



ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (EDAC)

AGENDA

Tuesday, September 9, 2008

7:30-9:00 a.m.

LOCATION: Spartan Recreation Center

| <u>Time</u> | <u>Agenda Item</u> |
|----------------|---|
| 1. 7:30 | Welcome/Review Agenda (<i>Rick Stephens, Committee Chair</i>) <ul style="list-style-type: none">• Introductions of Mark Mayuga, new Economic Development Manager (<i>Bob Olander, City Manager</i>)<ul style="list-style-type: none">○ Handout list of characteristics of EDM (EDAC, Chamber, Forward Shoreline)• Introductions of Committee Members - Share one thing about yourself that would help Mark remember you |
| 2. 8:00 | Review the Results of the Matrixes (<i>Rick</i>) <ul style="list-style-type: none">○ Short-, mid-, or long-term Strategies Matrix○ EDAC's Priorities Matrix○ Handout Council's 2008-09 Goals |
| 3. 8:40 | Top Two Action Items (<i>Rick, Mark</i>) <ul style="list-style-type: none">• Subcommittees to Implement Action Items |
| 4. 8:55 | Wrap-up (<i>Rick</i>) <ul style="list-style-type: none">• Handout Best Neighborhood goodies• Identify Next Steps• Next Meeting - October 14 |

Economic Development Advisory Committee (EDAC)

Meeting Summary Notes

Tuesday, July 8, 2008

Committee Members Present: Chair Rick Stephens, Vice-Chair Dick Nicholson, Jim Abbott, Paula Anderson, Wade Carter, Joo-Sun Choe, Wendy DiPeso, Dale Horton, Susan Hoyne, Warren Johnson, Dan Mann, Thomas Nasky, Larry Owens, Greg Price, Martin Rood, Elaine Solberg

Committee Members Absent: Andy Anderson, Michelle Cable, Craig Degginger, Greg Olson, Ken Winnick

Visitors: City of Shoreline Councilmember Keith McGlashan, City of Shoreline Councilmember Chris Eggen

City Staff Present: Assistant City Manager Julie Underwood, Management Analyst John Norris and Administrative Assistant III Heidi Costello

The meeting began at 7:30.

July 2008 Issue of Seattle Magazine – Shoreline is #1:

Assistant City Manager Julie Underwood discussed the article titled “110 Best Neighborhoods” in the July 2008 issue of *Seattle Magazine*. She informed the group that based on the selection criteria; Shoreline was ranked by this magazine as the #1 suburb. She then asked for ideas on how best to market this. The Committee came up with the following ideas:

- ✓ Place on signs – businesses
- ✓ Radio ads
- ✓ City hall literature
- ✓ Tout demographics/affordability
- ✓ Advertise in different venues
- ✓ Use quotes and copies of article in local restaurants and delis, etc.
- ✓ Advertise on City vehicles
- ✓ Banner on the Aurora bridges
- ✓ Internet advertising
- ✓ Community calendar
- ✓ Capitalize on the fact that Shoreline is “close-in” and we have a lot to offer – restaurants, schools, etc.

Review the Economic Development Strategic Plan Action Items:

In order to define the short-, mid-, and long-term milestones, City staff devised a dot exercise to enable the Committee to pare down the number of actions and categorize them into the proper time period. Julie explained the dot exercise to the Committee.

- Wendy DiPeso mentioned that the timing of the items should be considered.
- The Committee discussed ideas for timing of short-, mid-, and long-term. It was decided that short would be 1.5-2 years, mid would be 2-5 years, and long would be 5-10 years.
- A question was asked about an update on Aurora Square. It was explained that there currently wasn't an update on this property. Since there isn't currently an Economic

Development Manager, there will most likely not be any movement on this subject until one is hired. Larry Owens asked if someone could make a social call.

- It was mentioned that perhaps Shoreline could not purchase real estate at this time. Maybe that is the subject that should be discussed. There was also a request for an update on the hiring situation on the Economic Development Manager and courtesy regarding speaking in meetings.
 - Julie gave an update regarding the hiring of the Economic Development Manager and let the Committee know that interviews were scheduled for the end of the week.
 - Julie mentioned that regarding real estate that the statement made was correct. The funds just aren't there for the City to do it all.

