communications works with departments on responding to media requests. This can include helping develop talking points for the subject matter expert to acting as the spokesperson for the City and responding directly with the media.

Brochures and Other Collateral

The Communications Program helps develop brochures, signs, and other printed materials for different City projects and programs. Communications also provides copy and graphic design support when possible, as well as editorial and communication assistance on a variety of projects, programs, and issues when asked by other departments.

Talking Points and Events

Over the past five years, Communications has produced, on average, about 18 sets of talking points for Council and staff per year. Communications also develops the program and organizes the annual State of the City event and supports other city-wide events throughout the year.

Strategic Communications

Communications works with other departments on developing strategic communications plans for projects and programs when requested. This also includes community engagement and outreach.

Challenges

The small size of Communications creates challenges that largely fall into the category of opportunities missed. As noted above, limited bandwidth results in the City speaking with an inconsistent voice at times. Moreover, limited ability to support individual departments means that important communications tasks are carried out by staff for whom this work is not necessarily their highest priority and for which they aren't trained, or it is left to consultants.

Community Engagement and Outreach

When it comes to community engagement at the City, we often spend limited resources on consultants who provide community engagement and communication expertise for specific projects. While this does help address some of our staff capacity issues, it can also lead to disjointed communication efforts from the City. Consultants have their own styles and preferred ways of doing communication and may use cookie cutter approaches to community engagement that may not feel authentic to residents. Consultants are also constrained by their scopes of work, limiting their ability to be flexible in addressing emerging issues and the amount of time they can spend on a project.

This approach also requires project managers to 'manage' community engagement and communication for their projects. While City project managers are great at managing projects with their content areas, they are typically not communications or community engagement experts and rely on the consultants to develop the community engagement and communications plans for their projects. Communications, along with our Neighborhoods Coordinator and Diversity and Inclusion Coordinator, provide support when possible but we are often brought into the process after a consultant has been selected, the scope of work is set and a kick-off meeting with the consultant has been held. After that, depending on the project, Communications is asked periodically to review documents after they are drafted or provide limited input on a certain item. Even if asked to provide more input, capacity constraints limit what we can contribute.

Graphic Design Work

Currently our Communications Specialist handles the graphic design work for Currents and several of our other city-wide mailings, such as informational brochures. The Communications Specialist also provides graphic design assistance to other departments when time allows. The graphic design work takes a lot of our Communication Specialist's time that could be used in other ways to support Communications. There are other individuals within the City who have limited graphic design experience, but we often rely on consultants to provide graphic design work for projects. Again, this can lead to disjointed look and feel of the material that goes out relying on so many different "graphic designers" with varying levels of skill.

Social Media and Digital Communications

Because of our limited capacity, Communications also limits our social media management to pushing out information rather than using it as a tool for more active engagement. This includes the use of features such as Facebook Live, Instagram Reels, and Facebook Groups. We also are limited in the digital content we produce for our various communication channels, such as photos and videos. In the past, we have contracted out for photography and video production services. Our photographers have worked on a project-by-project basis. While this allows staff to restock our photo libraries, it limits our flexibility to take good photos as opportunities arise.

Contracting out for video production is often expensive and takes a lot of staff time to coordinate. As an example, one of the last videos Communications produced using a paid consultant cost over \$12,000 for a three-minute video that has had limited views. We miss a lot of opportunities for engagement and outreach because of our inability to produce more digital communications and be more active in the social media space.

Opportunities for Enhancing and Expanding the Communications Program

Below are some ways that the City could enhance and expand our communication and outreach capabilities:

Community Engagement and Outreach

A potential solution would be to create a new Community Engagement Coordinator position and/or a Community Engagement Support position. The 'community engagement team' would work across departments helping to manage community engagement and communications for projects. This team could report to the Communications Program Manager and be a resource across the City. There are a number of benefits with this approach:

- It allows for a more consistent City voice in project communications.
- A better knowledge of the community and community stakeholders would allow for better coordinated and targeted outreach.
- It allows Communications to build better relationships with community members, which in turn can increase opportunities of co-creating engagement and outreach with communities that have not traditionally participated.

- It would remove much of the community engagement and communication management responsibilities from project managers, who aren't trained in this area.
- It allows for more flexibility in how the City responds to arising issues and for more targeted use of consultants when needed
- It would provide more capacity for us to use and manage our own community engagement platform instead of relying on consultants to use their own platforms, which are all different.
- We could better coordinate engagement and outreach across projects so as not to overwhelm community members with repeated requests for input.

Graphic Design

Communications is exploring contracting out the graphic design work for Currents and possibly some of our other work. This could free up the Communications Specialist to do more of the writing for Currents, which in turn could free up the Communications Program Manager to engage in more strategic communications work, community engagement, and staff training and support. However, contracting has its drawbacks. It still requires the Communications Specialist to gather all the digital material for each issue and manage the back-and-forth revisions with the graphic designer. The time savings may not be as much as hoped.

Another solution could be to bring a graphic designer on staff at the City to do the graphic design work currently done by the Communications Specialist, administrative staff in other departments, and consultants. This would help in creating a more uniform look and feel of our outreach efforts and free up time for staff to engage in other work. This position would report to the Communications Program Manager and be a resource across the City.

Digital Communications and Social Media

Adding a digital communications and social media specialist would allow for greater focus on producing content for the City's primary social media accounts and using social media as an engagement tool. We could also expand our use of social media tools, such as Facebook Live, Instagram Reels, and Facebook Groups. It would also allow for more coordination and assistance with all the City's different social media accounts. This position would also provide digital communications expertise, taking photos and producing videos to be shared across various platforms.

Tree Planting Program in City Rights-of-way, Open Space and Private Property

City Council Strategic Planning Workshop, March 10 and 11, 2023

Purpose

The purpose of this issue paper is to explore what can be done to enhance and strengthen tree planting opportunities in City Right-of-Way and open space as well as for private property owners on their own property.

Background

The City uses the [Urban Forest Strategic Plan \(UFSP\)](#), which was adopted in 2014, to establish goals for the management of our Urban Forests. Staff is currently in the process of updating this plan, which a City Council Action Step (City Council Goal #2, Action Step #5). The UFSP speaks to maintaining and enhancing the City's urban forest and tree canopy cover on public and private property.

Tree Planting and Restoration in City Parks

The [20-Year Forest Management Plan](#) was identified as a strategy in the UFSP and was developed in 2018. This plan identifies outcomes, goals and strategies for restoration and tree planting in the City's park system. The City has been implementing the strategies identified in the Forest Management Plan and is currently in the process of updating this plan in conjunction with the update of the UFSP.

Recent accomplishments specifically related to tree planting in City Parks include:

- Volunteer led tree planting events held monthly in our parks, including one big planting day held every Fall – Green Shoreline Day/Arbor Day. This past year, 83 native conifers and deciduous trees were planted on October 29, 2022.
- Volunteer-led invasive species removal events are held weekly in City parks to clear spaces for new plantings with a goal of adding two (2) new acres per year. The City currently has 15 total acres in restoration, with 1.9 acres added in 2022.
- Staff planted 53 native conifers in the understory of Hamlin Park and in irrigated areas at Shoreview Park in 2022.

Pending the update of the Forest Management Plan, staff are continuing to utilize the strategies which prioritize tree planting in degraded natural areas. Specific plans for 2023 include:

- Planting roughly 100 drought tolerant, native deciduous trees at Shoreview Park, Hamlin Park and North City Park.
- Planting 50 Cascara and 50 Garry Oaks in restoration areas of Shoreview, Twin Ponds, Hamlin, North City, Echo Lake and Sunset Park.

- Planting more drought tolerant conifers, specifically native Shore Pine, in the understory of Boeing Creek Park, Hamlin Park, and North City Park.

Funding for tree planting in the City park system is primarily supported by King County Parks Levy funding that the City commits to the Park Ecological Restoration Program in the General Capital CIP. Additional funding is also provided from Development Fees (In Lieu of Funding). Work to support the planting is provided by the City's Urban Forester, park maintenance staff, volunteers, and contractors.

Options to expand planting in City Parks is limited by available space and staff capacity. In addition to limited sites in developed parks, newly planted trees are most successful with ongoing maintenance for the first three years. Watering during the hot, dry summer months increases survival rates of the new trees significantly. In 2023 and beyond, the City has funded a 0.5 FTE Parks Maintenance Worker to expand support for planting, irrigating and maintaining public trees. Additionally, expansion of the City's Park system will provide the opportunity for increased planting in Parks in the future. The update of the 20-Year Forest Management Plan will incorporate consideration of new park land being added and provide direction for the future.

Tree Planting in the City Right-of-Way

Within the City's right-of-way, there are multiple efforts underway assessing, inventorying, and planting street trees. These include the Right-of-Way Tree Inventory, the Urban Tree Canopy Assessment, and some recent tree planting initiatives.

The completion of the Right-of-Way Street Tree Inventory will allow staff to make informed, data driven management decisions regarding specific trees and areas. As part of the inventory, staff collects high level data including the location and genus/species of trees, as well as "flagging" trees with health or safety issues. The data is entered directly into the City's GIS system by our consultant and is available to the public on our [Street Tree Inventory Interactive Map](#) on the City's website. The City has completed the inventory in the Parkwood, Meridian Park, Ridgecrest and Echo Lake (80%) neighborhoods, and staff anticipates completing all neighborhoods by 2027.

The Urban Tree Canopy Assessment on the other hand provides macro-level information on the complete tree canopy, both public and private, throughout the City. The [2018 Urban Tree Canopy Assessment](#) put Shoreline at 37% tree canopy coverage (2,744 of the City's 7,389 land acres) before the impacts of tree removal associated with light rail construction. This was a 6% increase in tree canopy from the prior 2011 Tree Canopy Study, which showed the City's tree canopy at 31% (2,270 acres of the City's 7,389 land acres) at that time.

The City is currently updating this assessment, which will start in the 2nd quarter of this year. An updated assessment will indicate current conditions and guide decisions moving forward.

The City has also planted trees in the right-of-way through a few recent tree planting projects. These include:

- The planting and ongoing maintenance of 64 street trees on 9th Avenue NE between NE 155th and 160th Streets in 2020.
- The recent purchase of large caliper street trees to plant on 9th Avenue NE between NE 160th and 165th Streets in 60 identified spots, with the additional plantings in passive use park areas.

While the main focus of the City's tree planting efforts in prior years had been toward restoration and natural area tree planting, staff intends to increase our right-of-way tree planting efforts as resource constraints allow. Similar to tree planting in the City's park system, tree planting in the right-of-way is constrained by staff availability to plant and maintain trees, as well as conflicts with impermeable surfaces and historical development. As staff looks to increase tree canopy on public rights-of-way, additional staffing and more internal staff coordination will be needed to identify creative ways to add trees into our existing infrastructure.

Tree Planting on Private Property

In 2022, the City piloted the [Trees for Shoreline](#) program to provide free trees to Shoreline residents for planting on their private property. Staff received 220 applications for roughly 155 available trees and ultimately provided 119 trees to Shoreline residents. A key aspect of the program included hosting a Tree Planting & Care Workshop to educate the 119 recipients and increase the effectiveness of the program. The 2022 Trees for Shoreline Pilot Report (Attachment A) provides greater detail describing the program, lessons learned, and recommendations for greater future success.

Other jurisdictions have created similar programs to support tree planting on private property. Some of these other program models include:

- City of Seattle [Trees for Neighborhoods](#) program - provides free trees, education and training to Seattle residents; the Trees for Shoreline program is modeled off of this City of Seattle program.
- City of Tacoma [Grit City Trees](#) - provides free trees and educational resources to applicants for planting on private property with a focus on equitable distribution.
- City of Lynnwood [Tree Voucher Program](#) - provides \$500 vouchers and limited educational information for qualified applicants to purchase and plant trees on private property within Lynnwood city limits.
- City of Kirkland [Forest Day Tree Giveaway](#) – provides two (2) free trees and limited educational information to applicants.
- Pierce Conservation District [Urban Tree Sale](#) - provides trees at a reduced cost.
- Sound Transit [Trees for Rail](#) program - funds, provides and plants trees, shrubs and ground cover to residences that fall within the restoration corridor of the light rail project; the City of Shoreline is a partner in this program and helped develop it with Sound Transit.

