



CITY COUNCIL SPECIAL MEETING AGENDA

June 9, 2014

7:00 p.m.

1. CALL TO ORDER

2. PLEDGE OF ALLEGIANCE

3. ROLL CALL

4. CORRESPONDENCE FOR THE RECORD

- a. Letter Dated May 6, 2014, from Ilona Brose with Response from Burien Parks and Recreation Director Michael Lafreniere Regarding Ice Skating Rink in Burien. 3.
- b. Letter Dated May 21, 2014, from Burien Cooperative Preschool Teacher Gloria Witters with Response from Burien Parks and Recreation Director Michael Lafreniere Regarding the Homeless at the Old Community Center Building. 7.
- c. Citizen Action Request Dated May 22, 2014, from Margareta Larsson Regarding Metro Bus Route 139. 11.
- d. Email Dated May 30, 2014, from City of Burien Program Assistant Rochelle H. Flynn Regarding Buses (Route 139). 13.
- e. Email Dated May 30, 2014, from Larry Boyd Regarding Letter to the Burien City Council May 30, 2014. (Minimum Wage) 15.
- f. Email Dated June 1, 2014, from Stevie VanBronkhorst Regarding Burien Little Theatre—Thanks! 19.
- g. Email Dated June 1, 2014, from Diane Gaskill Regarding a Big Thank You. (Burien Actors Theater) 21.
- h. Email Dated June 1, 2014, from Benita Buchanan Regarding Burien Actors Theater. 23.
- i. Email Dated June 1, 2014, from Faith Ann Beatty Regarding Rebuilding the Theatre. 25.
- j. Email Dated June 1, 2014, from Dena J. Hughes Regarding Thank You! (Burien Actors Theater) 27.
- k. Email Dated June 1, 2014, from BAT Volunteer Pat Price Regarding Burien Actors Theater. 29.
- l. Email Dated June 2, 2014, from Cyndi Baumgardner Regarding Burien Actors' Theatre. 31.
- m. Email Dated June 2, 2014, from Elain Puderbaugh Regarding Thank You for the Burien Actors Theatre Rebuild. 33.
- n. Email Dated June 3, 2014, from Sue Woolworth Regarding Thank You. (Burien Actors Theater) 35.
- o. Email Dated June 3, 2014, from Mary O'Malley Thank You for BAT. 37.
- p. Email Dated June 3, 2014, from Marga NewComb Regarding Repair. (Burien Actors Theater) 39.

COUNCILMEMBERS

Lucy Krakowiak, Mayor
Lauren Berkowitz

Bob Edgar, Deputy Mayor
Gerald F. Robison Nancy Tosta

Stephen Armstrong
Debi Wagner

CITY COUNCIL SPECIAL MEETING AGENDA

June 9, 2014

Page 2

5. CONSENT AGENDA

- a. Approval of Minutes: Retreat, May 17, 2014. 41.

6. DISCUSSION ITEMS

- a. Discussion and Possible Action on the Economic Development Strategic Plan. 47.
- b. Discussion of City Manager Goals, Performance Measures, and Annual Evaluation Process. 141.

7. ADJOURNMENT

May 6th, 2014

RECEIVED

JUN 02 2014

Burien City Council Members

City of Burien

Burien City Hall

400 SW 152nd St

Suite 300

Burien, WA 98166

Dear Burien City Council Members,

In 2009 62% of Washington State was obese. This can be caused by eating unhealthy foods or not exercising enough. My name is Ilona Brose. I am a 7th grade honors student at Sylvester Middle School and I competitively figure skate during my free time. Ice skating is both a healthy and fun activity to do that can help fix our obesity problem. Though an ice rink may be expensive, over time you will regain the money that was lost. An ice rink in Burien would not only make us healthier, but it would also attract more people to our city and give us a fun activity to do.

According to the American Council on Exercise, ice skating burns 572 calories for every hour spent skating. The more rapid of a pace you skate the more calories are burnt. I know that when I skate with my friends, we go both slow and fast because we chase each other around on the ice. Also, according to the American Council on Exercise, ice skating is beneficial for cardiovascular development, weight loss, and strengthening muscles. It also strengthens the connective tissues around the knees, ankles, and hips. Burien could be a healthier city with an ice rink.

Not only would an ice rink make us healthier, it can attract more people to our city. As you know, the economy is not at its highest currently. If people came and skated they might go to businesses and stores in Burien. This would help our economy. It may seem like having an ice rink will be very expensive, but over time the money lost will be regained through profits. The rink will also create more job opportunities. People from all around will come to skate at our rink because there are very few rinks these days. I live in Burien and I have to go all the way to the Sno-King Ice Arena in Renton to skate. At the rink, I have met many people who live in both Covington and Bellevue who went and skated there. Having an ice rink in Burien would bring many new people here.

CFTR: 6/9/14

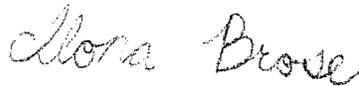
Staff follow-up by Michael Lafreniere

CC: Michael Lafreniere, Parks Director ✓
Dan Trimble, Economic Development Director

When you think about it, Burien doesn't have any attractions that people can go to or do year round. When the weather is nice you can go to the beach or to a park, but when the weather is bad, there are not any fun activities to do. Several citizens of Burien have said that the only place to go to is the Ed Munro Seahurst Park, but if the weather is bad, being outdoors is not a good idea. 19 out of 22 students surveyed at Sylvester Middle School said they would skate at the rink if we built one in Burien. The rink could have a hockey team and a figure skating club so that kids and adults can do activities on the ice. According to Hal Tearse, a coach at the Minnesota Youth Hockey Association, hockey can teach valuable life lessons that will help kids and teens later on in life. "Participation in hockey has so many opportunities for young people to learn life lessons and to grow through the process." Figure skating also teaches life lessons, "Ice skating is not only fun, but participation in our sport teaches lessons for life. Participants learn about dedication, hard work, good sportsmanship, and how to perform. During the years where children and teens are wondering what they are supposed to work for, figure skaters have goals." Says Jo Ann Schneider Farris, who is a figure skating coach, and a US Figure Skating Double Gold Medalist. A rink will provide us with not only fun activities to do, but activities that teach us valuable life lessons.

As you can see, an ice rink in Burien would bring many benefits. It would make Burien healthier and attract more people here. It would also bring many fun activities that people are able to do year round.

Sincerely,



Ilona Brose

Sylvester Middle School

Room 702

16222 Sylvester Road SW

Burien WA 98166



Burien

Washington, USA

City of Burien

400 SW 152nd St., Suite 300, Burien, WA 98166-1911

Phone: (206) 241-4647 • Fax: (206) 248-5539

www.burienwa.gov

June 3, 2014

Ilona Brose
Sylvester Middle School, Room 702
16222 Sylvester Road SW
Burien, WA 98166

Dear Miss Brose,

I am in receipt of your letter of May 6, 2014.

Thank you for your suggestion that the City of Burien should build an ice skating rink. The case you make in your letter was well-stated; you are a great advocate for more active recreation opportunities in the city and that is very much appreciated.

Every six years the City evaluates the recreation needs of the community and issues a report, called the Comprehensive Parks, Recreation and Open Space Plan. It examines the city's existing recreational facilities and parks, and it surveys the community about what city residents feel is needed in the city. Though an ice skating rink was not identified as a need in that process, I am aware that such facilities are popular and a good activity to promote health. I know this personally, as I remember back to taking my own daughters to ice skating lessons at the Sprinker Recreation Center in Spanaway which is 25 minutes away from my home.

I am glad you are aware of the ice arena in Renton. There is another in nearby Kent, called the ShoWare Center. It may also interest you to know that the Sno-King Ice Arena in Renton was built, owned and operated by Sno-King Amateur Hockey Association which is a 501(c)3 non-profit organization. I will forward your letter to them so that they are aware of your interest in ice skating and ice skating facilities.

Sincerely,

A handwritten signature in black ink that reads "Michael Lafreniere".

Michael Lafreniere, Director
Burien Parks and Recreation

May 21, 2014

Gloria Witters
10043 Occidental Ave S
Seattle WA 98168

RECEIVED

MAY 29 2014

City of Burien

Burien City Council
400 SW 152nd St Suite 300
Burien WA 98166

Dear Council Members,

I am the teacher at Burien Coop Preschool located in the old community center building. We have resided there since 1994. I have a very deep concern about the priorities of this city.

As a school, one of our missions is to be present and active in our community. We are now sharing a building that is used to feed the homeless community. I am not heartless and don't want to suppose all these people in need are dangerous. I support this very human effort to help, but I am also aware that the chances of something happening to one of my children are greatly increased. The building we are in is open and people that perhaps should not be near children are free to roam inside and out. It only takes one second for a tragedy to occur, whether one of ours escapes or someone else may have made it unnoticed to the nearby bathroom. Now, when I take the children outside for walks, to play in our local parks and fields, we regularly must confront people that for me are scary. We have had to walk over sleeping bags and duffle bags left in doorways. I have personally had to confront unsavory folks as they lay in stupor in the doorway where the children will soon be arriving. I have found people hiding in the bathrooms and even in the stairwell by our classrooms. I have been approached many, many times as I arrive at school and when I leave. One man jumped out of the bushes next to the doorway as I was entering – he was waiting for someone to come so he could use the bathroom to clean up. I was terrified. Even when the children are in their own playground, men and women are lingering about outside our unlocked gates, smoking, cursing and literally fighting at times. While we supervise our children, it would take one small distraction for someone to reach into the gate and snatch a child. These folks even scale our fences to sleep in the children's playhouse at night. We have found drug paraphernalia, condoms, and garbage from their overnight stays. It feels very violating. Today we went outside to use the local field and basketball court only to be surrounded by men in every corner. One man in a wheelchair, slumped over with a bottle of vodka in his hands; another group of men at the picnic table smoking marijuana and a large group with their duffle bags and blankets camped out in the field where we normally allow our children to run and fly kites – not to mention the young people that want to use the skate park. I have watched with a heavy heart over the past year or so as these areas have increasingly become a hangout for the homeless. We have already been run out of the Dottie Harper Park as it has become an unsavory place for children due to this population. Now the city is providing for this population by putting in porta-potties so they won't relieve themselves in our doorways.

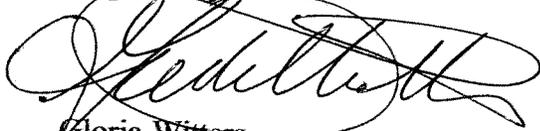
CFTR: 6/9/14 Staff Follow-up By Michael Lafreniere,
Parks Director

I take great exception to this city in allowing these two populations to reside side by side. Why does this city care so little about its children and young adults that they can look the other way as the few open community areas left are now being taken over by a population that makes it impossible for children to play safely outside. Certainly in this city there is another space where this service can be provided that is not side by side with vulnerable little children.

I never feel safe. I feel surrounded on all sides and vulnerable always. I am asking you to please, please consider offering this service at another site, one that is not is such close approximation to a school, children's after school programs and the two parks available for our young people. I found it appalling at best that this has been allowed to go on. We have asked the community center to please address our concerns to no avail. The church that performs these services cannot control where these people go – doors are left propped open and there is no one in the halls to see that people are not walking about unsupervised. They have made a barrier with chairs, but even our little children can move the chairs, so it really is not a measure of safety.

Please consider our pleas and contact us if more information is needed to help you understand our situation.

Respectfully,



Gloria Witters

Burien Cooperative Preschool, Teacher

teachergloria@yahoo.com

206 497 5519



Burien

Washington, USA

City of Burien

400 SW 152nd St., Suite 300, Burien, WA 98166-1911

Phone: (206) 241-4647 • Fax: (206) 248-5539

www.burienwa.gov

June 3, 2014

Gloria Witters
10043 Occidental Avenue S
Seattle, WA 98168

Dear Ms. Witters,

I am responding to your letter of May 21, 2014 to the City Council.

The City of Burien is actively addressing issues of public safety in the areas of concern that you identified in your letter. You may not know that the Parks, Recreation & Cultural Services staff are in regular communication with the leadership of the board of directors for the Preschool Coop, and regularly convene meetings of the Annex tenants to discuss and coordinate operational issues and concerns. As another example of the Department's efforts to maintain and protect security, we recently re-keyed the entire building when one of the tenants had building keys stolen. Several months ago, the Department also requested stepped up enforcement and patrols in the area by the Burien Police Department and these patrols are making a difference. Finally, the Parks Department's seasonal security will also be starting up their on-site patrols of the skatepark area and Dottie Harper Park in a few weeks.

Like you, my goal too is that the park and the facility should be a comfortable place for the public, as well as the other Annex tenants and their clients. The individuals and activity that concern you may or may not be attributable to the presence of the other tenants and organizations that are also renting space in the Annex. When we are made aware of specific operational concerns relative to these tenants, staff is in direct and timely communication with them to work through the issue. It is also the case that the activities that concern you are occasionally evident in other parts of the city as well and are not unique to the Annex setting. Nonetheless I am aware that the preschool is now on summer break and your students will not be back until September. My staff will soon be convening another meeting of tenants, including the Preschool's leadership, to discuss operational procedures and other matters. We and the administration are also examining the issue of loitering concerns more generally and changes to the relevant city codes will soon be proposed to and considered by the Council.

Thank you for taking the time to communicate with the City of Burien to express your concerns.

Sincerely,

A handwritten signature in black ink that reads "Michael Lafreniere".

Michael Lafreniere, Director
Burien Parks and Recreation

cc: Debbie Zemke, Recreation Manager

Fax Number:

I would like to remain anonymous:*

Yes

Email:

No

Complaint

Site Address / Location:

Exact address is very important. Please make sure you have correct information. If you are not exactly sure, please be very specific in detail.*

the bus 139 route

Please enter the details of your request in the box provided. If you are reporting more than one address violation, please submit a separate form for each address.*

I and many others in Seahurst and Gregory Heights area are very concerned about the plans to delete bus 139. Among us are working people w/t a driving licence or a car, elderly people, young people and poor people. If the bus is deleted we have no way to come to Highline Hospital or Old Burien where many of us usually visit. Some of the restaurants and shops in Old Burien is already in danger and should a local hospital be w/t bus access ? Is there no way you can help our own community and us ? If we loose bus 139 we will most likely never have it back. I've regarded the Council of Burien doing a good job and really caring for the city and it's inhabitants and my fervent hope is that you have a way to save the bus 139 route.

For additional information or questions please feel free to contact us at (206) 248-5507 or stop by City Hall at:

400 SW 152nd St

Suite 300

Burien, WA 98166-3066

* indicates required fields.

The following form was submitted via your website: Citizen Action Request

Last Name:: Larsson

First Name:: Margareta

Street Address:: 146 29 20th Ave SW

City:: Burien

State:: DC

Zip Code:: 98 166

Daytime Phone:: 206-696-2931

Alternate Phone::

Fax Number::

Email::

I would like to remain anonymous:: No

Exact address is very important. Please make sure you have correct information. If you are not exactly sure, please be very specific in detail.: the bus 139 route

Please enter the details of your request in the box provided. If you are reporting more than one address violation, please submit a separate form for each address.: I and many others in Seahurst and Gregory Heights area are very concerned about the plans to delete bus 139. Among us are working people w/t a driving licence

or a car, elderly people, young people and poor people. If the bus is deleted we have no way to come to Highline Hospital or Old Burien where many of us usually visit. Some of the restaurants and shops in Old Burien is already in danger and should a local hospital be w/t bus access ? Is there no way you can help our own community and us ? If we loose bus 139 we will most likely never have it back. I've regarded the Council of Burien doing a good job and really caring for the city and it's inhabitants and my fervent hope is that you have a way to save the bus 139 route.

Additional Information:

Form submitted on: 5/22/2014 5:06:26 PM

Submitted from IP Address: 67.161.112.68

Referrer Page: No Referrer - Direct Link

Form Address: <http://burienwa.gov/Forms.aspx?FID=42>

CFTR: 6/9/14

cc: Liz Olmstead, Planner

Monica Lusk

From: Kamuron Gurol
Sent: Saturday, May 31, 2014 11:45 AM
To: Monica Lusk
Subject: FW: Buses

Public comment for CC meeting

From: Rochelle Flynn
Sent: Friday, May 30, 2014 9:42 AM
To: Kamuron Gurol
Subject: Buses

Hi Kamuron-

I know that the city is looking at the whole issue regarding Metro's proposed bus cuts and how they affect Burien. I'd like to offer some perspective from a life-long bus rider and 21 year Burien resident. One of the reasons I fell in love with the Gregory Heights neighborhood (besides safety, proximity to water, great neighbors, etc) was the easy access to the bus. I worked downtown for many years and I do not drive. My house is situated around the corner from the bus stop which makes it ideal. When I moved here, we had two different buses (#136 and 137) running every half hour and many of them were express buses to Seattle (straight shot and no transferring at the transit center).

In 1997 when King County took over Metro, they discontinued those lines and put in the #139 which is a shuttle bus that makes a "loop" in one continuous direction. They also put in the # 123 express with very limited trips (maybe 5 or 6 a day) to and from Seattle and only running Monday to Friday. Initially, the 139 was a small "van-like" bus. Soon enough, it became apparent that it had good ridership, so Metro replaced the van with a regular size bus (non-articulated) and had a pretty good schedule. Another perk was the inclusion of Highline Hospital as a stop on the route (this is still the only bus that serves the hospital, one of the city's biggest employers). Even though service was reduced, all of us regular riders adapted to the changes.

However, over the years, Metro began to cut trips from the 139 schedule making it less available, particularly in the evening. I know for a fact that this affected several hospital employees who work at night and found themselves unable to get there. It also impacted my own ability to pursue certain job opportunities as I knew I would not be able to get home past a certain hour. Metro's rationale for these cuts has been – "low ridership". They do not feel this route is a "money maker" and therefore can afford to be cut. Those of us who ride the bus disagree strongly. While the ridership may not be huge (it is, after all, a small bus), it is steady. The people on this route rely on it heavily. For many of them, it is their only means of transportation. Some of the route's regular riders include retired nuns, people with disabilities but who don't qualify for Access, students, etc. Most of them are long time residents. I can't emphasize enough how much of an impact this will have on their lives. They will be completely stranded. This line is only one of many cuts that are being made in our area.

I'm turning to the city for several reasons. First, despite many of us e-mailing and writing the King County Council and Metro, attending Public Meetings and information sessions, etc., Metro remains adamant about making this and many other cuts to the South end buses. They are also not offering any viable alternatives to replace these cuts. Second, I have repeatedly been told to get my city council involved. Third, I think the city really needs to look long and hard at transportation. For several years, we have been touting Burien as pedestrian and bike friendly, with great access to public transportation. We lobbied for a new transit center, a better parking garage, and improved transit routes. We have used these factors as "selling" points to attract residents and economic development. Now we are facing major cuts to our area but being told the opposite by Metro. Perhaps some of the new changes will enable people to get to Burien a little faster, but at what cost? They are then stuck at the transit center and can't get home. Last but not least,

we need to remember that public transportation makes good sense environmentally and ecologically for a city that prides itself on moving toward increased sustainability.

Thanks,
Rochelle H. Flynn
Program Assistant
City of Burien
(206) 988-3700
rochellef@burienwa.gov
www.burienwa.gov

CFTR: 6/9/14
CC: Liz Olmstead, Planner

Be Yourself. Everyone else is already taken.

Find us at: Burien Community Center
14700 6TH AVE SW

Follow us at     
and www.BurienParks.net



Get activities, events and updates
sent directly to your cell phone!
Text **FOLLOW BURIENPARKS to 40404**



Monica Lusk

From: Bob Edgar
Sent: Monday, June 02, 2014 6:49 PM
To: Kamuron Gurol; Monica Lusk
Cc: Council Members
Subject: FW: Letter to the Burien City Council May 30 2014
Attachments: Letter to the Burien City Council May 30 2014.doc

Kamuron,

This email and the attached letter was sent to me rather than to the authors of the two letters who Mr. Boyd is rebutting nor was it sent to the Burien City Council as stated in the subject line of Mr. Boyd's email. Please included these letters as Correspondence for the Record.