The Committee then conducted the dot exercise placing one dot per action item in the short-, mid-, or long- term box. They then reviewed where the dots were placed.

Prioritize Action Items:

The Committee prioritized the action items using colored dots: green for #1 priority, yellow for #2 priority, and orange for #3 priority.

Wrap-up:

Julie proposed that the next meeting be cancelled in-lieu of a summer recess. A vote was taken and the Committee agreed. The next meeting will be held September 9.

The meeting was adjourned at 9:00 a.m.

ECONOMIC DEVELOPMENT PROGRAM MANAGER QUALITIES

While recruiting for the City's new Economic Development Program Manager, the Assistant City Manager, Julie Underwood, and the Human Resources Director, Marci Wright, met with the Chamber of Commerce, Forward Shoreline, and the Economic Development Advisory Committee to learn what qualities they believed the City should consider when recruiting and hiring a new manager. The following is what each group shared. Highlighted comments indicate commonality of the qualities that the groups identified.

CHAMBER OF COMMERCE MARCH 19, 2008

- Good negotiator who allows all stakeholders to participate
- Support existing businesses and help new – focus on **both** retention and recruitment.
- Basic business understanding
- Transparency
- Honesty
- Neutrality
- Help existing business grow
- Interest/experience with green business
- Recognize difference between small (25 or less) and large business and able to work with both
- Have a “face” with community and educate consumers to shop locally
- Personable
- Well organized
- Good communicator/good listener
- Effective decision maker
- Think globally/Act locally
- Understand that a lot of current businesses are “convenience” rather than “destination”
- Knows about local business and able to help build a tax base that gets us through tougher economic times
- Practical knowledge/experience in addition to book knowledge
- Sensitivity to diversity issues
- Will help market/brand Shoreline
- Help promote great businesses we have here (e.g. ethnic restaurants)
- Help us get our message out to broader public
- Branding ideas: Education, green
- Ability to assist in visioning process
- Help us figure out who we are and once we know, help us market it
- Listens with empathy and can interpret and facilitate
- Able to integrate “community,” “City” and “business community” to achieve a good balance and then promote Shoreline
- Build bridges, mend relationships
- Ability to find solutions
- Willing to work closely with the Chamber

FORWARD SHORELINE
APRIL 11, 2008

- Experience (not a rookie)
- Political savvy
- Thick skinned
- Experience in a non-centered community – similar business climate
- Concerned position has no voice or isn't heard
- Need to have time to have success – needs to have the internal support
- Look for longer term commitment – at least 5 years
- Good listener
- Good follow through skills
- Both public and private experience
- Strategic thinker/think outside the box/visionary
- Negotiation skills
- Have Tom help with people to recruit
- Enterprise Seattle as a resource
- Idea of hiring a firm instead of employee
- Should this be cabinet-level?
- To make this successful, City needs to be committed to economic development
- Recognize economic development as multifaceted. Need to support existing businesses while attracting new. This can cause some conflict.
- Need to save and support vision
- Active participant in 2035
- Enterprise development – interested in non-profit as well as for-profit
- Need to be dedicated to individual's success

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (EDAC)
APRIL 15, 2008

- Esprit de corps
- Public and private experience
- Comfortable with producing specific and measurable results
- Patience
- Current or previous business owner
- Perseverance/long term perspective
- “Out of the box” thinker
- Forward thinking/future oriented
- Knowledgeable at moving traffic through an area
- Looking at big picture and all sides of issues
- Willing to take a risk
- Help Shoreline decide what it wants to be
- Skilled at building consensus
- Able to lead/help with visioning
- Able to implement the vision once it is developed
- Able to help and develop small/existing businesses
- Help make people aware of what we already have (e.g. restaurants) (promote)

- Proactive – reach out to businesses, be out there
- Listen
- Connect with businesses
- Self-starter
- Understand politics and can also talk to the community
- Build partnerships
- Commit for reasonable period of time (longer than two to three years)
- Sense of humor
- Overcome negative aspects of perceptions of Shoreline/help improve our image
- Help develop the right mix of businesses
- Understands sustainability

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (EDAC)

Tuesday, September 9, 2008

Subcommittees to Review:

Priority 1 Action Item

Explore ways to leverage the City's capital investments in transportation and other infrastructure facilities, especially Aurora Avenue, to support and encourage private reinvestment in commercial areas and the achievement of public goals...