Potential for Enhancing Tree Planting Opportunities

While the City is currently working to expand and enhance the City's tree canopy in the park system and right-of-way and on private property through the Trees for Shoreline program, there are potential opportunities to expand tree planting efforts. These all will require additional resources. These enhancement opportunities include:

- Continuing and expanding the Trees for Shoreline pilot program.
 - Staff plan to continue and expand the [Trees for Shoreline](#) program in 2023-2024 using budget from the Environmental Services Program and the Surface Water Utility. The budget includes \$30,000 to continue to offer this program in both 2023 and 2024, including \$20,000 for supplies and \$10,000 for professional services, and up to 220 hours of staff time during the biennium. In 2023, staff plan to broaden eligibility requirements to provide trees for planting at a wider range of property types.
 - If Council would like to expand this program further, staff recommend also offering street trees for community members to plant, but would need an estimated \$20,000 for technical assistance with permit review to support this expansion in addition to funds for trees and associated supplies (approximately \$45.13 per tree). Additionally, staff recommend segueing this program with the Parks Ecological Restoration program and hiring a program administrator to streamline, increase visibility and boost participation in both programs.
- Increasing funding for city maintenance and urban forestry staff to increase street tree planting and on-going maintenance capacity. Adding an additional Parks Maintenance Worker would increase capacity for in-house planting and maintenance. The cost for a 1.0 FTE Parks Maintenance Worker 1 is roughly \$100,000 annually.
- Adding volunteer or internship capacity would make the most meaningful impact to the tree planting program by maximizing volunteer labor. Expanding this program would require additional volunteer management staff to recruit, train and manage volunteers. This approach would allow staff to support the Trees for Shoreline expansion discussed above and to explore other partnership opportunities such as partnerships with the School District and private schools to increase tree planting and maintenance on school property. It would also allow staff to expand public tree planting in the right-of-way through a managed volunteer program. To support an expanded program, staff could create a position or contract for program administration to enhance tree planting programs.
 - The City currently contracts with [Forterra](#) to manage volunteer restoration efforts. As Forterra has given notice that are no longer going to provide this service, staff are exploring alternatives to replace this critical service. In the process, staff could expand the scope of work to include management of an expanded tree planting program for public and private property. Management of the current volunteer restoration costs \$55,000 annually. The cost for replacing Forterra and expanding the program has not been determined.
 - Alternatively, depending on the cost of outsourcing, the City could explore funding for an additional position to replace the work that Forterra currently performs and support an expanded volunteer focused tree planting program.

Funding a 1.0 FTE Environmental Program Specialist would cost roughly \$120,000 annually.

- If Council is interested in an expanded volunteer staff program, staff recommend completing the evaluation on the cost of outsourcing and would return to Council with the final proposal for an expanded program with the 2023 Mid-Biennium budget amendment.

TREES FOR SHORELINE

2022 Pilot Program Report

BACKGROUND

In 2022, staff from Environmental Services, Surface Water, Parks Maintenance, and Grounds Maintenance piloted "Trees for Shoreline," a program to provide trees for residents to plant at their homes to grow and maintain a healthy urban forest.

During this pilot year, only private property owners or renters who received permission from the homeowner could apply. Renters at apartment properties were not eligible. To receive a free tree, we also required applicants to attend a Tree Planting & Care Workshop and agree to assume all future maintenance and responsibility for their tree to ensure tree survival.

We offered small, medium, and large tree options to accommodate various planting locations and sizes. We purchased only native species approved by the City's Urban Forester, which included: vine maple, cascara, excelsa cedar, pacific crabapple, shore pine, and Western red cedar.

The application was available online from July 15–August 15. When reviewing applications, we prioritized allocating trees to residents in the Boeing Creek Basin and areas with low tree equity. We used Tree Equity Score's web tool to consider environmental, demographic, and health data (Figure 1). This method allowed us to equitably distribute trees throughout the City and provide the greatest public benefit. We placed individuals we did not immediately approve for a tree on a waitlist.

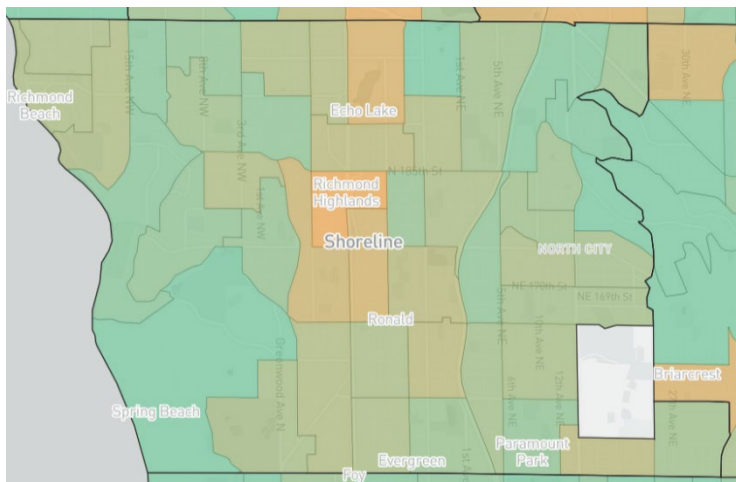


Figure 1. Tree Equity Score Map for Shoreline. Environmental, demographic, and health data (e.g., existing tree canopy, income, surface temperature) are combined into a single score between 0 and 100. These scores are also visually translated onto an interactive map—the greener an area, the higher its tree equity score.

OUTCOMES

We received more than **220 applications** for the approximately 155 available trees. As expected, **small trees were the most popular**. The excelsa cedar was the least requested tree species.

Reviewing and processing the applications was time-consuming, but we allocated nearly all available trees and contacted all applicants within seven business days after the application closed. Almost 40 individuals to whom we initially assigned a tree opted to withdraw their application and forfeit their tree, mainly due to schedule conflicts with the required tree workshop. As much as possible, we assigned these newly available trees to residents on the waitlist. However, we quickly ran through the waitlist and ended up with a small surplus of trees before the September Tree Planting & Care Workshop.



(Above) Pictures from the Tree Planting & Care Workshop on September 24 at Hamlin Park.

On Saturday, September 24, we hosted the required Tree Planting & Care Workshop at Hamlin Park. This workshop aimed to teach tree recipients about proper planting techniques, share care tips and resources, and distribute the free trees, water bags, and mulch in one fell swoop. We did not offer an online option.

We assigned half of the tree recipients to a morning workshop (10-11 a.m.) and the other half to an afternoon one (1-2 p.m.) to stagger tree pick-ups and avoid traffic issues (i.e., limited parking available, two-lane road in and out of the park). We had 16 no-shows at the workshop, and as a result, we ended up with a larger surplus of trees.

Overall, we provided **119 trees to Shoreline residents**. We allocated 54 trees to residents in Tier 1 (highest priority areas with the lowest tree equity scores), 25 of which are in the Boeing Creek Basin (Figure 2). We gave 40 and 25 trees to residents in Tier 2 and 3, respectively. We also **arranged for volunteers to help plant and deliver trees to four recipients** who indicated needing physical assistance in their application. We gave the extra trees to the Green Shoreline program to be distributed and planted at City parks throughout Shoreline.

During this pilot year, the Environmental Program Specialist spent **almost 50 hours coordinating the program**:

- ~12 hours in initial regular planning meetings with Surface Water staff
- ~12 hours to process and review applications and send out email communications
- ~8 hours leading up to the workshop to contact tree recipients who had not responded to the initial email notification, track confirmation forms, assign trees to waitlisted individuals as they became available, and send out email reminders about the workshop
- ~5 hours confirming physical tree planting assistance and delivery needs and then recruiting and coordinating volunteers
- ~10 hours prepping for the workshop, taking inventory and ordering and delivering program supplies, coordinating extra staff help, conducting site visits to map out the workshop and tree pick-up zones

TREES ALLOCATED BY PRIORITY LEVEL	
Priority level	Number of trees
Tier 1	54
Tier 2	40
Tier 3	25
TOTAL	119
TREES ALLOCATED BY SPECIES	
Species	Number of trees
Vine maple	24
Cascara	24
Excelsa cedar	17
Pacific crabapple	24
Shore pine	16
Western red cedar	14
TOTAL	119

Figure 2. (Top) The number of trees allocated by priority level, with Tier 1 being the highest priority and including residents in areas with the lowest tree equity score. (Bottom) Breakdown of tree allocation by species.

LESSONS LEARNED

General recommendations

- *Change the name of the program.* People confused Trees for Shoreline with Save Shoreline Trees.
- *Broaden eligibility requirements and include right-of-way trees.* Consider allowing schools and apartment properties to apply. Expand the program to take on right-of-way trees or create a second program that works in parallel. The City could additionally offer to plant the tree in the right-of-way in front of an individual's house, mulch it, etc., as long as they agreed to assume watering duties after planting.
- *Offer site visits and recommendations for planting location and tree selection.* We received a lot of questions from applicants about specific tree species and where they should plant their trees. Several people also assumed that City staff would plant their tree for them, and when told this was not the case, withdrew their application. It would be helpful to offer a way to receive tree selection and planting advice or clarify the planting responsibility. The Urban Forester also recommended doing site visits himself and helping people pick their trees and planting locations, but depending on demand, this may not be possible.
- *Offer more small and medium tree options.* The large tree species were not as popular, and many individuals assigned a large tree species expressed hesitancy about future maintenance needs.

Application

- *Allocate more staff to process applications.* Processing the applications and contacting tree recipients was time-consuming for one person. It would also be helpful to have two staff to ensure more than one person is familiar with the allocation process and any special notes.
- *Make the physical assistance option clearer.* Several applicants interpreted this as simply wanting City staff's advice on planting, watering, etc. Make it more clear that this offer is for those who are not physically able to plant the tree.

Tree Planting & Care Workshop

- *Make workshop requirement clearer.* We included a note explaining the requirement to attend the in-person Tree Planting & Care Workshop throughout the program, including on the website, multiple times in the application, in all confirmation and reminder emails, in the confirmation form tree recipients had to fill out, and in communications to those on the waitlist. Despite this repeated message, almost 60 individuals missed this requirement and either had to withdraw their application after we offered them a tree or forfeit their tree after not showing up to their assigned workshop time.
- *Offer more workshop options.* If staffing capacity allows, offer workshops on multiple days and/or online to accommodate more schedules.
- *Shorten the time between workshops.* The tree pick-up portion of the workshop ran much quicker than expected. It took 30 minutes at most to hand out trees, mulch, and water bags to ~55 people. We could easily shorten the time between workshops.
- *Switch from handheld tree tickets to car hangers.* This way, when participants pull their car through the tree pick-up area, staff can see which tree species to grab from a distance and hand over the correct materials more efficiently. This would also encourage participants to stay in their cars as long as possible instead of getting out too soon and disrupting traffic flow.



Composting Requirements for Commercial and Multifamily Residential Properties

City Council Strategic Planning Workshop, March 10 and 11, 2023

Purpose

This paper identifies policy options to reduce disposal of compostable material from commercial or multifamily residential properties in the City including mandatory service and material separation ordinances.

Background

Shoreline participates in the King County solid waste system of transfer stations and one regional landfill, guided by the County's [2019 Comprehensive Solid Waste Management Plan](#). Up to 70% of what currently goes into King County's landfill is reusable or recyclable. The County projects this landfill will reach capacity by approximately 2040. [Waste characterization](#) studies reveal that up to 30% of material sent to the landfill was compostable food scraps or paper, and up to 40% was readily recyclable paper, plastic, metal, or glass. The County recently launched the [Re+ initiative](#) to accelerate progress towards the regional goal of zero waste of resources with economic value by 2030. This effort targets diversion of food waste, wood, plastic, and paper. As per the King County [Solid Waste Code \(10.04.020\)](#), yard waste must be separated for composting and is prohibited from disposal at County waste transfer stations.

Current Status of Multifamily and Commercial Composting

The City holds a ten-year collection contract with Recology to provide garbage, recycling, and compost collection services for Shoreline single-family residents, businesses, and multi-family properties through 2027. Per [Ordinance No. 747](#) and [SMC 13.14.035-40](#), garbage service is mandatory for businesses, multifamily and single-family properties in Shoreline. For single-family residential accounts, every-other-week recycling and weekly compost collection is included or "embedded" in garbage rates at no additional cost. Garbage service for commercial and multifamily accounts includes unlimited recycling at no additional cost but compost service is available for the additional fees shown in Table 1 below. Currently, Recology only provides cart-based service for compost collection in Shoreline, as opposed to [dumpster service](#) which other compost collection companies such as Cedar Grove currently provide to accommodate larger food/compostable waste volumes. While customers are required to use Recology for garbage services, commercial and multi-family customers may elect to use other vendors for recycle or compost collection services.



Table 1. 2023 Recology commercial/multi-family compost collection fees

Weekly Cart Service	Monthly Rate	Annual Cost
32-gal Cart compost service	\$21.53	\$258.36
64-gal Cart compost service	\$29.81	\$357.72
96-gal Cart compost service	\$35.42	\$425.04

Currently, rates for participation in compost and recycling service and resulting waste diversion rates are highest among single-family customers, with much lower participation and diversion rates among commercial and multifamily customers where compost service is an additional cost. Table 2 below shows the waste diversion rates by customer type and total remaining garbage tons disposed in 2022 as well as subscription rates to compost and recycling service with Recology. Currently, 99% of single-family accounts subscribe to recycle and 97% subscribe to compost service. 98% of multi-family sites subscribe to recycle but only 34% subscribe to compost service with Recology. 92% of commercial sites subscribe to recycle and only 26% subscribe to compost service with Recology. The number of commercial sites that subscribe to compost service with Cedar Grove is not known currently.