Thanks,
Bob Edgar

From: Larry Boyd [Lawrence@teamsterslocal174.org]
Sent: Friday, May 30, 2014 6:08 PM
To: Bob Edgar
Cc: Larry Boyd
Subject: Letter to the Burien City Council May 30 2014

Dear Councilmember:

I have enclosed a letter to the Council in Rebuttal to two (2) letters that were sent by (C Edgar & R Howell) they were sent in response to my original Economic Development Letter sent on May 5, 2014.

Respectfully,

Larry Boyd
812 SW 142nd Place
Burien, WA 98166

CFTR: 6/9/14

CC: Dan Trimble, Economic Development manager

May 30, 2014

Response Letter to the Burien City Council

I realized that when I sent my original letter to the Council addressing the Minimum Wage/Family Wage information, I would probably invite some sort of criticism.

I was not disappointed, but the levels that were brought forth were a “little out there” so to speak. Specifically referencing Jimmy Hoffa of the Teamsters and the Socialist Workers Party in the same paragraph shows a total lack of understanding from that person. None-the-less as I have spent almost 50 years in the Teamster Union I have heard worse analogies and more derogatory statements than those, so life goes on.

There also was another letter directed to me and my son Thomas wanted to express his opinions on that letter. Since he is part of the working poor, I told him that I thought that his opinions and thoughts would be a welcome relief for the Council.

The following is his letter:

Following the response to Howell, will be my take on a minimum wage increase.

My first attempt at writing a response to Howell's letter was admittedly aggressive, condescending, sarcastic and abrasive. After a few days of revising and rethinking I realized something. There isn't a good reason for me to attack the letter from that person, because like many others, they don't understand the struggles of low-wage workers. It shouldn't be my agenda to attack those opinions, instead; to state mine and educate, rather than degrade. It should also be known that I too am a low-wage worker as well as a member of Teamsters Local 174.

First, knowing that the state minimum wage is \$9.32, I wouldn't think it reasonable to assume that the union would ask the Burien City council to ask for a 'modest' \$0.78 raise. Let's make the assumption that they're referring to the \$15.00 minimum wage.

In the second paragraph, Howell states, "lacks scientific research and model studies." The following quote is in response to that.

“Seventy-five economists put their weight behind this argument, releasing a letter Tuesday in support of a minimum wage hike. Though some economists argue that raising the minimum wage could wind up hurting low-wage workers by discouraging employers from hiring, the economists wrote in the letter that “the weight of evidence” now shows that “increases in the minimum wage have had little or no negative effect on the employment of minimum-wage workers.” (Summation by TYT Network, original “No, Raising the Minimum Wage Won't Kill the Economy, In 9 Charts.)

In fairness the article was referring to the \$10.10 federal minimum wage increase. However, the theme of the article carries over because it eliminates the idea that minimum wage increases cost jobs. Another premise of the article is that a minimum wage increase would actually stimulate the economy by billions of dollars because there is more money in the economy. Here is that quote again, "increases in

the minimum wage have had little or no negative effect on the employment of minimum-wage workers." That quote coming from 75 economists, 7 of which are Nobel Laureates.

For the next few lines, I am going to quote Howell to make it easier to follow.

"The letter discusses a modest pay raise for low-wage workers but then it fails to identify what is modest. " How should we define the term modest? Making rent? Paying your car bill? Paying your cell phone bill? What about something as simple as making sure your child doesn't go to bed hungry? For too many Americans that is a very real problem. Do not make the mistake of believing that issue is non-existent in Burien. We shouldn't be having a discussion on how much money is just enough to survive, but rather how much is enough to prosper. To give some perspective, if the minimum wage had followed worker production since the minimum wage went into effect it would be between \$22-\$24 dollars. Modest is a livable wage, modest is having the ability to provide for your family. Modest is \$15.00 an hour.

Further in that paragraph Howell continues to write about the impact of fixed income, small businesses and so on. It appears that they are attempting to prove that prices would go up; without providing proof. They include a bolded paragraph without sources, and without evidence supporting their belief. Howell's ideas make many assumptions, and the ideas blur together. In response take for instance, if Fred Meyer has 25 workers and 1000 shoppers, and moves 10,000 units of product a day, the amount of money they would have to charge to make up the loss would be pennies. If you're assuming that they wouldn't moving more product because the people shopping there would have \$200 (or more) extra dollars a pay check to spend there.

"In a 2012 city survey, only 16.5% of the people surveyed worked in the city. So a pay increase in Burien will not significantly improve the salaries of typical Burien citizens."

I'm not sure why Howell refers to citizens who work and live in Burien as non-typical citizens. But the overwhelming idea of that line is that you'd be willing to allow citizens to continue to live in poverty because it only affects 16.5%. Howell is overlooking many statistics, and arranging them for their own benefit. If we are looking at only minimum wage worker statistics; it doesn't look like much of a problem. For instance, the amount of workers making the 'federal minimum wage' was 4.7% (Bureau of Labor and Statistics). You have to realize that the federal minimum wage is lower than most states, which means that the statistic I presented already has fault, also it doesn't account for 'Low' wage workers. Statistics are very important to understand, without that knowledge, it is easy to overlook and twist them to mean what you want. Here is a fact that you might find interesting; 50 million Americans live under the poverty line (Newsmax article). When we look at the 4.7% of Americans living off of the Federal minimum wage, versus the 50 million Americans living under the poverty line, suddenly we have a much more prevalent problem. Also for the record, 16.5% of people are about 8250 workers.

The rest of the Paragraph you go on to make un-cited assumptions at the effect of a higher minimum wage throughout history, as well as throwing in a part about commodities, which again is un-cited.

"34% of the people interviewed did not work. This group could be composed of retired senior citizens or people on various forms of public assistance." *Could* being the operative word.

"Higher wages have historically spurred on inflation in basic survival commodities and it is this 34% of Burien's citizens that are on fixed incomes that are most harmed by rapid increases in wages."

Howell links 34% of people, "not working" to "fixed income" which is not the same thing and again, makes an un-cited comment. I think I've sufficiently debunked the idea of price increase based on a minimum wage increase in the previous paragraph.

Assuming that all of the studies cited in Howells article are correct and have been scientifically done, conducted with minimal bias, by a recognized organization and also that the "Sustainable Wages in

Seattle," isn't funded by big business opposed to a minimum wage hike; the idea behind Howell's letter is that we should allow workers to live in poverty. Although we can already deduct that Howell's letter has many factual inaccuracies.

The original article on the minimum wage increase by the Huffington post I believe is sufficient enough to counter "Sustainable Wages Seattle." As I could have written pages regarding Howell's letter I realize it's likely that most of my point would get over looked and unread. Which is why I'm skipping the last page and a half of Howells letter so I can get to my rebuttal. In the event that questions arise about the end of Howell's letter I can always go through it line by line and analyze it.

The next part isn't going to counter any points posted by Howell or use any of Howell's ideas to make a point. It's just going to be my rebuttal to people opposed to a \$15.00 minimum wage.

I believe that neither I, nor any reader of this letter should tolerate big business paying horrible wages, with no benefits and no room for advancement. That idea is undoubtedly agreed upon by both sides of the argument. We show no compassion for big business that treats their workers inhumanely, allowing their workers to live in poverty, and struggle paycheck to paycheck. I think myself, along with potentially everyone else who reads this, believes that big business should pay livable wages so the rest of the tax payers don't have to pay for it with their taxes, and if you didn't already know; you are. So the simplest of questions that can be asked is; why would we allow small businesses to do the same? The problem that tends to be at the root of the \$15.00 an hour debate is small business. The 'Small businesses will go out of business idea'. But why should we show compassion to small businesses that treat their workers in every way like big business does. The end result is still the same. Yet for some unknown reason, to us, it makes it easier to deal with less than ideal conditions because it is a small business. Reasonable wages should not be denied because a small business will have to restructure or charge a few cents more to pay their employees. We shouldn't have compassion for any business that would go under because it relies on keeping their employees in poverty to make profit, be it big or small. In a city struggling with massive economic disparities between certain neighborhoods, we need change. The point of economics is to have money continue to move, the more money in citizen's pockets, is more money they can spend. The more money they can spend, the more money businesses have to expand. There are only 3 different ways to continue with the minimum wage. The first; regress. We could lower the minimum wage. I think we are all in understanding that would be counter productive to economic stimulation. The second; no change. We could stay where we are, the economy stays the same and the economic ramifications of a stagnate economy continue. Nothing changes, nothing gets better. We're stuck here. Or the third option; progress. As a City Council you have the ability to send a message to the rest of the state. Send a message against poverty and for prosperity. Allow workers of Burien to prosper. If you're someone who thinks that Americans shouldn't be paid a livable wage for any reason; you're enabling poverty. Take some time to think about that. Think about the single parents living in this city struggling to feed their kids tonight. Think about their fear of not making rent next week. We need to raise the minimum wage, not just because it's beneficial to the economy. But because it's the right thing to do.

Thomas Boyd

Wonderful Words--- Son --- Love Mom & Dad

Carol Allread

From: Public Council Inbox
Sent: Tuesday, June 03, 2014 2:36 PM
To: 'Stevie VanBronkhorst'
Subject: RE: Burien Little Theatre--thanks!

Dear Mr. VanBronkhorst,

Thank you for writing to the City Council to express your concerns. Your email will be included in a future Council agenda packet as Correspondence for the Record.

Sincerely,

Carol Allread
Executive Assistant, City Manager Office
City of Burien
(206) 248-5508 Office
(206) 248-5539 Fax
carola@burienwa.gov

From: Stevie VanBronkhorst [<mailto:stevievanb@gmail.com>]
Sent: Sunday, June 01, 2014 3:02 PM
To: Public Council Inbox
Subject: Burien Little Theatre--thanks!

Hi there,

I just wanted to say thank you so much for supporting the arts in our town and rebuilding the Burien Little Theatre after the senseless and destructive fire. I currently work in Juneau, which has a population of only 17,000 and yet still supports a vibrant arts scene, including two theatres. The selection of activities and cultural pursuits in town go a long way to make it a nice place to live and to visit, and it is with pride that I notice parallels between here and Burien.

Thanks again for enriching our burg by keep the theatre housed and in town.

Best,
Stevie VanBronkhorst

CFTD: 6/9/14
cc: michael Lafreniere, Parks Director

Carol Allread

From: Public Council Inbox
Sent: Tuesday, June 03, 2014 2:36 PM
To: 'Diane Gaskill'
Subject: RE: a big thank you

Dear Ms. Gaskill,

Thank you for writing to the City Council to express your concerns. Your email will be included in a future Council agenda packet as Correspondence for the Record.

Sincerely,

Carol Allread
Executive Assistant, City Manager Office City of Burien
(206) 248-5508 Office
(206) 248-5539 Fax
carola@burienwa.gov

-----Original Message-----

From: Diane Gaskill [<mailto:dsbr1@icloud.com>]
Sent: Sunday, June 01, 2014 7:04 PM
To: Public Council Inbox
Subject: a big thank you

We at Burien Actors Theatre really appreciate having our beloved building back again! Thank you so much for letting us get back in so we can continue the tradition of great community theater!

Diane Gaskill

CFTR: 6/19/14

cc: Michael Lafreniere, Parks Director

Carol Allread

From: Public Council Inbox
Sent: Tuesday, June 03, 2014 2:37 PM
To: 'Benita'
Subject: RE: Burien Actors Theater

Dear Ms. Buchanan,

Thank you for writing to the City Council to express your concerns. Your email will be included in a future Council agenda packet as Correspondence for the Record.

Sincerely,

Carol Allread
Executive Assistant, City Manager Office
City of Burien
(206) 248-5508 Office
(206) 248-5539 Fax
carola@burienwa.gov

From: Benita [<mailto:kuchibeni@comcast.net>]
Sent: Sunday, June 01, 2014 7:24 PM
To: Public Council Inbox
Subject: Burien Actors Theater

Dear council members

Thank you so much for rebuilding BAT's theater space after the fire made it uninhabitable. I look forward to spending more time there and around Burien. Hope to see some of you at the theater!

Regards,
Benita Buchanan

CFTR: 6/9/14
cc: michael Lafreniere, Parks Director

Carol Allread

From: Public Council Inbox
Sent: Tuesday, June 03, 2014 2:37 PM
To: 'Faith A. Beatty'
Subject: RE: Rebuilding the Theatre

Dear Ms. Beatty,

Thank you for writing to the City Council to express your concerns. Your email will be included in a future Council agenda packet as Correspondence for the Record.

Sincerely,

Carol Allread
Executive Assistant, City Manager Office
City of Burien
(206) 248-5508 Office
(206) 248-5539 Fax
carola@burienwa.gov

From: Faith A. Beatty [<mailto:faithfab@comcast.net>]
Sent: Sunday, June 01, 2014 8:07 PM
To: Public Council Inbox
Subject: Rebuilding the Theatre

Thank you for rebuilding Burien Little Theatre, now, with a different name. The Arts need to be every where.... In our community, our schools and Theatre skills do Make a difference in children's lives and adults.

Thank you,

I have attended plays in Burien since the 1990's.

Sincerely,

Faith Ann Beatty
West Seattle Resident
I shop, eat, attend events and etc. etc. in Burien

CFTR: 6/9/14
cc: Michael Lafreniere, Parks Director

Carol Allread

From: Public Council Inbox
Sent: Tuesday, June 03, 2014 2:38 PM
To: 'DENA HUGHES'
Subject: RE: Thank you!

Dear Ms. Hughes,

Thank you for writing to the City Council to express your concerns. Your email will be included in a future Council agenda packet as Correspondence for the Record.

Sincerely,

Carol Allread
Executive Assistant, City Manager Office
City of Burien
(206) 248-5508 Office
(206) 248-5539 Fax
carola@burienwa.gov

From: DENA HUGHES [<mailto:hughes3187@msn.com>]
Sent: Sunday, June 01, 2014 9:51 PM
To: Public Council Inbox
Subject: Thank you!

Dear Council,

I don't live in Burien, but I have attended shows at the Burien Actor's Theater. It's a fabulous space, and the productions have been a delight. Professional and top notch always.

So, thank you for helping them recoup and get back to doing what they do so well. I was amazed to attend "End Days" and see the recovery made after the fire. The Council is to be praised to helping such a positive group continue in Burien.

Thank you!

Dena J Hughes
Tacoma, WA

CFTR: 6/19/14

cc: Michael Lafreniere, Parks Director

Carol Allread

From: Public Council Inbox
Sent: Tuesday, June 03, 2014 2:38 PM
To: 'Robert Price'
Subject: RE: Burien Actors Theater

Dear Mr. Price,

Thank you for writing to the City Council to express your concerns. Your email will be included in a future Council agenda packet as Correspondence for the Record.

Sincerely,

Carol Allread
Executive Assistant, City Manager Office
City of Burien
(206) 248-5508 Office
(206) 248-5539 Fax
carola@burienwa.gov

From: Robert Price [<mailto:rprice3212@gmail.com>]
Sent: Sunday, June 01, 2014 10:58 PM
To: Public Council Inbox
Subject: Burien Actors Theater

Thank you very much for rebuilding the Theater Space at the Burien Annex Building ! As a long-time volunteer with the theater, it was great to be back in that space for the latest production.

Pat Price, BAT Volunteer
Blvd. Park resident

CFTR: 6/9/14

cc: Michael Lafreniere, Parks Director

Carol Allread

From: Public Council Inbox
Sent: Tuesday, June 03, 2014 2:39 PM
To: 'Cyndi Baumgardner'
Subject: RE: Burien Actors' Theatre

Dear Ms. Baumgardner,

Thank you for writing to the City Council to express your concerns. Your email will be included in a future Council agenda packet as Correspondence for the Record.

Sincerely,

Carol Allread
Executive Assistant, City Manager Office
City of Burien
(206) 248-5508 Office
(206) 248-5539 Fax
carola@burienwa.gov

From: Cyndi Baumgardner [<mailto:cyndiclaire8@gmail.com>]
Sent: Monday, June 02, 2014 12:07 PM
To: Public Council Inbox
Subject: Burien Actors' Theatre

Thank you City Council for keeping one of the older theatres in the area alive and well in Burien!

CFTR: 6/9/14

cc: Michael Lafreniere, Parks Director

Carol Allread

From: Public Council Inbox
Sent: Tuesday, June 03, 2014 2:41 PM
To: 'E Puderbaugh'
Subject: RE: Thank you for the Burien Actors Theatre rebuild

Dear Ms. Puderbaugh,

Thank you for writing to the City Council to express your concerns. Your email will be included in a future Council agenda packet as Correspondence for the Record.

Sincerely,

Carol Allread
Executive Assistant, City Manager Office
City of Burien
(206) 248-5508 Office
(206) 248-5539 Fax
carola@burienwa.gov

From: E Puderbaugh [<mailto:epuder2@gmail.com>]
Sent: Monday, June 02, 2014 6:46 PM
To: Public Council Inbox
Subject: Thank you for the Burien Actors Theatre rebuild

Dear Council Members,

We just finished the run of the play "End Days", the first play performed back in the Burien Community Center Annex. The rebuilt theater looks wonderful! Thank you for voting to rebuild the building after the fire, and thank you for supporting the Burien Actors Theatre. You have made a lot of theater fans very, very happy.

Sincerely,
Elaine Puderbaugh
epuder2@gmail.com
Phone 206-242-6486

CFTR: 6/9/14

cc: michael Lafreniere, Parks Director

Carol Allread

From: Public Council Inbox
Sent: Tuesday, June 03, 2014 2:41 PM
To: 'CenturyLink Customer'
Subject: RE: Thank you

Dear Ms. Woolworth,

Thank you for writing to the City Council to express your concerns. Your email will be included in a future Council agenda packet as Correspondence for the Record.

Sincerely,

Carol Allread
Executive Assistant, City Manager Office
City of Burien
(206) 248-5508 Office
(206) 248-5539 Fax
carola@burienwa.gov

From: CenturyLink Customer [<mailto:johnw98168@q.com>]
Sent: Tuesday, June 03, 2014 11:27 AM
To: Public Council Inbox
Subject: Thank you

Council members,

Thank you for rebuilding the damage to the BAT building. This past season was very entertaining.

Good entertainment, good food all close to home. That is what community is all about!

Thanks for your support. Sue Woolworth

CFTR: 6/9/14

cc: michael Lafroniere, Parks Director

Carol Allread

From: Public Council Inbox
Sent: Tuesday, June 03, 2014 2:42 PM
To: 'omllym@aol.com'
Subject: RE: Thank You for BAT

Dear Ms. O'Malley,

Thank you for writing to the City Council to express your concerns. Your email will be included in a future Council agenda packet as Correspondence for the Record.

Sincerely,

Carol Allread
Executive Assistant, City Manager Office
City of Burien
(206) 248-5508 Office
(206) 248-5539 Fax
carola@burienwa.gov

From: omllym@aol.com [<mailto:omllym@aol.com>]
Sent: Tuesday, June 03, 2014 1:11 PM
To: Public Council Inbox
Subject: Thank You for BAT

Dear Sir or Madame,

I just want to add my thanks to the City of Burien for restoring the Community Center where BAT is housed. I've volunteered with the theater in the past and I've enjoyed a lot of performances there. Thanks to your efforts in restoring the building, I'm looking forward to enjoying many more!

Thank you so much!
Mary O'Malley

CFTR: 6/9/14

cc: Michael Lafreniere

Carol Allread

From: Public Council Inbox
Sent: Tuesday, June 03, 2014 2:42 PM
To: 'mgmgn@comcast.net'
Subject: RE: Repair

Dear Ms. NewComb,

Thank you for writing to the City Council to express your concerns. Your email will be included in a future Council agenda packet as Correspondence for the Record.

Sincerely,

Carol Allread
Executive Assistant, City Manager Office
City of Burien
(206) 248-5508 Office
(206) 248-5539 Fax
carola@burienwa.gov

From: mgmgn@comcast.net [<mailto:mgmgn@comcast.net>]
Sent: Tuesday, June 03, 2014 2:22 PM
To: Public Council Inbox
Subject: Repair

The repaired theatre looks beautiful. Thanks for doing such a great job for us.