Priority 2 Action Item

Focus on priority sites...

Proposed Subcommittees:

- A. Jim Abbott, Wendy Dipeso, Susan Hoyne
- B. Paula Anderson, Joo Sun Choe, Warren Johnson
- C. Wade Carter, Tom Nasky, Larry Owens
- D. Dan Mann, Dick Nicholson, Marty Rood
- E. Andy Anderson, Greg Price, Elaine Solberg
- F. Craig Degginger, Dale Horton, Gregg Olson

Proposed Task

- Review the top two priorities and outline how to implement and move the action item forward
- Identify a person to take notes (so that staff can compile them)
- Identify a person to report on the results at the next EDAC Meeting



2006-2011 Economic Development Strategic Plan Priority Actions

| Actions | Priority Score | Work Plan Term | | | Corresponding 08-09 Council Goal and/or Goal Element? Goal 2: Implement the Economic Development Strategic Plan - Work with the Economic Development Advisory Committee to identify recommended priorities |
|---|----------------|----------------------------|------------------------|--------------------------|--|
| | | Short Term - 1.5 - 2 years | Mid Term - 2 - 5 years | Long Term - 5 - 10 years | |
| Explore ways to leverage the City's capital investments in transportation and other infrastructure facilities, especially Aurora Avenue, to support and encourage private reinvestment in commercial areas and the achievement of public goals. These investments benefit businesses in that they tie these areas together, they make both these areas and the main travel corridors more attractive, and they make the system function better. Promote a culture whereby city staff persons have good information about and an understanding of businesses' needs. Encourage businesses and government together to plan adequately for various circulation, parking and access issues. | 30 | X | | | Goal 5: Construct the Aurora Improvements from 16 th to 205 th Streets |
| Focus on Priority Sites: D) Encourage jurisdictions to explore co-location or relocation of facilities in order to preserve tax-base opportunities and improve services, for example, encourage the Shoreline School District to explore the feasibility of relocating Shorewood High School to a new site if that would result in higher quality educational facilities, resolution of traffic and parking problems, and a more proactive relationship between the public schools and Shoreline Community College that would leverage their respective resources. | 19 | X | | | |
| Focus on Priority Sites: A) Encourage redevelopment of Aurora Square/Westminster Triangle as a destination shopping or village center type development. | 8 | | | X | |
| Work on New "Areas of Opportunity": B) Future "areas of opportunity" may include the Aurora Park & Ride, Ballinger Way, or other sizeable public or private parcels; Streamline permits or city processes for commercial, retail and mixed-use development in these targeted areas to implement plans effectively. | 6 | X | | | Work in partnership to develop a "Transit-oriented Development" plan for the Aurora Park and Ride Lot at N. 192nd Street |
| Seek to identify opportunities to recruit clean-technology or environmental technology-related research and business activities. Consult with regional economic development agencies on Shoreline's strategic position in the regional economy with respect to this & five corresponding Sustainable Neighborhoods strategies. | 4 | | X | | Develop a Green Business Certification process, including partnering with the Shoreline Chamber of Commerce |
| Foster the development of neighborhood business areas outside of Aurora Avenue, in ways that reflect the concepts of interdependency, sustainability, and balance with the quality of life in the neighborhoods. | 3 | X | | | |
| Identify, establish and measure performance criteria. | 3 | X | | | |
| Work on New "Areas of Opportunity": A) Work with innovative commercial developers, land owners, and brokers to identify and encourage investment in different areas of the City where new development might best occur. | 2 | | X | | |
| Proactively collaborate with private and public organizations that are working to support the growth of current businesses and bring new companies or institutions to Shoreline. | 2 | | X | | Develop a comprehensive small business assistance program |
| Strive to support businesses that are relocating to or within Shoreline. Develop small business information pamphlets (e.g., to inform businesses about available resources or services; to guide someone in starting a business locally; to understanding the local economy). | 1 | X | | | Develop a comprehensive small business assistance program |

