

Existing Comprehensive Plan Goal Statements, Objectives, and Policies - Block 1: Economy

Current Comprehensive Plan Language	Is the Current Language Obsolete, Outdated, Redundant or still Relevant?	What is Some Potential Language to Improve/Replace Existing Goal/Policy?	Are there related Vision Goal Statements or Actions or Other City Plan Policies that Should be Incorporated/Added?	What are Examples of Good Goal and Policy Language from Other Cities' Comprehensive Plans?
<p>Chapter 4 – Economic Base & Industrial/Commercial Land Use Element</p> <p>Element Goal: To continue to support and encourage the development of a broad industrial base in the City, and to encourage the expansion of service facilities in the community.</p>	<p>Outdated, bordering on obsolete. There is currently only one goal for the entire chapter, and it is focused just on the industrial base and commercial land use districts. There is currently no mention of topics such as education, training, incubation, entrepreneurship, resiliency, technology, sustainability, neighborhoods, attracting local workers, displacement & living wage jobs. Think about potential new policies that introduce these topics.</p>	<p>There is currently one Goal for the chapter, which are further broken down into Objectives, with policies nested under each objective. One option for this chapter would be to utilize the Vision’s 3 Prosperity Goal Statements as the overarching goals for the chapter, with objectives and policies then providing greater specificity. The Goal Statements could be revised slightly to represent more of a land use bent.</p>	<p>The Vision’s 3 Goal Statements for Prosperity touch on a number of topics that are currently missing (see Column 1) and would tie the Vision directly to the Comp Plan. Vision Superaction 4 touches on entrepreneurship, training and partnerships.</p>	<p>Hillsboro has 5 succinct goals that are similar to the Milwaukie Vision’s Goal Statements (Competitive Advantage, Facilities/Utilities/Services, Land Supply, Equity, and Livability), with a number of policies under each goal. If we want to keep one overarching goal, these could be implemented at the Objective level.</p>
<p>Objective 1 – Economic Development:</p> <p>The City will encourage an increase in the overall economic development activity within the City, will strive to retain existing businesses as well as actively attract new businesses, particularly those identified as having growth potential.</p>	<p>Still relevant but poorly written.</p>	<p>The second half of the objective can be broken into individual policies, instead of trying to capture everything at the objective level.</p>	<p>Note: Proposed as guide for new policies Prosperity 1.2: Target businesses that are a good match for Milwaukie’s established and emerging industry clusters Prosperity 3.1: Support and retain existing small businesses... and that contribute to an open, inviting, and diverse atmosphere”.</p>	<p>Lake Oswego Goal A: Provide a full range of economic development opportunities that enhance prosperity and livability.</p>
<p><u>Policy 1:</u> The City will ensure that there is adequate land available with public services provided to meet the need for economic growth and development.</p>	<p>Still relevant.</p>	<p>The City will regularly update its Economic Opportunities Analysis (EOA) and Buildable Lands Inventory (BLI) to ensure an adequate supply of employment land.</p>	<p>There is a whole section within the EOA on reconciling the City’s economic growth and its available land supply.</p>	<p>Hillsboro ED 3.1: <u>Supply of developable employment sites and flexibility</u>. Sustain a supply of developable employment sites and adequate flexibility... to meet needs”.</p>
<p><u>Policy 2:</u> The City will review national, state and local trends for major categories of commercial and industrial uses that could be expected to locate in the City, identify local businesses which may expand and types of sites that are likely to be needed. This review will be conducted on the same schedule as the major plan review and interim plan review. (See Chapter 2)</p>	<p>Still relevant but poorly written.</p>	<p>Tie this more clearly to the City’s EOA and Economic Development Strategy, which should be updated on a regular basis.</p>	<p>The Targeted Industry Analysis in the EOA provides a focused approach to pursuing/attracting specific industries, and the opportunity for similar businesses to cluster together.</p>	<p>Lake Oswego A-5: Pursue a range of employment opportunities with an emphasis on target industry clusters identified in the City’s 2011 Economic Opportunities Analysis and be open to new opportunities as they develop.</p>
<p><u>Policy 3:</u> The City will actively and aggressively encourage new industries identified through the process outlined in #2, which provide an increased tax base and local employment opportunities.</p>	<p>Redundant to Policy 2.</p>	<p>Incorporate into Policy 2.</p>	<p>N/A</p>	<p>N/A</p>
<p><u>Policy 4:</u> The City will investigate opportunities and mechanisms to preserve a mix of site sizes desirable for targeted growth industries which are expected to locate in the planning area, and will facilitate assemblage of sites for large scale project development. State redevelopment laws, non-profit corporation, tax increment financing and other techniques will be evaluated.</p>	<p>Still relevant but much too specific.</p>	<p>This reads more like a series of action measures crammed together into one policy. Make it more general while still consistent with Statewide Goal 9. Also, “investigate opportunities” is too weak.</p>	<p>The EOA has specific language on maintaining an inventory of adequate sites.</p>	<p>Hillsboro ED 3.3: <u>Employment land lot sizes</u>. Manage employment land to provide a range of available and developable lot sizes to accommodate a variety of uses, industry clusters, and emerging market opportunities.</p>
<p><u>Policy 5:</u> The City will explore opportunities for using local, regional, state, or federal funds to support or stimulate economic development programs, and will work with regional and state agencies and the business community to identify opportunities to locate new industries in the City.</p>	<p>Relevant but poorly written.</p>	<p>“Utilize local, regional, state and federal funding to stimulate economic development programs through improved infrastructure and a variety of economic development programs”</p>	<p>EOA and Economic Development Strategy specifically calls out infrastructure and environmental clean-up as somewhere the City can help fill gaps in private sector funding.</p>	<p>Shoreline (WA) ED21: Support public/private partnerships to facilitate or fund infrastructure improvements that will result in increased economic opportunity.</p>
<p><u>Policy 6:</u> The City will ensure that public services now serving industrial areas are adequately maintained to serve industrial needs. Public services and facilities will be upgraded as necessary.</p>	<p>Still relevant, but applies to more than just industrial areas. Better for Public Facilities chapter?</p>	<p>“Maintain public services in a manner that supports existing businesses and facilitates anticipated growth and development”.</p>	<p>The Vision doesn’t include much on infrastructure, other than as it relates to natural disaster resiliency.</p>	<p>Hillsboro ED 2.2: Maintain and invest in expansion of high-quality public facilities and services to catalyze economic development.</p>