Table 2. 2022 waste diversion rates, subscription rates, and total garbage tonnage by customer type

Customer Type	Compost Rate	Recycle Rate	Total Diversion	Garbage Tons	Number of Accounts	% with recycle	% with compost
Single-Family	40%	21%	61%	8,246	15,557	99%	97%
Multi-Family	1%	21%	22%	3,137	191	98%	34%
Commercial	4%	18%	22%	7,956	566	92%	26%

2022 State Requirement for Businesses to Compost

In 2022, Washington’s Legislature passed [House Bill 1799 \(HB 1799\)](#) requiring diversion of organic materials away from landfill disposal and towards food rescue programs and organics management facilities. Starting January 1, 2024, the law requires some businesses that generate food waste to arrange for organics collection. Requirements are phased in based on the amount of food waste generated by a business, starting with those that generate the most food waste as follows:

- January 1, 2024: businesses generating 8 cubic yards of food waste per week
- January 1, 2025: businesses generating 4 cubic yards of food waste per week
- January 1, 2026: businesses generating 4 cubic yards of solid waste per week

Staff estimate 191 commercial sites will be required to start compost service in 2026 based on current garbage tonnage levels. Data on the amount of food waste disposed at specific sites will be needed to identify which businesses will be required to start composting in 2024 and 2025.

Current Efforts to Increase Participation in Compost and Recycling

The City's solid waste contract requires Recology to provide on-going education and outreach to commercial and multifamily customers including outreach to properties with little or no recycling or composting and site visits to identify additional waste diversion opportunities and help "right size" garbage, recycling, and compost services. Since 2019, the City has augmented these required efforts by providing targeted education, outreach, technical assistance, and incentives to help businesses and multifamily properties start composting. Key efforts, results, and lessons learned include:

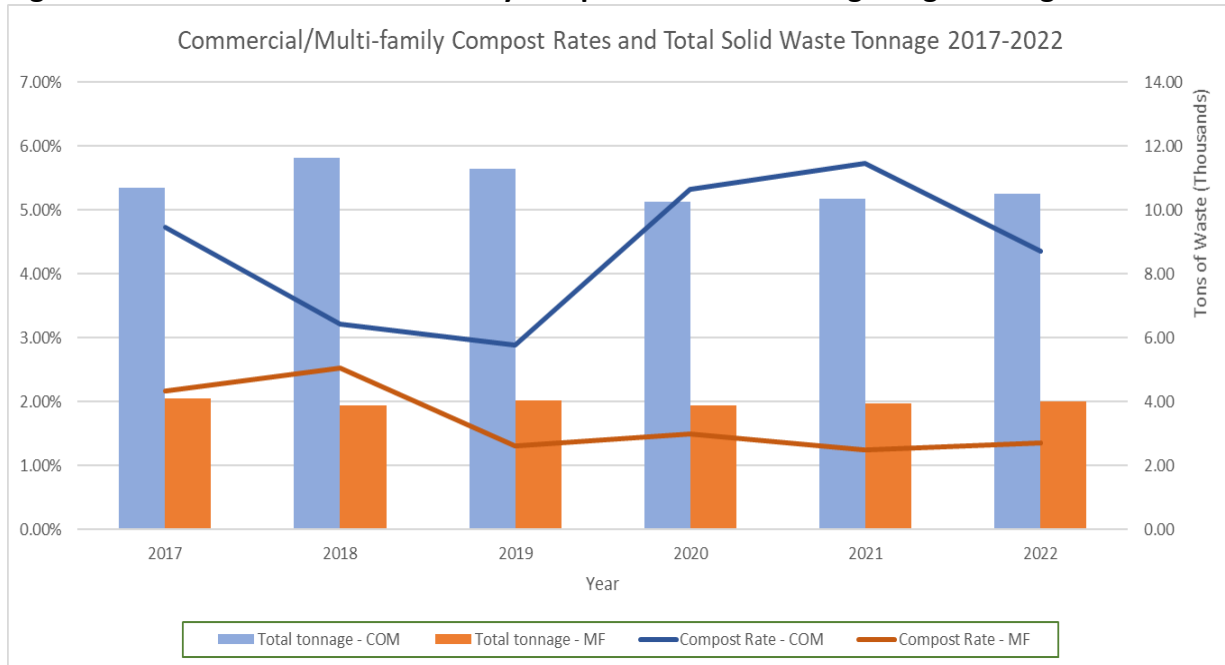
- **2019-2020 Restaurant Outreach and Survey:** Used grant funds to survey 106 restaurants to identify barriers and opportunities around composting and provide waste assessments for interested businesses.
 - *Results:* 106 restaurants surveyed, 20 waste assessments completed
 - *Lessons Learned:* businesses that currently compost do so because of sustainability values or company policy. Primary barriers to composting include lack of a requirement, cost of service, and lack of control of waste services for sites with shared waste services such as strip malls.

- **2021-2023 Compost Incentive Program:** Based on survey results, staff launched a pilot incentive program to cover cost of compost service for restaurants and multi-family properties. The program provides free compost service for participating business or multifamily properties in addition to staff training and back-of-house compost bins for restaurants and resident education and compost pails for each unit at multifamily properties. Assistance and education is provided in multiple languages based on needs of the property. To promote the incentive program, staff mailed letters to all eligible businesses while Recology and contracted staff conducted door to door outreach to 52 restaurants. Outreach to multifamily properties is on-going.
 - *Results:* 3 multi-family properties and 5 businesses subscribed to compost service. While multi-family compost diversion rates increased slightly (0.1%), commercial compost diversion fell 1.4% year over year.
 - *Lessons Learned:* Businesses are generally unwilling to start compost service on a voluntary basis despite incentives and assistance. Two businesses started compost service through the incentive program but quit because of difficulty of staff training and turnover, illegal dumping, or other issues. Lack of control of waste services at strip malls continued to be a barrier for starting compost service at these locations.

Despite these efforts, there has not been a significant increase in compost diversion rates for commercial and multi-family properties, although diversion is partly a function of overall waste tonnage, which can vary greatly with economic conditions (see Figure 2 below). The 2023-2024 budget includes funding to continue the compost incentive program, provide education and technical assistance on recycling and composting to multifamily and commercial customers,

and for consultant support to develop the most effective policy pathway to reduce solid waste from all sectors in the City.

Figure 2. Commercial and Multi-family compost rates and total garbage tonnage 2017-2022



Policy Options

There are three primary types of policies the City can implement to increase diversion of food scraps and compostable waste from commercial and multifamily properties:

1. **Mandatory Service Ordinances:** the City could adopt mandatory service ordinances stipulating commercial and multifamily properties subscribe to minimum levels of recycling service, compost service, or both, similar to the mandatory garbage service ordinance already in effect under the city’s municipal code, or the mandatory compost service ordinances in effect in the City of Seattle.
2. **Mandatory Separation Ordinances:** In addition to requiring compost service, the City can pass ordinances prohibiting disposal of specific materials in the garbage, such as food waste or recyclable plastic, paper, and metal. In King County, mandatory separation ordinances are currently in effect for yard waste and hazardous materials, and the City of Seattle’s bans on disposal of recyclables and food waste in the garbage. Material separation for food waste can serve as a de facto requirement for composting.
3. **Food Service Packaging Requirements:** To complement mandatory compost service and food waste separation ordinances, the City could require that packaging and utensils provided for customers at food service establishments be either compostable or recyclable. Several local jurisdictions including Seattle, Issaquah, Edmonds, Lake Forest Park, and Burien have similar requirements in effect. While the [2021 State Plastics Law](#)



prohibits businesses from automatically providing single-use plastic service items and bans some expanded polystyrene foam packaging, the City may still require that food service items and packaging be compostable or recyclable.

These options represent the most effective policies for increasing diversion of compostable material. Alternates to mandatory service requirements include subsidizing compost service for businesses and multifamily properties as with the City's current compost incentive programs, or renegotiating the solid waste contract to embed compost service in garbage rates for business and multifamily customers, as is the case with recycling service. However, these voluntary approaches rely on customer willingness to compost/recycle. The City of [Kirkland's subsidized business](#) and [multifamily compost program](#) is one example of this voluntary approach.

Example Policy Pathways

Several local jurisdictions have already successfully implemented one or more of these policies as shown in Table 3 below. Most notably, the City of Seattle has implemented a combination of these policies that has [successfully increased diversion citywide](#), as shown in Figure 3. This pathway included the following steps:

- 1989 – Yard waste banned from garbage (all sectors)
- 2005 – Recyclables banned from garbage (all sectors)
- 2009 – Compost service required for single-family
- 2010 – Food service packaging must be compostable or recyclable (businesses)
- 2011 – Compost service required for multi-family
- 2015 – Food waste banned from garbage (all sectors).

This pathway has effectively increased diversion rates in Seattle. In 2021, Seattle achieved an overall diversion (compost and recycling) rate of 52.7%, with a 68.9% diversion rate in the single-family sector, 63% diversion in the commercial sector, and 34.9% in the multi-family sector. The [King County Comprehensive Solid Waste Management Plan](#) also includes an example pathway for achieving the zero waste of resources by 2030 that includes mandatory separation of food waste, as shown in Figure 4. The [State of California's universal composting requirements under Senate Bill 1383](#) present another example for composting requirements.

Figure 3. City of Seattle Solid Waste Ordinances and Citywide Diversion Rate
 (Source: City of Seattle 2022 Solid Waste Comprehensive Plan)

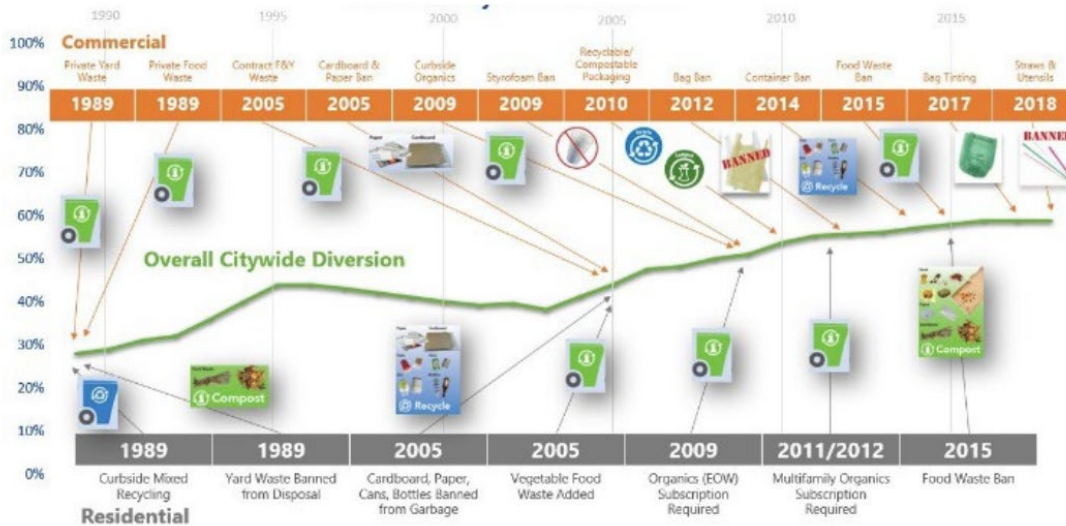


Figure 4. One approach of regional cooperation toward 70% recycling goal using collective mandatory actions
 (Source: King County 2019 Comprehensive Solid Waste Management Plan)



Table 3. Regional examples of mandatory separation, service and food service ware ordinances

City	Compost Required	Recycle Required	Food Waste Banned	Serviceware Requirement
Seattle	Yes, all sectors	Yes, all sectors	Yes	Compostable or recyclable
Bellevue	No, embedded for all	No, embedded for all	No	None
Burien	No, embedded for SF	No, embedded for all	No	Compostable
Issaquah	No, embedded for SF and COM	No, embedded for all	No	Compostable or recyclable
Lake Forest Park	No, embedded for all	No, embedded for all	No	Compostable
Kirkland	No, embedded for SF, subsidized for MF/COM	No, embedded for all	No	None
Shoreline	No, embedded for SF, subsidized for MF/COM	No, embedded for all	No	None

Implementation Considerations

There are several issues the City will need to consider if implementing mandatory compost service, food waste bans, and/or compostable service ware polices. These include:

- Covered Sectors and Materials:** In addition to compost service requirements for commercial and multifamily customers, the City could consider requirements and material bans for single-family customers as this sector generates the largest amount of solid waste and already has access to no-cost compost and recycling service. Implementing requirements and bans citywide may also streamline community education and enforcement efforts. Additionally, the City could consider requiring recycling service and banning recyclable materials from the garbage citywide since all customers currently have access to no-cost embedded recycling.
- Phasing:** the City could consider phasing in requirements based on the City’s capacity to support education and enforcement of the requirements, and Recology’s capacity to support collection and customer service. Note that Seattle’s phased approach ensured that customers subscribed to and were using compost and recycling services before implementing bans on recyclables and food waste.
- Contamination:** As with recycling, there is significant customer confusion about what products and materials are compostable. Even with recent state laws clarifying labelling of compostable products, contamination of compost streams from non-compostable plastic material is a significant challenge for compost facilities. When implementing

mandatory compost and food waste bans, the City should provide adequate customer education to reduce contamination. The City's existing procedures used by Recology to enforce recycling contamination could also be used to address compost contamination issues. Additionally, passing a compostable food service ware requirement in the city would likely help reduce compost contamination.