2006-2011 Economic Development Strategic Plan Strategies and Actions

| Strategies | General Government, Outreach & Communications | Work Plan Term | | |
|------------|---|-------------------------------|---------------------------|-----------------------------|
| | | Short Term - 1.5 - 2 years | Mid Term - 2 - 5 years | Long Term - 5 - 10 years |
| Actions | Explore ways to leverage the City's capital investments in transportation and other infrastructure facilities, especially Aurora Avenue, to support and encourage private reinvestment in commercial areas and the achievement of public goals. These investments benefit businesses in that they tie these areas together, they make both these areas and the main travel corridors more attractive, and they make the system function better. Promote a culture whereby city staff persons have good information about and an understanding of businesses' needs. Encourage businesses and government together to plan adequately for various circulation, parking and access issues. | X | | |
| | Continue to improve dialogue with businesses regarding improvements to the City's permit system and ordinances impacting business. | X | | |
| | Continue to develop knowledge of local businesses, commercial and retail properties, development, and related community issues through various ways. These ways include proactive outreach to businesses and property owners. | X | | |
| | Identify, establish and measure performance criteria. | X | | |
| | Develop a business registry/licensing system (a) to build a database of information about local businesses and properties and (b) to raise revenue to support the economic development program. | | X | |
| | Develop knowledge of successful economic development strategies and actions undertaken by other cities. | | X | |
| | Enhance city-wide knowledge and discussion about the economy and the role of city-community partnerships. | | X | |

2006-2011 Economic Development Strategic Plan Strategies and Actions

| Strategies | Major Investments, Recruitment & Attraction | Work Plan Term | | |
|------------|--|-------------------------------|---------------------------|-----------------------------|
| | | Short Term - 1.5 - 2 years | Mid Term - 2 - 5 years | Long Term - 5 - 10 years |
| Actions | <u>Focus on Priority Sites:</u> D) Encourage jurisdictions to explore co-location or relocation of facilities in order to preserve tax-base opportunities and improve services, for example, encourage the Shoreline School District to explore the feasibility of relocating Shorewood High School to a new site if that would result in higher quality educational facilities, resolution of traffic and parking problems, and a more proactive relationship between the public schools and Shoreline Community College that would leverage their respective resources | X | | |
| | <u>Work on New "Areas of Opportunity":</u> B) Future "areas of opportunity" may include the Aurora Park & Ride, Ballinger Way, or other sizeable public or private parcels; Streamline permits or city processes for commercial, retail and mixed-use development in these targeted areas to implement plans effectively. | X | | |
| | <u>Develop Resources:</u> A) Identify resources to advise the City, assist in negotiations and dialogue with property owners and developers | X | | |
| | <u>Focus on Priority Sites:</u> C) Undertake City investments and regulatory actions that will better implement the vision of the Central Subarea Vision Plan, particularly along Midvale Avenue | | X | |
| | <u>Focus on Priority Sites:</u> B) Facilitate redevelopment planning of the Ronald Place-adjacent properties so that various development scenarios can take shape, with an increase to the success and sales activity of the businesses/properties | | X | |
| | <u>Develop Resources:</u> B) Research and, if practical, develop different financial tools, grants, or approaches to partnership that might assist economic development. | | X | |
| | <u>Work on New "Areas of Opportunity":</u> A) Work with innovative commercial developers, land owners, and brokers to identify and encourage investment in different areas of the City where new development might best occur | | X | |
| | <u>Focus on Priority Sites:</u> A) Encourage redevelopment of Aurora Square/Westminster Triangle as a destination shopping or village center type development | | | X |