Existing Comprehensive Plan Goal Statements, Objectives, and Policies - Block 1: Economy

Current Comprehensive Plan Language	Is the Current Language Obsolete, Outdated, Redundant or still Relevant?	What is Some Potential Language to Improve/Replace Existing Goal/Policy?	Are there related Vision Goal Statements or Actions or Other City Plan Policies that Should be Incorporated/Added?	What are Examples of Good Goal and Policy Language from Other Cities' Comprehensive Plans?
<u>Policy 7:</u> The City will ensure, through the provision of public services and facilities, that existing businesses are retained and enhanced within the City. When the needs of businesses or industries cannot be met at their present location, the City may provide assistance in identifying alternative sites and relocating the enterprise elsewhere within the City.	Still relevant but much too long.	The City will support existing businesses to flourish and grow, including helping to identify new locations when existing spaces are not conducive to future plans.	Prosperity 3.1: Support and retain existing small businesses in our downtown and other business districts and attract new businesses that contribute to an open, inviting, and diverse atmosphere	Lake Oswego A-3. Provide flexibility for a diversity of spaces and sites to support the opportunity for business incubation and employment growth.
<u>Policy 8:</u> The City will lobby strongly for roadway and other improvements outside of the City that bear heavily on the community's industrial complex, such as efforts to reduce congestion on McLoughlin Boulevard and Hwy. 224, improvement of public transit service, improved access for the Johnson Creek Industrial Area to I-205 and improved connections between Milwaukie and downtown Portland.	Redundant to policies in Transportation Section. Think of potential language, but save for Public Facilities.	Should this be included in Economic Development section? If so, revise so that it is more general in nature, such as "improve transportation infrastructure and reduce congestion."	The Vision does not tie public facilities to economic development.	Hillsboro ED 2.3: Develop safe, well-connected and efficient multi-modal transportation facilities that improve access to employment areas.
<u>Policy 9:</u> The City will coordinate its Urban Growth Management Plan for the unincorporated area with its economic development plans to ensure that City growth will retain an economically advantageous balance of land use.	Redundant to Urbanization policies.	The City's EOA and BLI will continue to analyze areas within its Urban Growth Management Area and their relationship and contribution to growth in the City.	The EOA includes recommendations for Clackamas Town Center and the industrial areas outside of the City along Johnson Creek Blvd and Highway 224.	Not included in other Comp Plans.
<u>Policy 10:</u> The City will implement the Town Center Master Plan and Central Milwaukie Land Use and Transportation Plan to promote economic development based on compatible mixed uses within the designated Town Center areas. For properties in Central Milwaukie, the vision and policies in the Central Milwaukie Land Use and Transportation Plan supersede any specific site design schematics in the Town Center Master Plan.	Obsolete. Plan adopted as ancillary document and will be incorporated into Design and Development Chapter. The Development Code was just recently updated.	N/A	N/A	N/A
<u>Policy 11:</u> The City will implement the Tacoma Station Area Plan to promote economic development and employment opportunities.	Obsolete. Plan adopted as ancillary document and will be incorporated into Design and Development Chapter. The Development Code was just updated.	N/A	N/A	N/A
Objective 2 – Employment Opportunity: To continue to support a wide range of employment opportunities for Milwaukie citizens.	Still relevant, but should be reworded. Get rid of term citizen. Is this designed just for Milwaukie residents?	Support a wide range of employment opportunities across different industries, with a emphasis on those that provide living wage jobs.	People 2.2: Encourage businesses that provide family-wage jobs.	Hillsboro ED 1.2: Foster a diverse range of employment opportunities to benefit Hillsboro, the region, and the state.
<u>Policy 1:</u> The City will give a high priority, first, to the retention of existing businesses and, second, to the recruitment of new businesses which provide long-term employment opportunities.	Obsolete. Neither the EOA or Economic Development Strategy specifically prioritize existing businesses. This seems to be assuming a priority based on an individual site by site basis.	The City will increase its employment base by supporting existing businesses and attracting new businesses that increase the economic vitality of the City and region. Include something about family wage jobs?	Prosperity 3.1: Support and retain existing small businesses in our downtown and other business districts and attract new businesses that contribute to an open, inviting, and diverse atmosphere	Redmond (WA) EV-8: Encourage businesses to expand or locate in Redmond that: <ul style="list-style-type: none"> • Are already in City • Support existing businesses • Fill existing or future gaps • Provide family wage jobs
<u>Policy 2:</u> The City will encourage new professional and service-oriented Employment opportunities to meet the diverse needs of City residents.	Outdated. Revisit this policy as part of the neighborhood hubs discussion, and acknowledge concerns raised by Neil regarding oversaturation of market.			
<u>Policy 3:</u> The City will encourage private or semi-public day care centers in various areas of Milwaukie.	Obsolete. This seems much too specific for a Comp Plan policy, and is not tied to the EOA.	N/A	N/A	N/A

Existing Comprehensive Plan Goal Statements, Objectives, and Policies - Block 1: Economy