- **Enforcement:** If additional solid waste mandates are adopted, the City will need to ensure adequate staff capacity and procedures are in place to enforce these requirements.
- **Education and Technical Assistance:** For the reasons noted above, the City will need to work with Recology to provide culturally relevant education and technical assistance to ensure customers are informed about requirements and best practices for composting and recycling to limit contamination and ensure requirements are met.
- **Minimum Service Thresholds:** If mandatory service requirements are adopted, the City may need to set minimum service thresholds depending on property size and type. For example, some experts recommend at least one (1) 96-gallon compost cart with weekly service per 100 dwelling units at multi-family properties.
- **Space Requirements and Waivers:** The City will need to consider a process to waive requirements for properties without adequate space for storage and staging of compost/recycling containers. Additionally, the City may need to update the development code to specify minimum space requirements for new multifamily buildings to ensure there is adequate space for compost containers that can serve all residential units.
- **Contract Implications:** Depending on the phasing and structure of mandatory service/separation policies, the City may need to amend the Recology contract. More analysis will be needed to determine the exact contract implications depending on the policy pathway pursued.
- **Alignment with State law:** City requirements should consider existing relevant state laws such as the [2021 Plastics Law](#) and [2022 Organic Material Management Law](#) when developing local regulations.

Financial Impact

Implementing mandatory compost service, food waste disposal bans, and/or compostable service ware requirements will each have costs both to the community and the City. Costs to the community include the cost of compost service shown in Table 1 above, increased labor costs for businesses to train staff and sort waste, and increased costs to businesses and customers for compostable packaging. However, individual customers may be able to reduce overall waste costs by maximizing composting and recycling and reducing garbage service levels. Primary costs to the City for implementing these policies include staff time for education, outreach, and enforcement related to new solid waste requirements. Staff will prepare more detailed estimates for these costs based on the policies recommended by Council and the consultant study.



Recommendation

Staff recommends that the City Council consider the City developing and implementing the following solid waste requirements over the next two to four years:

1. Require compost and recycling service at multi-family and commercial properties;
2. Ban food waste and recyclables from the garbage citywide; and
3. Require single-use food service packaging and utensils to be compostable.

To accomplish this, the City should study the best approach to phasing in these requirements, including considering whether the state requirement for business composting is sufficient or if a local ordinance would be more effective, identifying solid waste contract implications, and coordinating closely with Recology to plan implementation. The 2023-2024 budget includes funding for consultant support to develop the most effective policy pathway for the City. The current budget also includes funding to continue the business compost incentive program and education and outreach through 2024. The City should utilize this funding to conduct outreach to businesses about the upcoming state requirements and assist them in preparing for compliance with the state law and/or local regulations. Additionally, to support implementation of these policies, staff should develop a more robust enforcement process for solid waste issues and plan for the necessary community education, outreach and assistance to accompany new requirements.

Age Friendly Community Initiatives

City Council Strategic Planning Workshop, March 10 and 11, 2023

Purpose

The purpose of this issue paper is to provide a broad overview of age friendly community initiatives and to highlight potential opportunities for how initiatives could be incorporated into ongoing and upcoming planning efforts.

Background

An age friendly community is one in which people age with ease. The World Health Organization (WHO) determined specific environmental, economic, and social factors that influence the health and well-being of older adults. These factors are highlighted in eight topics that are explored in their publication, [Global Age-Friendly Cities: A Guide](#). The AARP similarly refers to these factors as the "[Eight Domains of Livability](#)." The topics are summarized as follows:

- **Transportation:** Mobility is a priority for age friendly communities, including safe and reliable access to transportation options such as rideshare, walking, and biking.
- **Housing:** Older adults want to age in place—stay in their homes and communities for as long as possible—and benefit from living in affordable, age friendly housing. Age friendly communities prioritize a variety of housing options to support aging in place.
- **Outdoor Spaces and Buildings:** Age friendly communities offer accessible parks and green spaces, safe streets and sidewalks, and buildings that everyone can use including residents with mobility challenges and older adults.
- **Social Participation:** Age friendly communities support older adults staying engaged with lifelong learning and social and cultural opportunities. For example, programs around fitness, recreation, culture, or other activities.
- **Respect and Social Inclusion:** Age friendly communities are committed to eliminating ageism and valuing the wisdom and experience that older adults of all cultures bring to the table.
- **Civic Participation and Employment:** Communities that are age friendly offer job search support services for older adults and encourage them to volunteer, sharing their skills to help others in the community.
- **Community and Health Services:** All people should have access to affordable health care and community services that help them live comfortably and with dignity.
- **Communication and Information:** Age friendly communities partner with government, businesses, and organizations to provide older residents with access to information that can help them and their caregivers as they age.



Policy Considerations

The City’s residents are older compared to King County as a whole, which warrants the question of how this segment of residents are best served by the City.

Resident Population	Shoreline	King County
Median Age	42.3	37
65 and Older	19.5%	13.2%

Source: PSRC, ACS 2016-20

Below are ongoing and upcoming planning efforts that could provide opportunities to further evaluate and integrate age friendly community policies and initiatives in Shoreline.

2024 Comprehensive Plan Update

The 2024 Comprehensive Plan update is underway. The City Council passed [Resolution No. 502](#), setting the scope for the update. “Livability” is one of many topics identified in the scope and is intended to capture topics related to the community’s quality of life and encourage the City to further become a place in which people of all ages and abilities can live and thrive.

Incorporation of age friendly policies is called out to be included as part of this topic and will include a review of model policies and recommendations from studies such as those cited above from the WHO and AARP, among others.

Community and stakeholder engagement for the Comprehensive Plan update will include a focused effort to hear from seniors and their top concerns and priorities. With age friendly goals and policies in the Comprehensive Plan, the framework would be set for any future programs, plan updates, and regulations in support of the goals and policies.

Cottage Housing

Draft regulations are in development to allow cottage housing. Cottages are smaller housing units (700-1,500 sq ft) that are clustered around a common courtyard area. Cottages provide another housing choice that is similar in building form and designed to be in-scale with low density residential areas. Cottages can be a popular option for older residents that are downsizing from larger houses but wish to “age-in-place” in an existing residential neighborhood in a detached house. Cottage developments have shared amenities and open space that encourage social participation.

The City’s draft regulations are currently under review by the Planning Commission and are anticipated to be considered by Council in May-June 2023.

Transportation Element and Transportation Master Plan

The Transportation Element was adopted by Council late 2022 and establishes the policy framework for the Transportation Master Plan (TMP). The update to the TMP will advance the City’s support for a multimodal transportation network to better serve the community’s



transportation needs. The TMP will support all forms of travel with the goal of better connecting people and places with transportation options available to a range of users at different ages.

The TMP is scheduled to go before Council for consideration in mid-2023.

Conclusion

Further work would be needed to fully audit the City’s plans and regulations for gaps and needs to address all the eight aspects of age friendly communities identified above. However, several ongoing and near-term planning efforts have been noted and there may be opportunities to begin the work of integrating age friendly policies and initiatives.

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.





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.



#	Council Goal	Action Step #	Action Step	Action Step Coordination Lead	Implementation Step	Implementation Project Manager	Start	Finish	Ongoing Project / Program	Project Status	% of Project Complete	Project Health	Notes/Comments
1	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Opportunities	1	1. Conduct a review of development that has occurred in the 145th Station Area	Rachael Markle	Complete 145th Street Station Subarea Plan periodic report	Andrew Bauer	03/01/21	12/31/24	Yes	On Hold	5%	On Track	Strategy outline of report from 185th report will be the basis for this report
2	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Opportunities	1	1. Conduct a review of development that has occurred in the 145th Station Area	Nytasha Walters	Develop new or revised policies – cross reference to report on Improving Walkability in Shoreline’s Link Light Rail Station Subareas	Nytasha Walters	01/01/23	12/31/24	No	Kick-off of Connectivity Study occurred 2/27/23.	10%	On Track	Work can build from the "Ticket to Ride" walkability study and can be reexamined after the MUR70 amendments and when there is more large-scale development that is completed. Funding for study was in 2023-24 budget
3	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Opportunities	2	2. Amend the development regulations for MUR-70 to fully realize the vision for transit-oriented development in the station areas, including affordable housing, transit-supportive densities, and vibrant, walkable communities	Rachael Markle	Update MUR-70' regulations to better align with Council vision	Andrew Bauer	10/01/21	06/30/22	No	Complete	100%	Complete	Planning Commission held the public hearing on the draft MUR-70' amendments and made its recommendation to City Council. City Council discussion scheduled for 6/6/22 with potential adoption on 6/27/22. Adopted Fall 2022
4	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Opportunities	3	3. Implement the Community Renewal Plan for Shoreline Place by processing Block D and Block E permit submittals	Rachael Markle	Process Phase I and 2 permits to implement the Shoreline Place Development Agreement	Cate Lee	01/01/20	12/31/24	Yes	In Progress	50%	On Track	Binding Site Plan Approved; Administrative Design Review approved for Block E - Commercial PADS E1 & E2; Pre Application Meetings for Block D - multi family bldg.; permits for partial demo of Sears issued; site development and ROW permits for Block E commercial pads issued. Block E building permits submitted on 12/29/2021 (COM21-3032 & COM21-3034), these are commercial (retail) buildings and were approved, issued on 7/28/22 and are currently in the inspection phase as of 11/30/2022. Tenant Improvement (TI) application submitted for first tenant in Building E2, Mod Pizza, Permit #COM22-3397 submitted on 12/17/2022, currently under review. No permits submitted yet for Block D.
5	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Opportunities	4	4. Continue to implement development review and permitting best practices, including review of staffing and contract resources to meet permit processing and review time targets, and expansion of the City’s online permit capabilities	Rachael Markle	Implement electronic plan review -refinement of the procedures to clean up	Jarrold Lewis	01/01/19	12/31/24	No	In Progress	75%	On Track	Next steps: Electronic submittals continue to outpace the way we are using Sharepoint resulting in a less than optimal organization/tracking system for electronic files and submittals, but procedural improvements including tracking reports are being employed to assist. We explored My Building Permits and determined it was not the miracle cure we had hoped as using MBP would also need an interface like TRAKiT and Sharepoint to operate. We maximized Sharepoints capabilities by creating the maximum allowable electronic folders to organize permit information in Sharepoint. This change provides more organization for the 1000s of pieces of information we are collecting, reviewing and managing. The Development Review Team continues to meet twice a month to discuss cross departmental issues and improvements related to permit processing.

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6	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Opportunities	4	4. Continue to implement development review and permitting best practices, including review of staffing and contract resources to meet permit processing and review time targets, and expansion of the City's online permit capabilities	Rachael Markle	Launch next set of permits in eTRAKiT	Jarrold Lewis	01/01/19	12/31/23	No	In Progress	35%	On Track	The next set of permits will likely include sign permits, tree removal permits, side sewer, and ROW franchise blanket permits. These permits are selected since they do not require large plan sets or complicated fee payment. We need the latest upgrade for TRAKiT to be installed to move forward with additional ETRAKiT permits. On 12/5/2022, the upgrade team reported that completion of the upgrade will not likely be completed until sometime in January 2023. Once the upgrade is completed we can continue work on launching more permit types in ETRAKiT. This project can "come off the hold" as soon as TRAKiT upgrade is successfully completed
7	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Opportunities	4	4. Continue to implement development review and permitting best practices, including review of staffing and contract resources to meet permit processing and review time targets, and expansion of the City's online permit capabilities	Rachael Markle	Conduct regular and timely development stakeholder meetings	Jarrold Lewis	01/01/21	12/31/24	Yes	In Progress	50%	On Track	A Developer Stakeholder Meeting was held on March 17, 2022. The agenda included the following topics: MUR-70' amendments, a check in on effect of "new" Townhome regulations on development and an overview of the upcoming cottage housing project. As defined, these meetings are to be quarterly. A more realistic goal may be twice a year plus as topics arise.
8	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Opportunities	5	5. Enhance business retention and expansion efforts by building relationships and identifying regulatory challenges, especially in the post-pandemic environment	Nathan Daum	Conduct business outreach to interview local companies and develop database of information	Nathan Daum	05/01/21	08/31/22	Yes	Complete	100%	Complete	Partnered with Shoreline Chamber of Commerce whose selected contractor, Selam Habte, was approved by the City and conducted 240 meetings with small businesses in Shoreline and developed recommendations such as the SBDC Advising that is now underway.
9	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Opportunities	6	6. Facilitate collaboration with and between members of the business community to support new and existing businesses	Nathan Daum	Meet with prospective investors	Nathan Daum	01/01/21	12/13/22	Yes	Complete	100%	Complete	
10	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Opportunities	6	6. Facilitate collaboration with and between members of the business community to support new and existing businesses	Nathan Daum	Coordinate with Shoreline Chamber of Commerce to support grand openings, ribbon cuttings, and other new business launch activities	Nathan Daum	01/01/21	12/31/22	Yes	Complete	100%	Complete	
11	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Opportunities	7	7. Implement programs and construct capital projects funded through the American Rescue Plan Act to support community recovery from the COVID-19 pandemic	Colleen Kelly-- thinking this should change to Sara	Track and monitor ARPA expenditures and submit reporting documents as required	Katrina	07/01/21	03/31/25	No	In Progress	25%	On Track	Created a GL/JL structure for all ARPA funded projects. Shared structure with PMs in charge of parts of funding.
12	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Opportunities	7	7. Implement programs and construct capital projects funded through the American Rescue Plan Act to support community recovery from the COVID-19 pandemic	Colleen Kelly	Research ARPA regional and state programs	Judy Kuguru	07/01/21	12/31/23	No	In Progress	80%	On Track	Research is ongoing as programs are developed/changed due to demand/response or utilization. Info. being used to update City's ARPA resources website.

