

# ECONOMIC DEVELOPMENT



## Economic Development Element Goals & Policies

### INTRODUCTION

The intent of the Economic Development Element is to improve the quality of life by encouraging a greater number and variety of commercial businesses that provide services and create employment opportunities for Shoreline residents, as well as grow the tax base to take the burden off residential property tax.

The policies in this element address four aspects of creating a healthy economic climate for Shoreline: quality of life, sustainable revenue sources, opportunities and partnerships, and *placemaking*. The policies presented in this element will guide future City initiatives that, together with private sector actions, will produce a strong economy. The results will preserve and improve the quality of life that Shoreline's residents and workers currently enjoy.

The Economic Development Supporting Analysis section of this Plan contains background data and analysis, which describe the existing economic conditions of the city, and provide the foundation for the following goals and policies.

### GOALS

- Goal ED I:** Maintain and improve the quality of life in the community by:
- Increasing employment opportunities and the job base;
  - Supporting businesses that provide goods and services to local and regional populations;
  - Reducing reliance on residential property tax to fund City operations and capital improvements;
  - Providing quality public services;
  - Complementing community character; and
  - Maximizing opportunities along Bus Rapid Transit corridors and areas to be served by light rail.
- Goal ED II:** Promote retail and office activity to diversify sources of revenue, and expand the employment base.

**Placemaking** is a multi-faceted approach to the planning, design, and management of public spaces. Placemaking capitalizes on a local community’s assets, inspiration, and potential, ultimately creating good public spaces that promote people’s health, happiness, and well-being. Placemaking is both a process and a philosophy.



Streetscape in North City

Cities in Washington have the ability to designate properties meeting certain criteria as **Community Renewal Areas (CRA)**, which allows for use of specific economic development tools, such as the ability to form partnerships with private entities, borrow and accept grants to build infrastructure, and provide incentives for job creation. In 2012, Council designated the 70-acre area known as Aurora Square as a CRA.

- Goal ED III:** Facilitate private sector economic development through partnerships and coordinating funding opportunities.
- Goal ED IV:** Promote and sponsor improvements and events throughout Shoreline that attract investment.
- Goal ED V:** Grow revenue sources that support City programs, services, and infrastructure.
- Goal ED VI:** Support employers and new businesses that create more and better jobs.
- Goal ED VII:** Encourage multi-story buildings for efficient land use.
- Goal ED VIII:** Promote and support vibrant activities and businesses that grow the local economy.
- Goal ED IX:** Incorporate environmental quality and social equity into economic development as part of a triple-bottom-line approach to sustainability.

**POLICIES**

**Quality Of Life**

- ED1:** Improve economic vitality by:
  - Promoting existing businesses;
  - Recruiting new businesses;
  - Assisting businesses to create strategies and action plans through the Small Business Accelerator Program;
  - Encouraging increased housing density around commercial districts, especially those served by high capacity rapid transit, to expand customer base; and
  - Developing design guidelines to enhance commercial areas with pedestrian amenities, and “protect and connect” adjacent residential areas.
- ED2:** Promote non-motorized connections between commercial businesses, services, and residential neighborhoods.
- ED3:** Encourage and support home-based businesses in the city, provided that signage, parking, storage, and noise levels are compatible with neighborhoods.
- ED4:** Use incentives and development flexibility to encourage quality development.
- ED5:** Attract a diverse population, including artists and innovators. Attract families with young children to support schools. Identify other targeted populations that contribute to a vibrant, multi-generational

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## Goals and Policies

community.