Current Comprehensive Plan Language	Is the Current Language Obsolete, Outdated, Redundant or still Relevant?	What is Some Potential Language to Improve/Replace Existing Goal/Policy?	Are there related Vision Goal Statements or Actions or Other City Plan Policies that Should be Incorporated/Added?	What are Examples of Good Goal and Policy Language from Other Cities' Comprehensive Plans?
<u>Policy 4:</u> The City will support home occupations (income-producing activities in the home) as long as these activities do not detract from the residential character of the area.	Still relevant, but should be updated.	Tie to the QBL sustainability lens: "Encourage home-based business that increase residents' economic opportunities and help to reduce transportation impacts and greenhouse gas emissions.	Incorporate the Vision's QBL lens to sustainability, noting how it addresses people, place, planet and prosperity.	Lake Oswego A-10. Permit home occupations as a source of business activity and growth while respecting neighborhood character and compatibility.
<u>Policy 5:</u> The Downtown Mixed Use and General Mixed Use Zones, and the Flex Space Overlay Zone shall be applied to lands designated within the Town Center Area to foster economic opportunity.	Obsolete. The zoning designation within the GMA and DMU areas has already occurred.	N/A	N/A	N/A
Objective 3 – Coordination: To continue to participate in economic development and employment programs and develop a working partnership with the private sector and various agencies to meet the economic development needs of Milwaukie.	Still relevant, but expand.	Build and expand partnerships with local businesses, public agencies, and educational institutions that help foster economic growth in the City.	Super Action 4: Support Local Businesses and Entrepreneurship through Training, Programs, and Partnerships.	Hillsboro ED 1.6: Leverage program and resource partnerships with local, regional, and statewide stakeholders, such as governments, educational institutions, economic development and business organizations, and major employers, to attract and retain employment and investment.
<u>Policy 1:</u> The City will participate in and coordinate with other governmental agencies... in planning and implementing economic development and employment programs.	Still relevant, but needs to expand to include educational partners as well.	Specifically reference CCC and NCS D as far as the training and partnership opportunities (similar to what is in Vision).	Prosperity 1.1: Partner with local schools and businesses to create an internship and career development program that highlights Milwaukie industries and helps students develop skills that meet the needs of Milwaukie businesses	Hillsboro ED 4.1: Encourage collaboration between local K-12 schools, trade schools, colleges, and employers to facilitate individuals' access to cutting-edge career development, workforce programs, technology, and other high-quality educational opportunities.
<u>Policy 2:</u> The City will cooperate with the private sector to achieve economic development in the City by streamlining development processes, providing site service and facilities information, identifying vacant lands and providing market information.	Still relevant but a bit outdated.	The City does other things such as	Prosperity Goal Statement 3: The City is nimble and responsive to the needs of residents and businesses, with programs and policies that are financially sound, encourage job creation, and help support a strong and resilient local economy.	Redmond (WA) EV-21: Initiate or participate in the following activities in support of economic vitality: <ul style="list-style-type: none"> • Monitor future trends/conditions • Prepare info on public financing • Many more
Objective 4 – Industrial Land Use: To encourage new industries to locate within the three major industrial areas of the City, in order to take maximum advantage of existing access and public facilities serving industry.	Relevant but poorly written. Industrial uses aren't permitted outside of these areas anyways.	Maintain the City's large supply of industrial land and work with existing and potential businesses to maximize its productivity.	Vision Statement: Our industrial areas are magnets for innovation, and models for environmentally-sensitive manufacturing and high wage jobs. Prosperity 3.6: Preserve and enhance the city's manufacturing and industrial areas along Highway 99-E, Highway 224, and Johnson Creek Blvd	Hillsboro ED 5.7: Focus economic development in Employment Areas, Regional Centers, Town Centers, Neighborhood Centers, and along Corridors.
<u>Policy 1:</u> New industrial uses will be confined to the three major industrial areas in the City: Milwaukie Industrial Park, Omark industrial area, and the Johnson Creek industrial area, as shown on Map 8.	Outdated but still relevant, with revisions. With exception of Johnson Creek, the industrial areas are not generally known by these names.	Recruit and support businesses that can contribute to the City's thriving industrial districts along Johnson Creek Blvd, Highway 224 and McLoughlin Blvd.	Vision Statement: Our industrial areas are magnets for innovation, and models for environmentally-sensitive manufacturing and high wage jobs	Other plans don't call out specific industrial uses. However, given our existing districts, it is probably good to keep this one in.

Existing Comprehensive Plan Goal Statements, Objectives, and Policies - Block 1: Economy

Current Comprehensive Plan Language	Is the Current Language Obsolete, Outdated, Redundant or still Relevant?	What is Some Potential Language to Improve/Replace Existing Goal/Policy?	Are there related Vision Goal Statements or Actions or Other City Plan Policies that Should be Incorporated/Added?	What are Examples of Good Goal and Policy Language from Other Cities' Comprehensive Plans?
<p><u>Policy 2:</u> Properties adjacent to the three major industrial areas and those annexed properties not zoned industrial will be evaluated against the following criteria when considering an industrial designation: (a) those having an historical commitment to industrial use; (b) access to a regional transportation network which should include one or more of the following: freeway, major or minor arterial access, or rail service; (c) significant traffic increase shall not result on streets of collector or less status serving low density residential areas; (d) areas with sites large enough to accommodate expansion of individual establishments or serve several establishments within one district, and (e) compliance with all applicable Plan policies.</p>	<p>Obsolete. There are not any remaining areas adjacent to existing industrial areas that would warrant an industrial designation.</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>
<p><u>Policy 3:</u> Lands designated for industrial use as shown on Map 8, Land Use, should be reserved for industrial, manufacturing, distribution, and supporting land uses, except where otherwise indicated in the Tacoma Station Area Plan and the Central Milwaukie Land Use and Transportation Plan.</p>	<p>Still relevant. Acknowledge overlays proposed in NMIA and Central Milwaukie without being too specific.</p>	<p>The City is committed to maintaining lands currently designated for employment and industrial use as shown on Comp Plan Map 8 and the Metro Functional Plan’s Title 4 Map, with limited commercial and residential overlays allowed where subarea planning has occurred.</p>	<p>N/A</p>	<p>N/A</p>
<p><u>Policy 4:</u> Lands located in “Employment” and “Industrial” areas shown on the Milwaukie Comprehensive Plan Title 4 Lands Map are reserved for manufacturing, industrial, distribution, and supporting land uses, for the purpose of preserving land supply for industrial uses and ensuring adequate opportunity for uses with high employment density. Development of large-scale retail uses is inappropriate on these lands.</p>	<p>Long and dry, but still relevant. Should be refined. There is also a lot of overlap with Policy 3, so next column proposes to combine them.</p> <p>Is city still averse to large scale retail?</p>	<p>The City is committed to maintaining lands currently designated for employment and industrial use as shown on Comp Plan Map 8 and the Metro Functional Plan’s Title 4 Map, with limited commercial and residential overlays allowed where subarea planning has occurred.</p>	<p>N/A</p>	<p>N/A</p>
<p>Objective 5 – Industrial Impacts: To minimize the adverse effects of industrial and employment center development and operation on surrounding areas.</p>	<p>Redundant as an objective (doesn’t need its own section). Incorporate into a new policy nested under Industrial Use objective (see below)</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>
<p><u>Policy 1:</u> Industrial development adjacent to existing or planned residential areas will be conditioned to ensure that:</p> <ul style="list-style-type: none"> • The specific proposed use will be compatible with adjacent uses • The design of the facility and its site will not place visual or physical burdens on the surrounding areas • The operational characteristics of the facility will be compatible with surrounding uses and include consideration of: 1) hours of operation, 2) delivery and shipping characteristics, 3) noise, 4) lighting, and 5) other use characteristics. 	<p>Obsolete. We are a built-out community with no new residential or industrial areas. Combine with Policy 2.</p>	<p>When reviewing industrial and manufacturing uses, give special attention to potential impacts on adjacent neighborhoods and to air and water quality, and work with business owners to help mitigate them.</p>	<p>Planet 2.4: Educate and address the impacts that local industries have on water and air quality</p>	<p>Hillsboro ED 5.9: Pursue environmental sustainability actions that aim to preserve natural resources and reduce environmental impacts.</p>
<p><u>Policy 2:</u> Policies in the Air, Water and Land Resources Quality Element are particularly relevant to industrial facility operation, and will be considered when reviewing economic development proposals.</p>	<p>Still relevant with policy tweaks. Combine with Policy 1.</p>			
<p>Objective 6 – Commercial Land Use: To encourage new commercial uses to locate within designated commercial areas of the City, in order to take maximum advantage of existing access and public facilities serving these areas.</p>	<p>Outdated/Obsolete. Outside of Milwaukie Marketplace, the bulk of our commercial areas are now mixed use. City staff is proposing that the small pockets of neighborhood commercial scattered</p>	<p>Either revise this to “Commercial and Mixed Use” Land Use, or include a separate Mixed Use component.</p>	<p>The Vision speaks of a network of interconnected local hubs, which will be addressed in the neighborhood hubs concept. It specifically calls out downtown</p>	<p>Hillsboro ED 5.7: Focus economic development in Employment Areas, Regional Centers, Town Centers, Neighborhood Centers, and along Corridors.</p>