Marga NewComb

CFTR: 6/9/14

cc: Michael Lafreniere



THE BURIEN CITY COUNCIL'S
TEAM-BUILDING RETREAT

Saturday, 17 May 2014 8:30 a.m. – 3:00 p.m. Burien
Community Center

SUMMARY

of the Meeting's Key Discussions, Decisions, and Agreements

Attended: Mayor Lucy Krakowiak; Deputy Mayor Bob Edgar; Councilmembers Steve Armstrong, Lauren Berkowitz, Jerry Robison, Nancy Tosta, and Debi Wagner; City Manager Kamuron Gurol; and Facilitator Jim Reid.

Resident observers: Observing the meeting were several Burien residents: JJ Connelly, Chestine Edgar, Goodspaceguy, Robert Howell, Robbie Howell, and Linda Plein.

WHILE ASSESSING PROGRESS IN “LIVING ITS VALUES,” COUNCIL IDENTIFIES SEVEN MUTUAL INTERESTS

At our retreat on January 11th, we, the members of the Burien City Council, agreed on a set of core values to guide how we work together. The values are: honesty, acceptance, respect, willingness to give and receive feedback, trust, integrity, forgiveness, listening to each other, collaboration, celebration, inclusiveness, and openness.

To open this retreat, we assessed the progress in bringing those values “to life.” The conversation highlighted six mutual interests that could connect our values to our definition of a high performing City Council. The mutual interests that emerged from this discussion were:

- **No surprises.** Councilmembers do not want to be left “out of the loop” and surprised by the actions or words of colleagues. Reaching out to each other prevents surprises. Calling each other on the phone to give a “heads up” about something that may happen at a Council meeting is one example of reaching out.
- **Assume positive motivations.** Participants discussed the need to come to the table with the assumption that each Councilmember wants what’s best for Burien. Each may have a different recipe for success, but that’s why we have a representative body to sort through differences and build consensus.
- **Build understanding and work to overcome differences.** The discussion highlighted two ways to build understanding and empathy. 1) Call a colleague who may be most opposed to something you want to propose to hear and understand their position and discuss how to

overcome differences to reach agreement. It was noted “at first this may be stressful, but as we get to know and understand each other better, it should become easier.” 2) When the result of a vote is not unanimous, put yourself “in the shoes” of those who are in the minority. You’ve likely been in the minority, so you can empathize. Reach out to our colleagues who were in the minority on the vote to ensure they still feel like part of the team.

- **Common goals and metrics.** Adopting a set of goals with clearly defined outcomes and performance metrics or measures will help unite the Council and enable us to provide clear direction to the City Manager and staff about what we want and expect to accomplish.
- **Listen, collaborate, and compromise.** Councilmembers vary in backgrounds, experiences, professions, and philosophies. By focusing on what we have in common—values, interests, and goals—we can reach compromise and develop solutions that will work for everyone. One person labeled this “finding common ground through compromise.”
- **Represent all residents.** We discussed the importance of representing all Burien’s residents. Both individually and collectively we must maintain a “city-wide perspective” and continually ask: “What are we doing for the entire community?” One person suggested that the answers to this question might help the Council identify and agree on priorities. The things that are of greatest importance and benefit to the entire community could be issues and initiatives the Council prioritizes.
- **Respect and engage residents.** Each Councilmember stated an interest in strengthening resident participation. We are working to find new ways to involve residents in our decision-making. Engaging the community is one way to demonstrate respect for the public. Another illustration of respect is to place items on the Council’s agenda when the time is right for both discussion among the Council and public testimony.

COUNCIL DEFINES THE HIGH PERFORMING COUNCIL IT SEEKS TO BE ONE YEAR FROM NOW

During the second discussion of the retreat, we defined what our high performing City Council should look like one year from now.

- Each Councilmember is involved in discussions on direction, goals, and policy. As a result, everyone feels part of the team.
- Council agrees on a general direction and is moving ahead to advance or implement it.
- Our priorities reflect the direction we are taking the city, and we have the information and data upon which to make rational and credible decisions.
- Most items on the meeting agenda reflect the Council’s goals and priorities.
- We know each other well, partly because we take the time to explain our thinking and how we arrived at conclusions or positions. When we ask each other to explain the basis for a position or decision, we do so with an open mind, seeking to explore, discover, and learn.
- Our relationship with each other is key to our success as a Council and as a City, and we take on-going steps to build our capacity as a team.
- We have a durable, productive relationship that can endure “rough patches.”

- We take each other to lunch or meet for coffee or a drink; we call each other to talk about issues and upcoming agenda items.
- There are more unanimous or nearly unanimous votes on important issues or initiatives that reflect the Council’s vision and goals. When a vote is divided on a particular subject, the majority and minority are different than they were in other divided votes.
- The Council is willing to make the right decision, even in cases where public comment may not support it.
- Residents see unity of vision among the Council.
- Both the staff and public support and are invested in the Council’s direction, making them part of our team.
- The staff trusts and respects the Council, and we trust and respect them.
- No one is calling the Mayor or any Councilmember to voice complaints.
- Communication between the Council and residents is “interactive,” i.e., it flows both ways and is continual.
- The Council has been instrumental in improving the quality of life in Burien by helping achieve goals such as balancing the City’s budget, making it safe to walk on the streets at night, providing amenities, supporting schools, and improving the climate for economic development.

COUNCILMEMBERS DISCUSS LEADERSHIP, LEARNING, AND DECISION-MAKING STYLES

Following the conversation in which we defined the qualities and characteristics of the high performing City Council we will strive to be within the next year, we offered insights into how each of us learns and makes decisions.

Bob Edgar: Relies heavily on data, taking sufficient time to review and consider it before making a decision.

Jerry Robinson: Needs evidence to make decisions. “Good intentions don’t make right or success.”

Lauren Berkowitz: Consults with people who she respects. Agreed with Jerry that good intentions are not enough. Seeks to depersonalize conflict by separating the person from the policy position she/he is advocating.

Debi Wagner: Researches the issue, gathers input from multiple advisors, and applies ethical considerations (“How will the decision affect people and society?”).

Lucy Krakowiak: Gathers information, conducts research, and interacts with people to learn what they think. Asks the question: “Can I sleep at night with this decision?” Also relies on experience and “gut” feelings.

Steve Armstrong: Obtains data and conducts research, talks to people to take the “pulse” of the community, listens carefully and well. “The purpose is to get out of my comfort zone.”

Nancy Tosta: Being a “doer,” wants to take things on. Researches to obtain information, including on the Internet, reaches out to people, reads, wakes up worrying and pondering, takes time to “dig” into issues and reflect. “I am trying to be a better listener.” Is willing to try and fail and then try something different.

Kamuron Guroi: Seeks to find ways for people to continue to respect each other when they disagree.

WHAT THE COUNCIL NEEDS FROM THE CITY MANAGER AND STAFF

Next the Council talked briefly about its relationship with Kamuron and his staff, and what Councilmembers need from them to be successful. Here is what we said we need:

- Additional context with the information we are presented. That could include historical information about what the City may have done (or not done) in the past to address the issue and/or what the issue may mean to the community or neighborhoods or groups.
- More time to review and consider the information that is provided. It would also be helpful for staff to include due dates and statutory references so that the Council can see some of the factors “driving” the work program.
- Easier access to information. One suggestion: Create an electronic folder that we may review individually at our leisure. Another idea was to streamline or restructure the City’s website to make it easier to find such items as the City’s Comprehensive Plan or a piece of state legislation. This would also benefit residents as they try to keep informed and updated.
- Assistance and guidance in separating “the wheat from the chaff.” We are interested in more clearly and accurately understanding what information is vital to Council decisions and what is not relevant or may be additional but not necessary information. Kamuron can signal to the Council when the time is right for us to weigh in on an issue and when it may not be necessary or when it may be premature to weigh in.
- An understanding of how much of the budget is discretionary versus mandatory.
- Support to highlight upcoming issues and decisions and to “synchronize” them—illustrate their relationship to each other. We are interested in being able to easily and clearly see what is on the Council’s docket in the next few weeks, months, and quarter.

This discussion ended with a brief conversation about the need for the Council to agree on a few key goals and priorities. The reasons why this is important include: 1) Council would be more unified with a common direction and goals or strategies that we have all discussed and agree to. 2) Council could provide clearer direction to staff about what we want to accomplish and the outcomes we expect. 3) We would be able to put our “stamp” on the quality of life in Burien instead of reacting to the agendas of previous Councils. 4) We wouldn’t be as distracted by

things that are of concern or interest to a only small handful of people or are items the City Manager and staff could handle.

We also commented that with goals and priorities, and clearer expectations of and direction to staff, we could contribute our individual experience and knowledge to Council discussions, but we would not have to become experts on every topic.

ACTION ITEM: We agreed that Kamuron should highlight for the Council the activities in the annual work plan that are being worked on now, and, if possible, identify when they may be completed (the approximate deadline). He and staff could also summarize how those activities may help achieve the goals Council agreed on at the January 2014 retreat. Lucy and Kamuron will discuss how the annual work plan might be referenced as a routine part of Council meetings to help build greater awareness and understanding of the work plan and of the capacity that exists for the Council and staff to begin working on any new Council initiatives.

The Council also agreed that a follow-up retreat(s) would focus on goals and priorities that can be reflected in the next City budget. Some Councilmembers expressed an interest in reviewing how other peer cities have expressed their goals and priorities in shorter, focused documents.

LESSONS FROM TWO EXERCISES DURING THE RETREAT

Twice during the retreat we took a break from the discussions to engage in exercises that got us up and out of our seats. Following each exercise we debriefed the lessons learned. They were:

- We relied upon and trusted each other, particularly during the scavenger hunt when we paired up and one person was blindfolded and the other could not speak.
- We communicated in a variety of ways. We had to overcome major obstacles to accurately understand each other and effectively work together.
- We had to follow an order and procedures, and slow down and be deliberate. The exercises, therefore, reflected that the Council's process of making decisions should be systematic, consistent, predictable, and deliberate.
- Lots of stuff is coming at us from all directions. We'll need to make decisions with the information we have.
- Everyone has something to contribute.
- We need to remember to say "thank you."

WHAT BROUGHT US TO SERVE THE CITY OF BURIEN

At the beginning of the meeting we shared with each other what has motivated us to serve the people of Burien.

Steve: "I've lived here all my life and wanted to be involved. I didn't think the City was going in the right direction, and did not feel I should just be an 'armchair quarterback.' I enjoy being engaged."

Lucy: "If we want the community to get better, we need to participate."

Bob: Committed to environmental responsibility, and felt the City could do more in that arena. "I want to enhance the community."

Lauren: Felt that a large group of residents was not represented. Lauren is interested in bringing residents of different races, socio-economic positions, etc. into the City's decision-making process. Wants to assist them in getting organized and being heard.

Nancy: Has worked in government more than 20 years and lived in Burien for 17. "I believe my experience can add value to the Council." Interested in environment, food, economic development, community engagement, and social inequity and poverty.

Jerry: Was originally appointed to the Council and then ran for election and was successful. Interested in helping make Burien a better place to live.

Debi: "I have a customer-service orientation and enjoy interacting with the public." Issues of particular interest are environmental preservation, public safety, and fiscal responsibility.

Kamuron: "I am delighted to have this job. It is a great opportunity to add value and to help expand the City's capacity. I also want to help the Council realize its potential."

REFLECTIONS ON THE RETREAT

The meeting ended with everyone reflecting on what was most valuable about this retreat.

- Trusting one another is vital to our success.
- We have different styles of learning and leading, and can blend those styles to work effectively work together.
- We should each take the personal initiative to reach out more to our colleagues.
- Let's get to know one another better and "build bridges" to each other. That will engender trust. Some members expressed a desire to meet in groups of two between meetings.
- We have a lot to get done and a lot we want to do. Approaching those challenges as a team will enable us to succeed.
- Doing the small things will add up to doing big things. We need to keep at it. "I can't go to the gym once per year and declare myself fit."
- We should do this more often as it was a great start to getting to know and understand each other better.
- "I am pleasantly surprised. I'm grateful that we are on this Council."

**CITY OF BURIEN
AGENDA BILL**

Agenda Subject: Discussion and Possible Action on the Economic Development Strategic Plan		Meeting Date: June 9, 2014
Department: City Manager	Attachments: 1) Economic Development Strategic Plan and Appendix 2) Powerpoint slides from June 2, 2014 Council meeting 3) Economic Development Strategic Plan matrix with latest amendments proposed 4) Proposed Motion	Fund Source: N/A Activity Cost: \$50,000 Amount Budgeted: \$50,000 Unencumbered Budget Authority: \$0
Contact: Dan Trimble, Economic Development Manager		
Telephone: (206) 248-5528		
Adopted Work Plan Priority: Yes X No	Work Plan Item Description: Economic Development Strategic Plan	
PURPOSE/REQUIRED ACTION:		
<p>The purpose of this agenda item is for the City Council to discuss and possibly take action on the recommended Economic Development Strategic Plan.</p> <p>BACKGROUND (Include prior Council action & discussion):</p> <p>The City Council agreed during the 2013-2014 budget process to consider development of an Economic Development Strategic Plan as a near term priority for the City. The 2013-2014 approved budget included \$50,000 for the development of an Economic Development Strategic Plan.</p> <p>The City Council reviewed and discussed the Scope of Services that would be sought in the consultant selection process at the March 4, 2013, Council meeting. The BEDP has served as an advisory board in the development of this plan. It has reviewed and recommended the plan to the Council.</p> <p>The Council reviewed the draft Plan at the March 3, 2014, Council meeting and individual Councilmembers suggested possible revisions that Staff incorporated in a matrix. The Council considered the matrix at the April 7, 2014, Council meeting and directed staff to incorporate several revisions to the Plan. Those revisions were reviewed and approved at the April 21, 2014 Council meeting.</p> <p>Additional revisions, included in Attachment 3, have been proposed by Councilmembers Berkowitz, Tosta, and Wagner.</p> <p>OPTIONS (Including fiscal impacts):</p> <ol style="list-style-type: none"> 1. Discuss and take action on the Economic Development Strategic Plan as amended to date. 2. Discuss, consider and decide on the amendments listed in the matrix, and take action on the amended Economic Development Strategic Plan. 3. Discuss and take no action on the Economic Development Strategic Plan. 		
Administrative Recommendation: Discuss and take action on the Economic Development Strategic Plan as recommended.		
Advisory Board Recommendation: BEDP supports this item.		
Suggested Motion: See attached motion prepared by staff.		
Submitted by: Dan Trimble		
Administration _____	City Manager _____	
Today's Date: June 4, 2014	File Code: R:\CC\Agenda Bill 2014\060914cm-1 Econ Dev Strat Plan KG.docx	

BURIEN ECONOMIC DEVELOPMENT STRATEGY

May 2014

Prepared for City of Burien

By ECONorthwest with BDS Planning

This page intentionally left blank.

Acknowledgements

Many people contributed to this document. Special thanks to the many people that participated in focus groups and public workshops in October 2013. Their names can be found in Appendix D of this document.

Economic Development Strategy Advisory Committee (BEDP) (2014)

Paul Smith – Chair	Dean Anderson
Rick Onyshko – Vice-Chair	Judy Coovert
Carmen M. Goers	Suzanne Greive
Jay Hasbrouck	Carol Kolson
Dan Mathews	Rodolfo Hernandez McIntyre
Mark Minium	Matt Wendland
Justin West	Lindsay White

City Council (2012 - 2013)

Brian Bennett – Mayor	Jack Block, Jr.
Lucy Krakowiak – Deputy Mayor	Rose Clark
Bob Edgar	Joan McGilton
Gerald Robison	

City Council (2014 - 2015)

Lucy Krakowiak – Mayor	Stephan Armstrong
Bob Edgar – Deputy Mayor	Lauren Berkowitz
Gerald Robison	Nancy Tosta
Debi Wagner	

City Staff

Kamuron Gurol, City Manager
Craig Knutson, Interim City Manager
Dan Trimble, Economic Development Manager
Carol Allread, Executive Assistant, City Manager Office

Consultants

ECONorthwest: Terry Moore, Beth Goodman, Anne Fifield, Philip Taylor,
Alexandra Reese, Emily Picha
BDS Planning: Brian Scott, Eliot Mueting

Note: The consultants' scope of work was to Assist the Burien Business and Economic Development Partnership (BEDP) prepare a strategy that it could recommend to the Burien City Council. This version of the report is the BEDP's consensus recommendation, presented in to the City Council in March 2014. It is then the Council's decision about how to amend the report and whether to adopt it as City policy.

This page intentionally left blank.

Summary

When adopted by the Burien City Council, this document will become the Economic Development Strategy for the City of Burien. It will guide public actions and influence private actions aimed at improving Burien's economy.

VISION FOR ECONOMIC DEVELOPMENT

- Burien's citizens enjoy the benefits of both a small-town setting and quick connections to regional and international business centers.
- Burien has a thriving downtown whose international offerings of food and arts reflect its diverse population. Its downtown and neighborhood centers are social, walkable, and safe. It has small-town sense of community while offering urban attractions typically only available in cities several times its size.
- Burien is a hub and a jumping-out point. Its central location in the Seattle-Tacoma metropolitan area and at the crossing of the region's major highways gives its citizens unsurpassed access to business, recreational, cultural, and shopping opportunities. Many of its residents work in several business clusters: logistics, high-tech, wellness services, creative services, and international commerce. With SeaTac airport only five minutes away, others are able to work around the world without giving up the beauty of the environment and lifestyle in the Northwest.

Burien's view for an economic development strategy is broad. It is a process of improving a community's well-being through not only job creation, business growth, and income growth, but also through improvements to the wider social and natural environment that strengthen the economy. These latter "quality of life" factors are important not only to the well-being of residents and workers, but also to businesses. Thus, maintaining and improving these factors can legitimately be considered a strategy for business retention, attraction, and expansion.

An economic development strategy has both a **vision and actions**: where should the City be headed on economic development policy (vision and direction); and what actions should the City and its partners take (actions and policies)? The vision is typically long run (10 to 20 years); the actions are typically short and intermediate run (one to five years).

The box at left is the vision of Burien's economic development strategy. In the context of economic development, it describes the Burien that its citizens hope to see in 10 years. The strategy implements the vision through *actions* (investments, policies) organized in three categories:

Category 1: Preliminary Actions. Actions to get the City set up to be successful at economic development.

Category 2: Basic Actions. Actions to improve the value of City facilities and services that most businesses rely on to operate and grow. These actions are the ones common to many economic development strategies.

Category 3: Advanced Actions. Actions specific to Burien's broader vision of what it wants to become. These actions are longer-run, more speculative, and generally require more research and community discussion before implementation.

Summary of Actions

Preliminary Actions

Set the budget, staffing, and work plan for economic development

ED.1 Decide on budget, staffing, and work plan

The Advisory Committee recommends adding a full-time technical position to support the division manager and a full-time public information specialist (now part-time).

ED.2 Gather information about best practices

This action requires: (1) a matching of the highest ranked and most fundamental actions to the available resources; and (2) an investigation of best practices for the most important actions.

ED.3 Continue community engagement efforts

The City should continue to engage the community and various stakeholders to encourage participation in the implementation of the Plan and provide new ideas for future Plan updates.

Basic Actions

Land and buildings

LB.1 Tune up the permitting process

The biggest connection of any new or expanding business with local government and public policy is usually through the land use planning and permitting process. Burien can have strong regulations to protect public health, safety, and welfare, if it can show that they are efficient.

LB.2 Inventory buildable land supply

A buildable lands inventory would (1) classify land into mutually exclusive categories, including City owned property; (2) net out development constraints; (3) create maps with tabular summaries of lands by attribute and plan designation, and (4) estimating land capacity.

LB.3 Assess the City's Comprehensive Plan and update as necessary

Burien should review its land use and zoning in conjunction with available lands, and make adjustments for consistency.

LB.4 Assess housing supply, policy, and partnerships

In concept, the City would describe (1) existing housing supply, (2) current and expected housing need, and (3) policy to guide future housing development.