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13	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Opportunities	7	7. Implement programs and construct capital projects funded through the American Rescue Plan Act to support community recovery from the COVID-19 pandemic	Colleen Kelly	Develop Human Service ARPA expenditure Plan recommendation for Council Consideration	Colleen Kelly	01/01/22	12/31/23	No	In Progress	75%	On Track	2022 Human Services expenditure recommendations approved by City Council in Jan 2022. Staff anticipate another round of funding recommendations to go forward this fall. Council has now approved Human Services ARPA expenditures for 2023
14	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Opportunities	8	8. Implement Cottage Housing regulations as the first implementation step of the City's Housing Action Plan as the City continues to support housing choices, associated policies and necessary regulatory modifications	Rachael Markle	Develop Cottage Housing Regulations	Andrew Bauer	01/01/22	06/15/23	No	In Progress	60%	On Track	A consultant has been selected to assist in the development of cottage housing regulations based on a scope of work prepared by staff. A Department of Commerce grant was also awarded to support this work. Staff presented an introduction to the Cottage Housing project to the Planning Commission at their 4/21/22 meeting. Staff analyzed the intent of Land Use Policy 1 to determine if cottage housing could be permitted above a base density in R-4 and R-6 zones and determined it could with conditions. Staff and consultants will begin working together to complete this project on time and within budget. Planning Commission Study Session held on February 2, 2023 on the draft regulations. Planning Commission Public Hearing anticipated March 2, 2023 with potential recommendation.
15	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Opportunities	8	8. Implement Cottage Housing regulations as the first implementation step of the City's Housing Action Plan as the City continues to support housing choices, associated policies and necessary regulatory modifications	Rachael Markle	Housing Element Review	Andrew Bauer	06/01/20	12/31/24	No	In Progress	50%	On Track	Review existing Comprehensive Plan Housing Element, evaluate alignment with current goals, and suggest revisions to be included in future Comp Plan update process. Due to the overall delay of Comprehensive Plans until 6/2024 the GMPC will not produce the final Countywide Planning Policies and growth targets until the end of 2021. We will not be able to adopt our Comp Plan updates until we can confirm that they are consistent with the Countywide policies. Housing Element updates will be incorporated as part of the 2024 major update to the Comp Plan. Housing Element will be reviewed with periodic update of Comp Plan - due by end of 2024. Work on update of overall Comp Plan is underway and on schedule
16	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Opportunities	9	9. Incorporate Age Friendly Community policies into the 2024 Comprehensive Plan update	Rachael Markle	Research age friendly policies to educate staff for conversations with the community especially BIPOC residents to learn what they view is important with regards to aging in Shoreline.	Andrew Bauer	10/01/22	12/31/24	No	In Progress	5%	On Track	The research could be incorporated into the scope of work for a consultant's contract to assist staff with the update of the Comprehensive Plan. We are in the process of soliciting an engagement consultant to be shared with RCCS's update of the PROSA plan. The engagement consultant selected is to be adept in engagement with often underrepresented people. We will emphasize the need and goal to engage seniors and soon to seniors especially people that are BIPOC. Engagement with people of varying levels of ability would also be important to engage with on this topic. This information would be used to draft new age friendly policies for the public to consider as updates to various chapters of the Comprehensive Plan.

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17	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Opportunities	10	10. 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	Tracking DSHS work on revision and refinement of campus master plan; working with DSHS and DNR staff on plans to generate revenue from site	Jim Hammond	01/01/20	12/31/23	Yes	In Progress	90%	On Track	DSHS has submitted its Master Development Plan (MDP) application, and it under review by staff. They are seeking to complete the process by mid-2022. The MDP will exclude approximately 12 acres in the SW corner of the campus. DNR owns that land, and will work with the city on a separate track to move toward revenue-generating development. Next steps include partition of the land and potentially a comp plan amendment and rezone. Timeline for DNR's work is still TBD. MOVING FORWARD, this could be revised to focus on the southeast and southwest corners of the campus.
18	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Opportunities	11	11. Monitor the outcomes of the ground floor commercial requirements in the North City and Ridgecrest neighborhoods and use lessons learned from this early adoption area to model future development regulations	Andrew Bauer	Continue to monitor and report back on outcomes as new development occurs within affected areas in Ridgecrest and North City	Cate Lee	04/01/20	12/01/24	Yes	In Progress	90%	On Track	Substantial amount of jurisdictional research completed. Online survey for residents and developers from 4/17/20 to 5/17/20. PC study session #1 on 6/18/20. PC study session #2 on 8/6/20. PC public hearing held on 9/3/20. City Council discussion item on 9/21/20. Going back to CC for adoption on 10/19/20. Adopted by City Council on October 19, 2020 (Ord. 901). Ongoing monitoring of development outcomes to occur as new development occurs within affected areas in Ridgecrest and North City (none constructed to date). Application received mixed-use building (228-units with 3,800 sf commercial space) in North City, MXU22-2618, current site of Leena's, submitted 09/23/22 and currently under review by staff for compliance with the GFC code standards. Received feedback from Leena's site developer (Wood Partners) via email on November 30, 2022, on ways to improve the GFC regulations, including flexibility for when there are conflicts with building design standards in SMC 20.50.250 (e.g., modulation requirement that every 150 feet in building length along the streetfront shall have a minimum 30-foot-wide section that is offset by at least 20 feet through all floors; conflicts with building pushed up to street with retail frontage).
19	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Opportunities	12	12. Pursue replacement of the City's Levy Lid Lift, expiring in 2022, to ensure the ability to deliver valued public services to the Shoreline community	Sara Lane	Facilitate discussion on Potential Levy Lid Lift Proposition with Council	Christina Arcidy	05/01/22	08/01/22	No	Complete	100%	Complete	
20	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Opportunities	13	13. Support King County Metro's evaluation of the 192nd Park and Ride as a potential location for expanded transit operations and transit-oriented-development	Rachael Markle	Assist King County with rezone of R-18 portion of property to MB.	Steve Szafran	06/01/21	11/28/22	No	Complete	100%	Complete	Council docketed the following amendment to the Comprehensive Plan for 2022: Amend the Comprehensive Plan Land Use Map Designation from Public Facility to Mixed-Use 1 and change the Zoning from Residential, 18 units/acre (R-18) and Mixed-Business (MB) to Mixed-Business (MB) at the King County Metro Park & Ride Facility at 19000 Aurora Avenue N. Docket and rezone approved at 11/28/22 Council meeting.

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21	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Opportunities	14	14. Work with Seattle City Light to ensure electric infrastructure supports Shoreline's planned growth by sharing information and seeking to align timelines of private developments, City projects, and utility capacity expansion projects	John Norris	Develop Deferred Underground Facilities Regulations	John Norris	10/01/21	06/01/22	No	Complete	100%	Complete	Discussed Deferred Underground Facilities Code with the City Council on May 23 and Council adopted Ordinance on June 2, 2022. New Code shared with stakeholders. Public Works will develop DUFA agreements with developers, including Sound Transit, in the future.
22	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Opportunities	14	14. Work with Seattle City Light to ensure electric infrastructure supports Shoreline's planned growth by sharing information and seeking to align timelines of private developments, City projects, and utility capacity expansion projects	John Norris	Develop Undergrounding and Electrical Facilities Relocation Umbrella Agreement in Coordination with Seattle City Light	John Norris	05/01/22	12/31/23	No	In Progress	20%	On Track	Develop an undergrounding/seattle city light capital project umbrella agreement between Shoreline and SCL that outlines the scope, timing, funding source, project manager, etc. of both City of Shoreline capital projects that involve undergrounding of overhead electrical facilities (and Shoreline capital projects that involve aerial facility relocation) and SCL undergrounding upgrade projects, including the 5th Avenue Duct Bank Project.
23	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City_s_infrastructure_and_stewardship_of_the_natural_environment	1	1. Implement the Voter Approved New Sidewalk Program by constructing the 5th Avenue and 20th Avenue sidewalk projects and initiating design of the Westminster Way, 19th Avenue and Ballinger Way sidewalk projects	Tricia Juhnke	Design and Construction	Bob Earl	01/01/20	12/31/24	Yes	In Progress	40%	On Track	Construction of 5th Ave Sidewalks has reached substantial completion. Design of 20th Avenue NW Sidewalks is complete; construction will begin in summer 2023.
24	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City_s_infrastructure_and_stewardship_of_the_natural_environment	2	2. Implement the Sidewalk Rehabilitation Program by completing repair work on 15th and 5th Avenue NE and developing a prioritized plan for the next five years	Tricia Juhnke	Complete Sidewalk rehabilitation on sidewalks on 5th Ave NE (NE 165th to 175th) and 15th Ave NE (NE 160th to NE 170th)	Leif Johansen	01/01/21	08/31/23	Yes	In Progress	60%	On Track	15th Ave : Design is 90% complete. Construction is scheduled for summer 2023. 5th Ave: 90% design is complete. Construction is schedule for summer 2023. The projects will be combined into one construction contract.
25	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City_s_infrastructure_and_stewardship_of_the_natural_environment	3	3. Continue to Implement the Parks, Recreation, and Open Space Plan, including construction of park improvements and acquisition of properties funded through the 2022 Park Bond	Nick Borer	Enhance Walkability In and Around Parks (PROS Plan #9) by adding new and refurbished trails and sidewalks.	Kirk Peterson	08/01/17	12/31/23	Yes	In Progress	30%	On Track	<ul style="list-style-type: none"> • Goal was delayed do to pandemic • Reengaged with EarthCore to perform trail maintenance and construction in 2022 • Restoration took place at Boing Creek NA, Shoreview Park, Innis Arden Reserve, Hamlin Park • Parks Bond Project improvements and construction to begin in 2023, will continue ongoing trail maintenance and construction
26	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City_s_infrastructure_and_stewardship_of_the_natural_environment	3	3. Continue to Implement the Parks, Recreation, and Open Space Plan, including construction of park improvements and acquisition of properties funded through the 2022 Park Bond	Nick Borer	Ensure Adequate Park Land for Future Generations (PROS Plan #7) by acquiring priority properties including in Westminster area, 185th Street station area, and Paramount Open Space	Nathan Daum	08/01/17	12/31/23	No	In Progress	95%	On Track	PROS Plan Strategic Action Initiative #7 sets goal to add 5 acres of new park land by 2023. Two Paramount properties secured in 2020 and 2022. 185th property, Westminster property, and Brugger's Bog property acquired in August 2021. Three parcels adjacent to Rotary Park on 10th at 185th also acquired in 2021. The "Hemlock" parcel at 192nd acquired in 2022. These acquisitions together with Richmond Beach Tidelands parcel would bring the total acquired to 5.79 acres. Currently working on additional property aquisition opportunities including West Echo Lake access and expansion of twin ponds natural area to provide access from the 148th Station Area.

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27	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	3	3. Continue to Implement the Parks, Recreation, and Open Space Plan, including construction of park improvements and acquisition of properties funded through the 2022 Park Bond	Nick Borer	2022 Parks Bond Projects- Expand Outdoor Recreation Facility Opportunities (PROS Plan #3) by adding amenities needed to maintain level of service.	Jacob Bilbo	03/01/22	12/31/25	No	In Progress	30%	On Track	The bond project is moving forward rapidly. The design build team Forma/Mithun are meeting with parks staff weekly during the design process. A public engagement process is complete and projects have been broken up into phases. The first phase projects will be in for permit applications in April of 2023 with construction for the first bundle of 3 parks anticipated to begin in September.
28	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	4	4. Continue to explore strategies for replacement of the Shoreline Pool and Spartan Recreation Center	Nick Borer	Identify and prioritize options for replacement of the Shoreline Pool and Spartan Recreation Center as part of the PROS Plan update	Mary Reidy	01/01/22	12/31/23	No	In Progress	10%	On Track	Submitted a multi-city grant application, grant decision in Feb. 2022. Mary is serving on a regional council for this. Staff are engaged in a North King County Aquatics Center feasibility study, alongside Kenmore and Lake Forest Park. City of Kenmore scheduled to release RFP mid-February 2023 with anticipated final report November 2023.
29	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	5	5. Update the 2014 Urban Forest Strategic Plan and continue to implement the Green Cities Partnership, and volunteer programs with Mountains to Sound Greenway Trust, Forterra, and the Washington Native Plant Society	Nick Borer	Maintain, enhance and protect the urban forest (PROS Plan #8) by Implementing Urban Forest Restoration Projects	Kirk Peterson	12/31/18	12/31/23	Yes	In Progress	50%	On Track	5 Acres urban forest land brought into restoration in 2020, pandemic slowed progress, continuing restoration at Saltwater, Paramount Open Space, Ballinger Open Space, Twin Ponds, Brugger's Bog, Echo Lake, Sunset Park, establish a consultant contract in 2022 and are in the process of updating the Urban Forest Strategic Plan.
30	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	6	6. Continue to implement the 2022-2024 Priority Environmental Strategies including implementation of Salmon-Safe certification activities, resource conservation and zero waste activities, and updating the City's Climate Action Plan	Bethany Wolbrecht-Dunn	Implement Salmon-Safe Conditions	Cameron Reed	01/01/21	04/01/24	Yes	In Progress	70%	On Track	Staff has officially met five of 12 conditions as of August, 2021. All Salmon-Safe deliverables are expected to be complete by April 2024. Progress is underway on the other 7 conditions. 3 of these are tied to the recently initiated Surface Water Master Plan update, and we expect these will be official met in 2023.
31	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	6	6. Continue to implement the 2022-2024 Priority Environmental Strategies including implementation of Salmon-Safe certification activities, resource conservation and zero waste activities, and updating the City's Climate Action Plan	Bethany Wolbrecht-Dunn	Update 2013 Climate Action Plan	Cameron Reed	01/01/21	12/31/22	Yes	Complete	100%	Complete	Council held CAP discussion on November 7; and proceeded to Council approval on 12/12/2022. CAP Implementation will be a topic at the Council retreat in March 2023.
32	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	7	7. Implement Phase One of the City Maintenance Facility project: construction of the Ballinger Maintenance Facility and preliminary design of the Hamlin and North Maintenance facilities	Bob Earl	Design, permit and construct Ballinger Maintenance Facility	Zach Evans	01/01/20	12/31/23	No	In Progress	50%	On Track	Demo and mobilation are complete. Projected construction end date is the end of 2023.