Existing Comprehensive Plan Goal Statements, Objectives, and Policies - Block 1: Economy

Current Comprehensive Plan Language	Is the Current Language Obsolete, Outdated, Redundant or still Relevant?	What is Some Potential Language to Improve/Replace Existing Goal/Policy?	Are there related Vision Goal Statements or Actions or Other City Plan Policies that Should be Incorporated/Added?	What are Examples of Good Goal and Policy Language from Other Cities' Comprehensive Plans?
	throughout the City should be reassessed during the Neighborhood Hubs discussion to determine whether they should remain as commercial land use districts, or shift them to mixed use, similar to the NMU.	Milwaukie Marketplace is the one area that may remain entirely commercial in nature, and may merit being called out specifically in the policies. It would be good to tie in the neighborhood hubs concept.	Milwaukie but not Central Milwaukie, including the Milwaukie Marketplace.	
<p><u>Policy 1:</u> New commercial developments or redevelopments shall be located in designated areas unless expansion or creation of a new commercial designated area is justified as per Policy 2, below.</p>	Obsolete, as we are a built out City that is not proposing any additional outright commercial land uses.	N/A	N/A	Hillsboro ED 5.4: Disperse the types and sizes of commercial opportunities throughout the City in proportion to the needs of the area.
<p><u>Policy 2:</u> Expansion or creation of commercial designated areas will be Evaluated against the following criteria: (a) those having an historical commitment to commercial use, (b) access to a transportation network appropriate for the scale of development proposed, (c) significant traffic increase shall not result on streets of collector or less status serving low density residential areas, (d) that no more suitable location(s) exist within the City for this designation, (e) that zoning allowed by the designation is compatible with adjacent uses, and (f) compliance with all applicable Plan policies.</p>	Obsolete. EOA does not support large-scale creation of additional areas, and City is largely built out and primarily residential.	Hold off on this until we complete our neighborhood hubs analysis, as we may proposed some limited commercial uses in new areas.	N/A	N/A
<p>Objective 7 – Commercial Land Use: Regional Shopping Centers: To accommodate major comparison shopping needs within existing regional shopping centers.</p>	Existing policies to be addressed in Urban Design (Block 3). There is currently only one policy in this Objective (acknowledging role of Clackamas Town Center). General note: The City is not recommending individual Comprehensive Plan objectives for specific land use types. Existing policies within these objectives deemed important to the broader concept of economic development can be captured in a higher level “Commercial Land Use” (or similar) objective, or carried into the “Urban Design and Development” chapter in Block 3.			
<p>Objective 8 – Commercial Land Use: Community Center: To provide for the weekly and comparison goods shopping needs of the City’s and surrounding areas’ residents.</p>	Existing policies to be addressed in Urban Design (Block 3).			
<p>Objective 9 – Commercial Land Use: District Centers: To provide maximum convenience to City residents for regular and convenience shopping needs by concentrating commercial uses into selected commercial clusters.</p>	Existing policies to be addressed in Urban Design (Block 3).			
<p>Objective 10 – Commercial Land Use: Convenience Centers: To limit intrusion of commercial uses into neighborhood areas, while providing easy accessibility for residents.</p>	Existing policies to be addressed in Urban Design (Block 3).			
<p>Objective 11 – Commercial Land Use: Highway Oriented Center: To recognize commercial areas dependent upon street traffic for business and to provide locational standards for these centers.</p>	Existing policies to be addressed in Urban Design (Block 3). This section is also essentially obsolete as we already have individual sections for Highway 224 and McLoughlin, which are our two highway-oriented centers.			
<p>Objective 12 – Town Center: To emphasize downtown Milwaukie and the expanded city center as a Town Center with the major concentration of mixed-use and high density housing, office, and service uses in the City.</p>	Existing policies to be addressed in Urban Design (Block 3). If there is specific policy language related to Downtown or Central Milwaukie that you would like to see included in this chapter because it has a larger impact on economic development, please think about it and have it ready for the meeting.			