LB.5 Create information packets for businesses and developers

The City should package the revised permitting process guidelines, buildable lands inventory, and revised planning and development policies for an audience of developers, businesses, and other economic development interests.

LB.6 Balance environmental protection with economic development

The City should address the need to balance the long-term protection of the natural environment with judicious and thoughtful economic development.

Infrastructure

I.1 Monitor state and regional investments in highways and transit around Burien

City staff should continue coordinating capital improvement planning and funding with regional land use, transportation, and other infrastructure planning.

I.3 Use transportation to support the development of walkable, bikeable, and transit-oriented neighborhoods

These modes address issues of diversity, small-town atmosphere, quality of life, environmental quality, and neighborhood business development as well.

I.5 Develop a detailed and consistent Capital Improvement Plan

The City will need to tie infrastructure investment decisions to the goals and objectives of the economic development plan using a Capital Improvement Plan.

I.2 Evaluate parking in downtown

The City should initiate a parking study that identifies current on-and-off street parking supply and demand, core parking challenges, and strategies and tools to reduce parking barriers to revitalization. Explore establishing a Parking and Business Improvement District.

I.4 Improve broadband internet capacity and service levels

Burien can (1) invest in the latest technologies to benefit high-tech businesses that may be attracted to the area, or (2) provide a baseline capacity that benefits all residents and businesses within the City.

Labor force: training and education

LF.1 Coordinate with local providers of services relating to job matching, training, and education

City staff should help coordinate with organizations that provide job matching and workforce training.

LF.3 Value and support working families

The City should acknowledge the value of and express support for the numerous working families who play a significant role in our community.

LF.2 Work directly with education districts to improve the quality of education

Burien should partner with Highline School District, Puget Sound Skills Center, and Highline Community College to accomplish key actions to support educational outcomes.

Quality of life: facilities and services

QL.1 Evaluate City facility and service investments

There are probably more desired City facilities than there will be available money, certainly in the next several years. In short, choices have to be made.

QL.2 Adopt policies that support quality of life

City staff will continue to review City policies and procedures to evaluate whether there are actions that the City should take to maintain and enhance the quality of life, including public private partnerships.

Business services

BS.1 Describe business attributes and impacts that support the Vision

The City would benefit from drafting a description of the attributes any business would need to have to be compatible with the Vision.

BS.2 Evaluate and make explicit policy decisions about incentives

Being clear about when incentives are acceptable will allow staff to respond more efficiently when opportunities for economic development arise.

Funding, resources (taxes, fees, and incentives)

FR.1 Evaluate and help create (if appropriate) business improvement districts (BID)

To form a BID, the City would probably convene a task force consisting of City staff and local business owners to investigate the feasibility of a BID in Burien.

FR.2 Assist in finding funding for business development

The City can help identify and match businesses with both public capital (municipal, state, and federal grant and loan programs) and private, venture capital.

Communication and coordination

CC.1 Develop a marketing and branding plan

The City can better meet its economic development goals if it has a strategic marketing and branding plan that describes the City's positive business climate and available amenities for residents.

CC.2 Form partnerships: communicate and coordinate

To achieve its goals, this plan will require all stakeholders to work together, sharing responsibility for achievement of the objectives.

CC.3 Reach out to districts of the City

The City plays a key role in the revitalization of its diverse districts. The City's role in area revitalization includes (1) strategically investing in infrastructure improvements, such as roadways, streetscape improvements, and property acquisition; (2) making necessary or desired regulatory adjustments, such as zoning changes; and (3) creating partnerships with developers and property owners to generate development returns that remain sensitive to market demand.

Advanced Actions

International City

IC.1 Develop sister-city relationships

Exchanges can be for cultural, educational, or business purposes. The connection may create direct benefits for some local business, or they may be more indirect in that the sister-city connection furthers Burien's interest in and claims for being an International City.

IC.3 Identify and evaluate ways to exploit Burien's proximity to the Port or Airport

An important component of Burien's claim of International City, and probably its most tangible and marketable one, is the proximity of SeaTac Airport. To be the International City it aspires to be, it has to continue to strengthen ties to the airport.

IC.2 Create relationships at the state level and with other partners

Burien could explore greater international connections by getting involved with trade and economic development oriented State agencies or organizations.

IC.4 Help develop a program for international tourism

Many types of facilities and institutions would be consistent with that: hotels, a performing arts center, a restaurant association, branding, and more.

Table of Contents

Summary of Actions.....	vi
1 Background	1
1.1 What is an Economic Development Strategy?.....	1
1.2 How was Burien's Strategy developed?	2
1.3 How is this document organized?	3
2 Context for Economic Development Planning in Burien	5
2.1 What does a local economic development strategy hope to achieve, and how?	5
2.2 What factors are important to current and future economic activity in Burien?	7
3 Vision and Principles.....	9
3.1 Burien's Economic Development Vision	9
3.2 Principles for the Economic Development Strategy	10
3.3 Organization of Burien's Economic Development Strategy	11
4 Actions.....	13
4.1 How actions are organized in this strategy	13
4.2 Context for choosing actions	13
4.3 Implementation roles	14
4.4 Category 1, <i>Preliminary</i> : Actions to get the City set up to be successful at economic development.....	15
4.5 Category 2, <i>Basic</i> : Actions to improve the value of City facilities and services that most businesses rely on to operate and grow 17	
4.6 Category 3, <i>Advanced</i> : Actions specific to Burien's broader vision of what it wants to become	3433
Appendix A. How to Think About Economic Development	A-1
Appendix B. Economic Context for Burien	B-1
Appendix C. District-by-District Assessment.....	C-1
Appendix D. Stakeholder and Public Opinion	D-1

This page intentionally left blank.

1 Background

The quality of life and diversity of lifestyles in Burien have increased steadily in the 20 years since the City's incorporation. Burien's citizens and City Council recently agreed on a vision of what growth and benefits the *next* 20 years should bring: "A vibrant and creative community, where the residents embrace diversity, celebrate arts and culture, promote vitality, and treasure the environment."¹

That vision both helps create economic development as it is achieved, and needs economic development for its achievement. Vibrancy and creativity are difficult without jobs and income. The citizens that contributed to this document generally acknowledged that relationship. They believed that Burien could increase economic prosperity by supporting the growth of businesses (especially locally-grown businesses), and that promoting the arts, culture, and heritage was an important way to support desired businesses.

Efficient action toward this vision is much more likely if the City has an agreement with its public and private partners on the vision, the actions most likely to be cost effective in achieving it, and the roles that different entities should play.

This document, an Economic Development Strategy of the City of Burien, is a step in that direction.

1.1 What is an Economic Development Strategy?

Economic information, on its own, is not an economic strategy. An economic *strategy* for a city or region is typically a document with both a vision and actions: where should the City be headed on economic development policy (vision and direction) and what actions should the City and its partners take (actions and policies)? The vision is typically long run (10 to 20 years); the actions are typically short and intermediate run (one to five years).

Such a strategy builds from an understanding of past, current, and potential future economic conditions, but goes farther. It considers, among other things: (1) existing legal requirements and policies; (2) values that different decision-makers, interest groups, and other stakeholders place on different possible policy

¹ *Vision for Burien: Our Future, Our Choices*. 2011.

outcomes; and (3) other aspects of City policy regarding quality of life, including land use, infrastructure, environmental quality, equity, and more.

Another way to describe the typical process and product for an economic development strategy: it is about getting people to agree on the contents of a document that can guide actions aimed at improving the local economy.

People. Getting City decision-makers (ultimately, members of the City Council), private-sector representatives of economic development and business interests, and other community and neighborhood groups to agree on the contents of a **product**, which is:

An Economic Development Strategy that can:

Guide Actions. City investments and regulations, and private supporting efforts...

...**Aimed at** improving the efficiency of the City's efforts in recruiting, retaining, and expanding businesses within the City, in both the short- and the long-run.

1.2 How was Burien's Strategy developed?

The actions in an economic development strategy are typically based on an assessment of current and likely future conditions, and of the challenges and opportunities they present. It is not uncommon to spend 6 - 12 months on gathering and evaluating data, and then two to three months on writing, rewriting, and ultimately approving a strategy document.

Burien, however, wanted a less expensive and quicker process. It believed such a process was feasible because (1) it had recently completed a citywide visioning process that covered much of what might be covered in the development of an economic-development vision, and (2) it had other planning studies done by the City and others that could provide some of technical information typically found in an assessment.

Thus, City staff and its consultants decided to do a relatively high-level and quick synopsis of economic conditions, and to spend more time talking with local stakeholders, writing a draft strategy, and helping the City with the process of getting to agreement on the strategy. That process, in summary:

- Summer 2013. Assembled and reviewed prior studies; summarized the results in a technical memorandum. That memorandum is Appendix B to this strategy: *Economic Context for the Burien Economic Development Strategy*.

- Fall 2013. Met with stakeholders and citizens to get opinions about economic development issues and actions. The City created an Advisory Committee (members of the Burien Business and Economic Development Partnership) as a primary source of stakeholder opinion. Other outreach (focus groups, a public workshop) occurred in October. Appendix D, *Stakeholder and Public Process and Opinions*, summarizes.
- Winter 2013-14. Created a draft of the strategy for review by the Advisory Committee; will present a final draft to City Council.

1.3 How is this document organized?

This document is Burien's Economic Development Strategy. It has three additional sections and four appendices:

- **Chapter 2, Context for Economic Development Planning in Burien.** What does an economic development strategy hope to achieve, and what factors are important to current and future economic activity in Burien?
- **Chapter 3, Vision and Principles.** The vision and principles that are the basis for proposed actions, and how actions in this strategy are organized.
- **Chapter 4, Actions.** What policies and investments will the City make to increase its probability of achieving its vision for economic development?
- **Appendix A, How to Think about Economic Development.** Background on what economic development is, and the implications for creating an economic development strategy.
- **Appendix B, Economic Context for Burien.** More of the information that is summarized in Chapter 2.
- **Appendix C, District-by-District Assessment.** Focus groups and public workshops led to the identification of six districts within Burien whose attributes vary slightly or significantly from the City average. This appendix describes those characteristics.
- **Appendix D, Stakeholder and Public Opinion.** In October 2013, the City held several focus groups and public workshops. This appendix describes what was done and what was learned.

This page intentionally left blank.

2 Context for Economic Development Planning in Burien

2.1 What does a local economic development strategy hope to achieve, and how?

The United States has a market-based economy. The private sector (businesses) produces the majority of goods and services that consumers (households and other businesses) want. When the process works well, goods and services get produced and distributed efficiently, and people have jobs that give income to be able to buy those goods and services. Good economic conditions, which have typically been correlated with the growth (development) of an economy, are an important component of quality of life.

But the public sector (federal, state, and local government) also provides goods and services. Some of those are critical to the success of the private sector (e.g., national security, a system of property rights and adjudication, interstate and international transportation facilities, and much more). Among the services that some citizens and stakeholder groups have come to look toward government for is *economic development* policy and investment. In other words, they want government to protect and stimulate the private-sector economic activity.

The *traditional view* of government activity related to economic development is that it is about helping to retain and create jobs that offer competitive wages, meaningful and secure labor, and opportunity for advancement. The *emerging view* of economic development is that it is a process of improving a community's well-being through not only job creation, business growth, and income growth, but also through improvements to the wider social and natural environment that strengthen the economy. These latter "quality of life" factors are important not only to the well-being of residents and workers; they also contribute to attractiveness of a place for businesses. In that sense, maintaining and improving these factors can legitimately be considered a strategy for business retention and attraction.

Burien's view for an economic development strategy embraces this broader concept of economic development. It ties back to the multiple goals and objectives stated in the *Vision for Burien* (2011). It considers factors relating to quality of life for residents and employees that affect Burien's ability to retain and expand existing businesses and attract new businesses.

Though an economic development strategy should be sensitive to its impacts on other aspects of community well-being, it is not appropriate to burden an economic development strategy with the obligation to focus on, much less achieve, all the many goals a city may have for other facilities and programs (e.g., transit, recreation, arts, education, and so on). Every economic development strategy, including the one for Burien described in this document, has at its core the traditional focus on jobs and income.

Thus, though economic development could be defined broadly to consider most activities of local government (e.g., including the provision of quality infrastructure, education, and recreation facilities and programs), *job growth and business growth are generally the primary objective of local government economic development efforts*. This growth comes from the creation of new firms, the expansion of existing firms, and the attraction of new firms.²

If economic development is about accommodating, creating, and expanding *businesses* (and the employment and income they generate), then it makes sense that local economic development policies would focus on *factors that matter to business decisions about location and expansion*.² In the jargon of economics, any policy or action must affect a factor of production that influences business locations and expansion.³ The typical *direct factors of production* are:

- Natural resources and supplies
- Labor
- Local infrastructure
- Land and built space
- Access to markets and materials
- Business clusters

Businesses locate in a city or region not only because of the quality and cost of these direct factors of production, but also because of the presence of factors that can have indirect but important effects on the costs and profitability of doing business:

- Quality of life
- Government policies

Not all factors are equally important to businesses in general, and their importance differs by type of business. The *location* decisions of businesses are primarily based on the availability and cost of labor, transportation, raw materials, and capital. In the words of professional site selectors, businesses typically do a *regional* screening first (“Which are the two or three best regions

² The reductions in the losses or contractions of existing firms is also a typical economic objective, though it does not create growth.

³ The information in this section is summarized from the American Planning Association’s Planning Advisory Service Report by Terry Moore “An Economic Development Toolbox: Strategies and Methods,” 2006.

for our business?") and then work down to sites in the region as part of the final selection process. The availability and cost of these production factors are broadly similar across locations within a region. Most economic development strategies available to local governments affect the cost and quality of these primary location factors only indirectly.

Local governments can most directly affect the other factors in the list above—for example, tax rates, land supply and permitting, the quality of public facilities and services and their costs to businesses and their employees, and workforce training. Thus, *a local economic development strategy should be addressing ways that the public sector can cost-effectively (1) increase the markets for products or services local businesses produce, or (2) reduce the costs or increase the quality of local factors of production that matter to businesses making location and expansion decisions.*

2.2 What factors are important to current and future economic activity in Burien?

An economic development strategy for Burien should be based on an understanding of its comparative advantages and disadvantages in the context of the larger regional economy. This section provides an overview.⁴

Burien's most important advantages derive from its **location and access**. Burien is centrally located in the Seattle-Tacoma metropolitan area. Downtown Burien has adjacent access to freeways that take one, in just minutes, to one of the most important intersections in the Northwest: I-5 (north-south on the west coast and I-405 (with connection to I-90, the major route east). It is 4 miles and 7 minutes from the SeaTac International Airport (the largest west coast US airport north of San Francisco) and Southcenter Mall (the largest shopping center in Washington, and recently renovated), 10 miles and 15 minutes from downtown Seattle, and 25 miles and 30 minutes from the growing transshipment center in Tacoma.

⁴ This project did not include the collection, analysis, and reporting of economic data or a formal environmental scan of Burien's economy. The overview of important economic factors in this section derives from input from stakeholders in Burien (see Appendix D), staff and Committee knowledge of the economy in the Burien and the Seattle metropolitan region, and a review of recent economic studies done for or relevant to Burien (see Appendix B).

Other advantages noted in reports or by stakeholders: (1) possibilities to capitalize on business growth directly or indirectly related to SeaTac Airport; (2) areas downtown with good “bones” that could serve as a structure for future development; (3) the start of new downtown development with the City Hall, Library, and adjacent commercial and residential development; (4) diverse neighborhoods with interesting small businesses; and (5) potential for sub-center theme development (e.g., arts and culture, diversity, community wellness).

Regarding the City’s business climate, public opinion is mixed. The City has a small economic development staff and program, but it is generally well regarded, and the City is not viewed as anti-business or anti-development. But the entitlement process (the steps for a business, developer, or property owner to get from an idea for a building to approval to build from the City) was noted by some stakeholders as time-consuming. The City has responded to that criticism. It recently implemented an online application and permitting process for most development services applications, and has evaluated problems with and proposed changes to some development regulations and to its land-use permitting (entitlement) process.

As is true with all places, Burien has some characteristics that some businesses will find unattractive. Some of Burien’s advantages have offsetting effects. Proximity to the airport, for example, means more noise; a central location means proximity to more congestion. Burien’s diversity of cultures and languages is, fairly or unfairly, correlated with lower average incomes and education levels: its more “affordable” housing is both a reason for and a result of the average economic means of its citizens. Burien’s central location, surrounding cities and waterfront location means that it has a relatively small supply of large parcels of vacant land available for large industrial development. Parking in the downtown is perceived by some to be a barrier to economic development.⁵

Finally, stakeholders identified inadequate leadership and coordination among economic development stakeholders as a barrier to economic development in Burien. A strategic plan for economic development should help address that problem and many of the previous ones.

⁵ It is common for parking to be a perceived problem for downtown business. But the reality is always more complicated and requires an analysis of parking supply and pricing by type (on-street / off-street) and ownership (public / private). A current study of that type was not available for this analysis. The City is considering conducting such a study.

3 Vision and Principles

3.1 Burien's Economic Development Vision

A vision is a broad statement about a desired future, usually expressed in a few sentences. The vision is made more specific with goals, though they are still relatively broad statements about desired outcomes. A broad vision for the future development of Burien could address many topics: not just jobs and land for employment, but also transportation and infrastructure development, district development, and quality of life (e.g., a high-quality K-12 education system or great parks).

It is common for a city to have to create a vision for economic development from scratch because it has no specific vision statement for the city as a whole. But *Burien already has a recent, adopted vision that has implications for land use and economic development*. In 2011, the Burien City Council adopted the Vision for Burien. Burien should be:

A vibrant and creative community, where residents embrace diversity, celebrate arts and culture, promote vitality, and treasure the environment.

The vision document lists core values of Community; Diversity; Environment; Prosperity; Education and Youth; Health and Safety; and Governance.

In Fall 2013, City staff and consultants working on this economic development strategy asked stakeholders and the public to build from the City's broad vision to create a vision for economic development. Some of the ideas that resulted from those discussions:

- The core value in Burien's Vision of "Prosperity" implies the importance of the kinds of things an economic development strategy would address: economic activity, jobs, and income.
- Many stakeholders believed that the core value of diversity applied to economic development. They saw diversity as both an economic asset and an economic objective.
- Burien has the economic advantages of location, access to regional amenities, and diversity of residents and businesses. These assets—combined with Burien's community values, creative nature, and natural amenities—make Burien an attractive place for investment if local land use and economic development policies support such investment.
- Burien should expand its economic vision beyond the downtown and the Northeast Redevelopment Area (NERA): it should cultivate a multi-centered and thriving array of business and community centers.

Based on these considerations, City staff and consultants created a vision statement for economic development in Burien. It is written in the present tense about a desired future state: about what the City hopes the Burien economy will look like in 10 to 20 years. The Advisory Committee for the Burien Economic Development Strategy reviewed and amended that vision statement, and ultimately approved forwarding the following to the City Council for its consideration:

Burien: connect locally; connect globally

In the context of economic development, the Burien that its citizens hope to see in 10 years looks like this:

Burien's citizens enjoy the benefits of both a small-town setting and quick connections to regional and international business centers.

Burien has a thriving downtown whose international offerings of food and arts reflect its diverse population. Its downtown and neighborhood centers are social, walkable, and safe. It has small-town sense of community while offering urban attractions typically only available in cities several times its size.

Burien is a hub and a jumping-out point. Its central location in the Seattle-Tacoma metropolitan area and at the crossing of the region's major highways gives its citizens unsurpassed access to business, recreation, cultural, and shopping opportunities. Many of its residents work in its several business clusters: in logistics, high-tech, wellness services, creative services, and international commerce. With SeaTac airport only five minutes away, others are able to work around the world without giving up the beauty of the environment and lifestyle in the Northwest.

3.2 Principles for the Economic Development Strategy

Most organizations recognize that some actions are more likely to achieve the vision than others, and that because visions are aspirational it is unlikely that they will be achieved without *some* action. Thus, a strategy usually has a vision to get people to some consensus, broadly, about a desirable future, and then has principles, goals and objectives, and actions that get more specific about steps to be taken to move toward that vision.

