



# Economic Development

## SUPPORTING ANALYSIS

### **BACKGROUND AND CONTEXT**

As required by Washington State's Growth Management Act (GMA), this section will summarize the local economy by presenting statistics on population, employment, businesses and employment sectors, current real estate market conditions, and the local revenue base.



## Supporting Analysis Table of Contents

Employment Growth Targets .....	329
2018-2023 Economic Development Strategic Plan .....	329
POPULATION AND EMPLOYMENT .....	329
Overview .....	329
Population Trends and Forecasts .....	330
Employment .....	331
Peer Comparison: Household Characteristics.....	333
Peer Comparison: Jobs-Housing Balance .....	334
REVENUE BASE.....	335
Sales Tax and Property Tax.....	335
REAL ESTATE MARKET CONDITIONS .....	337
Retail .....	337
Office .....	337
Residential .....	338
ECONOMIC DEVELOPMENT INITIATIVES.....	339



### Employment Growth Targets

The King County Countywide Planning Policies (CPPs), adopted to implement the GMA, establish employment growth targets for each of the jurisdictions within the county. The employment target is the amount of job growth the jurisdiction should plan to accommodate during the 2019-2044 planning period. **Shoreline’s growth target for this period is 10,000 additional jobs.**

In the past, Shoreline was considered a “bedroom community” from which residents travelled elsewhere for higher wage jobs and more complete shopping opportunities. The City is focused on seeking and implementing new and innovative ways to support a more robust local economy to assist efforts to plan for the addition of 10,000 new jobs. **The quality of Shoreline’s economy is affected by reliable public services, the area’s natural and built attractiveness, good schools, strong neighborhoods, efficient transportation options, and healthy businesses that provide goods and services. Maintaining the community’s quality of life requires a strong and sustainable economic climate.**

### 2018-2023 Economic Development Strategic Plan

The City of Shoreline’s economic development strategy is based on Placemaking Projects. Fred Kent calls Placemaking the thing that “turns a city from a place you can’t wait to get through into one you never want to leave.” Organizing economic development efforts into Placemaking Projects provides the flexibility needed to tailor efforts to achieve both the goals articulated in Vision 2029 and the annually updated Council Goals and Workplans.

Key initiatives are identified in the strategy are outlined at the end of this analysis.

## POPULATION AND EMPLOYMENT

### Overview

Within a total land area of 11.7 square miles, encompassing 14 neighborhoods and 2 major transportation corridors, the City of Shoreline has nearly 59,000 residents and approximately 15,850 jobs.

**Shoreline’s** major historic employment centers included two sizable retail developments on the Aurora Corridor: Aurora Village (anchored by Costco and Home Depot) and Aurora Square (anchored by Sears and Central Market). While Aurora Village still remains a center of retail and other commercial services for Shoreline residents and surrounding communities, Aurora Square has permanently closed and is undergoing a major redevelopment into a mixed-use residential and commercial center known as Shoreline Place. There are additional neighborhood retail concentrations on 15th Avenue NE, Ballinger Way, and in Richmond Beach. **Shoreline Community College and the Fircrest Campus are two of the city’s** other major employment centers.

In order to understand the **city’s economic strengths and weaknesses**, Figure EDA-1 compares the demographics and household income of Shoreline with King County, and with the Seattle-Tacoma-Bellevue Metropolitan Statistical Area, encompassing King, Snohomish, and Pierce Counties.