Existing Comprehensive Plan Goal Statements, Objectives, and Policies - Block 1: Economy

Current Comprehensive Plan Language	Is the Current Language Obsolete, Outdated, Redundant or still Relevant?	What is Some Potential Language to Improve/Replace Existing Goal/Policy?	Are there related Vision Goal Statements or Actions or Other City Plan Policies that Should be Incorporated/Added?	What are Examples of Good Goal and Policy Language from Other Cities' Comprehensive Plans?
<p>Objective 13 – McLoughlin Boulevard: To provide for limited highway service uses along McLoughlin Boulevard while improving the visual and pedestrian-oriented linkages between downtown and the Willamette River, and making McLoughlin Blvd. more attractive.</p>	<p>Obsolete. Uses along McLoughlin Blvd are covered in the Downtown/Town Center and Tacoma Station Area districts. Policies and design concepts for these areas will be covered in Urban Design (Block 3).</p>			
<p>Objective 14 – Milwaukie Expressway: To ensure that the Milwaukie Expressway continues to effectively serve adjacent employment centers.</p>	<p>Existing policies to be addressed in Urban Design (Block 3). If there is specific policy language related to the Highway 224 area that you would like to see included in this chapter because it has a larger impact on economic development, please think about it and have it ready for the meeting.</p>			
<p>Objective 15 – Tacoma Station Area: To adopt and implement the Tacoma Station Area Plan as an ancillary document to the Comprehensive Plan and acknowledge the Tacoma station area boundary as shown on Map 8.</p>	<p>Obsolete (already adopted). To be covered in Urban Design (Block 3). The Tacoma Station Area will rely heavily on the work done for the Tacoma Station Area Plan and the North Milwaukie Industrial/Innovation Area Framework Plan.</p>			
<p>Objective 16 – Central Milwaukie: To adopt and implement the Central Milwaukie Land Use and Transportation Plan as an ancillary document to the Comprehensive Plan and acknowledge the Central Milwaukie boundary as shown on Map 7.</p>	<p>Obsolete (already adopted). To be covered in Urban Design (Block 3). Central Milwaukie will draw heavily on the Central Milwaukie Land Use and Transportation Plan.</p>			
<p>Big Ticket Questions</p>	<p>What is Missing?</p>			

GOALS & POLICIES ECONOMIC DEVELOPMENT

Patrons dine at Little Big Burger located on the ground level of Hub 9 in the Platform District



COMPETITIVE ADVANTAGE

Diversify and expand the economy to give Hillsboro, the region, and the state a competitive advantage.

POLICY ED 1.1 **Competitive advantage.** Maintain and strengthen the City's competitive economic advantages, including access to a highly-skilled workforce; vibrant local workforce development; business diversity; competitive business climate; quality educational institutions; and globally-competitive public facilities, utilities, and services.

POLICY ED 1.2 **Diverse range of employment opportunities.** Foster a diverse range of employment opportunities to benefit Hillsboro, the region, and the state.

POLICY ED 1.3 **Employment land supply.** Pursue an ample employment land supply to benefit Hillsboro, the region, and the state.

POLICY ED 1.4 **Traded-sector and target industry retention, expansion, and recruitment.** Sustain the ongoing vitality of the City's traded-sector and targeted industries by aligning plans and investments to retain, expand, and recruit employers and investment in Hillsboro.

POLICY ED 1.5 **Business innovation.** Facilitate scale-up and business innovation opportunities where new or incubating companies can create a sense of place and benefit from co-location, proximity to transit, affordable space, mentorship, and shared services.

POLICY ED 1.6 **Partnerships.** Leverage program and resource partnerships with local, regional, and statewide stakeholders, such as governments, educational institutions, economic development and business organizations, and major employers, to attract and retain employment and investment.

POLICY ED 1.7 **Economic resiliency.** Pursue collaborative and innovative approaches to strengthen and sustain Hillsboro, the region, and the state’s economic resiliency.

POLICY ED 1.8 **Energy, water, and environmental challenges.** Reduce the vulnerability of Hillsboro, the region, and the state’s economies to energy, water, and environmental challenges.

ECONOMIC DEVELOPMENT (ED) GOAL 2

FACILITIES, UTILITIES & SERVICES

Catalyze economic development through high-quality public facilities, utilities, and services.

POLICY ED 2.1 **Competitive utilities.** Maintain existing public utility assets and invest in the expansion of high-quality utilities to catalyze economic development.

POLICY ED 2.2 **High-quality public facilities and services.** Maintain and invest in expansion of high-quality public facilities and services to catalyze economic development.

POLICY ED 2.3 **Multi-modal transportation.** Develop safe, well-connected, and efficient multi-modal transportation facilities that improve access to employment areas.

POLICY ED 2.4 **Hillsboro Airport.** Leverage the long-term viability of the Hillsboro Airport facility and support the long-term growth of critical airport infrastructure.

POLICY ED 2.5 **Freight facilities.** Support the development of a transportation system that places a strong emphasis on facilitating freight movement capabilities for economical and efficient goods movement.

POLICY ED 2.6 **Coordination of public facilities, utilities, and services.** Coordinate the type, design, timing, and location of public facilities, utilities, and services with other public agencies, utilities, the private

sector, and property owners to move employment land closer to development-ready status.

POLICY ED 2.7 Financing of public facilities, utilities, and services. Adopt additional funding methodologies, as needed to fund the necessary extension of public facilities, utilities, and services.

ECONOMIC DEVELOPMENT (ED) GOAL 3

LAND SUPPLY

Manage land supply to meet short- and long-term economic development needs of Hillsboro, the region, and the state.

POLICY ED 3.1 Supply of developable employment sites and flexibility. Sustain a supply of developable employment sites and adequate flexibility to meet the short- and long-term needs of Hillsboro, the region, and the state.

POLICY ED 3.2 Employment land designation. Adopt land use designations in a manner that accommodates projected employment growth.

POLICY ED 3.3 Employment land lot sizes. Manage employment land to provide a range of available and developable lot sizes to accommodate a variety of uses, industry clusters, and emerging market opportunities.

POLICY ED 3.4 Higher density employment land. Pursue development of higher employment densities in areas with planned or existing enhanced transportation connectivity; access to transit; and public facilities, utilities, and services.

POLICY ED 3.5 Health and education campuses. Promote the stability and growth of health and education campuses as essential service providers, centers of innovation, workforce development providers, and major employers that can also provide amenities to surrounding neighborhoods.

POLICY ED 3.6 **Revitalization and reinvestment.** Support additional investment in existing Employment Areas, Regional Centers, Town Centers, and along targeted Corridor areas, such as assembly of existing small employment parcels for redevelopment, programs supporting adaptive reuse, and identification of options to mitigate and/or redevelop sites and structures.

POLICY ED 3.7 **Employment land supply.** Pursue additional employment land when the Hillsboro Planning Area will not accommodate the 20-year projected demand to meet local, regional, and state needs.