In the context of *ends* and *means*, a vision is an end: where people would like to end up. But the question, *Do the ends justify the means?* is relevant. Some cities have achieved some measure of overall economic success at the expense of certain classes of households or neighborhoods. Thus, Burien needs to define the principles it will use to evaluate whether certain policies are unacceptable, even though they might increase the economic development the City wants.

Based on stakeholder meetings and reviews of other economic development strategies, City staff and the consultants created a draft of such principles, and the Advisory Committee reviewed and amended them:

The economic development strategy will help the City achieve its vision for economic development through goals and actions that:

- ***Are appropriate*** for Burien’s existing conditions and build on Burien’s economic development advantages. Appropriateness includes some consideration of reasonableness, which includes both budgetary and political considerations.
- ***Address problems or deficiencies*** (including perceived deficiencies) that create barriers to economic development.
- ***Address district opportunities and issues***. All parts of Burien should enjoy some of the benefits of investments in economic development. The economic development strategy includes actions for each of Burien’s six districts that focus on their specific economic opportunities.
- ***Assess ripeness for action***. The strategies and actions must consider the timing of actions or investment, with the understanding that some actions need to be completed sequentially or at a time when conditions are favorable for the action.

3.3 Organization of Burien’s Economic Development Strategy

The economic development strategy implements the vision through *actions* (investments, policies) consistent with the principles and the broad goals the vision implies.

The focus groups, public meeting, Advisory Committee meetings, and consultant research identified dozens of potential actions. When a list goes beyond five items, it gets hard to comprehend unless it gets subdivided into categories. There are many different dimensions of economic development actions around which those actions could be logically organized. Appendix A (pages A-3 to A-5) describes several options. Actions could be organized by (1) implementing organization, (2) source of funding, (3) policy type, (4) timing, (5) expected ease of implementation, (6) geographic area, (7) development theme, (8) desired type of outcome, or (9) factor that the actions are trying to influence.

The City chose the organization for actions Chapter 4 based on several considerations:

- **Several categories are probably correlated.** For example, timing and ease of implementation: actions classified as more immediate are often ones that have already been discussed, been agreed to as necessary, are smaller, and have funding (or reasonable prospects of funding)—all of which makes them easier to implement.

- **Many categories can be dealt with as sub-categories in a description of an action.** For example, whatever the top level of categorization, for each action within a given category one might describe: who (the implementing organization; partner organizations), how (sources of funding), where (geographic location), when (timing), or what (policy type).
- **The top-level organization should be the one that makes most sense to the particular jurisdiction for explaining and implementing the action.** In this case, the City of Burien is the implementing jurisdiction.
- **Burien, relative to other cities, has adopted a broad view of economic development.** The previous section on “vision” noted Burien’s explicit emphasis on diversity and the arts—attributes rarely central to economic development plans.
- **To get to its long-run vision, Burien probably has to address some basic structural issues in the short run.** It would be a mistake for Burien to put all of its resources for economic development into just a few investments, especially ones that are less fundamental to economic development. There are some basic investments that are necessary to bring certain facilities and services in Burien up to the place where other types of investments (e.g., in international business development, social and cultural programs) can have significant impacts on economic development.

These considerations, especially the last one, led to the City’s decision to organize the actions in Chapter 4 into three categories (explained more in Chapter 4):

1. **Actions to get the City set up to be successful at economic development.** There are some preliminary things the City should do before going too deeply into the next two categories of actions.
2. **Actions to improve the value of City facilities and services that most businesses rely on to operate and grow.** These actions are the ones common to many economic development strategies.
3. **Actions specific to Burien’s broader vision of what it wants to become.** These actions are longer-run, more speculative, and generally require more research and community discussion before they can be effectively implemented.

4 Actions

4.1 How actions are organized in this strategy

To increase the probabilities of making its vision for economic development a reality, the City must take some actions. Chapter 3 suggested organizing those actions into three categories (which are further divided into sub-categories):

- Category 1: Actions to get the City set up to be successful at economic development (*preliminary* actions)
- Category 2: Actions to improve the value of City facilities and services that most businesses rely on to operate and grow (*basic* actions)
- Category 3: Actions specific to Burien's broader vision of what it wants to become (*advanced* actions)

The discussion of each category of actions starts with a description of the sub-categories of actions it includes, and then describes each action (labeled with initials that identify its sub-category) as follows:

- **Overview** of the action: what, why, and how?
- **Implementation** of the action: when, who, what resources?
- **Evaluation** of the action: what is the measure of completion / success?

4.2 Context for choosing actions

Once this strategy is adopted by the City Council, the actions it recommends are, in essence, the ones that the City Council judges to be appropriate for the City. But in developing this strategy, City staff, members of the Advisory Committee, and their consultants considered dozens of possible actions, only a small part of which made it to the City Council for its consideration. That point suggests the question, What assumptions did the study team use to reduce the large number of potential policies to the smaller number that follow in this chapter?

Chapters 2 and 3 summarize a large part of the answer. In broad terms, the actions recommended had to pass through several screens. They had to be consistent with (1) the Vision and Principles (Chapter 3); (2) the existing and likely future conditions in the Burien area (Chapter 2), (3) the consultants' opinions about the state of the practice for economic development and their own experience with economic development strategies, and (4) the opinions of the Advisory Committee (and the City Council at its October work session) about points 1, 2, and 3. Some of the ideas (from various sources) that shaped the recommended actions:

- Actions should be practical and financially feasible, but they should also stretch hard toward the vision.
- Financial feasibility means that the actions are constrained by the budget available to implement them, but if the actions can be shown likely to move cost-effectively toward the benefits that achieving the vision is expected to deliver, the City has an ability to expand budgets to some degree.
- Consider more than a passing grade—try to make Burien the best.
- Be careful of actions relating to target industries. It is difficult to pick winners and losers, and trying to do so may be not only inefficient, but also unfair.
- Burien can pursue both basic and advanced actions simultaneously but (1) it needs to take some preliminary actions that lay out the parameters for pursuing either; (2) any advanced strategies will not work if basic strategies have not increased the quality and efficiency of basic facilities and services; and (3) advanced strategies are longer run, less well defined, and more speculative: in the short run, the necessary action to move toward their achievement is usually more study (definition and evaluation), public discussion, and buy-in.
- It is common and often justifiable for citizens and policymakers to say, “Not another study...Let’s get something done.” But investment without thought is risky, not only economically, but also politically. Progress will be incremental. It is inevitable that some first actions for any new type of activity or new location will be “conduct a feasibility study.” When appropriate, that action should be taken, not dismissed. Sometimes more information is necessary, more people need to be heard, and more time is needed for the community to work out differences.

Though there are many possible actions, they should be connected by some broader considerations. They should be part of a long-run strategy for thoughtful public investment and coordinated actions by the City and its partners in the public, private, and non-profit sectors. They should couple more traditional techniques for economic development with high quality services, good design, safe and walkable neighborhoods, and focused public investments on facilities that deliver both economic and livability benefits to create a community that is idyllic and dynamic, unified and diverse, and unique among the small cities of the Seattle-Tacoma region.

4.3 Implementation roles

Burien has a tradition of collaboration among various sectors and institutions. Successful realization of the City’s economic development goals will require the participation, collaboration, and commitment of a variety of partners. Table 1 summarizes the roles:

Table 1. Implementation roles for the economic development plan

Implementing Partner	Key Roles
City of Burien Economic Development Staff	<ul style="list-style-type: none">• Develop and update EDS and other related plans.• Convene stakeholders for strategic meetings.• Manage and scope economic development projects, including the management of consultants.• Consider economic development goals when making investments.• Develop and/or reconfigure internal processes to support economic development goals.• Develop partnerships with organizations that can help implement the EDS.
City Council	<ul style="list-style-type: none">• Provide guidance and direction on economic development goals.• Designate budget to support economic development activities.
Burien Business and Economic Development Partnership and Subcommittees	<ul style="list-style-type: none">• Provide guidance to the City Council on Burien's future economic development through review of and recommendations for related plans.• Advise the City Council on economic development programs and priorities, including an evaluation of how to incorporate business incentives and funding tools to support the economic development strategy.
Community and Business Partners	<ul style="list-style-type: none">• Support the economic development plan through complementary initiatives and private investments.

4.4 Category 1, Preliminary: Actions to get the City set up to be successful at economic development

This category of actions covers ones that would occur immediately after this strategy is adopted by the City Council. The Council understands that approving this plan is a direction to City staff to take these actions. These actions are labeled *preliminary* both because (1) they occur immediately and can be completed within 6 to 12 months, and (2) making effective progress on the other two categories of actions will be difficult unless the preliminary actions are taken.

During various meetings with groups in October, the study team heard from different sources that (1) the City had many economic development initiatives in play, (2) there was much more that it could do, (3) the staff of the economic development department was doing a good job, but (4) that staff was one person. The consultants' scope of work did not include evaluating personnel, but that assessment seems correct. The City has a senior level employee with very little support. One person can barely monitor, much less complete alone, the many actions in Categories 2 and 3.

The options, broadly, are (1) more City staff for economic development (either by moving or sharing existing personnel, or new hires), (2) more budget for consulting services or temporary staffing, (3) cut back on the number of actions, or the expectations about how quickly they can be accomplished, or (4) some combination.

Preliminary: Set the budget, staffing, and work plan for economic development

ED.1 Decide on budget, staffing, and work plan

Overview. The City needs more staffing to implement the actions proposed in this strategy on the schedule suggested. The Advisory Committee recommends adding a full-time technical position to support the division manager and a full-time public information specialist (now part-time). Budgeting and staffing should be addressed simultaneously. If economic development is a priority, City Council and management should be able to find a way to get additional support for the program.

The development of one- and three-year work plans should probably occur simultaneously with the evaluation and decision about budget and staffing. The expanded work plan is what the City gets for the cost of the additional staffing. Whatever decisions City management and the Council make about budget, staffing, and resources should be reflected in the new program work plan.

Implementation. No new staff or resources are needed to evaluate budget, staffing, and workload. This item could be completed in three months, if it were a priority, six months at the outside. If there are known reasons that new support staff cannot be available until the next fiscal cycle (or beyond), the decision should be made quickly and the scope of work that implements this strategy should adjust accordingly.

Evaluation. Was a decision on budget, staffing, and scope made within three to six months? Did the division manager, City Manager, and City Council agree that the program's scope of work was achievable given its resources?

ED.2 Gather information about best practices and benchmarks

Overview. In developing this strategy, the study team spent most of its limited research time on developing a framework for the strategy and on canvassing professional sources to identify a full range of possible economic development actions. Advisory Committee members expressed a desire that Burien not just be adequate or good at economic development activities, but that it should be the best. Moving toward that goal requires, as first steps (1) a ranking of the actions in Categories 1 and 2, and a matching of the highest ranked and most fundamental actions to the available resources (that is what action ED.1 should do); and (2) an investigation, consistent with the resources in point "1," of best practices and benchmarks for the actions (and their objectives) that are going to happen first or are otherwise more important.

Implementation. City staff would scope this research. It probably includes a web-based review of the literature. Much is available on case-studies and best practices. Original research is not required: a compilation of existing studies and compilations would be sufficient. A summary of practices at surrounding cities in King County would be helpful (e.g., permitting time, programs, incentives, and fees). The research could be done by City staff (if the division staffing is increased), by consultants, by students (e.g., by establishing a relationship with the appropriate department at the

University of Washington), or (potentially but less likely) by local volunteers. This work could take as little as a month; if consultants were used, something useful could be produced for a budget in the range of \$6,000 – \$12,000.

Evaluation. Did a report get done on best practices and benchmarks for a subset of actions in this strategy considered most important or immediate?

ED.3 Continue community engagement efforts

Overview. The City should continue to engage the community and various stakeholders to encourage participation in the implementation of the Plan and to provide new ideas for future Plan updates.

Implementation. City staff would reach out to stakeholders, business, labor, environment, and development, and community partners to assist with broadening awareness of the Plan, its vision, and the actions needed to achieve that vision. Recognizing that this is a living document, the outreach would also invite new ideas and action recommendations that could be incorporated into future Plan updates. A specific implementation item is to hold an Economic Development Forum in the summer of 2014 that would initiate this type of community engagement.

Evaluation. Was a forum held in summer of 2014? Did the forum raise awareness of the Plan and did it generate new ideas for future actions?

4.5 Category 2, Basic: Actions to improve the value of City facilities and services that most businesses rely on to operate and grow

This category of actions covers activities that are logically and typically included in economic development plans. These activities have a more or less direct connection to business activity, and thus to the desired jobs, incomes, and tax revenues that are correlated with that activity. They are also more likely to be shorter run and trying to solve some immediate problems relatively quickly. In the context of the framework for economic development described in Section 2.1, these policies are likely to be addressing costs (and *factors of production*) that are important to businesses: of land assembly, purchase, and entitlement; of infrastructure (especially transportation) and development; of environmental regulation; of labor (and its education and training); of housing and other amenities for labor (quality of life), and so on. In this document, those actions are referred to as *actions to improve the value of City facilities and services that most businesses rely on to operate and grow (basic actions)*.

The actions in this category are further divided based on how they can either decrease the costs of businesses (predominantly) or increase the markets and revenues of businesses (in some cases).

Factors of production that are big cost categories for business are labor, land and buildings, transportation and other infrastructure, and material (cost of goods and services).

- **Cost of goods.** It is hard for a local government to do much about a business's cost of goods. Local governments produce few, if any, of those goods, and their regulations do not affect those costs in any significant way. Local policies may affect the cost of transportation, which would, in turn, affect the costs of goods, but transportation is a relatively small part of the cost of most materials, and the local component of total transportation cost is small.
- **Transportation.** This cost category can be high at the local level for several reasons. First, a lack of access (the equivalent of very high travel time) can make certain types of business unlikely to locate or expand in a jurisdiction. For example, warehousing wants quick access to limited-access highways. In general, Burien has good access and does not have special problems here. Second, congestion can increase labor costs because businesses may have to pay more in wages to offset those costs so that it can attract qualified labor. This also does not seem to be a significant current problem in Burien. Third, parking may be a problem for customers of retail and commercial businesses. Some businesses believe that parking is a problem in parts of Burien.
- **Business space.** For businesses to grow, they must have space for their workers. They have to rent, buy, or construct buildings, and those buildings require land in the right location and with services. Local governments have a lot of influence over all aspects of the development process: planning, zoning, permitting, design review, infrastructure requirements and fees, environmental regulations, and more. All of the regulation process has associated staff and public process that takes time for businesses. Having an efficient system for land development is critical to economic development of a particular city, especially in a metropolitan area where business have options of locating or expanding in competing cities.
- **Labor costs.** For many businesses—especially ones in services (like ones in finance, banking, high-tech) that have low cost of goods and expensive labor—labor is their biggest cost category. Local governments generally cannot and probably should not take actions to try to directly reduce prevailing wages.⁶ They can, however, potentially affect wages indirectly by increasing productivity (through actions in education and training) or by increasing the non-wage benefits that workers get by living and working in a place with high quality of life (which allows employers, in theory, to offer lower wages).

⁶ Next door to Burien (January 2014), Seattle Mayor Ed Murray is pushing in the other direction: he hopes to raise the minimum wage for city workers to \$15 an hour. Another illustration of the difference between the broad and narrow definition of economic development, between short-run and long-run

- **Business taxes and fees.** Local governments can also reduce costs to business by lowering taxes and fees or providing incentives.
- **Coordination.** An overarching role of local government in reducing costs to businesses and furthering economic development is to help coordinate the activities of government, businesses, and non-government organizations. Ultimately, that may mean development projects (e.g., public-private partnerships), but well before development has to occur jointly and in a coordinated way. Individual businesses are typically not the coordinators; they might work through business groups that represent their interests, but local government is usually the coordinator.

Regarding the demand side (increasing demand for business products) there is less that local government can do effectively by itself. It can (1) buy local products and services, (2) try to encourage local businesses or agencies to buy local products and services (import substitution), or (3) otherwise subsidize the promotion of local services or products (e.g., promotional brochures, advertising, trade missions, local events).

The main way that a local government can have an impact on economic development is by doing an efficient job of what businesses expect local government to be doing: preparing land for development (by planning, zoning, permitting, and infrastructure development), protecting health and safety (by providing police, fire, and environmental facilities and services), enhancing quality of life (by providing schools and recreational facilities and services), and communicating clearly and coordinating efficiently on these activities with the businesses and households. Market forces are the primary determinants of local economic development—local governments should do what is necessary to be able to respond quickly and efficiently to the market opportunities that come their way.

Actions in this category are organized in seven areas where it is common for local governments to have activities that directly affect the costs of business operation and development:

- Land and Buildings
- Infrastructure
- Education and Labor force
- Quality of Life: Facilities and Services
- Business Services
- Funding, Resources
- Communication and Coordination

consequences, and how policies outside of a city (e.g., Burien) can have effects on its economic opportunities.

Land and buildings

LB.1 Tune up the permitting process

Overview. The biggest connection of any new or expanding business with local government and public policy is usually through the land use planning and permitting process. In other cities around the country, some businesses complain about unnecessary regulation and fees; the more frequent complaint is about uncertainty and lack of transparency. Burien can have strong regulations to protect public health, safety, and welfare, if it can show that they are efficient. It can have relatively high fees, if it can show that they are needed to cover cost. But, if it has either strong regulations or high fees, then the steps for compliance should be clear, simple, and definitive if they are followed. It is the City's job to make sure that its citizens, Planning Commission, and City Council understand and support the requirements.

The City has recently taken some actions to fine tune its process, and has done a recent report on how to address obstacles. That should be the basis for specific recommendations for any other improvements to the process.

The regulations and fees of permitting are necessary (not just to protect citizen quality of life, but to maintain a physical environment and municipal fiscal stability that creates a strong foundation for economic activity), but they should occur in a "business friendly" environment. Some cities go as far as to create a city position of ombudsman to help businesses through the permitting process. Short of that, a lot can change by strong Council and management leadership. It can further shift the attitude in a permitting department from "these are the rules" to "what are we trying to achieve, and how can we do that in a way that will simplify things for this business or economic activity?"

Implementation. This action illustrates why this Strategy suggests preliminary task ED.2. The City will be more efficient and productive, if it adjusts its permitting process with some knowledge of best practices and of what its neighbors are doing. As for LB.1, this action is best completed by City staff or consultants. The range of analysis is large: it can be cursory (20 – 40 hours ending in a 10-page technical memoranda) or in-depth (time-and-motion studies, software evaluation, extensive interviews, consultant assistance). Something in between is probably what is needed: if possible, a Task Force of businesses (or interviews with some businesses) that have recent experience with the development process in Burien or elsewhere would be desirable. Staff would make a recommendation on the appropriate level, given its assessment of the extent of the needs and the available time or budget.

Evaluation. Did the City finish the study before the end of 2014? Did the Council act on it in ways that require and allow staff to implement its recommendations?

LB.2 Inventory buildable land supply

Overview. “Buildable Land” means both vacant and developed land likely to be redeveloped, that is suitable, available, and necessary for residential or commercial uses. A buildable lands inventory is intended to identify what vacant or redevelopable land is available where, and in what state of readiness. The inventory may prioritize specific types of parcels, such as vacant greenfields, redevelopment sites, vacant buildings, or vacant offices in existing buildings.

The inventory is sometimes characterized as *supply* of land to accommodate growth. Population and employment growth drive *demand* for land. The amount of land needed depends on the density of development.

ECONorthwest conducted a very preliminary buildable land inventory analysis for Burien as part of this strategy (Appendix B). The analysis indicated that Burien has limited buildable land, concentrated in parcels smaller than one acre. But a little more work could get to a simple map atlas of City land, by attributes, that would be helpful to the City, developers, and businesses. That work would (1) classify land into mutually exclusive categories, including City owned property; (2) net out development constraints; (3) create maps with tabular summaries of lands by attribute (e.g., vacant, partially vacant, constrained, buildable) and plan designation, and (4) estimating land capacity.