Figure EDA-1  
Demographics and Household Income

	SHORELINE	KING COUNTY	SEATTLE-TACOMA-BELLEVUE MSA
--	-----------	-------------	-----------------------------



2022 POPULATION	58,673	2,254,371	4,001,701
MEDIAN AGE	41.8	37.2	37.3
LABOR FORCE POPULATION (POPULATION, AGES 15-64)	37,903	1,609,621	2,744,540
% OF TOTAL POPULATION	65%	71%	69%
MEDIAN HOUSEHOLD INCOME	\$106,184	\$116,340	\$106,909

Source: US Census Bureau 2022 ACS 5-Year Estimates

### Population Trends and Forecasts

Population growth and household creation within the city generate demand for new residential and commercial development. Population growth, income growth, and job creation within local and extended trade areas provide much of the support for new commercial and retail development. In addition, increasing proportions of the population possess a **bachelor's** degree or higher, a trend that indicates changing household preferences, and often increased spending power, that retailers and other companies track when considering locating a business. Household creation is discussed in the Comprehensive Plan Housing Element Supporting Analysis. Population and income growth trends and forecasts are summarized in the following tables.

Figure EDA-2  
City of Shoreline and Region

Historic Population Growth						Annual Percent Change			
	1990	2000	2010	2020	2022	1990-2000	2000-2010	2010-2020	2020-2022
Shoreline	52,109	53,296	53,007	58,608	58,673	0.20%	-0.10%	1.10%	0.10%
King County	1,507,319	1,737,034	1,931,249	2,269,675	2,254,371	1.50%	1.10%	1.80%	-0.30%
Seattle-Tacoma-Bellevue MSA	2,559,164	3,043,878	3,439,809	4,018,762	4,001,701	1.90%	1.30%	1.70%	-0.20%

Source: 1990, 2000, 2010, 2020 US Decennial Census; 2022 ACS 5-Year Estimate

Historic Household Income Growth				Annual Percent Change	
	2010	2020	2022	2010-2020	2020-2022
All Households	\$67,076	\$91,524	\$106,184	3.6%	8.0%
Owner Households	\$81,446	\$116,886	\$141,354	4.4%	10.5%
Renter Households	\$37,807	\$51,415	\$61,000	3.6%	9.3%

Source: US Census Bureau 2022 Five-Year ACS, Table S2503.

Historic Educational Attainment (Bachelor's or Higher)	Annual Percent Change
--	-----------------------



	2010	2020	2022	2010-2020	2020-2022
All Households	43%	57%	58%	3.3%	0.4%
Owner Households	45%	53%	55%	1.8%	1.3%
Renter Households	39%	49%	50%	2.6%	1.9%

Source: US Census Bureau 2022 Five-Year ACS, Table S2503.

Regional population forecasts conducted by the Puget Sound Regional Council in its 2023 Land Use Vision - Implemented Targets (LUV-it) predict Shoreline to grow by roughly 35,000 new residents by 2050, a slightly faster growth rate than the Central Puget Sound Region, as a whole. However, it is **important to note that Shoreline’s population had** been stagnant since 1990 until the recent, rapid growth brought about by new residential construction, primarily **in close proximity to Shoreline’s new** light rail stations. Though a lack of access to financing has slowed construction, it is possible that this pace of growth could continue **when markets improve, and with it, Shoreline’s growth could outpace** these official growth forecasts.

Figure EDA-3  
City of Shoreline and Region Forecast Population Growth

					Projected Ann. Growth		
	2020	2030	2040	2050	2020-2030	2030-2040	2040-2050
Shoreline	57,848	69,711	81,500	93,252	2.1%	1.7%	1.4%
Central Puget Sound Region (MSA plus Kitsap County)	4,295,551	4,827,504	5,356,612	5,885,483	1.2%	1.1%	1.0%
King County	2,268,624	2,526,407	2,782,579	3,038,738	1.1%	1.0%	0.9%

Source: Puget Sound Regional Council 2023 Land Use Vision - Implemented Targets (LUV-it) forecast

The data presented above support the following key considerations:

- **Shoreline’s population growth** rate is starting to outpace growth in King County and the region.
- **Shoreline’s working-age** population has decreased since the previous comprehensive plan was completed. As of 2022, just 65% of the population is working-age, compared with 71% county-wide.
- **Wage growth in the County and Metro Area have outpaced Shoreline wage growth. While Shoreline’s median household income is similar to the Metro Area’s, it is \$10,000 less than the County median.**
- Recent residential construction indicates the potential for far more rapid population growth than official forecasts may indicate.