- ED6:** Work to reinvigorate economically blighted areas in Shoreline by establishing *Community Renewal Areas* with associated renewal plans.
- ED7:** Enhance existing neighborhood shopping and community *nodes* to support increased commercial activity, neighborhood identity, and walkability.
- ED8:** Explore whether creating an “Aurora Neighborhood” as a fifteenth neighborhood in Shoreline would allow the City to better serve citizens, and to capitalize on its infrastructure investment.
- ED9:** Promote land use and urban design that allows for smart growth and dense *nodes* of transit-supportive commercial activity to promote a self-sustaining local economy.
- ED10:** Coordinate with local community and technical colleges, and other institutions of higher learning, including the University of Washington, to train a workforce that is prepared for emerging jobs markets.
- ED11:** Diversify and expand the city’s job base, with a focus on attracting *living-wage* jobs, to allow people to work and shop in the community.
- ED12:** Revitalize commercial business districts, and encourage high-density mixed-use in these areas.
- ED13:** Support and retain small businesses, and create an environment where new businesses can flourish.
- ED14:** Encourage a mix of businesses that complement each other, and provide variety to the community to create activity and economic momentum.
- ED15:** Direct capital improvements to key areas to promote the city’s image, create a sense of place, and grow and attract businesses.
- ED16:** Actively work with other jurisdictions, educational institutions, agencies, economic development organizations, and local business associations to stimulate business retention, and implement interlocal and regional strategies.
- ED17:** Provide fast, predictable, and customer service-oriented permitting processes for commercial improvements, expansions, and developments.
- ED18:** Use and/or conduct market research as needed to guide the City’s economic development strategies and to assist businesses.
- ED19:** Coordinate and initiate financial assistance for businesses, when

COMPREHENSIVE PLAN

In the context of planning and economic development, *nodes* are often characterized as discrete areas that have compact, mixed-use development; access to transit and major arterials; and high-quality urban design.

*Living Wage* is a level of income that allows the earner to afford adequate shelter, food, and other necessities for a satisfactory standard of living. Often minimum wages are insufficient to provide for this standard, given local cost of living.



Farmers Market



Gateway Plaza Signage



Ground-breaking

appropriate, using county, state, and federal program funds, facility grants, loans, and revolving loan funds.

- ED20:** Encourage businesses to plan for shared parking when redeveloping commercial areas in order to provide adequate (but not excessive) parking. Other considerations in design of mixed-use or multi-tenant parking areas should include opportunities for interconnectivity and shared space, number and placement of curb cuts, and routes for ingress/egress.
- ED21:** Support public/private partnerships to facilitate or fund infrastructure improvements that will result in increased economic opportunity.
- ED22:** Provide incentives for land uses that enhance the city’s vitality through a variety of regulatory and financial strategies.
- ED23:** Encourage the redevelopment of key and/or underused parcels through incentives and public/private partnerships.
- ED24:** Attract and promote clean, green industry within the city.
- ED25:** Develop regulations for food carts, which allow for incubator businesses while respecting established local restaurants, including temporary use for events.

**Placemaking**

- ED26:** Consider establishing specific districts, such as cultural, entertainment, or ecological districts.
- ED27:** Develop a vision and strategies for creating dense mixed-use nodes anchored by Aurora’s retail centers, including how to complement, support, and connect them with mid-rise residential, office, and destination retail buildings.
- ED28:** Practice the activities of placemaking:
  - Create unique cachet, or distinctive character;
  - Build infrastructure;
  - Collaborate;
  - Assist businesses that serve the community; and
  - Hone legislation.
- ED29:** Reinvent Aurora Square to help catalyze a master-planned, sustainable lifestyle destination.
- ED30:** Unlock the Fircrest excess property to create living-wage jobs while respecting and complementing its existing function as a facility for people with disabilities.
- ED31:** Plan the Light Rail Station Areas to create connectivity for

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appropriate growth.

**ED32:** Foster on-going placemaking projects:

- Revitalize development areas in:
  - Town Center
  - Echo Lake
  - North City
  - Richmond Beach
  - Ridgecrest/Briarcrest
  - Ballinger
- Attract mid-sized businesses;
- Support farmers market;
- Expand events and festivals;
- Surplus institutional property; and
- Support educational institutions.

While Shoreline is home to many retail establishments, residents often leave the city to shop. Retail “Sales Leakage” refers to a deficit in sales made in the city compared with the amount of spending on retail goods by Shoreline residents.

Retail Sector	% of Resident Dollars Spent Elsewhere
Health and Personal Care Stores	41%
Clothing and Clothing Accessories Stores	91%
General Merchandise Stores	71%
Foodservice and Drinking Places	37%



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CITY OF  
**SHORELINE**

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