Implementation. This is not a task for the economic development division; it would typically be done through a land-use department. It may be done by City staff alone, by consultants, or (probably most efficient) by a combination. Once started the task could take three to six months (2014 -15).

Evaluation. Did the City complete a buildable lands analysis? Is a summary atlas (hard copy or electronic) used by staff to inform planning and development decisions?

LB.3 Assess the City’s Comprehensive Plan and update as necessary

Overview. A city’s comprehensive plan is, ideally, the physical manifestation of its vision. It should be consistent with that vision and forward looking. For example, if Burien wants some of its neighborhoods to develop as mixed-use subcenters, the plan should say that now. The City amends the plan on an annual basis. It should review its land use (and implementing zoning) in conjunction with available lands (LB.2) and make adjustments to make everything consistent with its vision and strategies (including the ones in this document).

Implementation. City staff, along with the Planning Commission and BEDP, may complete this action during the annual review of the Comprehensive Plan (2015).

Evaluation. Did the City review and, if necessary, amend the Comprehensive Plan after completing the buildable lands inventory?

LB.4 Assess housing supply, policy, and partnerships

Overview. Burien offers some unique advantages to its residents. Its location near SeaTac makes it a desirable place to live for consultants or other professionals that need to travel a lot. It is close to the Sound, which offers many recreation opportunities. It has a mix of housing for all income levels. As part of this action, the City should seek to protect, complement, and advertise these benefits.

This action involves several components. Like many other actions, it can be done simply and inexpensively, or more thoroughly with more expense. In concept, the City would describe (1) existing housing supply (the location, mix, and density of housing in the City), (2) current and expected housing need (based on population forecasts, demographic and economic trends, and the existing supply of housing), and (3) policy to guide future housing development.

Implementation. Depending on the level of detail desired, the City could do the work in house or with the assistance of a consultant. This action logically ties to actions LB.2 and LB.3 and should be linked to them.

Evaluation. Did the City complete the housing supply and needs analyses. Did the Council use the results of these analyses to enact policies to guide future development?

LB.5 Create information packets for businesses and developers

Overview. The clearer a city can be internally about what it wants to achieve and how it wants to achieve development, the better it can communicate its requirements to developers and businesses trying to work in the city. But that information needs to get packaged in a clear and easy-to-use format. The City should package the revised permitting process guidelines (LB.1), buildable lands inventory (LB.2), and revised planning and development policies (LB.3 and LB.4) for an audience of developers, businesses, and other economic development interests.

Implementation. This is an important task that should not wait until all actions LB.1 – LB.4 are complete. Think of it as a rough start with incremental polishing. City staff will package the revised permitting process guidelines (LB.1), buildable lands inventory analysis results (LB.2), and its revised planning and development policies (LB.3 and LB.4) for developers and other industry professionals.

Evaluation. Did City staff produce a preliminary package by July 2014? Did it complete a revised (expanded and more polished) package in 2015 to incorporate the results of LB.1 – LB.4? Can City staff provide evidence that (1) they are using the package, and (2) that it has been favorably reviewed by the target audience?

LB.6 Balance environmental protection with economic development

Overview. The City should address the need to balance the long-term protection of the natural environment with judicious and thoughtful economic development. Recognizing that we are environmental stewards for future generations as well as the broader Puget Sound ecology enables us to adequately devote attention and resources for our parks and critical areas. In turn, thoughtful economic development enables the City to have a sound economic base that provides income and employment for our families, revenue for government services and infrastructure, and investments in community actions that improve quality of life.

Implementation. This task should be included in discussions of future economic and environmental policy developments as well as the implementation of other actions, especially the update of the Comprehensive Plan.

Evaluation. Did City staff and the City Council incorporate this concept during economic and environmental policy discussions? Was the concept incorporated into future updates to the Comprehensive Plan?

Infrastructure

Infrastructure for future development must be available, funded, and fairly priced. Infrastructure actions are further described in this section.

1.1 Monitor state and regional investments in highways and transit around Burien

Overview. Transportation is probably the biggest and most important type of infrastructure that the City can control. The City should work to maintain and improve access and travel times throughout the City, especially to SeaTac, Seattle, and Southcenter. Working within a regional framework, City staff should continue coordinating capital improvement planning and funding with regional land use and infrastructure planning to ensure that infrastructure is available for employment land, especially areas identified as having a high priority for development.

Implementation. City staff (in Community Development or Public Works) should have a simple system (tied to a capital improvements plan: I.5) for monitoring the status of state and regional transportation projects in and around Burien. What is being talked about, planned, in design, under construction? City staff in transportation should be responsible for getting Burien's interests (including its general vision and its EDS) incorporated into these projects.

Evaluation. Does City staff have a current list of regional and state transportation projects are being talked about, planned, in design, or under construction? Can they show how Burien's concerns are (or are not) being incorporated in these projects?

1.2 Evaluate parking in downtown

Overview. Downtown Burien needs a balanced system of access that the City and property owners manage to ensure a vital business district. The downtown's parking system benefits a mix of users, including employees, retail patrons, and residents. Increasing growth in business and residential development will add to the existing demand on the parking supply. There is an ongoing perception within downtown Burien that the existing parking supply is too constrained to allow for expansion of existing businesses and the attraction of new business and residential growth. That perception is typical for many downtowns: whether it is accurate depends heavily on how one defines a parking problem. That perception can and should be addressed empirically.

Implementation. The City should initiate a parking study that identifies current on-and-off street parking supply and demand, core parking challenges, and strategies and tools that the City and private property owners can use to reduce the existing barriers to revitalization created by inadequate parking. The study should explore how to maintain adequate short-term parking. This study would probably require consulting help (6 – 9 months, \$40 – 80,000, done in 2015).

Evaluation. Has the City developed a parking study that provides an actionable plan for addressing parking in the downtown?

1.3 Use transportation to support the development of walkable, bikeable, and transit-oriented neighborhoods

Overview. This action is consistent with many ideas in the City's Vision and the vision in Chapter 3 of this document. These modes address diversity (of income and travel styles), small-town atmosphere, quality of life, environmental quality, and neighborhood business development as well as transportation.

Implementation. This action has to get connected to action LB.3 regarding comprehensive planning: planning for land development and transportation must be integrated. There is not an immediate need for a study. The action can be implemented by City policy that directs staff to pay special (more) attention to these modes in other, ongoing planning efforts, and in the development review and approval process. Adjusting City fees and budgets to give more funding to improvements for these modes is a complementary action.

Evaluation. Short run: Has the City adopted a policy to encourage this type of development? Medium run: Has the City adjusted fees or budget to incentivize this type of development? Longer run: Can the City show evidence that more of this type of development is getting built?

1.4 Improve broadband internet capacity and service levels

Overview. Many cities have considered the provision of broadband internet capacity in unserved and underserved communities to be part of their program to stimulate economic development. Given Burien's proximity to technology-based businesses, the City should assess its current broadband provision and ensure that service levels can serve future workers and residents. A study on the economic effects of broadband expansion in California found that increases in broadband capacity or geographic reach can contribute to decisions about business activity, in turn, causing the redistribution of economic activity toward that area. It also found that broadband expansion had no effect on average pay per employee, telecommuting rates, or the employment rate.⁷

Implementation. To improve internet capacity, the City has several choices for how it invests. It can (1) invest in the latest technologies to benefit high-tech businesses that may be attracted to the area, or (2) provide a baseline capacity that benefits all businesses within the City. Making a preliminary decision would be helped by some analysis of potential and likely costs and benefits of the investment; a final decision would require a full feasibility analysis. Potential providers may be able to provide some of that analysis. (2015-16).

Evaluation. Has the City identified possible investments or partnerships to expand broadband access? Has it made an investment decision?

1.5 Develop a detailed and consistent Capital Improvement Plan

Overview. To ensure implementation of the economic development strategy, the City will need to tie infrastructure investment decisions in land development and community amenities to the goals and objectives of the economic development strategy. The logical way to do that is through a Capital Improvement Plan.

Implementation. Some cities have a formal process for evaluating whether capital investments meet their broad goals. More often, various departments (e.g., public works, community development, economic development, parks) independently create their own list of infrastructure and facility investments and then petition for budgets to support them. At a minimum, the economic development department should have a well-documented description of its infrastructure and facility priorities, and should be working with other departments to coordinate investment. Going farther, the requests of individual departments could be formally reviewed and resolved by the adoption of a citywide Capital Improvement Plan.

⁷ Kolko, Jed. "Does Broadband Boost Local Economic Development?" Public Policy Institute of California. www.ppic.org/main/publication.asp?i=866.

Evaluation. Has the City's economic development staff documented its priorities for capital improvements (e.g., what, where, why [connections with the EDS and broader City goals], when, and how much)? Has City Council approved and funded these improvements? Are they incorporated in the City's Capital Improvement Plan?

Education and Labor force

Burien cannot create and capture a local labor force. What it can do is provide:

1. Housing and services that allow people to live near jobs in Burien (which helps businesses, but is really more a Land action [above] than a Labor action),
2. Good value services that households in the labor pool want (which helps businesses, but is really more a Quality of Life action [below] than a Labor action),
3. Information about job opportunities, and
4. Education and training.

Activities 3 and 4 are primarily handled now by agencies that are not the City. Thus, the City's policies are more likely to be about advocacy and coordination, than about direct service delivery.

LF.1 Coordinate with local providers of services relating to job matching, training, and education

Overview. The City recognizes the importance of workforce training and education in having a skilled workforce that can meet the needs of businesses. To that end, City staff should help coordinate with organizations that provide job matching, workforce training, and education services to: (1) ensure that these services are accessible, publicized, and compatible with economic development goals; and (2) help businesses make connections with these organizations to facilitate job matching.

Implementation. City staff should develop an inventory of local workforce training services for publication on the City's economic development website. Staff should build relationships with local service providers to assist in making their services accessible and known to both the labor force and businesses.

Evaluation. Did the City inventory local providers of services relating to job matching, training, and education? Has the City promoted the use of these providers' services to the workforce and local businesses?

LF.2 Work directly with education districts to improve the quality of education

Overview. This action would require meeting with the Highline School District, Puget Sound Skills Center, and Highline Community College to discuss the City's economic development goals and see how these two entities can act as partners to accomplish key actions to support educational outcomes. For example, if they embrace the City's vision for cultural diversity, the City, Highline School District, and Highline Community College might work together to increase language skills, education, and training at all levels.

Implementation. City staff would schedule a meeting with District and College officials and develop, if possible, a comprehensive education strategy that identifies opportunities to increase collaboration and coordinated investments.

Evaluation. Did the City meet with District and College officials? Did the group develop and implement an education strategy?

LF.3 Value and support working families

Overview. The City should acknowledge the value of and express support for the numerous working families who play a significant role in our community.

Implementation. City staff would actively reach out to working families and organizations that represent working families when engaging in community outreach for policy and plan development. Specifically, appropriate stakeholders should be invited to participate in formulating strategies and approaches for plan implementation, evaluation, and updates. Building effective relationships with appropriate stakeholders necessitates inviting working families and organizations representing workers whenever businesses and their organizations are also invited.

Evaluation. Were working families or their representatives invited to participate in significant community engagement efforts? Were working families part of the forum held in summer of 2014?

Quality of life: facilities and services

Many items that could go here found in other areas: (1) quality housing for labor force (LB.4), (2) quality education for K-12 (LF.2), and (3) investments in neighborhood mixed-use centers.

QL.1 Evaluate investments in facilities and services

Overview. Burien has noted in its overall vision and in its economic vision the importance of the downtown, arts and culture, parks and waterfront, neighborhood mixed-use centers, and more. There are probably more desired facilities than there will be available money, certainly in the next several years. In short, choices have to be made.⁸

Consider, for example, Arts and Culture facilities (A&C). In some cities in the U.S., the economic activity in arts and culture is a relatively big part of the economy (e.g., Ashland, OR; Santa Fe, NM). In other places, arts and culture support a tourism sector that may be driven primarily by natural amenity (e.g., certain coastal towns in the Northwest).

In the context of this document, which is an economic development plan, “arts and culture” is an industry sector and a central question is, Are the primary objectives of economic development best served by investing in the A&C sector or in some other sector? There is no doubt that public investments in A&C can create jobs in construction and the subsequent operation of the businesses in the sector, but that is true for many sectors. Cities invest in sports facilities, performing arts centers, conference centers, education facilities, and transportation facilities. Which of these investments gives the best return is not a question addressed in this study.

That point does suggest, however, the need to evaluate carefully, and from an economic development perspective, any major investment in facilities or services of any type.⁹

Implementation. The analysis and discussion associated with this Strategy got to the conclusion that Burien wanted to emphasize various investments in facilities as part of its economic development strategy, but it did not get into any evaluation of how and at what cost. The City should do some type of evaluation. City staff, with help from community members (and possibly consultants), could do such a study. (\$10,000 - \$80,000; six to nine months; 2014 -2015).

Evaluation. Has a study been done? Are actions underway to specify the design, funding, and feasibility of specific facilities?

⁸ It would have been equally appropriate to have located this action related to facilities in Category 3, Advanced, because it requires some longer-run decisions about City direction and initiatives before it can be completed.

⁹ As a rough standard, this document considers investments of over \$10,000 to \$20,000 as significant, relative to the resources of the City of Burien, and worthy of some evaluation and comparison to other competing investments.

QL.2 Evaluate and adopt policies that support quality of life

Overview. This action builds on work completed in ED.2 and LB.1. City staff will continue to review building and development policies and procedures to (1) ensure that regulations that guide economic development will lead to a better quality of life in a cost-effective manner, and (2) evaluate whether there are actions that the City should take to maintain and enhance the quality of life.

Implementation. This action will require City staff to (1) identify policies that directly affect quality of life, (2) review these policies to identify potential changes that would improve quality of life, (3) evaluate options for policy changes, and (4) decide what changes (if any) to recommend to decision-makers.

In doing these evaluations, staff should cross-reference findings and recommendations from ED.2 and LB.1. Streamlining regulations to make them faster or less expensive for businesses to comply with may have impacts on quality of life. Decision-makers should consider these trade-offs when making policy changes.

Evaluation. Did City staff evaluate policies and make recommendations to the Council? Did the Council act on it in ways that require and allow staff to implement its recommendations?

Business services

Many items that could go here found in other areas: (1) quality housing for labor force (LB.3), (2) quality education for K-12 (LF.2), and (3) actions to support economic development in districts of the City (CC.3). This sub-category of actions addresses key decisions the City should make about the characteristics of business that it wants to attract, the conditions under which it might offer attractive businesses some incentives, and the kinds of programs that are available to offer incentives. The Advisory Committee felt that particular attention should be paid to locally-based businesses.

BS.1 Describe business attributes and impacts that support the Vision

Overview. The Advisory Committee concluded that the City should not pick specific industry sectors or clusters for special treatment. The Committee recognized, however, that the City would occasionally need to make decisions about land use designation, infrastructure investment, or fees and incentives that might support some types of development over others. Thus, to help facilitate these decisions, the City would benefit from drafting a description of the attributes any business would need to have to be compatible with the Vision.

The City would convene a task force (which could be the BEDP) to consider these attributes, make recommendations, and deliver a report to City officials and staff on the desired community impacts of businesses, without singling out the specific types of businesses that the City should try to attract.

Implementation. City staff and Council members will work with stakeholder groups to identify membership for the task force. The task force will identify and prioritize the kinds of attributes and impacts that businesses would have if they were to fit well into the economic and community development objectives of the City. The task force should coordinate with the work of the task force in BS.2 (the two task forces could be combined into one).

Evaluation. Did the City form the task force? Did this task force deliver a report to the City Council?

BS.2 Evaluate and make explicit policy decisions about the use of incentives

Overview. City staff and decision-makers recognize the importance of having clear policies to guide the use of incentives to attract or retain businesses. If the City develops policies that describe when incentives are acceptable and not acceptable, staff can respond more efficiently to the opportunities for economic development that arise.

Implementation. Building on the work completed for ED.2, the City should form a task force to recommend a policy framework for the use of incentives to attract or retain businesses. The framework should describe (1) where incentives would be used, (2) the criteria for which businesses would qualify for incentives and under what conditions, (3) what types of incentives would be available to businesses, (4) the funding sources to support the incentives, and (5) expectations of businesses that receive incentives. City staff and Council members will work with stakeholder groups to identify membership for the task force. The task force should coordinate with the work of the task force in BS.1 (the two task forces could be combined into one). The City Council will review the recommended criteria and make a decision about adopting the criteria.

Evaluation. Did the City form the task force? Did this task force deliver a report to the City Council?

Funding, resources (taxes, fees, and incentives)

FR.1 Evaluate and help create (if appropriate) business Improvement districts

Overview. A business improvement district (BID) is a defined area in which businesses pay a special tax or levy to fund improvements within district boundaries.

Improvements may include cleanup and maintenance, streetscape beautification, security, joint marketing, and parking. A ratepayers board governs the district, developing both its program and budget.

To form a BID, the City would probably convene a task force consisting of City staff and local business owners to investigate the feasibility of a BID in Burien. The task force should consider several important questions:

- (1) What would be an appropriate boundary area for a BID?

- (2) Are there specific improvements local business owners would like to implement in the area of the proposed district?
- (3) What would be the duration and cost of these improvements?
- (4) What fee would the district need to levy in order to pay for these improvements?
- (5) Do the majority of property owners in the proposed district boundaries support the district?

To answer these questions, the task force would have to contact each business in the proposed district boundaries and obtain approval from the majority.

The City could, in conjunction with a new Hotel development, establish a Lodging Tax as well as consider participation in the regional Tourism Promotion Area (TPA). The revenue from these programs is usually designated for business and tourism promotion.

Implementation. City staff (probably with support from BEDP) would work with local businesses to identify membership for a task force that should investigate the feasibility of a BID or a TPA in Burien. If there is sufficient demand for this district, the task force would create a formal petition to City Council for the creation of the district.

Evaluation. Did the City form a task force? Did this task force evaluate the feasibility of a BID or join the TPA? If the task force found in favor of the creation of a district, did the Council review the petition?

FR.2 Assist in finding funding for business development

Overview. There are many ways Burien can help. For example, many cities have programs that make small loans to businesses for improvements (e.g., a revolving loan program for façade improvements in a commercial district). Cities can also help businesses find state or national loan or (more rarely) grant programs (e.g., US Citizenship and Immigration Services administers the Immigrant Investor Program, also known as "EB-5," which matches foreign capital to approved local development projects).

Some cities also assist with finding private funding. Venture capital provides the investment resources required for high-potential small- and medium-sized businesses to grow. Regionally based networks of venture capitalists or "angel investors" (investors that provide financial backing for small startups or entrepreneurs) support regional economic development by concentrating capital investments in a geographic area.

The City could assist in the creation of a local network that brings together capital (and other business support resources) and entrepreneurs from the City and the surrounding area. One model for this type of initiative is the Oregon Entrepreneurs Network, a nonprofit organization that educates, supports, and advocates for the entrepreneurial community in Oregon and southwest Washington. The Oregon program connects capital investors, business support services, and entrepreneurs, to help grow local businesses and facilitate regional economic development. In this model, the City should not itself form a venture capital network; it would lead the effort in creating a task force composed of elected officials, City staff, local business owners, and other stakeholders that could undertake this action.

Implementation. City staff and Council members would work to form a task force (or this could be the BEDP) with local businesses to research the formation of a local venture capital network. This process would involve (1) researching best practices of other regionally-based networks, (2) identifying and connecting individually with potential capital investors and entrepreneurs, (3) developing a business plan and marketing strategy, and (4) implementing the plan.

Evaluation. Did the City form a task force? Did this task force investigate the feasibility of a regional venture capital network? Did the task force start a regional network?

Communication and coordination

The City should support business development through open communication, coordinating among stakeholders, and fostering a positive business climate. Some of these actions are already covered under other actions that have outreach to businesses.

CC.1 Develop a marketing and branding plan

Overview. The City can better meet its economic development goals if it has a strategic marketing and branding plan that describes the City's positive business climate and available amenities for residents. City staff should work with local partners in economic development and outside consultants to develop a plan, including materials that document the City's advantages and amenities that are attractive to businesses and residents.