## Employment

Employment within the city is a measure of the current level of economic activity, in terms of both number of jobs and the distribution of jobs among employment sectors. Figure EDA-4 shows a breakdown of city employment by sector. The changing nature of jobs in the city is reflected in Figures EDA-5 and EDA-6. 46% of jobs in 2010 were in the service sector, which includes several sub-sectors, which had increased to 47.5% as of 2022. **Shoreline’s top service sub-sectors** in 2010 were Health Care and Social Assistance (2,525 jobs), Administration and Support (1,151 jobs), Accommodation and Food Services (986 jobs), and Other Services (1,147 jobs).



Figure EDA-4  
City of Shoreline Employment by Sector

	1995		2000		2010		2022		Avg. Ann. Growth		
	#	% of Total	#	% of Total	#	% of Total	#	% of Total	1995-2000	2000-2010	2010-2022
Construction/Resources	570	4.20%	514	3.20%	558	3.40%	756	4.80%	-2.00%	0.90%	3.00%
FIRE*	***	***	673	4.30%	478	2.90%	517	3.30%	***	2.90%	0.70%
Manufacturing	189	1.40%	144	0.90%	160	1.00%	95	0.60%	-4.80%	1.10%	-3.40%
Retail	3,531	26.20%	2,685	17.00%	2,629	16.00%	2,566	16.20%	-4.80%	-0.20%	-0.20%
Services	4,720	35.00%	6,432	40.70%	7,551	46.00%	7,533	47.50%	7.30%	1.70%	0.00%
WTU**	451	3.30%	380	2.40%	156	1.00%	279	1.80%	-3.10%	-5.90%	6.60%
Education	2,133	15.80%	2,335	14.80%	2,126	13.00%	2,063	13.00%	1.90%	-0.90%	-0.30%
Government	1,811	13.40%	2,656	16.80%	2,751	16.80%	2,041	12.90%	9.30%	0.40%	-2.20%
TOTAL	13,499	100%	15,820	100%	16,409	100%	15,851	100.0%	3.40%	0.40%	-0.30%