ECONOMIC DEVELOPMENT (ED) GOAL 4

EQUITY

Promote economic development opportunities for individuals and small and emerging businesses to ensure equitable access to resources.

POLICY ED 4.1 **Individual training.** Encourage collaboration between local K-12 schools, trade schools, colleges, and employers to facilitate individuals' access to cutting-edge career development, workforce programs, technology, and other high-quality educational opportunities.

POLICY ED 4.2 **Entrepreneurial opportunities.** Expand opportunities for small business and business development across our diverse community.

POLICY ED 4.3 **Retain existing businesses.** Create strategies to retain existing businesses and mitigate displacement resulting from redevelopment and/or increasing land values.

LIVABILITY

Develop and sustain a vibrant City to support economic development.

- POLICY ED 5.1** **High-quality public realm.** Plan, develop, and enhance a high-quality public realm that complements adjacent development and uses.
- POLICY ED 5.2** **Development impacts.** Ensure architectural and site designs that enhance and complement surrounding neighborhoods and that respect the fundamental characteristics of applicable Hillsboro design type designations.
- POLICY ED 5.3** **Innovative architecture and site design.** Facilitate innovative architectural and site designs that complement and enhance the public realm, particularly at the edges of development sites, to enhance their integration into adjacent uses.
- POLICY ED 5.4** **Distribution of commercial areas.** Disperse the types and sizes of commercial opportunities throughout the City in proportion to the needs of the area.
- POLICY ED 5.5** **Shopping, dining, entertainment, and recreation options.** Facilitate and disperse an array of shopping, dining, entertainment, and recreation options throughout the City that help attract and retain employers.
- POLICY ED 5.6** **Employee housing choice.** Provide a wide range of housing choices to accommodate employees with diverse needs who want to work and live in Hillsboro.
- POLICY ED 5.7** **Locational compatibility.** Focus economic development in Employment Areas, Regional Centers, Town Centers, Neighborhood Centers, and along Corridors.

POLICY ED 5.8 **Innovation economy.** Plan for new and innovative economic trends, such as the sharing economy.

POLICY ED 5.9 **Environmental sustainability.** Pursue environmental sustainability actions that aim to preserve natural resources and reduce environmental impacts.

assessment of vacant office space also indicates the capacity for 1,500 additional jobs without additional land needs.

- Lake Oswego's supply of vacant and redevelopable land along with vacant office space, provide the capacity for approximately 4,500 new jobs (Metro 2012 forecast).
- The EOA finds the following types of businesses may be attracted to Lake Oswego: Finance and Insurance; Professional, Scientific, Technical Services and Information; Real Estate; Corporate or Regional Headquarters; Green Businesses; Health Care; Services for Residents; Services for Seniors; Government and Public Services; Advanced Continuing Education and businesses related to the Arts.
- Bangy Road/Meadows Road and Mountain Park are designated as Neighborhood Villages on the 2035 Vision Map (Figure 1). Both of these areas are zoned to allow higher intensity commercial uses, because Bangy Road/Meadows Road is adjacent to the freeway (I-5) and Mountain Park is a unique 1970s Planned Unit Development with a mixed-use plan.
- Other existing neighborhood business and commercial areas designated as Neighborhood Villages on the 2035 Vision Map (Figure 1) are West Lake Grove, Rosewood, and Palisades.
- Commercial Corners, which are found on the 2035 Vision Map (Figure 1), generally orient to residential neighborhoods, and are intended to provide low-intensity commercial uses and services for nearby residences on a smaller scale than Neighborhood Villages. Commercial Corners are intended to provide access to a limited amount of goods and services near neighborhoods.
- The City must rely on its redevelopment capacity and its remaining vacant land inventory to retain and attract business investment and employment opportunities. To realize this potential, the City must adopt and maintain zoning and development standards that support redevelopment in strategic locations. As summarized above, the conceptual 2035 Vision Map (Figure 1) establishes a range of land use design types, each of which may include several different zones, that together, should foster economic vitality. Lake Oswego's land use plan accommodates a full range of employment opportunities, including a progression of employment land uses from home-based and micro-business occupations, to business incubator spaces, to Class A office space, and manufacturing and industrial uses.

Goals And Policies

A. Economic Development

Goal

Provide a full range of economic development opportunities that enhance prosperity and livability.

Policies

- A-1. Designate adequate commercial and industrial land for a range of employment uses in order to:
 - a. Supply goods and services for Lake Oswego residents and businesses;
 - b. Support a strong local employment base;
 - c. Improve the local economy; and
 - d. Contribute to the regional economy.
- A-2. Fully utilize existing buildings and maximize use of employment land through the following:
 - a. Promote redevelopment of underutilized land;* and
 - b. Optimize the development of vacant employment land.
- A-3. Provide flexibility for a diversity of spaces and sites to support the opportunity for business incubation and employment growth.
- A-4. Provide flexibility in employment zones* to adapt to economic change.
- A-5. Pursue a range of employment opportunities with an emphasis on target industry clusters* identified in the City's 2011 Economic Opportunities Analysis and be open to new opportunities as they develop.
- A-6. Maintain an inventory documenting the supply of land for industrial and other employment uses.
- A-7. Locate employment and commercial uses in designated areas at appropriate scales and intensities, such as in Employment Centers, Town Centers, Neighborhood Villages, and Commercial Corners:
 - a. Employment Centers focus primarily on higher-intensity employment uses, with supporting retail* and service uses, commercial office, residential and cultural uses in select locations.
 - b. Town Centers accommodate a mix of higher-intensity commercial uses including office and retail uses, as well as residential, public facilities, and cultural uses.
 - c. Neighborhood Villages accommodate a mix of lower-intensity commercial uses to provide services for nearby residents. They may include residential uses.
 - i. In the Bangy Road/Meadows Road Neighborhood Village, allow higher-intensity commercial uses when adjacent to a freeway or Employment Center.
 - ii. In the Mountain Park Neighborhood Village, allow additional commercial uses where site conditions, such as parcel size and direct access

to the major street system, can support businesses that provide specialized services and unique goods.