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33	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	7	7. Implement Phase One of the City Maintenance Facility project: construction of the Ballinger Maintenance Facility and preliminary design of the Hamlin and North Maintenance facilities	Bob Earl	Preliminary design (30%) for North Maintenance Facility and Hamlin yard	Zach Evans	08/01/21	03/31/23	No	In Progress	90%	On track	CMF preliminary design at Hamlin and NMF started in April 2022 and 90% completed by September 2022. Report to be finalized Q1 2023.
34	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	8	8. Continue implementing the 2017-2022 Surface Water Master Plan and develop the 2023-2028 Surface Water Master Plan	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	Laura Reiter	01/01/20	12/31/24	Yes	In Progress	70%	On Track	Construction of Phase 1 is in progress, expected to reach completion in early 2023. Phase 2 design is nearly 100% complete and is expected to be constructed in Summer 2024.
35	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	8	8. Continue implementing the 2017-2022 Surface Water Master Plan and develop the 2023-2028 Surface Water Master Plan	Lance Newkirk	Implement the re-issued 2019-2024 Western Washington Phase II Municipal Stormwater Permit (NPDES Phase II Permit)	John Featherstone	01/01/18	06/30/24	Yes	In Progress	75%	On Track	Staff is actively working towards fulfilling all permit requirements. The Permit was active as of 8/1/2019, and implementation of most requirements were phased to occur between 2020-2023. Staff is currently tracking deadlines for each new requirement, identifying staff responsibility, and tracking implementation. All Permit deadlines to date have been met, and we are currently on track to meet all future deadlines.
36	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	9	9. Update the Wastewater Master Plan to reflect modifications following the assumption of the utility by the City	Lance Newkirk	Review existing plan, identify gaps and develop RFQ to address gaps and amend plan	Sam Supowit	07/05/22	12/31/23	Yes	In Progress	15%	On Track	Initiated conversations with David Evans and requested initial CIP updates based on maintenance staff requests and hydraulic model output. Presently drafting RFQ that includes CSP amendment as a task. Created an RFQ for consultant selection to further review CIP priority list and update.
37	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	10	10. Update the Transportation Master Plan, including evaluating a multi-modal level of service, concurrency, shared use mobility options, and the Transportation Impact Fee (TIF)	Nytasha Walters	TMP document update - update travel demand forecast model, the Comp Plan Transp. Element, street typologies, modal plans and supporting policies	Nytasha- TBD Senior Trans Planner	01/01/20	12/31/23	Yes	In Progress	90%	On Track	Council has adopted the Transportation Element (TE) of the Comp Plan amendment process and modal plans. The adoption of TMP update is targeted for end of 2023 with completion of Porosity study, Street Typologies, and concurrency framework and incorporation of policies to support these programs as well as performance measure dashboard.
38	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	10	10. Update the Transportation Master Plan, including evaluating a multi-modal level of service, concurrency, shared use mobility options, and the Transportation Impact Fee (TIF)	Nytasha Walters	Develop new or revised policies – cross reference to report on Improving Walkability in Shoreline's Link Light Rail Station Subareas	Nytasha Walters	01/01/23	12/31/24	No	In Progress	10%	On Track	Kick off for Connectivity study on 2/27/23 which builds on the work from the "Ticket to Ride" walkability study. Connectivity study will evaluate existing plans and policies that support study intent.

#	Council Goal	Action Step #	Action Step	Action Step Coordination Lead	Implementation Step	Implementation Project Manager	Start	Finish	Ongoing Project / Program	Project Status	% of Project Complete	Project Health	Notes/Comments
39	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	10	10. Update the Transportation Master Plan, including evaluating a multi-modal level of service, concurrency, shared use mobility options, and the Transportation Impact Fee (TIF)	Nytasha Walters	Update transportation concurrency framework, identify growth projects, and update Transportation Impact Fees (TIFs)	Nytasha- TBD Senior Transp Planner	01/01/20	12/31/23	Yes	In Progress	15%	On Track	Consultant work underway to update transportation concurrency and update TIF project list.
40	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	10	10. Update the Transportation Master Plan, including evaluating a multi-modal level of service, concurrency, shared use mobility options, and the Transportation Impact Fee (TIF)	Nytasha Walters	Develop performance measures for evaluating the TMP progress	Nytasha- TBD Senior Transp Planner	09/01/20	12/31/22	Yes	Complete	100%	Complete	Performance Measures completed with adoption of the Transportation Element in
41	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	11	11. Begin the state mandated major update of the Comprehensive Plan	Rachael Markle	Review existing Plan elements through equity and sustainability lenses, update to meet revised Countywide Planning Policies, and align with growth targets	Andrew Bauer	01/01/20	12/31/24	Yes	In Progress	10%	On Track	Due date is Dec 31, 2024. Some elements to be updated in conjunction with related functional plans: The Transportation Element and TMP and the Parks Element and PROSA Plan, for example. Community engagement consultant has been selected and staff team developed and issued an RFP for technical consultant to issue in first part of 2023. No responses were received. Staff is revising the RFP and reissuing end of February/early March. Staff is not surprised by the result as consulting firms are currently overwhelmed with all of the state planning initiatives including the major update of Comprehensive Plans.
42	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	12	12. Complete 90% design of the N 175th Street Corridor Project from Interstate-5 to Stone Avenue N and initiate Right-of-Way acquisition	Bob Earl	Complete 30% design for the N 175th Street Corridor Project	Leif Johansen	03/01/21	12/31/23	Yes	Complete	100%	Complete	Design is progressing satisfactorily. Early phase ROW acquisitions are progressing as scheduled. Working with SPU and other utilities on coordination, relocation and undergrounding.
43	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	13	13. Begin construction of the 145th and I-5 Interchange improvements and Phase 1 of the 145th Street Corridor improvements	Bob Earl	Design and Environmental Review (145th Street/I-5 interchange)	Bob Earl	01/01/20	12/31/24	Yes	Complete	100%	Complete	Design of the interchange improvements reached 100% completion in January 2023. ROW acquisition will be completed in April 2023. Advertising for construction bids is currently scheduled for May 9, 2023.
44	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	13	13. Begin construction of the 145th and I-5 Interchange improvements and Phase 1 of the 145th Street Corridor improvements	Bob Earl	Design and Environmental Review (145th from I-5 to SR99)	Cory Nau	01/01/21	05/31/23	Yes	In Progress	95%	On Track	Final review of 100% Design package is on-going with comments due Feb 16. Construction bid advertising is scheduled for May 2023 and construction NTP for July 2023.
45	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	13	13. Begin construction of the 145th and I-5 Interchange improvements and Phase 1 of the 145th Street Corridor improvements	Bob Earl	ROW on Phase 1 (I-5 to Corliss Ave.)	Cory Nau Bob Earl	11/04/20	06/15/23	Yes	Complete	100%	Complete	ROW phase for the Corridor is complete.

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46	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	14	14. Work with regional and federal partners to fund Right-of-Way acquisition for Phase 2 of the 145th Street Corridor improvements	Nytasha Walters	ROW on Phase 2 (Wallingford to Corliss Ave.)	Cory Nau Bob Earl	01/01/25	06/30/26	Yes	In Progress	70%	On Track	Submitted PSRC Regional and Countwide grants for Phase 2 ROW. On the PSRC Regional Contingency List for ROW funding - with funding expected. Able to now move CW funds to this Phase with award of TIB grant to backfill Phase 1. Additionally, Phases 2 and 3 (ROW & CN) are partnering with the 148th Ped Bridge Phase 2 to submit an application for \$25M in RAISE submitted on 2/27/23.
47	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	15	15. Create the 2023-2028 Public Art and Cultural Services Plan	Mary Reidy	Incorporate existing Public Art Plan public input into the development of the PROSA Plan. Additional input will be collected as part of the overall PROSA Plan Engagement effort.	My linda Sneed	06/01/21	12/31/23	No	In Progress	60%	On Track	Initial work was underway to develop a stand-alone Public Art Plan to be adopted at the end of 2022. Due to staffing delays, a decision was made to integrate this plan into the Parks, Recreation and Open Space (PROS) plan update, creating a Parks, Recreation, Open Space and Art (PROSA) Plan for 2024-2030 with anticipated adoption by Council in fall 2023.
48	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	1	1. Support Sound Transit's 145th Street improvements from Highway 522 to Interstate-5 as part of ST3	Nytasha Walters	ST SR-522/523 BRT Coordination and plans review	Nytasha- TBD Senior Transp Planner	01/01/20	12/31/23	Yes	In Progress	60%	On Track	60% design is underway - with draft pre-app packaged submitted for City staff review. Council update provided 2/23.
49	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	2	2. Work collaboratively with Sound Transit on the Lynnwood Link Extension Project, including negotiation of remaining project agreements and coordination of project construction, inspection, and ongoing permitting	Juniper Nammi	Review and issue construction permits for the Light Rail Project and provide ongoing construction services for project permits	Juniper Nammi	01/01/18	07/17/24	No	In Progress	85%	On Track	The Lynnwood Link Extension Project is almost fully permitted. Permits still pending submittal include one remaining house demolition/sewer cap-off permits, plumbing permits for miscellaneous water services including Ridgecrest Park, sign permits, and noise variances for the last year of construction. Submittals of the remaining street vacation petitions application is delayed but needs to be processed in 2023. Lot mergers of the station sites will need to be revisited after acquisitions from WSDOT finalized. Inspections for the project are ongoing and City staff and consultants endeavor to provide the best customer service while meeting the City's obligation to ensure buildings are constructed to meet applicable codes. Most inspections will be wrapped up at Substantial Completion of construction in November 2023. Submittal, review, and approval of revisions and deferred submittals will continue throughout project construction and permit closeout will continue until revenue service.
50	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	2	2. Work collaboratively with Sound Transit on the Lynnwood Link Extension Project, including negotiation of remaining project agreements and coordination of project construction, inspection, and ongoing permitting	Juniper Nammi	Develop Neighborhood Traffic Impacts Mitigation Plans	Kendra Dedinsky	01/01/18	06/30/25	Yes	In Progress	50%	On Track	SUP Condition of Approval C(10) requires development of Traffic Mitigation Study and plan for the first year of revenue service. Decision was issued May 31, 2019. Submittal of scope for this Study and Plan is required prior to issuance of Certificates of Occupancy for the stations. Work will be ongoing through mid-2025. The construction phase traffic mitigation plan was approved in November for issuance of main package permits. No additional updates in Q1 2023. Work on these plans is not expected to commence until late 2023.

