2006-2011 City of Shoreline Economic Development Plan

Introduction

The economic vitality of Shoreline is critical to the health and future of the City of Shoreline and its citizens. We measure this vitality in large part by expanding the diverse and economically healthy opportunities within Shoreline to live, learn, shop, play, work, own a business, and invest. Vitality also is measured by the balance and growth of revenue to city government, because it is necessary that the economy generate an adequate level of financial resources to local government, in order that local government can better provide essential public infrastructure, public safety, and municipal services.

Nothing in this plan should be construed as endorsing concepts that would impair or detract from the values that currently make Shoreline great, such as its quality, livable neighborhoods and educational system.

Vision Concepts

Shoreline – A great place for shopping, businesses and community both for today *and* tomorrow.

Shoreline is located on the north shore of the Seattle area – close to the metropolitan downtown core but a place apart in community character, beautiful beaches, parks, and internationally diverse community. It is a wonderful place to live and to raise a family. Another special feature of Shoreline is that it is home to intellectual capital, creative talent, a skilled workforce, and great educational opportunities for all ages.

Shoreline may be a new city, but it is an established community with many great assets and strong commitment to families, neighborhoods, the environment and education. Our ethnic diversity is becoming a source of pride. Our vision is to build on those foundations in order to provide sustainable quality economic development for all the people of Shoreline who are here now and who will live here in the future.

Goals

- Infrastructure and Transportation: Improvement to public infrastructure, services, and the amenities of commercial areas and network of transportation systems, in order that the systems that we all use can better support and stimulate increased economic activity. This includes an emphasis on the major transportation corridors, particularly Aurora Avenue.

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

- Commercial Centers: Establishment and support of regional destination-shopping areas and places that welcome and promote feelings of community. Also seeking to establish one area as a Town Center.

- Recruitment: New investment in business activity and development.

- Outreach and Partnership: Collaboration of City, regional, and civic leadership based on a shared vision of a future Shoreline.

- Community Development: Thriving neighborhood commercial areas that support community vitality and contribute increased resources to municipal services. They should also help to become a focus of the life of surrounding residential communities.

- Sense of Place: Creation and enhancement of place identity, including promotion of the City, signage projects and policies, aesthetics, community events, community gathering places, land-use and zoning policies, and City identity projects.

- Education and Job Training: Promotion of closer partnerships between various intellectual assets and public and private educational institutions in the Shoreline and regional community at all levels from K-12 up through the college levels. This includes recognizing the value of entrepreneurship, businesses, and job training programs.

- Environmental Stewardship: Promotion of new ideas and exchange of information about environmental issues. This includes providing practical information about technologies, conservation programs, environmental quality, and rebate programs, in order to help businesses save costs, incorporate new ideas, and solve environmental problems that they may encounter. This also includes recruitment of clean technology businesses when feasible.

7 Strategies

Shoreline is a city of great qualities, including natural beauty, fantastic location, local pride, business talent, creative talent, and entrepreneurial energy. Shoreline is also a city on the edge of opportunity. If more land and resources can be made available, the economy will grow. If attention is also given to the transportation and other infrastructure, parks, and community vitality, Shoreline's people will thrive and the city will continue as a place for all kinds of people to be.

In the following categories and list of strategic actions, there is not a linear association between goals and individual actions. The actions are chosen as the points at which the Economic Development Program may dynamically engage the assets of the community, civic leadership, and the opportunities potentially before us. (In other words, an action may address two or more goals at the same time.)

Please note that this is a long-term, comprehensive strategy. The "7 Strategies" contain 34 identified actions. Implementation of these actions, however, will be subject to practical limitations, including resources and market factors.

1.) General Government, Outreach & Communications

Actions:

- Explore ways to leverage the City's capital investments in transportation and other infrastructure facilities, especially Aurora Avenue, to support and encourage private reinvestment in commercial areas and the achievement of public goals. These investments benefit businesses in that they tie these areas together, they make both these areas and the main travel corridors more attractive, and they make the system function better. Promote a culture whereby city staff persons have good information about and an understanding of businesses' needs. Encourage businesses and government together to plan adequately for various circulation, parking and access issues.