- d. Commercial Corners accommodate lower-intensity commercial uses to provide services for nearby residents. They are smaller in scale and size than a Neighborhood Village, and may include residential uses.
- A-8. Designations of Employment Centers, Town Centers, Neighborhood Villages, and Commercial Corners shall be consistent with the following factors:
- a. Employment Centers:
 - i. Are comprised of commercial, industrial, and the campus institutional* zone;
 - ii. Are areas that supply services to a market area greater than the City;
 - iii. Are served by arterial roads and adjacent to the regional transportation system to facilitate access to and from the center;
 - iv. Are served by transit on the primary arterials, and may include a transit center;
 - v. May be adjacent to high-density residential areas, connected by pedestrian and bicycle facilities;
 - vi. May include the Public Functions zone.
 - b. Town Centers:
 - i. Are comprised of commercial and mixed-use zones, and the Public Functions zone;
 - ii. Are areas that supply services to a market area that is approximately equal to the City;
 - iii. Are served by arterial roads;
 - iv. Are served by transit on or near the primary arterials, and may include a transit center;
 - v. May be adjacent to high-density residential areas, connected by pedestrian and bicycle facilities.
 - c. Neighborhood Villages are:
 - i. Comprised of commercial and mixed-use zones that accommodate lower intensity* commercial uses; smaller public facility uses; and residential uses;
 - ii. Areas that supply services to a market area that serves the adjacent neighborhoods;

Adopted March 18, 2014

- iii. Served by minor arterial roads and major collectors, and are located near residential areas;
 - iv. Served by pedestrian and bicycle connections;
 - v. Developed at a scale and in character with the immediately surrounding residential area.
- d. Commercial Corners are:
- i. Comprised of commercial and mixed-use zones that accommodate limited, lower intensity commercial uses and residential uses;
 - ii. Located near residential areas;
 - iii. Connected by pedestrian and bicycle facilities to the surrounding neighborhood.
- A-9. Locate land for light industrial uses within the SW Employment District and provide a special district plan that accommodates a range of uses including light industrial, office and supporting retail.
- A-10. Permit home occupations as a source of business activity and growth while respecting neighborhood character and compatibility.

B. Employment Zones

Goal

Redevelopment and development in employment zones will address impacts on and enhance the surrounding community and will be well-served by infrastructure.

Policies

- B-1. Provide opportunities for redevelopment and development in employment zones while:
- a. Providing required public facilities and services;
 - b. Addressing impacts such as noise, traffic, and visual aesthetics, on adjacent land uses through site and building design;
 - c. Complying with design and aesthetic standards to promote compatibility with Lake Oswego's community character;
 - d. Preserving natural resources and providing required open space;
 - e. Addressing the adequacy of all transportation modes to, from, and within the development site;
 - f. Maintaining a street system which provides efficient connections to transportation corridors and other activity centers including Employment Centers, Town Centers, Neighborhood Villages, and Commercial Corners;

- g. Maintaining safe and convenient pedestrian, bicycle and transit facilities/amenities that support efficient movements of people to and from the site;
 - h. Promoting the efficient use of land by providing adequate* parking for customers and employees, according to national transportation standards;
 - i. Minimizing the impacts of traffic generated on adjoining neighborhoods by routing traffic to major collectors;
 - j. Promoting shared street access, parking facilities, and pedestrian connections with other businesses to provide more developable land area and reduce traffic congestion, parking, and safety problems.
- B-2. Prevent new strip commercial developments and expansion of existing strip commercial developments; and encourage redevelopment and remodels of existing strip commercial projects to promote pedestrian orientation, active streetscapes, access to businesses and transit.
- B-3. Place new and existing utilities underground.

Recommended Action Measures

- A. Support businesses by coordinating City requirements with business needs, and through good urban design and urban renewal programs.
- B. Encourage sustainable business and development practices by maintaining a Sustainability Advisory Board and implementing related programs.
- C. Harness the entrepreneurial and management experiences of the City's citizens, including the 50+ population, to support business development.
- D. Work with local business organizations such as the Lake Oswego Chamber of Commerce, Lake Grove Business Association, and other local business groups to promote discussion concerning land use and other regulations which could affect area businesses.
- E. Coordinate with state and regional economic development agencies and groups to identify developments and trends affecting Lake Oswego.
- F. Recognize and promote community events as having a potential for positive economic impacts and as important for community identity.
- G. Work with property owners, businesses, and adjacent neighborhoods to manage business district parking, and to minimize parking impacts on residential areas.
- H. Encourage private investment.

and processes for improvement opportunities. In addition, the City may further support economic vitality by:

- Providing a supportive land use plan and development regulations;
- Encouraging the continued provision and enhancement of the public and private education systems for all ages;
- Providing necessary infrastructure to meet the needs of the Land Use Plan;
- Ensuring the adequacy of the infrastructure, whether provided by other agencies, private utilities or developers, to meet the needs of the Land Use Plan;
- Providing or coordinating the provision of a transportation system that successfully moves people, goods and information;
- Providing coordination or seeking investments in infrastructure and other public enterprises;
- Acting as a catalyst, partner, convener or coordinator for the development and provision of programs consistent with the economic vitality strategy; and
- Encouraging the development of sustainable economic vitality strategies and investment by others in the community; acting as a catalyst for the development of other programs in support of economic vitality.

Listed below by category are the policies that direct these roles and responsibilities that have been adopted to recognize and promote Redmond as a major economic center within the central Puget Sound region and to identify ways to maintain and enhance Redmond's economy.

A. Land Use Plan and Regulations

- EV-1 Provide a positive, accessible and “user-friendly” atmosphere to those seeking municipal services.**
- EV-2 Foster a culture throughout the City organization that continuously improves the quality, predictability, timeliness and cost of the development process.**
- EV-3 Provide a mix of uses in a range of zones that allow for the daily needs of residents to be met within Redmond and support the expansion of existing Redmond businesses and the attraction of regional, national and international businesses.**
- EV-4 Preserve and expand the current economic base and employment levels; use wisely the finite supply of urban land and the existing infrastructure in Redmond by supporting economic development to occur within existing retail, office, manufacturing and mixed-use areas.**
- EV-5 Recognize that a healthy natural environment is a significant community amenity that attracts people and investments and contributes to Redmond’s economic vitality and sustainability.**
- EV-6 Support sustainable economic vitality by encouraging the private, public and non-profit sectors to incorporate environmental responsibility into their practices.**
- EV-7 Support the retention and attraction of land uses using the following siting criteria:**
- Focus major employment and a variety of businesses, including retail, office, services and entertainment uses that are compatible with a mixed-use urban environment, in the Downtown and Overlake Urban Centers and the Marymoor Local Center;
 - Focus additional employment in the Willows/Rose Hill and SE Redmond Neighborhoods;
 - Maintain properties currently developed with manufacturing uses for manufacturing and other uses permitted



FedEx delivery to a local business



Microsoft building



DigiPen Institute of Technology

within the zone, recognizing that the types of manufacturing uses and needs change over time; and

- Concentrate businesses where uses are complementary and can make efficient use of the existing infrastructure.