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51	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	2	2. Work collaboratively with Sound Transit on the Lynnwood Link Extension Project, including negotiation of remaining project agreements and coordination of project construction, inspection, and ongoing permitting	Juniper Nammi	Negotiate Construction Services Agreement and other Agreements for Sound Transit Light Rail Project	Juniper Nammi	01/01/17	06/30/25	Yes	In Progress	90%	On Track	
52	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	2	2. Work collaboratively with Sound Transit on the Lynnwood Link Extension Project, including negotiation of remaining project agreements and coordination of project construction, inspection, and ongoing permitting	Juniper Nammi	Design and construction of access mitigation projects	Tricia Juhnke	06/01/19	09/03/24	Yes	In Progress	40%	On Track	
53	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	3	3. Develop a funding plan to implement the 185th Corridor Strategy	Nytasha Walters	Develop long term strategy and plan to fund 185th Street improvements	Nytasha Walters	01/01/21	12/31/22	Yes	Complete	100%	Complete	The Transportation Element included an evaluation alternative sources of revenue to fund elements of the TMP including the 185th Corridor -185th Corridor included as part of 20 year financially constrained list with potential revenue sources identified.
54	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	4	4. Coordinate with developers and seek partnerships and funding to realize the vision of the Light Rail Station Areas	Nathan Daum	Facilitate sharing between City project managers and developer of property adjacent to Shoreline South Station and 148th Non Motorized Bridge to identify potential collaborative opportunities to realize offsetting or mutually beneficial goals on both sides	Nathan Daum	01/01/21	12/31/22	Yes	Complete	100%	Complete	Meetings held and issues/topics identified related to 148th St. Non-Motorized Bridge including Architect for Philippi Church property, future connection between street ends at 149th and 151st, alerting a second developer adjacent to 148th St. Station of the urgency to work with ST on sound wall soon, helped to coordinate this process which is now complete between developer and ST.
55	CG_5__Promote_and_enhance_the_City's_safe_community_and_neighborhood_programs_and_initiatives	11	11. Use data driven information to inform the City's actions and plans to provide shelter and housing for all individuals in our community	Colleen Kelly	Work with KCRHA and the NKKCH to shape the County-wide Five Year Strategic Plan and the Sub-regional Implementation Plan	Bethany Wolbrecht-Dunn	01/01/22	12/31/23	no	In Progress	60%	On Track	Working with KCRHA to review and inform their North King County Sub-Regional Plan. KCRHA released their 5 year Plan and is scheduled to release sub-regional plans mid-2023. Additionally, Council approved an interlocal with KCRHA and 4 other north end cities on 12/12/2022. City Council included funding in 2023 budget to develop a Human Services Strategic Plan which may further inform recommendations on this front.
56	CG_5__Promote_and_enhance_the_City's_safe_community_and_neighborhood_programs_and_initiatives	3	3. Maximize and expand the North Sound RADAR (Response Awareness, De-escalation and Referral) service delivery model	Christina Arcidy	Explore an Alternative-Responder Model -Create work group and charter for Alternative-Responder Model pilot	Christina Arcidy	09/01/21	12/31/22	No	Complete	100%	Complete	The cities of Bothell, Lake Forest Park, Kenmore, Kirkland, and Shoreline have partnered to begin discussions on creating the North King County Regional Mobile Crisis Response Program to provide 24/7 coverage in these five cities. There is a work plan and timeline established to have a regional entity created to oversee the governance and operations of this entity by January 1, 2023.

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57	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	3	3. Maximize and expand the North Sound RADAR (Response Awareness, De-escalation and Referral) service delivery model	Christina Arcidy	Address Inequitable Treatment of Low-Income Misdemeanant Defendants - Determine possible reforms to address the inequitable treatment or barriers	Christina Arcidy	05/01/21	03/31/23	No	Complete	100%	Complete	Completed at home detention, already have Community Court, already have relicensing program for King County offenses; other programs may be possible but now have two new judges so recommend completing this action step as at this time.
58	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	3	3. Maximize and expand the North Sound RADAR (Response Awareness, De-escalation and Referral) service delivery model	Christina Arcidy	Address Inequitable Treatment of Low-Income Misdemeanant Defendants - Prioritize possible reforms	Christina Arcidy	06/15/21	03/31/23	No	Complete	100%	Complete	See R84
59	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	3	3. Maximize and expand the North Sound RADAR (Response Awareness, De-escalation and Referral) service delivery model	Christina Arcidy	Address Inequitable Treatment of Low-Income Misdemeanant Defendants - Create work groups and work plans for different reform opportunities	Christina Arcidy	08/01/21	03/31/23	No	Complete	100%	Complete	See R84
60	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	5	5. Collaborate with King County District Court and other criminal justice service partners to address the inequitable treatment of low-income misdemeanor defendants through options such as a warrant release program, a relicensing program, and other efforts to lower Court Failure to Appear rates	Christina Arcidy	Implement at-home detention program	Christina Arcidy	03/31/22	06/30/22	No	Complete	100%	Complete	
61	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	5	5. Collaborate with King County District Court and other criminal justice service partners to address the inequitable treatment of low-income misdemeanor defendants through options such as a warrant release program, a relicensing program, and other efforts to lower Court Failure to Appear rates	Christina Arcidy	Identify and prioritize options for program and policy options to address the inequitable treatment of low-income misdemeanor defendants.	Christina Arcidy	03/31/22	03/31/22	No	Complete	100%	Complete	Completed at home detention, already have Community Court, already have relicensing program for King County offenses; other programs may be possible but now have two new judges so recommend completing this action step as at this time.
62	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	5	5. Collaborate with King County District Court and other criminal justice service partners to address the inequitable treatment of low-income misdemeanor defendants through options such as a warrant release program, a relicensing program, and other efforts to lower Court Failure to Appear rates	Christina Arcidy	Determine recommendation and next steps to bring to Council for policy direction and/or funding request.	Christina Arcidy	03/31/22	12/30/22	No	Complete	100%	Complete	See R89

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63	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	8	8. Conduct trainings and community programs to promote personal safety, awareness, and response	Bethany Wolbrecht-Dunn	Conduct annual National Night Out Celebration	Constance Perenyi	01/01/22	08/04/22	Yes	Complete	100%	Complete	NNO returning to "normal" in 2022 was a big success; and list of 30 plus registrations, including 17 with street closures.
64	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	12	12. Explore opportunities to expand the City's community building efforts beyond established neighborhood associations	Bethany Wolbrecht-Dunn	Release applications for the Love Your Community Grant program in late 2021, and monitor into 2022	Constance Perenyi	01/01/21	12/31/23	No	In Progress	90%	On Track	This program will continue in 2023 with COVID response funding and will reflect the outcomes of the Neighborhood program evaluation.
65	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	4	4. Continue to expand the partnership between the North Sound City Coalition and the King County Behavioral Health Administrative Service Organization to advance the siting and operation of a crisis triage center for North King County residents who are experiencing a behavioral health crisis	Jim Hammond	Work with coalition and County to identify provider interested in working in North King County	Jim Hammond	01/01/22	12/31/22	Yes	Complete	100%	Complete	The coalition found a provider, provider found funding, site has been acquired. No longer needs to be a work plan item, although the City will continue to work with the provider and its partner jurisdictions.
66	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	6	6. Continue the Shoreline Police-Community Response Operations Team to implement solutions related to public safety, code enforcement and homelessness response	John Norris	Conduct monthly meetings with Shoreline Police leadership, CECRT, the City Manager's Office and the Community Services Division for information sharing, case discussions and process improvement discussions	John Norris	01/01/22	12/31/23	Yes	In Progress	75%	On Track	Monthly meetings are ongoing with the following standing agenda items: 1) Code Enforcement Properties/Case Updates; 2) Individuals Experiencing Homelessness/Enhanced Shelter Update; 3) Encampment Engagement Support; 4) RADRA Referrals/Support; and 5) CECRT Law Enforcement Support Opportunities. Other topics and process improvement activities are also discussed and undertaken. This action step is now operational and ongoing and staff will be proposing to remove this action step from the next City Council Goals and Work Plan.
67	CG_3_Continue_preparation_for_regional_mass_transit_in_Shoreline	5	5. Create non-motorized connections to the light rail stations including coordinating design elements of the Trail Along the Rail	Nytasha Walters	Ensure ST constructs portions of TAR	Juniper Nammi/Tricia Juhnke	01/01/20	12/31/23	Yes	In Progress	50%	On Track	Segments of the Trail Along the Rail are included in the design and permit approval. Light Rail permit inspections will verify their installation per the approved plans. Permits issued included segment of TAR to be built by ST and conditioned with ROW dedication or easement dedication to facilitate construction of other segments of TAR in the future by the City. The TAR segment immediately north of the Shoreline South/148th Station site has been transferred to Phase 1 of the City's 148th Bridge project. The last segment of the noise wall that will also be a retaining wall for the TAR segment through Ridgecrest Park was poured in February 2023. Finishing work includes a fence on top of the wall that will separate trail users from the guideway when the trail is built. TAR segments to be built by Sound Transit along 1st NE in two locations and along 5th Ave NE south of 185th will be completed by November 2023.

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68	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	5	5. Create non-motorized connections to the light rail stations including coordinating design elements of the Trail Along the Rail	Nytasha Walters	Seek funding for the Trail along the Rail	Nytasha Walters	01/01/20	12/31/23	Yes	In Progress	30%	On Track	Currently working with ST to develop segment of Trail along Ridgecrest Park. On May 30th submitted a a WSDOT Safe Routes to School grant for Trail Along the Rail - Ridgecrest Segment (NE 161st St to NE 165th St) Shared-Use Path.
69	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	7	7. 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	Collaborate with regional transit providers to implement long range regional transit plans	Nytasha Walters	01/01/19	12/31/23	Yes	In Progress	0.75	On Track	Staff continue to work with KC Metro staff on the restructure of service to accomodate the open of Shoreline's two light rail station. - Staff working with Metro staff on Second Phase 2 Restructure Stakeholder Engagement. MEtro staff presented progress on restructure to Council Feb 2023. Continue to work with Sound Transit on 60% design for bus rapid transit (BRT) on 145th Corridor. Continue to work with Community Transit on Blue Line Extension to 185th light rail station.
70	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	7	7. 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 either continuing as a Park and Ride, Hub, or affordable-housing/TOD	Nytasha Walters/Andrew Bauer	01/01/20	12/31/23	Yes	In Progress	80%	On Track	We continue to work on how to effectively plan transit service. Entering into the second phase of restructuring transit service with KC Metro to serve opening of two light rail stations. Input on how to restructure was incorporated into KC Metro's first phase of service restructure.
71	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	8	8. Develop a parking program, including Restricted Parking Zones and a parking enforcement unit	Christina Arcidy	Explore parking program alternatives and prepare a recommendation for the 2023-2024 Biennial Budget	Kelly Park/Kendra Dedinsky	05/01/22	12/31/22	No	Complete	100%	Complete	Developed budget request which was approved by Council in November. https://cityofshoreline.sharepoint.com/:x:/g/Departments/admin/finance/budget/Ea9EWVeZcnRD13ek-w0gzQBr4DQpoSVxDVjMNOq4Faw6w?e=kkiUrQ
72	CG_4__Expand_the_City_s_focus_on_equity_and_social_justice_and_work_to_become_an_AntiRacist_community	6	6. Continue developing relationships to inform our community policing practices	Kelly Park	Work with School District staff to identify how best to implement and promote the Nurturing Trust program	Kelly Park	01/01/22	02/01/23	Yes	On hold	0%	On hold	PM has been newly assigned, and outreach to the Superintendent's Office has been on-going since June 2022 to determine district interest.
73	CG_5__Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	1	1. Use data driven policing to address crime trends and quality of life concerns in a timely manner	Kelly Park	Implementing Data Collection Requirements per recent State Legislation	Kelly Park	06/01/21	06/01/23	Yes	In Progress	75%	On Track	New KCSO interface was launched, and PM has attended six neighborhood meetings this year on crime trends driven by this data.
74	CG_5__Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	1	1. Use data driven policing to address crime trends and quality of life concerns in a timely manner	Kelly Park	Write Annual Police Report, and include information on use of force and hate crime data for Shoreline	Kelly Park	03/01/22	12/12/22	Yes	Complete	100%	Complete	Annual Police Report was written and presented to council.
75	CG_5__Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	1	1. Use data driven policing to address crime trends and quality of life concerns in a timely manner	Kelly Park	Review Quarterly Crime Data by Sector to determine local emphasis work	Kelly Park	01/01/22	12/30/22	Yes	Complete	100%	Complete	Quarterly stats were provided

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76	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	2	Support efforts to improve public safety by incorporating best practices and model policies for use of force, de-escalation training and police accountability	Kelly Park	Work with KCSO Leadership to implement training programs for changes in State Law related to Use of Force, Probable Cause, and other changes related to the 2021 Police Accountability Legislation	Kelly Park	06/01/21	12/01/22	Yes	Complete	100%	Complete	
77	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	3	Maximize and expand the North Sound RADAR (Response Awareness, De-escalation and Referral) service delivery model	Kelly Park	Maximize North Sound RADAR -Determine if or how elected officials could support plan to address barriers to RADAR implementation	Kelly Park	03/31/21	12/12/22	No	Complete	100%	Complete	Council will be discussing the Levy Lid Lift to support funding to transition RADAR to a regional entity in June 2022. Council will discuss a possible Interlocal Agreement in September 2022 for the transition to a regional entity. Updated the finish date of this item to 12/31/22 due to the work on the regional ILA.
78	CG_3_Continue_preparation_for_regional_mass_transit_in_Shoreline	7	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 either continuing as a Park and Ride, Hub, or affordable-housing/TOD	Nytasha Walters/Andrew Bauer	01/01/20	12/31/23	Yes	In Progress	70%	On Track	KC has completed community outreach for a TOD study for the 192nd Park and Ride with results of feasibility study forthcoming.
79	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	7	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.	Kelly Park	Work with businesses to discuss crime trends and crime prevention efforts	Kelly Park	01/01/22	12/31/23	Yes	In Progress	50%	On Track	This is an on-going goal with no end date. We continue to meet with anyone and everyone that wants to meet with the Police and have done this numerous times over the past several months and will continue this going forward.
80	CG_3_Continue_preparation_for_regional_mass_transit_in_Shoreline	6	Complete design of the 148th Street Non-Motorized Bridge, construct the Phase 1 improvements, and work with regional, state, and federal partners to fully fund the project	Bob Earl	148th Street Non-motorized Bridge Final Design	Lea Bonebrake	01/01/21	11/01/23	Yes	In Progress	90%	On Track	Final design is underway. Anticipate constructing in phases – East abutment in 2023; remainder when funding is available
81	CG_3_Continue_preparation_for_regional_mass_transit_in_Shoreline	6	Complete design of the 148th Street Non-Motorized Bridge, construct the Phase 1 improvements, and work with regional, state, and federal partners to fully fund the project	Nytasha Walters	Seek funding for the 148th St non-motorized bridge	Lea Bonebrake	01/01/19	12/31/26	Yes	In Progress	70%	On Track	Submitted \$25M RAISE grant 2/27/28 to cover remaining construction costs. Received \$5.4M STP grant for Phase 2 construction in 2022 in addition to state LEAP funding and Federal Earl mark.