- Identify, establish and measure performance criteria.

- Continue to improve dialogue with businesses regarding improvements to the City's permit system and ordinances impacting businesses.

- Continue to develop knowledge of local businesses, commercial and retail properties, development, and related community issues through various ways. These ways include proactive outreach to businesses and property owners.

- Enhance city-wide knowledge and discussion about the economy and the role of city-community partnerships.

- Develop knowledge of successful economic development strategies and actions undertaken by other cities.

- Develop a business registry/licensing system (a) to build a database of information about local businesses and properties and (b) to raise revenue to support the economic development program.

2.) Major Investments, Recruitment & Attraction

Actions:

- Focus on Priority Sites
  A.) Encourage redevelopment of Aurora Square/Westminster Triangle as a destination shopping or village center type development.

  B.) Facilitate redevelopment planning of the Ronald Place-adjacent properties so that various development scenarios can take shape, with an increase to the success and sales activity of the businesses/properties. The City role may include right-of-way acquisition, street vacation, and road realignment.

  C.) Undertake City investments and regulatory actions that will better implement the vision of the Central Subarea Vision Plan, particularly along Midvale Avenue. Look for ways to better encourage and leverage private investment that includes elements of the Vision Plan, such as multi-story buildings, mixed use developments and parking structures.

  D.) Encourage jurisdictions to explore co-location or relocation of facilities in order to preserve tax-base opportunities and improve services. For example, encourage the Shoreline School District to explore the feasibility of relocating Shorewood High School to a new site if that would result in higher quality educational facilities, resolution of traffic and parking problems, and a more proactive relationship between the public schools and Shoreline Community College that would leverage their respective resources. In the event that the idea proves feasible, then support the School District and other civic leadership to explore the potential for productive commercial reuse of the current school property as a city center.

- Develop Resources:
  A.) Identify resources to advise the City, assist in negotiations and dialogue with property owners and developers.

  B.) Research and, if practical, develop different financial tools, grants, or approaches to partnership that might assist economic development. Review the existing or formulate new development incentives where appropriate to support priority development areas and designated Planned Action areas.

- Work on New “Areas of Opportunity”:
  A.) Work with innovative commercial developers, land owners, and brokers to identify and encourage investment in different areas of the City where new development might best occur.

  B.) Future “areas of opportunity” may include the Aurora Park & Ride, Ballinger Way, or other sizeable public or private parcels. Streamline permits or city processes for commercial, retail and mixed-use development in these targeted areas to implement plans effectively.

3.) Small Business Support

Actions

- Enhance access to loan funds and similar financial assistance for micro-sized and small businesses, to support small business growth and retention in Shoreline. Create a network or program(s) for the types of loan support, business mentoring, training, and business management technical assistance that are needed to help ensure the success of borrowers and program participants.

- Improve outreach to businesses on a variety of environmental issues and enhance the opportunity for improved business functioning and mutually beneficial partnerships.

- Strive to support businesses that are relocating to or within Shoreline. Develop small business information pamphlets (e.g., to inform businesses about available resources or services; to guide someone in starting a business locally; to understanding the local economy).

- Enhance support for entrepreneurs and access to existing services, including exploration of business incubator ideas and grant programs.

4.) Media, Marketing, & Promotion

Actions:

- Initiate an active campaign to define and improve the regional perception of Shoreline.

- Promote Shoreline sites to regional and national developers. Improve access to information that will be valuable in marketing and economic development.

- Provide and organize near-term efforts to support businesses in key areas, such as North City and Aurora Avenue during the capital improvement projects. This includes providing referrals to small business assistance programs and helping businesses to explore advertising ideas and joint promotion actions.