Source: Puget Sound Regional Council "Covered Employment" Database

\*Finance, Insurance, and Real Estate

\*\* Wholesale Trade, Transportation, and Utilities

\*\*\*1995 count combines FIRE and other service-sector jobs

Figure EDA-5

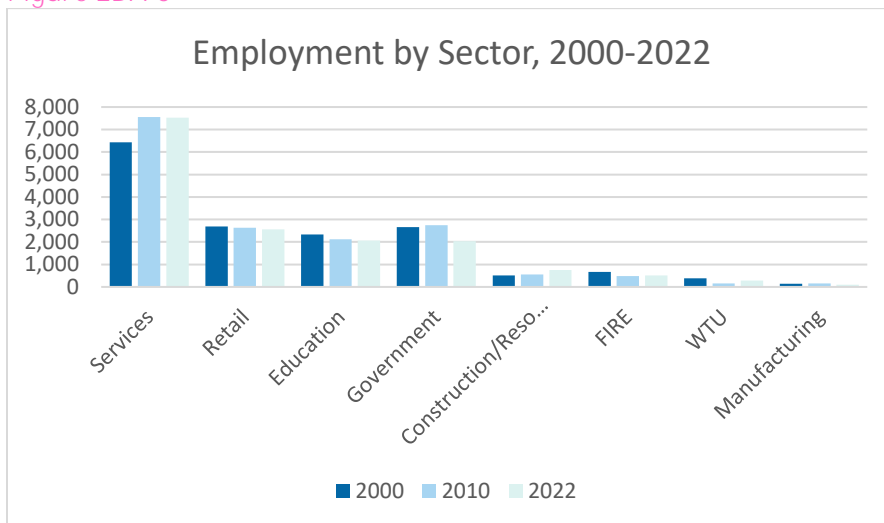
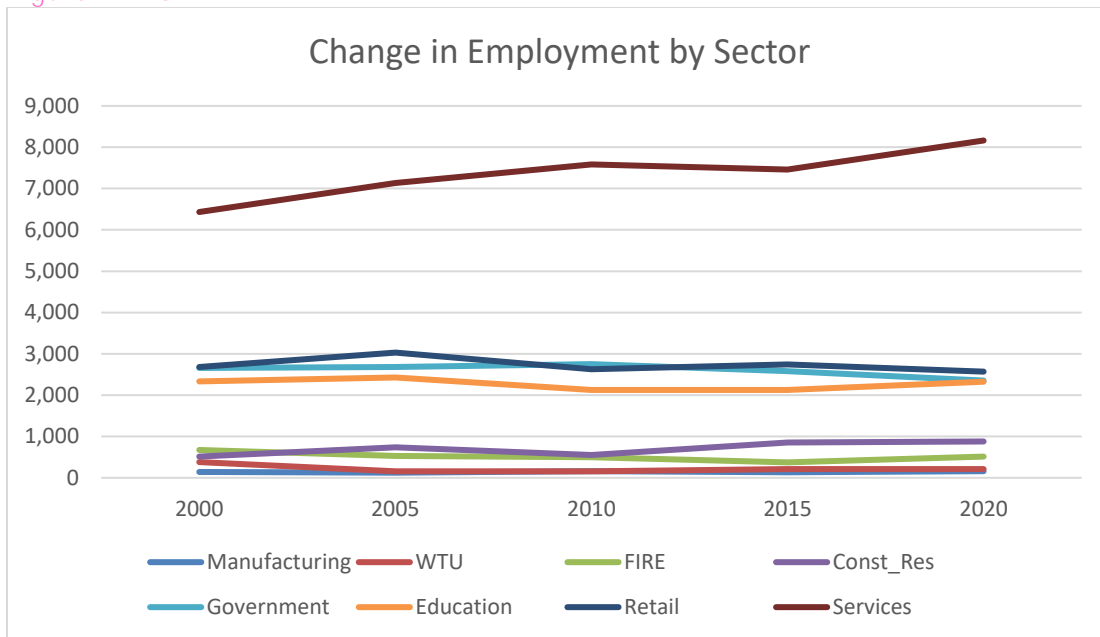




Figure EDA-6



Key considerations from employment data:

- Non-government employment in Shoreline is predominantly oriented toward services and retail. These two sectors comprised nearly 64% of total employment as of 2022.
- Employment growth has been concentrated in WTU and Construction/Resources, which were the fastest growing sectors between 2010 and 2022.
- The other non-government sector in which employment grew in the last decade was FIRE. Despite growth, this sector accounts for only 4.8% of total employment.
- Total employment in Shoreline shrank by around 550 jobs between 2010 and 2022 due primarily to declines in the Manufacturing and Government sectors. Over the previous decade (2000 to 2010), the city gained just 600 jobs.

### Peer Comparison: Household Characteristics

A comparison of Shoreline with peer cities can give further indication of the relative economic strengths and weaknesses of the city. Four cities were selected for a peer comparison: Lynnwood, Tukwila, Marysville, and Kirkland. These are the cities in King and Snohomish Counties that are most similar to Shoreline in terms of total number of “activity units,” defined as each city’s total population plus total number of jobs.



Figure EDA-7  
Peer Cities Selected For Comparison

	Population 2022	Employment 2022	“Activity Units”
Lynnwood	39,867	27,023	66,890
Tukwila	21,569	45,825	67,394
Shoreline	58,673	15,851	74,524
Marysville	70,847	15,025	85,872
Kirkland	92,015	53,170	145,185

Sources: 2022 ACS 5-Year Survey, PSRC “Covered Employment” Database

Income levels and employment characteristics of Shoreline’s households, while not necessarily reflective of the quality of jobs in the city, can indicate the extent to which the city is able to support new businesses and future development.