Implementation. City staff should develop the marketing and branding plan with the assistance of local organizations and, if desired, an outside consultant. The plan should include materials that document Burien's advantages and amenities that are attractive to businesses. The City will need to identify a funding source to support the development and implementation of this plan.

Evaluation. Did the City develop and implement a marketing and branding plan?

CC.2 Form partnerships: communicate and coordinate

Overview. Burien is fortunate to have a tradition of collaboration among various sectors and institutions. To achieve its goals, this plan will require all stakeholders to work together, sharing responsibility for achievement of the objectives. The City should seek to develop formal partnerships with a variety of organizations, including Discover Burien, the Chamber of Commerce, and many others. The plan also relies on scores of other partners including educational institutions, community development organizations, ethnic business groups, business associations, and more.

Implementation. The City's role in fostering new collaboration should be to convene partners on a regular basis to communicate the City's progress on meeting its goals, gather new ideas for implementation, and develop partnerships for plan implementation.

Evaluation. Has the City developed a communications strategy to communicate with key partners about economic development initiatives? Has the City carried out its strategy?

CC.3 Reach out to districts of the City

Overview. The City plays a key role in the revitalization of its diverse districts. The public sector, and cities in particular, can influence real estate markets and redevelopment potential using a variety of tools, including community renewal, development regulations, incentives, infrastructure investments, and, in some cases, partnering with the private sector to improve development feasibility. The City's role in area revitalization includes (1) strategically investing in infrastructure improvements, such as roadways, streetscape improvements, and property acquisition; (2) making necessary or desired regulatory adjustments, such as zoning changes; and (3) creating partnerships with developers and property owners to generate development returns that remain sensitive to market demand.

Focus group and citizen meetings in October 2013 led to the identification of six business districts and recommendations about the kinds of actions to consider in each:

- **Downtown:** Mixed uses and potential redevelopment; fun, funky & functional character; eclectic and diverse; arts and culture; restaurants; and a hotel.
- **N.E.R.A.:** Auto mall, light industrial, flexible spaces, warehouses, and logistics operations.
- **Ambaum:** Wellness related business, ethnic businesses, population diversity, mixed-use development, and senior living.
- **Boulevard Park:** Unique, rich, and diverse business and population base; increased focus on economic development; potential connection to the golf course; and potential for a major institution to come and have a large presence.

- **First Avenue:** Infill and potential redevelopment, especially related to businesses that can capitalize on high traffic volumes; lower cost alternative to downtown; and proximity to airport for office and other uses.
- **Manhattan:** Facelift, identity and branding opportunities; attract private investment; bridge gap with Normandy Park; lower priority but remain open to opportunities.

Implementation. To guide development outcomes in a market-responsive way, the City would work with neighborhoods and business districts to develop small area plans that are consistent with but expand on the City’s comprehensive plan (LB.3). These plans would include:

- An updated vision for the district’s future,
- Potential investments the City and other partners could make to support that vision,
- Appropriate phasing and roles for implementation, and
- Tools available to the public sector (including incentives, regulations, facilitation of planning exercises and community conversations, and interactions with property owners) that are most appropriate to specific areas within the City.

Related to this, the City will need to determine how to best develop the internal capacity for an ongoing process to support implementing priority investments in redevelopment projects, and to support ongoing community conversations about a development vision and strategy on a city-wide basis.

Evaluation. Has the City done outreach with local districts to develop a timeline for small area plans? Has the City identified a funding source for these plans? Did the City work with business districts to complete small area plans?

4.6 Category 3, *Advanced*: Actions specific to Burien’s broader vision of what it wants to become

This category of actions covers ones that are less about baseline services and more about creating new initiatives and directions. They tend to be about some theme for economic development. They also tend to be longer run, more specialized, and more speculative.

For example, some large metropolitan areas have invested in trying to make their region a center for a target industry like biotechnology or electronics. Others have organized around themes of sustainability or urban amenity. Others have invested large portions of their disposal public funds into sports, conference, or performing arts centers. In Burien’s case, its vision goes beyond basic economic development considerations to mention diversity, arts, and wellness. In this document those actions are referred to as *actions specific to Burien’s broader vision of what it wants to become (advanced actions)*.

The broad visions for the City in general and for economic development in particular emphasize diversity, the arts, and culture. In addition, the economic development vision mentions restaurants, tourism, and technology. There is more than one theme that could be consistent, more or less, with these vision elements. During the development of this strategy, however, the theme that seemed to (1) capture the vision elements, (2) be long-run and citywide, and (3) have a reasonable chance of being implementable and productive was *International City*.

The Seattle region has an international reputation, and strong connections along the Pacific Rim by virtue of its ports (water and air). Burien is close to both. Burien is a melting pot of languages and cultures: minorities compose almost 40% of its population (20% Hispanic; 10% Asian), and more than 50 different languages are spoken in the homes of Burien area students.¹⁰ The downtown has a core of restaurants from different ethnic groups, the seed of an international district with quick access to SeaTac airport.

Focus and citizens groups convened in Burien in October 2013 talked about the importance of creating sub-districts of economic activity in Burien, many of which have culturally diverse populations and businesses. An international theme can easily be shaped to be compatible with the vision for arts and for tourism.

Some of the actions consistent with a theme of International City could be pursued outside of that theme. For example, Burien could focus on tourism (lodging, restaurants, arts) in the downtown, whether it is themed as international or not.

Possible actions consistent with a theme of International City follow.

Advanced: International City

IC.1 Develop sister-city relationships

Overview. Stronger connections with other cities outside the U.S. is certainly a step toward internationalism. Exchanges can be for cultural, educational, or business purposes. The connection may create direct benefits for some local business, or they may be more indirect in that the sister-city connection furthers Burien's interest in and claims for being an international city.

Implementation. There are several ways to make sister-city connections, but one place to start is with Sister Cities International, a nonprofit membership association that provides information on and assistance with all aspects of developing and maintaining sister-city relationships. Given the cultural diversity among businesses in Burien, it would make sense to get advice from them about cities where connections already exist and could be expanded at relatively low cost. If the City

¹⁰ Burien web site: <http://www.burienwa.gov/index.aspx?NID=908> accessed 8 December 2013.

decides to move in this direction, among its first steps should be a preliminary evaluation of the costs of a sister-city program, and who would pay those costs.

Evaluation. Did the City make a decision on whether to include a sister-city program in its strategy (2014)? Did the City conduct or otherwise review and preliminary evaluation of the costs and benefits of, and local business interest in, a sister-city program (2014)? Has the City made contacts with potential sister-city candidates (2015)? Does the City have at least one formal sister-city relationship (2016)?

IC.2 Create relationships at the state level and with other partners

Overview. State agencies and other statewide organizations have programs that reach out to an international audience. Burien could explore greater international connections by getting involved with some of these agencies or organizations.

Implementation. This action can be started by department staff without additional support in 2014. The effort would be incremental over a couple years.

Evaluation. Does the City staff have a list of partner organizations people, and programs? Does it have a plan for how to expand and use that list? Can it show evidence of any tangible benefits that have come from these relationships?

IC.3 Identify and evaluate ways to exploit Burien's proximity to the Port or Airport

Overview. An important component of Burien's claim of International City, and probably its most tangible and marketable one, is its proximity to SeaTac Airport. To be the international city it aspires to be, it has to continue to strengthen ties to the airport. The Advisory Committee and focus groups listed broad possibilities (logistics and warehousing, back-office operations for the airport, incubator and joint offices for businesses with big travel schedules), but no evaluation of the feasibility of these uses has been undertaken.

Such an evaluation, like many suggested in this strategy, could be small or big. It may be sufficient, for example, to determine that most of the uses of interest could be accommodated into a few building types that collectively require only a few different things from the City in terms of land use and infrastructure. In other words, the City would not have to know or care about exactly what business might come—it just has to know that it has land and infrastructure that can accommodate a large percentage to the sectors it desires. Or, if the City hopes to market to target industries, the evaluation could drill further into their characteristics and the kinds of locations and buildings they gravitate toward.

Implementation. A simple evaluation could be started soon and completed by City staff, perhaps with some consulting help. The expanded version is probably a consultant-led project, and would take six months and \$30,000 to \$60,000.

Evaluation. Did the City conduct the study? Did the study suggest actions that the City is pursuing?

IC.4 Help develop a program for international tourism

Overview. The concept of International City clearly includes visits by people from other countries. That could all be business travel, but it would be more favorable for the City to have a tourism component. Many types of facilities and institutions would be consistent with that: hotels, a performing arts center, a restaurant association, branding, and more.

What happens here depends on what happens with the other actions in Category 2, and what happens in Category 2 actions depends in part on what the City wants to happen here. For example, if the City believes that a performing arts center is critical to its efforts to become the kind of international city it wants to be, then that will affect its evaluation of facilities in QL.1. Similarly, CC.1, marketing and branding, needs to work in concert with a program for international tourism.

Implementation. Specific decisions and detailed activities for this action can probably wait awhile. The City will be making some progress on this topic as part of several preceding actions it will be taking in Category 2 in 2014 and 2015. The City, with its public and private partners, could do a simple plan this year for how to increase tourism, and then move to a more specific set of actions a year or two later that reflects decisions the City will have then made about business districts, facilities, and international outreach.

Evaluation. Short run: Does the City have simple plan for how to increase tourism over the next few years? Longer-run: Does the City have the branding, marketing material, and connections (IC.1 and IC.2) that are needed to have a significant amount of tourism, especially by international tourists?

Appendix A How to Think about Economic Development

Concepts

The *traditional view* of economic development is that it is about retention and creation of jobs that offer competitive wages, meaningful and secure labor, and opportunity for advancement. The *emerging view* of economic development is that it is a process of improving a community's well-being through not only job creation, business growth, and income growth, but also improvements to the wider social and natural environment that strengthen the economy. These latter "quality of life" factors are important not only to the well-being of residents and workers. They also contribute to attractiveness of a place for businesses—in that sense, maintaining and improving these factors can legitimately be considered a strategy for business retention and attraction.

Every economic development strategy, including this one, has at its core the traditional focus on jobs and income. But this strategy is broader; it considers factors relating to quality of life for residents and employees that affect Burien's ability to retain and expand existing businesses and attract new businesses.

Though economic development could be defined broadly to consider most activities of local government (e.g., including the provision of quality infrastructure, education, and recreation facilities and programs), *job growth and business growth are generally the primary objective of local government economic development efforts*. This growth comes from the creation of new firms, expansion of existing firms, and attraction of new firms or retention of existing firms. If economic development is about accommodating, creating, and expanding businesses, then it makes sense to think of how local economic development policies will affect factors that matter to business decisions about location and expansion. In the jargon of economics, any policy or action must affect a factor of production that influences business locations and expansion.¹ The typical *direct factors of production* are:

- **Natural resources and supplies.** Businesses producing goods and some services need access to materials to develop products that they can sell. The quality, quantity, and cost of locally available natural resources and

¹ The information in this section is summarized from the American Planning Association's Planning Advisory Service Report "An Economic Development Toolbox: Strategies and Methods," 2006.

supplies are all relevant. Historically access to forests, water, and cheap electrical power has drawn several industry sectors to Washington.

- **Land and built space.** Businesses need land that is entitled, buildable, and development-ready. Land and buildings must be in the right locations, sizes, and configurations.
- **Labor.** The relative productivity and cost of labor is often the single most important factor for businesses, especially service businesses. Businesses want a trained and educated workforce that is reliable and, if possible, available at relatively lower costs. An important part of labor is entrepreneurship, which includes trained, creative, and effective management.
- **Access to markets and materials.** Businesses need to bring their supplies and labor to and from other locations. Business look for proximity to markets and connections to transportation systems to access markets and materials.
- **Local Infrastructure.** An important role of government is to increase economic capacity by improving the quality and efficiency of infrastructure (e.g., roads, water and sewer systems, or airports).
- **Business clusters.** One way for businesses to reduce their costs is to choose a location where there are other similar businesses or other businesses that share a common supply chain, constituting a business cluster.

Businesses locate in a city or region not only because of the quality and cost of these direct factors of production, but also because of the presence of factors that can have indirect but important effects on the costs and profitability of doing business:

- **Quality of life.** “Quality of life” includes all the factors and amenities that attract people to a community because it is a nice place to be: good schools, a clean environment, affordable housing, nice parks, and an exciting culture. Quality of life can affect costs for businesses. The wage and salary costs of attracting and retaining both management and labor can be reduced if they have a larger “second paycheck” from the amenities and quality of life factors in the community.
- **Government policies.** Government policies can affect the supply, cost, and quality of the factors above. Businesses want the public sector’s help with most of the items above, but they would like the costs of that assistance (e.g., taxes and fees) to be low.

Not all factors are equally important to businesses in general, and their importance differs by type of business. The *location* decisions of businesses are primarily based on the availability and cost of labor, transportation, raw materials, and capital. In the words of professional site selectors, businesses

typically do a *regional* screening first (“Which are the two or three best regions for our business?”) and then work down to sites in the region as part of the final selection process. The availability and cost of these production factors are broadly similar within a region. Most economic development strategies available to local governments affect the cost and quality of these primary location factors only indirectly.

Local governments can most directly affect the other factors in the list above—for example, tax rates (within the bounds of Measures 5 and 50), land supply and permitting, the quality of public facilities and services and their costs to businesses and their employees, and workforce training.

Burien’s economic development strategy is organized around these factors of production: factors that businesses care about when making decisions about where and how to grow.

Organizations for Actions in an Economic Development Strategy

Considerations and possibilities

A wide range of economic development policies and actions are available to cities for influencing the level and type of economic development. **How should such actions be organized?** Some possibilities, all of which have a logic to them:

- **By implementing organization.** This organization makes responsibilities clear. A first cut might be actions that the *public sector* takes versus actions that the *private sector* takes. Then the public sector actions could be subcategorized by agency and department, and the private sector actions by business organization. The problem with that organization for Burien is that the EDS is ultimately a City document, adopted by the City Council and implemented by City staff. Thus, all of the primary actions are really the City’s. Those actions would probably include *coordination* with other private and public sector organizations on a variety of topics. Organizational responsibilities can be addressed as a subset of each action. The consultants believe that the EDS will be clearer to a broader audience if it is organized at the top level by type of action rather than by implementing organization.
- **By funding.** Such a categorization is possible, and may seem practical. It is probably similar to the previous categorization by organization because funding tends to correlate with organizations and departments. For the same reasons, the consultants do not recommend it as the top level organization. Funding can be addressed as a subset of each action.

- **By policy type.** In other studies that consultants have create generic categories of policy as follows: Coordination, Planning, Funding, Investment, Incentives, and Regulation. Collectively, those cover everything that government does. But any specific economic development policy may cut across several of these categories, and the categories are not ones that parallel institutional organizations or that the public connects with.
- **By timing.** Actions do not all occur at once: some happen before others. In some cases they have to: one action depends on a prior one. In other cases, actions happen sooner for many reasons: the problems are greater, the solutions are easier, the funding is available, and so on. But organizing by timing does not give a good sense of the themes and cohesiveness of the actions.
- **By ease of implementation.** The cliché is “low-hanging fruit.” This organization tends to correlate with an organization based on timing: things that can be achieved sooner are typically ones that can be achieved more easily.
- **By geographic area.** The participants in focus groups and public meetings identified six different sub-areas of Burien that might have their special actions with respect to economic development. But there are many actions that the City will pursue that are citywide.
- **By theme.** Presumably the important themes would come out of a jurisdictions vision. In Burien, the themes of “diversity” and “arts” are repeatedly referenced. What would an economic development strategy look like that organized around those themes?
- **By object trying to be influenced.** Local economic development policy usually has a fundamental goal of attracting, retaining, and expanding businesses within the boundaries of the implementing jurisdiction. The presumption is that growing businesses will provide things that voters want: jobs, income, and revenues for the operation of local government and the additions to quality of life such operation provides. If economic development is about accommodating, creating, and expanding businesses, then it makes sense to think of how local economic development policies will affect factors that matter to business decisions about location and expansion. In the jargon of economics, any policy or action must affect a *factor of production* that influences business locations and expansion. The typical factors of are:
 - **Entrepreneurship.** Trained, creative, effective management.
 - **Capital.** Financing, venture capital.
 - **Labor.** Better trained and educated work force; more reliable; lower cost.

- **Land and built space.** Entitled; buildable; development ready; in the right locations, sizes and configurations.
- **Local Infrastructure.** Not just lowest cost, but best value
- **Access to markets and materials.** Proximity, yes, but also connections
- **Agglomerative economies (clusters).** Proximity to related businesses, a more diverse and redundant labor market.
- **Quality of life.** The wage and salary costs of attracting and retaining both management and labor can be reduced if they have a larger “second paycheck” from the surrounding natural and built environment and community services.
- **Taxes and fees.** Again, value matters. Businesses want the public sector’s help with most of the items above, but they would like the costs of that assistance to be low.

An example of how actions get organized into categories

The example in this section is based on “factors of production,” the last category discuss in the previous section. This is just an example. Chapter 4 will ultimately be organized around categories that the Advisory Committee and City staff agree to.

Not all factors are equally important to businesses in general, and their importance differs by type of business. The *location* decisions of businesses are primarily based on the availability and cost of labor, transportation, raw materials, and capital. In the words of professional site selectors, businesses typically do a *regional* screening first (“Which are the two or three best regions for our business?”) and then work down to sites in the region as part of the final selection process. The availability and cost of these production factors are broadly similar within a region. Most economic development strategies available to local governments only indirectly affect the cost and quality of these primary location factors.

Local governments can most directly affect the other factor in the list above: for example, tax rates, land supply and permitting, the quality of public facilities and services and their costs to businesses and their employees, and workforce training.

The effectiveness of any individual actions or combination of actions depends on local circumstances and desired outcomes. Local strategies should be customized not only to meet locally defined objectives, but also to recognize economic opportunities and limitations. Positive outcomes are not guaranteed: even good programs can result in limited or modest results.

Table A-1 identifies a range of potential economic development strategies that the City of Burien could consider implementing. These strategies range from those closely associated with the basic functions of government (provision of buildable land and public services) to those sometimes viewed as outside the primary functions of government (such as financial incentives and business assistance). The primary action categories in Table A-1 are based loosely on factors in the production functions of businesses: Land, Infrastructure (Public Facilities), Business Assistance, Workforce, Other.

Table A-1. Potential economic development actions

Category/Policy Examples	Description and Examples
Land Use	Policies regarding the amount and location of available land and allowed uses.
Provide adequate supply of land	Provide an adequate supply of development sites to accommodate anticipated employment growth with the public and private services, sizes, zoning, and other characteristics needed by firms likely to locate in Junction City.
Increase the efficiency of the permitting process and simplify city land-use policies	Take actions to reduce costs and time for development permits. Adopt development codes and land use plans that are clear and concise.
Public Facilities	Policies regarding the level and quality of public and private infrastructure and services.
Provide adequate infrastructure to support employment growth	Provide adequate public services (i.e. roads, transportation, water, and sewer) and take action to assure adequate private utilities (i.e. electricity and communications) are provided to existing businesses and development sites.
Focused public investment	Provide public and private infrastructure to identified development or redevelopment sites.
Communications infrastructure	Actions to provide high-speed communication infrastructure, such as developing a local fiber optic network.
Business Assistance	Policies to assist existing businesses and attract new businesses.
Business retention and growth	Targeted assistance to businesses facing financial difficulty or thinking of moving out of the community. Assistance would vary depending on a given business' problems and could range from business loans to upgrades in infrastructure to assistance in finding a new location within the community.
Recruitment and marketing	Establish a program to market the community as a location for business in general, and target relocating firms to diversify and strengthen the local economy. Take steps to provide readily available development sites, an efficient permitting process, well-trained workforce, and perception of high quality of life.
Development districts (enterprise zones, renewal districts, etc.)	Establish districts with tax abatements, loans, assist with infrastructure, reduced regulation, or other incentives available to businesses in the district that meet specified criteria and help achieve community goals.
Business clusters	Help develop business clusters through business recruitment and business retention policies. Encourage siting of businesses to provide shared services to the business clusters, businesses that support the prison and hospital and agricultural industry, including retail and commercial services.
Public/private partnerships	Make public land or facilities available, public lease commitment in proposed development, provide parking, and other support services.