5.) Intellectual Capital

Actions:

- Encourage dialogue between Shoreline Community College, the School District, and other local institutions. The goals should be to encourage planning and support for successful workforce training programs, to improve facilities, and to sustain the success and outstanding character of educational programs at all levels in Shoreline. Another goal should be to provide information and encourage new employers to utilize workforce training resources and to hire locally when they can.

- Seek to identify opportunities to recruit clean-technology or environmental technology-related research and business activities. Consult with regional economic development agencies on Shoreline's strategic position in the regional economy with respect to this.

- As an important aspect of the Shoreline community, work with local organizations and institutions to:

  A.) Build on and promote our diverse culture, heritage, creative and performing arts, and international programs and opportunities.

  B.) Build on and promote entrepreneurship, invention and international business trade.

6.) Local Collaboration-Building and Regional Partnerships

Actions:

- Proactively collaborate with private and public organizations that are working to support the growth of current businesses and bring new companies or institutions to Shoreline.

- Identify alliances and partnerships between the City and other organizations in accomplishing economic development goals. Encourage an environment of mutual respect between business owners and the City. Improve the capability of the City's economic development program by better networking local and regional leadership and leveraging investment resources.

- Provide advice to local non-profit organizations or other civic/business groups on how they can build positive organizational capacity.

7.) Sustainable Neighborhoods

Actions:

- Foster the development of neighborhood business areas outside of Aurora Avenue, in ways that reflect the concepts of interdependency, sustainability, and balance with the quality of life in the neighborhoods.

- Learn about new ideas, tools and approaches to neighborhood-level economic development from experts such as the UW School of Architecture, non-profit developers, other cities. Undertake Charettes or planning studies to test out ideas.

- Encourage appropriate uses of and private efforts to install banners, flowerpots, street furniture, and art and other programs to decorate the City throughout the year, but especially during holiday and community event celebrations, to decorate and improve neighborhood business areas.

- Work with business and neighborhood councils in support of their ideas for the neighborhood commercial areas. Support ideas for festivals, music, and events.

- Work with local and County-wide arts organization to improve public space and better incorporate art into development design.

Priorities

The Task Force is endorsing a holistic approach. The members believe strongly in moving quickly and on many fronts. They believe that it is important to do each of the things in this new strategy. They believe that Shoreline should not pursue economic development in piecemeal ways or in a linear fashion.

That being said, the Task Force believes that effort falls into two primary categories. Using the concept of how one successfully manages a business, there are (a) major projects that are higher effort and cost but have great impact and (b) the everyday things that you need to do to run a business well and take care of the existing customers. The latter creates a context and culture for economic development in Shoreline.

Implementation requires a balance. Expectations must be combined with resources (e.g., number of staff, budget, and time) and tools (e.g., regulations, financial mechanisms, and existing community-based programs). Given these practical considerations, the task force identifies tiers of importance within the two primary categories of priorities.

Major Project Priorities:

Top priorities: (100% consensus)

- Strive to undertake, support, or stimulate major, place-making projects:
  - Promote the redevelopment potential of Aurora Square/Westminster Triangle as a major, regional, destination shopping area.
  - Encourage jurisdictions to explore co-location or relocation of facilities in order to preserve tax-base opportunities and improve services. For example, encourage the School District to explore the feasibility and advantages of planning for the relocation of Shorewood High School if that should serve the educational interests of the community, and, if relocation is supported and feasible, assist the School District to explore the commercial reuse of the property.
  - Implement the Central Subarea Plan's vision.

Median priorities: (50% to 70% consensus)

- Continue to invest in making the network of infrastructure and transportation facilities, pedestrian access, community facilities, parking, and businesses work better as a system.

- Work on "new areas of opportunity," such as the Aurora Park & Ride, Ballinger Way, or other sizeable public or private parcels. Streamline requirements or city processes to implement them effectively.

General Priorities:

Top priorities: (100% consensus)

- Identify alliances and partnerships. Encourage an environment of mutual respect, leadership, and leveraging investment resources.