Figure EDA-8  
Shoreline and Peer Cities Income and Employment

City	Median Household Income	Unemployment Rate	Poverty Rate
Lynnwood	\$72,241	4.10%	14.90%
Tukwila	\$76,331	6.20%	13.30%
Shoreline	\$106,184	4.40%	8.20%
Marysville	\$98,288	4.20%	6.50%
Kirkland	\$135,608	4.60%	6.60%

Source: US Census Bureau ACS 2022 5-Year Estimate

### Peer Comparison: Jobs-Housing Balance

Encouraging employment growth within the city may improve Shoreline’s jobs-housing balance. The current ratio of jobs to housing is 0.67 jobs per housing unit. Jobs and housing are considered balanced at a ratio of one-to-one, although two incomes are typically required for a household’s housing expense to remain below the recommended 30% level. The Puget Sound Regional Council encourages a balance as a way to increase opportunity for local communities while reducing the length of commutes by automobile: “Uneven economic prosperity has...contributed to long commutes and the need for auto trips to retail and services...Jobs-housing balance compares the relative amount of housing and employment in an area, with an aim toward reducing long commute trips.” (PSRC, Vision 2050). The creation of new jobs through economic development can help alleviate a mismatch between jobs and housing, reduce commute times, and create more opportunities for residents to work and shop within their own community. Due to Shoreline’s relative proximity to Seattle and other major employment hubs, and with significant new housing growth expected in addition to 10,000 new jobs by 2044, it could require a significant prioritization of focus on this one issue, with significant policy choices on the part of the City of Shoreline, to achieve a 1.0 jobs-housing balance over the next 20-years.



Figure EDA-9  
Shoreline and Peer Cities

	Employment 2022	Housing Units 2022	Jobs/Housing Unit Ratio	Mismatch (Deviation from 1.5)
Lynnwood	27,023	16,593	1.63	0.13
Tukwila	45,825	8,653	5.30	3.80
Shoreline	15,851	23,505	0.67	-0.83
Marysville	15,025	26,371	0.57	-0.93
Kirkland	53,170	39,869	1.33	-0.17
King County	1,434,014	972,821	1.47	-0.03
Snohomish County	282,563	323,438	0.87	-0.63

Source: US Census ACS 2022 5-Year Estimates; PSRC Covered Employment Database

The peer comparisons presented above support the following key considerations:

- Despite being of similar size, the economic characteristics of the peer cities vary considerably. Shoreline has the second highest median income and the third lowest unemployment and poverty rates among peer cities.
- **Shoreline and Marysville share the characteristics of “bedroom communities”** in that both cities have substantially more residents than jobs. However, Shoreline has a lower jobs-housing mismatch and better transportation access than many suburban bedroom communities.
- There are currently only 0.67 jobs for every housing unit in the city, down from 0.72 in 2010. In order to meet regional goals, Shoreline will need additional job growth and employment-supporting development.

## REVENUE BASE

### Sales Tax and Property Tax

The revenue base of the city is another measure of the strength of the local economy. A strong revenue base supports the necessary public facilities and services for an attractive place to live and work. Two major elements of the revenue base are taxable retail sales and the assessed valuation for property taxes. **Shoreline’s taxable sales and assessed valuation** are compared to those in the peer communities and King County as a whole in Figures EDA-10 and EDA-11.