EV-8 Encourage businesses to expand or locate in Redmond that:

- Are already in the City of Redmond and are consistent with the Comprehensive Plan;
- Support existing businesses and industries;
- Fill existing or future gaps in the goods or services available within the city and provide jobs to local residents;
- Provide family or high-level wages;
- Are in primary industries that may create additional secondary and tertiary jobs and other benefits to the local economy; and
- Minimize negative impacts to the community.

EV-9 Encourage and recognize incubator space in Redmond for existing and future small businesses.

EV-10 Allow, as permitted accessory uses, support uses, such as child care, workout facilities, or restaurants in office and other commercial buildings.

EV-11 Provide the land use capacity and development regulations that support the accommodation of a variety of housing styles, densities, sizes and prices so those employed within Redmond may have the opportunity to live in Redmond, as well as to increase the attractiveness of Redmond to those recruited to work in the city.

EV-12 Evaluate development regulations periodically to:

- Ensure that uses not previously contemplated and that are consistent with the intent of the Comprehensive Plan can locate within the city; and
- Review development standards, timelines and fees to promote predictability and consistency.

EV-13 Encourage opportunities for home-based businesses that are compatible with residential neighborhoods. Limit signs, parking and truck deliveries; manage other potential adverse impacts in order to minimize the negative impacts and maintain the appearance of residential neighborhoods.**B. Education****EV-14 Support and collaborate with educational institutions, such as the Lake Washington School District, local community colleges, Bellevue College, the University of Washington and Lake Washington Institute of Technology, and other public and private institutions to:**

- Maintain and enhance the quality of education at all grade levels;
- Encourage the location of higher education institutions within Redmond;
- Encourage the development of programs that meet the changing needs of employers and employees, as well as those seeking employment;
- Encourage educational institutions, government and businesses to provide opportunities for youth to see and experience a wide variety of employment and business opportunities; and,
- Encourage educational opportunities

in entrepreneurship, innovation and mentoring.

C. Infrastructure and Financing**EV-15 Identify, construct and maintain infrastructure and utility systems and facilities that support economic vitality.****EV-16 Use innovative finance methods and seek regional investments in Redmond's infrastructure to support the city's continued economic vitality.****EV-17 Utilize tax and fee systems that are fair, equitable, and stable and that provide sufficiently predictable funds to provide for local services to protect and enhance the community.****EV-18 Support the economic vitality of the city by encouraging investments in the arts and cultural activities and through the use of superior urban design.****D. Actions to be Taken**

While the policies above guide and describe the City's overall support of economic vitality within Redmond, the policies below identify specific actions that the City will undertake. By taking these actions or by incorporating their direction in ongoing processes, the City demonstrates the importance of sustainable economic vitality in Redmond to the community and the region. The Strategic Plan for Economic Development provides an implementation strategy which incorporates a number of key actions.

EV-19 Participate in partnerships with other agencies, businesses, nonprofits and other organizations that further the City's economic vitality goals.

EV-20 Implement, in conjunction with business, education and other community partners, the Strategic Plan for Economic Development to:

- Recognize that a successful community requires a strong local and regional economy;
- Identify actions to take to develop a sustainable local economy;
- Identify strategies to retain existing businesses and help them succeed;
- Increase the awareness of Redmond as a desirable business location by including a city marketing plan which focuses on the assets of the city, the types of businesses to market to, and the marketing strategies to utilize;
- Preserve existing and recruit new jobs within the Target Industry Clusters as identified in the Strategic Plan, which include:
 - » Software and Information Technology,
 - » Retail and Tourism,
 - » Avionics and Homeland Defense,
 - » Renewable Energy/Clean Technology, and
 - » Emerging Industries and Entrepreneurs.
- Identify methods to attract additional knowledge-based businesses and the skilled employees to serve those businesses;
- Identify, preserve, promote and enhance educational, environmental, cultural and social qualities within Redmond that will be attractive to the future workforce; and
- Identify regional and national economic development programs and the means to access their resources for the city.

EV-21 Initiate or participate in the following activities in support of economic vitality:

- Monitor future trends and economic conditions;
- Prepare information for businesses on available public sector financing;
- Support federal and state funding of cost-effective business financing programs;
- Support greater accessibility for use of advanced and affordable communications technology; and
- Consider and use, where appropriate, community redevelopment financing and other innovative economic vitality and financing programs that enhance the business climate in Redmond.

Economic growth is important to the livability and vibrancy of Redmond. Redmond should be mindful of the effects of policies, programs, regulations, and fees on the business community and Redmond's comparative advantages in attracting new expansions and development.

At the same time, the City should ensure that its economic needs are balanced with its social and environmental needs to maintain community character and livability.

Maintaining Redmond's livability today and in the future depends in part on having adequate infrastructure in place at the time it is needed to serve growth. The City's policies for capital facilities, including CF-14, generally state that growth should pay for growth.

There are various business-related fees that help to support growth in Redmond. In particular, impact fees provide a portion of the funding for growth-related infrastructure. When developing functional plans and setting impact fee or other business related fee rates, included among the factors for consideration should be economic vitality, competitiveness of the business community inclusive of taxes and fees, and provision of adequate housing as these and other factors that

affect the livability, character and economy of Redmond. This consideration should be given through review of updates to functional plans and fee rates by the Business Fee and Tax Advisory Committee or successor group.

EV-22 Consider the economic impacts of new policies, regulations or programs as part of the City's decision making process.

EV-23 Consider the effect and competitiveness of the City's tax and fee structure on development and the health and growth of the business community when new taxes, fees, tax or fee adjustments, or other decisions, such as the adoption of new or updated functional plans, are proposed.

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

ECONOMIC DEVELOPMENT

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

ECONOMIC DEVELOPMENT

Goals and Policies

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%