- Implement a business and property database and registry/license system.
- Collect information about local businesses and properties and the economy.
- Create information pamphlets and other materials that provide businesses with helpful information for doing business in Shoreline.
- Engage proactively in outreach to and communication with the local business community.

Median priorities: (50% to 70% consensus)

- Support the capacity growth and collaboration among local groups. Attempt to mobilize civic and City leadership in support of a common vision.
- Establish programs of small business assistance resources in Shoreline, such as the Community Capital Development program and others. Support businesses that seek to relocate to or within Shoreline as well as the long-term growth and sustainability of businesses.
- Identify regulatory incentives and financial tools that can potentially support achieving strategic goals.
- Work with other departments as an advocate for economic development and as a technical resource as the City strives to continually improve the permit system.
- Promote Shoreline to regional and national developers.
- Provide support to businesses in key areas, such as North City and Aurora Avenue during the construction projects, through such things as advertising.

Appendix
Draft Performance Measures

The desired outcome includes a diversified, growing, and balanced economy, which produces jobs, investment in real estate development, improved quality of community life, local spending, and retail sales taxes and other City resources. These resources need to be sufficient to underwrite the funding for quality municipal services and facilities. They also should support local success and the growth and renewal of the community.

Some performance measures in the following list are from the 2004 plan. The ones that have a red check mark next to them are new.

This is only a draft list. Staff is encouraged to refine this list, as they work through various aspects of implementing the economic development plan.

Items with a checkmark (✓) are new measures. The others were carried over from the prior economic development plan.

	2002	***2003***	***2004 Est.***	***2005 Est.***
Taxes				
• Annual sales tax collections	$5,095,811	$5,467,148	$5,500,000	$5,500,000
• Sales tax collections per capita	$95.70	$103.68	$104.29	
• Taxable retail sales per capita ✓ (Benchmark this against state, county, or other reference points.)				
Development Activity				
• Annual dollar value of Commercial permits issued	Not Available	$17,146,000	$22,568,000	$26,000,000
• Commercial AV as a % of total City AV	12.3%	12.93%	12.83%	13.0%
• Number of new commercial permits ✓				
• Total acreage under economic development ✓				
• Total square footage of new space ✓				
◦ Retail				
◦ Commercial office				
◦ Other				

Businesses ✓
- Total number of businesses in the city
- Number of net new businesses

Growth in activity by those businesses receiving small business program assistance: ✓
- Number of businesses
- Jobs
- Investment levels
- Sales activity

Draft Performance Dashboard

The "dashboard" is a diagram concept used for illustrating and achieving a quick visual review of performance. The performance measures above can be summarized visually on a single page.

Top-Half of Page:

There would be three graphs:

1.) Businesses
2.) Investment Activity
3.) Revenues

Each graph would include a breakdown of separate components. Business components could be either by (a) type of business or (b) size of business or (c) businesses in different quadrants of the city. Businesses could be measured either by (a) the total number of businesses or (b) only focusing on the increment (net change in number of businesses). Investment activity components would include new construction, tenant improvements, and others. Revenue components would include retail sales taxes, property taxes, excise taxes, fees, or others.

Bottom-Half of Page:

In addition, the dashboard can include qualitative goals, that is, those things that are hard to measure precisely or in one simple way. Although they may be hard to measure, this does not mean that they are merely a matter of subjective opinion or perception.

The format is simple. Each one of the goals would be assigned an evaluation time period and then one of three symbols to indicate progress, either the Up Arrow, Down Arrow, or Neutral Sign ("—").

The draft list of qualitative goals could include the following:

- Alliances or collaboration-building
- Outreach to the business community
- Information resources
- Small business resources
- Improving Shoreline's image
- Network of businesses and developers
- Educational and entrepreneurial resources
- Success of neighborhood commercial areas.

Some of these (e.g., "Educational and entrepreneurial resources") will be a function of the city-wide community rather than the exclusive role of city government.

This list of "qualitative goals" that appears above is only a rough draft of ideas.