Figure EDA-10  
Shoreline and Peer Cities Taxable Retail Sales

	Sales, 2010 (in millions)	Per Capita	Sales, 2022 (in millions)	Per Capita	Avg. Ann. Growth
Lynnwood	\$1,778	\$50,000	\$3,415	\$86,000	7.70%
Tukwila	\$1,635	\$86,000	\$2,376	\$110,000	3.80%
Shoreline	\$660	\$12,000	\$1,542	\$26,000	11.10%
Marysville	\$722	\$12,000	\$1,945	\$27,000	14.10%
Kirkland	\$1,456	\$30,000	\$3,594	\$39,000	12.20%
King County	\$39,275	\$20,000	\$86,667	\$38,000	10.10%

Source: Washington State Department of Revenue

Figure EDA-11  
Shoreline and Peer Cities Assessed Valuation

	AV, 2010 (in millions)	Per Capita	AV, 2022 (in millions)	Per Capita	Avg. Ann. Growth
Lynnwood	\$5,237	\$146,000	\$8,481	\$213,000	5.20%
Tukwila	\$4,970	\$260,000	\$7,986	\$370,000	5.10%
Shoreline	\$6,739	\$127,000	\$13,404	\$228,000	8.20%
Marysville	\$4,437	\$74,000	\$10,902	\$154,000	12.10%
Kirkland	\$11,312	\$232,000	\$36,718	\$399,000	18.70%
King County	\$340,324	\$175,000	\$876,482	\$388,793	13.10%

Source: Municipal Research and Service Center of Washington (2001 data is the earliest available from this source).

Taxable Sales and Assessed Valuation data support the following key considerations:

- Compared to the peer cities and King County, Shoreline has a relatively low revenue base, but it has been growing quickly since 2010. Among peer cities, Shoreline had the second lowest per capita taxable sales but the third highest per capita assessed valuation in 2022.
- Growth in assessed valuation has been moderate over the past decade, averaging an 8.2% annual increase. This could be due to a relative lack of new construction in comparison to other communities, such as Marysville and Kirkland.
- Retail sales growth has averaged 11.1% annually. This is the third highest rate of increase among the peer cities, and higher than King County as a whole.



## REAL ESTATE MARKET CONDITIONS

### Retail

Retail development meets two important economic development objectives. It provides the goods and services needed by residents and businesses, and it provides a major source of tax revenue. Figure ED-10A above shows that retail sales have grown over the past decade, yet they are still lower than sales in the peer cities used for comparison.

**While Shoreline is home to many retail establishments, there is a significant amount of sales “leakage”** in some retail categories. Leakage refers to a deficit in sales made in the city compared with the amount of spending on retail goods by Shoreline residents. It is measured by the demand for particular goods or establishments minus the supply in the same area. Figure EDA-12 shows the retail categories with high levels of leakage within one mile of the center of Shoreline (approximated by Ion Town Center apartments on Midvale Avenue for purposes of this analysis). Unmet demand suggests potential major retail opportunities in these categories. New retail development or re-development of existing retail may better meet the shopping needs of Shoreline residents and increase sales tax revenue to support City operations and other government services.

Figure EDA-12  
City of Shoreline Retail Leakage

	Demand	Supply	Unmet Demand (Demand - Supply)	% of Dollars Spent Elsewhere
Electronic Shopping & Mail-Order Houses	\$389,079,845	\$307,109,312	\$81,970,533	21%
Other General Merchandise Stores	\$63,517,080	\$21,182,069	\$42,335,011	67%
Gasoline Stations	\$41,376,589	\$24,852,558	\$16,524,031	40%
Full-Service Restaurants	\$20,019,390	\$6,360,560	\$13,658,830	68%
Limited-Service Eating Places	\$18,436,404	\$6,707,984	\$11,728,420	64%
Other Motor Vehicle Dealers	\$6,194,302		\$6,194,302	100%
Furniture Stores	\$4,336,607		\$4,336,607	100%
Clothing Stores	\$8,107,825	\$4,459,801	\$3,648,024	45%
Beer, Wine, & Liquor Stores	\$2,313,862		\$2,313,862	100%
Bars/Drinking Places (Alcoholic Beverages)	\$2,507,126	\$520,058	\$1,987,068	79%
Electronics & Appliance Stores	\$4,196,934	\$2,577,380	\$1,619,554	39%
Shoe Stores	\$1,436,088		\$1,436,088	100%
Health & Personal Care Stores	\$14,588,066	\$13,337,295	\$1,250,771	9%