2006-2011 Economic Development Strategic Plan Strategies and Actions

| Strategies | Local Collaboration-Building and Regional Partnerships | Work Plan Term | | |
|------------|---|-------------------------------|---------------------------|-----------------------------|
| | | Short Term - 1.5 - 2 years | Mid Term - 2 - 5 years | Long Term - 5 - 10 years |
| Actions | Identify alliances and partnerships between the City and other organizations in accomplishing economic development goals. Encourage an environment of mutual respect between business owners and the City. Improve the capability of the City's economic development program by better networking local and regional leadership and leveraging investment resources. | | X | |
| | Proactively collaborate with private and public organizations that are working to support the growth of current businesses and bring new companies or institutions to Shoreline. | | X | |
| | Provide advice to local non-profit organizations or other civic/business groups on how they can build positive organizational capacity. | | X | |
| Strategies | Small Business Support | Work Plan Term | | |
| | | Short Term - 1.5 - 2 years | Mid Term - 2 - 5 years | Long Term - 5 - 10 years |
| Actions | Strive to support businesses that are relocating to or within Shoreline. Develop small business information pamphlets (e.g., to inform businesses about available resources or services; to guide someone in starting a business locally; to understanding the local economy). | X | | |
| | Enhance access to loan funds and similar financial assistance for micro-sized and small businesses, to support small business growth and retention in Shoreline. Create a network or program(s) for the types of loan support, business mentoring, training, and business management technical assistance that are needed to help ensure the success of borrowers and program participants. | X | | |
| | Improve outreach to businesses on a variety of environmental issues and enhance the opportunity for improved business functioning and mutually beneficial partnerships. | X | | |
| | Enhance support for entrepreneurs and access to existing services, including exploration of business incubator ideas and grant programs. | | X | |

2006-2011 Economic Development Strategic Plan Strategies and Actions

| Strategies | Media, Marketing, & Promotion | Work Plan Term | | |
|------------|---|-------------------------------|---------------------------|-----------------------------|
| | | Short Term - 1.5 - 2 years | Mid Term - 2 - 5 years | Long Term - 5 - 10 years |
| Actions | Provide and organize near-term efforts to support businesses in key areas, such as North City and Aurora Avenue during the capital improvement projects. This includes providing referrals to small business assistance programs and helping businesses to explore advertising ideas and joint promotion actions. | X | | |
| | Promote Shoreline sites to regional and national developers. Improve access to information that will be valuable in marketing and economic development. | | X | |
| | Initiate an active campaign to define and improve the regional perception of Shoreline. | | X | |
| Strategies | Intellectual Capital | Work Plan Term | | |
| | | Short Term - 1.5 - 2 years | Mid Term - 2 - 5 years | Long Term - 5 - 10 years |
| Actions | Encourage dialogue between Shoreline Community College, the School District, and other local institutions. The goals should be to encourage planning and support for successful workforce training programs, to improve facilities, and to sustain the success and outstanding character of educational programs at all levels in Shoreline. Another goal should be to provide information and encourage new employers to utilize workforce training resources and to hire locally when they can. | X | | |
| | Seek to identify opportunities to recruit clean-technology or environmental technology-related research and business activities. Consult with regional economic development agencies on Shoreline's strategic position in the regional economy with respect to this & five corresponding Sustainable Neighborhoods strategies. | | X | |
| | <i>As an important aspect of the Shoreline community, work with local organizations and institutions to:</i> A) Build on and promote our diverse culture, heritage, creative and performing arts, and international programs and opportunities | | | X |
| | <i>As an important aspect of the Shoreline community, work with local organizations and institutions to:</i> B) Build on and promote entrepreneurship, invention and international business trade. | | | X |

2006-2011 Economic Development Strategic Plan Strategies and Actions

| Strategies | Sustainable Neighborhoods | Work Plan Term | | |
|------------|---|-------------------------------|---------------------------|-----------------------------|
| | | Short Term - 1.5 - 2 years | Mid Term - 2 - 5 years | Long Term - 5 - 10 years |
| Actions | Work with business and neighborhood councils in support of their ideas for the neighborhood commercial areas. Support ideas for festivals, music, and events. | X | | |
| | Foster the development of neighborhood business areas outside of Aurora Avenue, in ways that reflect the concepts of interdependency, sustainability, and balance with the quality of life in the neighborhoods. | X | | |
| | Encourage appropriate uses of and private efforts to install banners, flowerpots, street furniture, and art and other programs to decorate the City throughout the year, but especially during holiday and community event celebrations, to decorate and improve neighborhood business areas. | X | | |
| | Learn about new ideas, tools and approaches to neighborhood-level economic development from experts such as the UW School of Architecture, non-profit developers, other cities. Undertake Charettes or planning studies to test out ideas. | | X | |
| | Work with local and County-wide arts organization to improve public space and better incorporate art into development design. | | | X |