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82	CG_4_Expand_the_City_s_focus_on_equity_and_social_justice_and_work_to_become_an_AntiRacist_community	1	1. Continue implementing the City's Equity and Social Justice Program with a heightened focus on anti-racism as 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 and development	Melissa Muir	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	Melissa Muir	06/01/22	08/01/23	Yes	In Progress	11%	On Track	This work is a key part of our HR Director's 2023 goals for the City's training efforts and recruitment and talent acquisition strategies. With two Senior HR Analyst positions, we are making impactful changes to our recruitment practices to attract a diverse candidate pool to the City. From engaging with focused professional associations for outreach to communities of color and underrepresented groups, to modifying our announcements and streamlining our interview process, to working with hiring managers to eliminate barriers, we are embedding ESJ principles into every aspect of our talent acquisition process.
83	CG_4_Expand_the_City_s_focus_on_equity_and_social_justice_and_work_to_become_an_AntiRacist_community	1	1. Continue implementing the City's Equity and Social Justice Program with a heightened focus on anti-racism as 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 and development	Melissa Muir	Implement training plan for City of Shoreline staff to increase internal capacity to support equity and inclusion in City services, programs, and policies. ///Diversity & Inclusion Foundations Training for regular employees will be scheduled for this training during the spring. Plan to RFP for training consultant to provide ongoing training modules. Potential to offer internal training to staff for select topics.	Stela Raic	01/01/22	12/31/23	Yes	In Progress	5%	On Track	With additional HR resources in 2023, sourcing and providing training will be a priority. In 2022, this was limited due to COVID and HR staff capacity. Staff are being referred to other local training resources.
84	S2_Address_issues_related_to_proposed_development_of_point_wells_site_located_within_snohomish_county	s2		Bristol Ellington	Monitor and any permit applications or SEPA procedures for Point Wells. Work with Woodway and Snohomish County on Annexation ILA.	Margaret King	01/01/13	12/31/23	Yes	In Progress	80%	On Track	Snohomish County denial of BSRE permit upheld by Court of Appeals. Monitoring request for discretionary review to the Supreme Court. Working on language for ILA with Woodway and Snohomish County for Woodway annexation of Point Wells -County hearing scheduled for May 2023.
85	CG_4_Expand_the_City_s_focus_on_equity_and_social_justice_and_work_to_become_an_AntiRacist_community	2	2. Continue building trusting working relationships within the community to foster engagement, participation, and co-creation of strategies for building an anti-racist community	Bethany Wolbrecht-Dunn	Incorporate findings from community listening sessions centering voices from the City's BIPOC communities into City service delivery by examining and improving City policy, procedures and processes	Jim Hammond/ Suni Tolton	01/01/22	12/31/23	Yes	Complete	100%	Complete	Two listening sessions were held on 9/22/2021 and 11/05/2021. More sessions currently being planned, however, community needs and COVID considerations may delay implementation. Looking at potential for incorporating into City community engagement efforts. Additional listening sessions were determined not to be beneficial and analysis for future is being completed
86	CG_4_Expand_the_City_s_focus_on_equity_and_social_justice_and_work_to_become_an_AntiRacist_community	3	3. Engage in community conversations that will inform approaches to community safety and law enforcement policy and other community-driven topics	Jim Hammond	Conduct "Coffee with the Chief" events with Chief Park and Eric Bratton	Jim Hammond/Eric Bratton	01/01/22	12/31/23	Yes	On hold	25%	On Hold	This work may be integrated with the community conversation work in #88 to have more focused engagement with specific community groups, which will complement the sporadic nature of the coffees.

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87	CG_4_Expand_the_City_s_focus_on_equity_and_social_justice_and_work_to_become_an_AntiRacist_community	4	4. Develop resources and training to assist staff in understanding meaningful community engagement practices and approaches	Eric Bratton	Develop Community Engagement Tool kits and Guiding Documents	Eric Bratton	01/01/20	4/31/2023	Yes	In Progress	75%	On Track	D&I Committee's Community Engagement Subcommittee working to finalize draft toolkit.
88	CG_4_Expand_the_City_s_focus_on_equity_and_social_justice_and_work_to_become_an_AntiRacist_community	4	4. Develop resources and training to assist staff in understanding meaningful community engagement practices and approaches	Eric Bratton	Train Staff on Community Engagement Tool Kits	Eric Bratton	01/01/20	12/31/23	Yes	In Progress	10%	On Track	Once toolkit is finalized, committee will begin training. Fall 2022
89	CG_4_Expand_the_City_s_focus_on_equity_and_social_justice_and_work_to_become_an_AntiRacist_community	5	5. Work to ensure that the City's programs, parks, facilities and activities are accessible to all Shoreline residents per the Americans with Disabilities Act	John Norris	Finalize Americans with Disabilities Act (ADA) ROW Transition Plan	Tricia Juhnke	10/01/17	12/31/22	No	Complete	100%	Complete	Finalized report and posted on webiste
90	CG_4_Expand_the_City_s_focus_on_equity_and_social_justice_and_work_to_become_an_AntiRacist_community	5	5. Work to ensure that the City's programs, parks, facilities and activities are accessible to all Shoreline residents per the Americans with Disabilities Act	John Norris	Conduct Parks Facilities ADA Condition Assessment	Bob Earl	01/01/23	12/31/23	No	In Progress	1%	On Track	PM has been assigned. Work began in January 2023
91	CG_4_Expand_the_City_s_focus_on_equity_and_social_justice_and_work_to_become_an_AntiRacist_community	5	5. Work to ensure that the City's programs, parks, facilities and activities are accessible to all Shoreline residents per the Americans with Disabilities Act	John Norris	Create Parks Facilities ADA Transition Plan	Bob Earl	01/01/23	12/31/23	No	In Progress	0%	On Track	PM has been assigned. Work began in January 2023
92	CG_4_Expand_the_City_s_focus_on_equity_and_social_justice_and_work_to_become_an_AntiRacist_community	6	6. Continue developing relationships to inform our community policing practices	Jim Hammond	Connect with community members about developing community conversations about law enforcement policy and public safety. Includes, where applicable, "coffee with the Chief" opportunities	Jim Hammond/ Suni Tolton/ Eric Bratton	01/01/21	12/31/23	Yes	In Progress	30%	On Track	Begin planning community conversations with focus on building relationships between law enforcement and community. 2nd/3rd quarter 2022, after state legislative session is being targeted for next steps. Held first Coffee with the Chief (Goal #66) event to connect community members and law enforcement on May 25, 2022. Plan for more in 2023. Staff see #66 and #88 as highly interrelated.
93	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	9	9. 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	Colleen Kelly	Work with KCRHA and other North King County cities to develop and adopt an ILA that will transfer City of Shoreline Homelessness Response Funding to the KCRHA for administration	Complete	01/01/22	12/31/22	No	Complete	100%	Complete	On December 12, 2022 City Council authorized the City Manager to sign an Interlocal Agreement with the King County Regional Homelessness Authority.
94	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	10	10. 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	Colleen Kelly	Transition the North King County Shelter Task Force to the North King County Coalition on Homelessness and provide staff support needed to keep the group together	Colleen Kelly	01/01/21	09/30/22	Yes	Complete	100%	Complete	Fully executed document has been recorded and shared with all founding members

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95	S1_Organizational_Continuous_Improvement_and_Technology_Strategic_Plan	s1		Karen Mast	Financial System replacement implementation - Phase 3, Central Square Additional Efficiencies- Reporting,Purchase Orders, Invoice Approval, Fixed Assets, Grants Management, Personnel Action Forms, P-Cards, 9/80 Timekeeping, and Automate TK Interface.	Karen MAst	03/01/23	12/31/24	No	On Hold	2%	On Hold	Enhancements to the system are being prioritized and will be implemented in phases over the next two years. Prioritization of enhancements is in process but project is behind. 12/30/21: Phase 3 is on hold due to project staff and IT staff shortages and fatigue from upgrade. Will need to be replanned/prioritized. 12/12/22: Still on hold. Goal to evaluate and update the plan early in 2023.
96	S1_Organizational_Continuous_Improvement_and_Technology_Strategic_Plan	s1		Karen Mast	Hybrid Conference Capability	Pollie McCloskey	03/01/21	12/31/22	No	Complete	100%	Complete	
97	S1_Organizational_Continuous_Improvement_and_Technology_Strategic_Plan	s1		Sara Lane	Support evaluation and implementation of improved operational and organizational performance measures utilizing Business Intelligence	New Budget & Tax Mgr	06/01/23	06/30/24	No	On Hold	0%	On Track	This project start is dependent on the business intelligence project Phase II. This is a Citywide Project that will require significant Department effort and involvement. We need to review to ensure we have the correct project structure and leadership identified before project initiation. 1/6: Project not initiated yet. 8/17 - Project will likely be delayed due IT staffing issues. New start date is TBD. 12/30/21: Still delayed due to IT staff shortages. 6/2022: Still delayed due to IT and now Budget staffing shortages; 11/30/22,updated start and end dates to align with budget staffing and IT project workplan. 2/15/2023 -We are evaluating options to move this work forward in advance of the business intelligence project.
98	S1_Organizational_Continuous_Improvement_and_Technology_Strategic_Plan	s1		Karen Mast	ShorePoint Modernization & Redesign	Rob Mullin	06/01/23	05/31/24	No	In Progress	30%	On Hold	The project team is identifying pages that need manual attention for conversion. The project will result in improved usability and collaboration capabilities. Delayed due to departure of Web Systems Analyst. 12/30/21: New Web Analyst on board and beginning to re-engage project team. This project will now become ShorePoint Modernation and Redesign. 11/30/22: Project delayed due to Hybrid Conferencing Implementation and other competing priorities.
99	S1_Organizational_Continuous_Improvement_and_Technology_Strategic_Plan	s1		Karen Mast	Contract Routing with Digital Signatures	John Frey / Rob Mullin	11/01/20	03/31/23	No	In Progress	95%	On Track	Vendor Selection near completion. Reassigned to PM following Web System Analyst departure. On track. 12/30/21: Project moving forward with PM and new Web Analyst. Implementation and workflows in progress. 6/1/22: Finalizing routing, training and digital signatures for contracts. 11/30/22: Go-live moved to early 2023 so as not to conflict with TRAKIT upgrade. 2/21/2023: Project team working on final testing for contract routing. Digital signatures implemented and in-use.

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100	S1_Organizational_Continuous_Improvement_and_Technology_Strategic_Plan	s1		Karen Mast	Network Security Enhancements: Implement CI Security Monitoring, Cybersecurity response, 3 factor authentications, update or retire unsupported servers	Chloe Maxwell	11/01/20	03/31/23	No	In Progress	65%	On Track	Contract executed with CI security and implementation of monitoring and Cybersecurity response in progress. Multi-factor authentication implementation under way. 12/30/21: CI Security fully setup with monitoring. Need to complete Security Assessment/Response plan next. Continuing to add users to MFA and work on patching and replacing vulnerable servers. COSConnect removed as a security hole. 6/1/22: Continuing to implement MFA, harden and replace servers and computers, reviewing CI Security recommendations. 11/30/22: Continuing to add more users to MFA, meet with CI Security on security risks. Security Assessment project has been kicked-off and half complete. 2/21/2023: Security assessment nearing completion.
101	S1_Organizational_Continuous_Improvement_and_Technology_Strategic_Plan	s1		Karen Mast	Infrastructure Replacements: Backup, Email Archiving and Storage Area Network replacements		10/01/21	03/31/23	No	In Progress	50%	On Track	12/21/23: Backup replacement complete. Email archiving is 50%, Storage Area Network is 50%.
102	S2_Address_issues_related_to_proposed_development_of_point_wells_site_located_within_snohomish_county	s2		Bristol Ellington	Manage & coordinate information for Point Wells	Bristol/John	01/01/22	12/31/23	No	Complete	100%	Complete	
103	S2_Address_issues_related_to_proposed_development_of_point_wells_site_located_within_snohomish_county	s2		Bristol Ellington	Phase II Tolling Study	Bristol/John	08/01/18	12/31/23	No	On Hold	0%	On Track	Dependent on litigation