Source: STI Market Outlook via Placer.ai

### Office

The office market nationwide has seen significant challenges since the beginning of the COVID-19 pandemic in 2020. The trend toward remote work has not shown any signs of a full reversal, leaving office space in many cities vacant. While high-end new office space has fared better, investors and developers are still hesitant to build significant new space. Although Shoreline currently has few large office concentrations or multi-tenant office buildings, there could be an opportunity to add high-end,



flexible, or creative office space near high-frequency transit in the future. An inventory of selected buildings offering office space for lease in Shoreline provides an indication of the nature and strength of the local office market (see Figure EDA-13).

Figure EDA-13  
City of Shoreline Selected Commercial Buildings

	Address	Year Built	Stories	Rentable SF	Available SF	Rent/SF. Yr*
Evergreen Building	18021-18023 15th Avenue NE	1974	2	4,872	1,400	\$26
Aurora Village Medical Center	1207 N 200th Street	1965	2	23,765	3,495	\$28
15235 Aurora Avenue N		2007	2	9,523	1,218	\$14
Aurora Village	20109 Aurora Avenue N	1981	3	13,863	968	\$15
19944 Ballinger Way NE		1968	1	3,120	2,095	\$22 / \$24
Shoreline Business & Professional Center	17544 Midvale Avenue N	1979	4	17,355	5,897	\$24 / \$30
TOTAL / AVERAGE		1979		72,498	15,073	\$23

Source: CoStar

## Residential

The 2021 CPPs call for Shoreline to plan for a total of 13,330 new housing units between 2019 and 2044, which would equate to 533 new housing units per year. As of fall 2024, there were 2,300 units under construction in Shoreline. New residential development is needed to ensure that there is an adequate supply of housing for current and future residents as well as the local workforce.

Figure EDA-14 and Figure EDA-15 contain information on residential building permit tallies and new apartment units in order to reflect trends in residential development. Additional information on residential market conditions, including vacancy rates and home values, is included in the Housing Element Supporting Analysis.

## Unexpectedly Fast Growth

Per real estate data aggregator CoStar: “Shoreline is at the front end of a massive wave of new development. This is changing the character of what has been a Seattle suburb characterized by single-family home ownership. In the past decade, the number of apartment units more than doubled in the area. With recent rezones and the opening of light rail stations in the area, that activity has only **accelerated over the past two years.**” If current trends continue, Shoreline will far surpass its housing and population targets over the next decade.



Figure EDA-14  
City of Shoreline Newly Issued Building Permits

	Total Units Permitted	Single Family Units Permitted	Single Family Share of Total
2012	25	23	92%
2013	62	62	100%
2014	53	51	96%
2015	47	47	100%
2016	369	76	21%
2017	204	90	44%
2018	364	89	24%
2019	575	108	19%
2020	182	152	84%
2021	983	160	16%
2022	1,121	16	1%
Total	3,985	874	22%

Source: US Census Bureau Building Permit Database

Figure EDA-15  
City of Shoreline New Apartment Units Built by Year

	2018	2019	2020	2021	2022	2023	Total	Yearly Avg.
Number of New Units	293	21	456	469	0	1,022	2,261	376.8

Source: CoStar

The data support the following key considerations:

- Significant market leakage exists in multiple retail categories, particularly food and beverage, creating potential opportunities for new retail development in the city.
- The office vacancy rate for buildings listed on CoStar is 21%. Nationwide office trends will make new office development in Shoreline unlikely in the near future, but there could be an opportunity for Class A office space near high-frequency transit.

Since 2016, there has been a shift in Shoreline from primarily single family to primarily multifamily development. In order to meet its CPP target, Shoreline will need to continue these current patterns.

### ECONOMIC DEVELOPMENT INITIATIVES

Beginning in early 2020 when it became apparent local small business would be significantly impacted by the pandemic, the City of Shoreline administered a number of measures intended to assist Shoreline small businesses, including email, postcard, and other communications initiatives, Business and Occupation (B&O) tax deferrals, promoting local businesses open for modified COVID-safe practices such as expanded pickup and delivery services, developed and implemented interim Outdoor Dining regulations to reduce barriers to expanded outdoor dining, managed emergency relief grants such as



the Shoreline Small Business Support Program (SBSP) which awarded \$775,490 in economic relief grants of up to \$20,000 to 45 Shoreline businesses. To cultivate ongoing relationships and better understand local business needs considering the widespread economic effects of the pandemic, the City contracted with the Shoreline Chamber of Commerce for outreach to small businesses to better understand their needs, including the identification of challenges or opportunities for growth that the City could facilitate in the economic recovery. By establishing a systematic program of information-gathering and networking with Shoreline businesses, the City added fundamental strength at the core of its economic development strategy, as existing businesses are the lifeblood of a local economy. One of **the key recommendations of the Chamber's outreach was to bring in expert resources to provide** ongoing advising to Shoreline small businesses which was implemented when the City entered into a contract with the Small Business Development Centers of Washington. In just one year alone, the Shoreline SBDC year alone reported the following from the select few clients who opted to make their results public:

- Capital Infusion of \$3.2 million
- 11 new business starts, 14 jobs created, 205 jobs supported in total.
- Clients have reported an increase in sales due to their work with Jennifer of \$781,385. It is not lost on us that this is new taxable revenue for government programs and services.

Prior to the pandemic, Shoreline adopted the 2018-2023 Economic Development Strategic Plan which identified City-Shaping Areas, Additional Commercial Nodes, and Non-geographic Placemaking Projects **which continued to be important elements of the City's economic development programs along with the** reinvigorated focus on small businesses. The four specific areas that were identified as having the potential to dramatically strengthen the economic vitality of Shoreline. These four City-Shaping Areas were identified as prime candidates for concerted Placemaking Projects designed to trigger large-scale redevelopment and growth.

- **Strengthen Shoreline's Signature Boulevard** – leveraging the City's \$140 million Aurora Corridor Project by facilitating constant investment along its six miles of improved frontage.
- Catalyze Shoreline Place – encouraging intensive private redevelopment of the former Sears center into an exemplary lifestyle destination.
- Unlock the Fircrest Surplus Property – establishing new uses and industries that create hundreds of new Shoreline-based jobs and economic opportunities.
- Ignite Station Area Growth – parlaying the extraordinary public investment that will bring light rail service to Shoreline's two rezoned station areas.

Additional commercial nodes were identified to influence the economic vitality of the surrounding neighborhoods. Placemaking Projects in these Neighborhood Commercial Centers should seek to create identity, encourage walkability, expand housing options, and provide needed goods and services.

- Shoreline Town Center
- Echo Lake at Aurora & N 192<sup>nd</sup>
- North City Business District
- Four Corners at NW Richmond Beach Rd
- Downtown Ridgecrest
- Ballinger Commercial Center



Non-geographic Placemaking Projects were identified that could enrich the overall economic climate of the city and make Shoreline an even more attractive place to live, to invest, and to conduct business.

- Growing a Media Production Industry
- Promoting Shoreline to Investors
- Serving Home-based Businesses
- Increasing Inventory of Business Spaces
- Expanding Events & Festivals
- Supporting the Community College
- Attracting Artists & Trendsetters
- Continually Improving Code & Policies
- Facilitating Collaboration With & Between Businesses

Both inputs and outcomes were **tracked to Monitor the Effectiveness of Shoreline's economic** development efforts. Inputs shall be tracked through regular Placemaking Project updates; outputs shall be tracked through annual updates of economic metrics such as assessed values, sales tax generation, vacancy and rental rates, Shoreline-based jobs, and new market-rate and affordable housing units.