Category/Policy Examples	Description and Examples
Financial assistance	Tax abatement, waivers, loans, grants, and financing for firms meeting specified criteria. Can be targeted as desired to support goal such as recruitment, retention, expansion, family-wage jobs, or sustainable industry.
Business incubators	Help develop low-cost space for use by new and expanding firms with shared office services, access to equipment, networking opportunities, and business development information. Designate land for live-work opportunities.
Mentoring and advice	Provide low-cost mentors and advice for local small businesses in the area of management, marketing, accounting, financing, and other business skills.
Export promotion	Assist businesses in identifying and expanding into new products and export markets; represent local firms at trade shows and missions.
Workforce	Policies to improve the quality of the workforce available to local firms.
Job training	Create opportunities for training in general or implement training programs for specific jobs or specific population groups (i.e. dislocated workers).
Job access	Provide transit/shuttle service to bring workers to job sites.
Jobs/housing balance	Make land available for a variety of low-cost housing types for lower income households, ranging from single-family housing types to multifamily housing.
Other	
Regional collaboration	Coordinate economic development efforts with the County, the State, and local jurisdictions, utilities, and agencies so that clear and consistent policies and objectives are developed.
Quality of life	Maintain and enhance quality of life through good schools, cultural programs, recreational opportunities, adequate health care facilities, affordable housing, neighborhood protection, and environmental amenities.

Source: ECONorthwest.

Appendix B Economic Context for Burien

Background

The work plan for creating the Burien Economic Development Strategy acknowledged the need for some base information to inform decisionmaking. The more informed the decisions, the higher the likelihood that they will achieve their desired ends.

The work plan also, however, emphasized allocating the available budget to preparing and refining the strategy document. That left a relatively modest budget for technical analysis. That is the context in which ECONorthwest prepared this overview document as an appendix to the strategy document.

The appendix describes various measures of Burien and the regional economy.² It focuses on several factors that influence a city's economic growth: its location, population, employment, housing and construction, education, cost of living, and developable land.

In understanding an urban or regional economy, it is important to distinguish between the short run and the long run. In the short run, there is little an urban economy can do to change its fate. It is subject to greater economic forces. In the long run, a regional economy is able to alter course. For example, making strategic capital³ investments today will do little to change a region's current conditions. In the long run, however, such investments could increase incomes, quality of life, etc.

In the short run, the regional economy in the Seattle-Tacoma region has recovered from the recession more quickly than the country as a whole. In the long run, it is fundamentally sound, and will likely grow as the country grows.

² It is important to understand that in describing something as complex as an urban economy, no single measure can provide a complete picture. The complete picture emerges only through combining many measures.

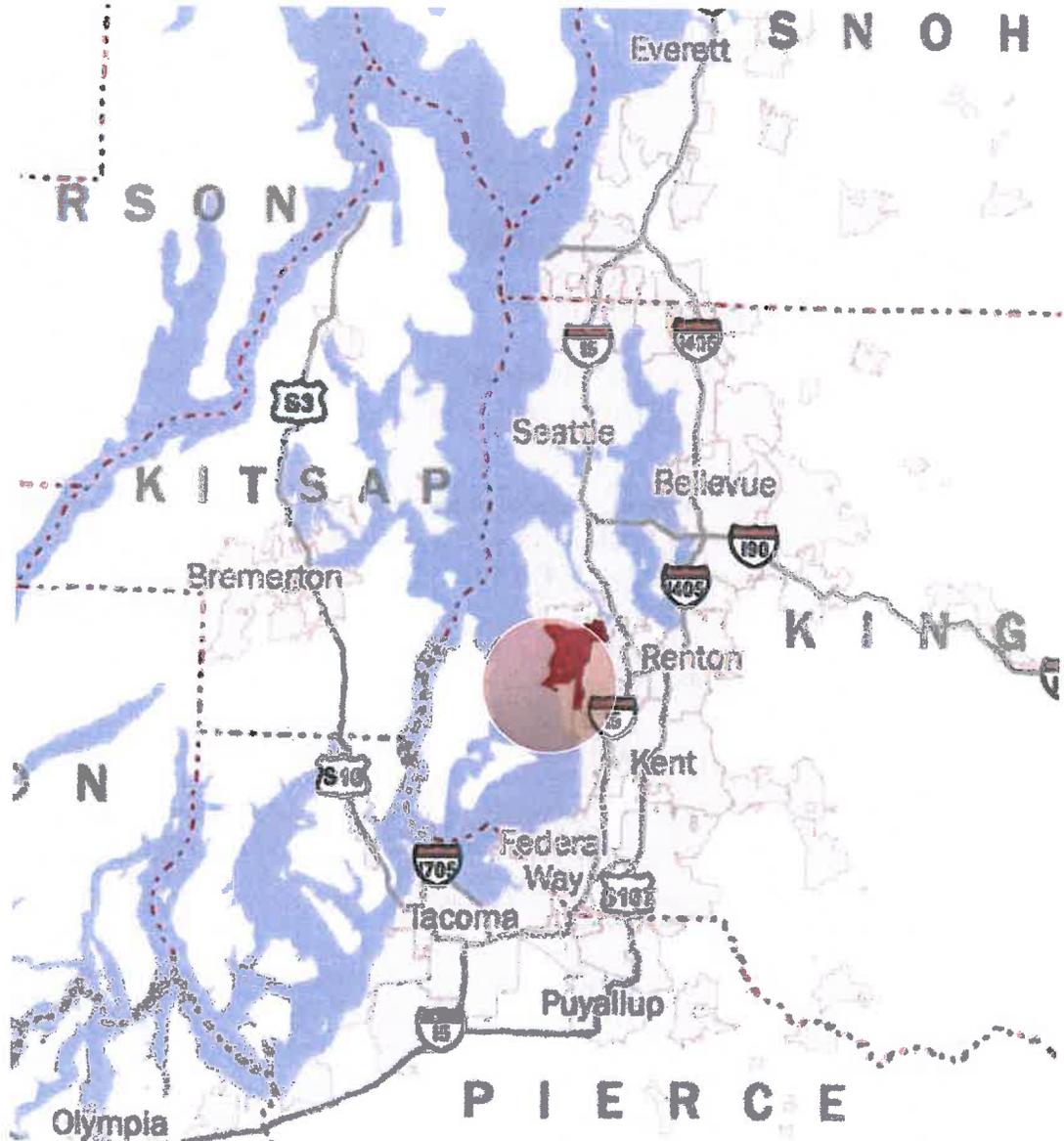
³ Economists think about growth in terms of capital, i.e., the factors that help us produce goods and services. The four forms of capital are human capital (education, skills, etc.), physical capital (roads, infrastructure, etc.), natural capital (clean air, water, etc.), and social capital (laws, social conventions, etc.).

Factors

Location

Burien lies within a four county area. It is one actor within a dynamic regional economy. It's position within this region means that it has access to a greater labor pool, consumer base, collection of businesses, etc. It's location along major highways and near the Seattle-Tacoma International Airport grants Burien access to other markets across country and world. Figure 1 below depicts Burien's location within the region.

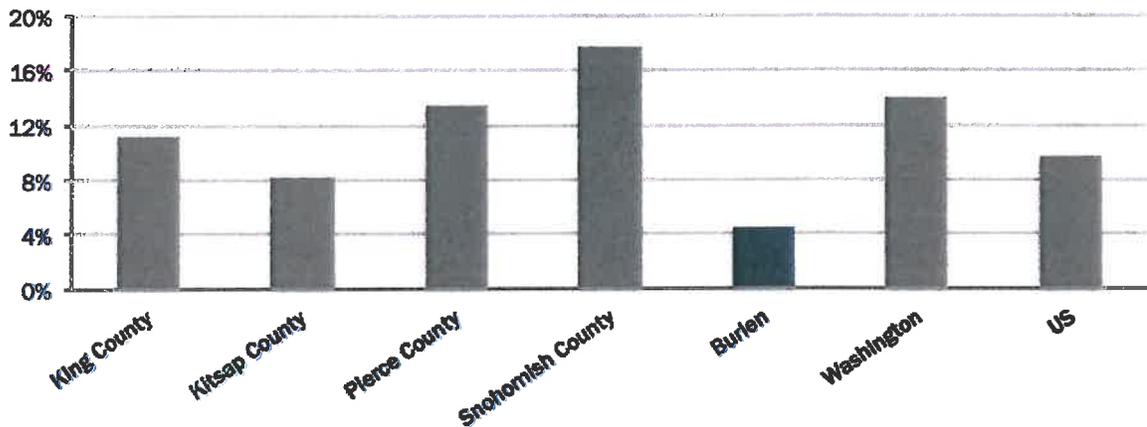
Figure 1. Regional Map of Burien



Population

Burien's population is increasing, but slowly. From 2000 to 2010, the country's population grew by about 10%. Across the State of Washington, and in King County, Pierce County, and Snohomish County, population growth rates exceeded the national rate. The City of Burien's population, however, grew by only 4.5% over the 10-year period (see Figure 2 below). Looking toward the future, populations across the State are expected to continue growing, although at a decreasing rate, in the range of 0.6–1.8% per year.⁴

Figure 2. Population Growth (2000–2010)



Source: US Census Bureau.

The Puget Sound Regional Council's 2013 Growth Strategy categorized Burien as one of 14 Core Cities. These Core Cities contain key hubs for the Central Puget Sound region's long-range multi-modal transportation system, and are major civic, cultural, and employment centers. These Core Cities are anticipated to accommodate 22% of the region's population growth and 29% of its employment growth by 2040.⁵

Employment

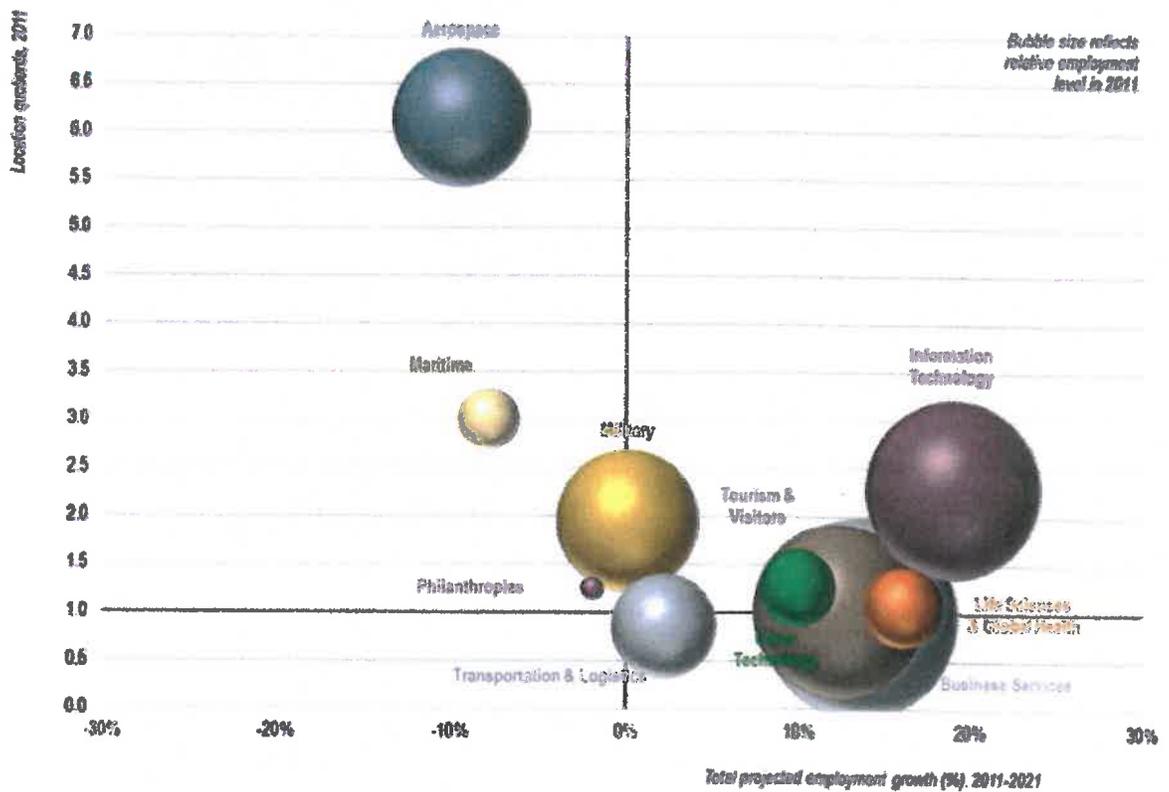
The regional economy relies heavily on aerospace, but may start shifting to other industries in the future. In 2012, the Puget Sound Regional Council

⁴ State of Washington, Office of Financial Management. 2007. *2007 County Projections by Single Year after 2010*. Retrieved on August 16, 2013 from <http://www.ofm.wa.gov/pop/gma/projections07.asp>.

⁵ Puget Sound Regional Council. 2013. *2013 Land Use Forecast*. Retrieved on August 12, 2013 from <http://www.psrc.org/data/forecasts/2013-forecast-products/>.

compiled a report outlining the regional economic strategy for the Central Puget Sound Region (including King, Kitsap, Pierce, and Snohomish Counties). Figure 3 shows employment dynamics for a number of the region's industries. At the top left of the figure is the aerospace industry. It employs a large number of workers in the region, and its employment levels are much higher than employment in aerospace in other regions (i.e., it has a large location quotient). Despite its prominence, employment in the industry is expected to fall in the coming decade. Some of the most promising industries in the region, in terms of projected employment growth, include information technology, life sciences and global health, tourism, and clean energy.

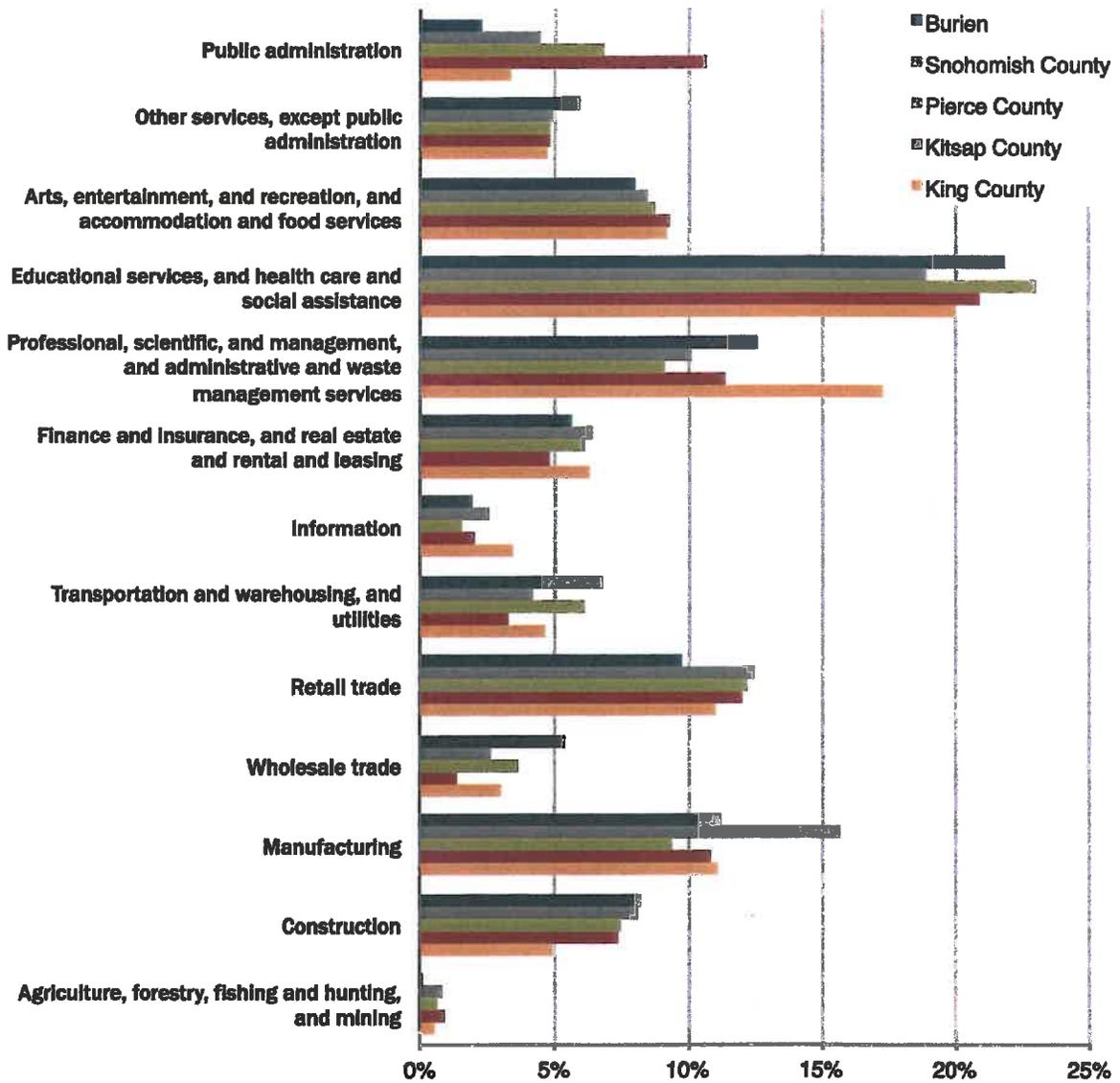
Figure 3. Central Puget Sound Cluster Employment Dynamics (relative concentration - 2011, growth trends - 2011-2021)



Source: Puget Sound Regional Council. 2012. *Regional Economic Strategy for the Central Puget Sound Region*.

Burien's employment profile is similar to that of neighboring counties in the region. Relative to individuals living in the surrounding counties, Burien's population is more likely to be employed in construction, wholesale trade, transportation and warehousing, educational services, health care and social assistance, and other service industries other than public administration (see Figure 4 below).

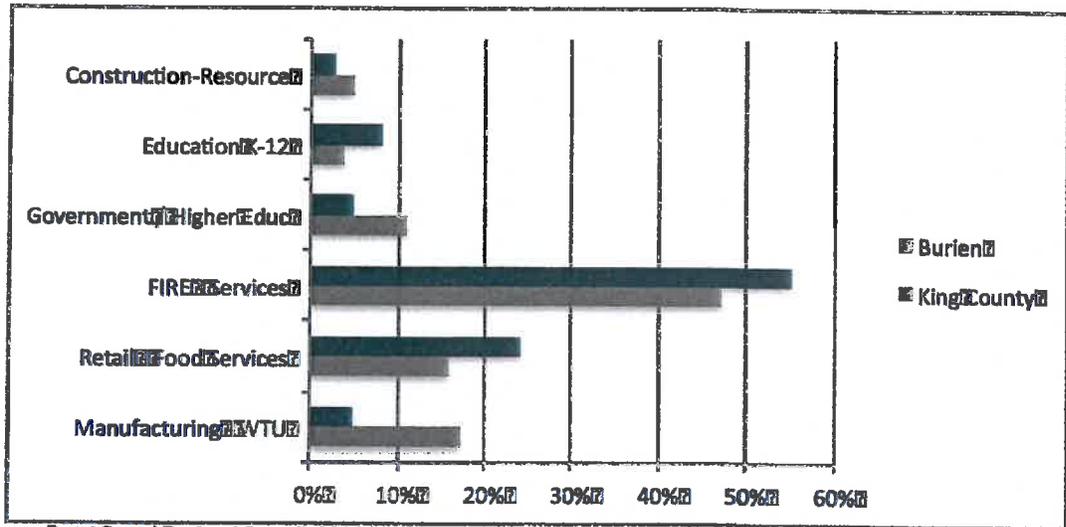
Figure 4. Employment by Industry (2011)



Source: US Census Bureau.

Compared to King County, Burien employment is concentrated in K-12 education, FIRE services (finance, insurance, and real estate), and retail & food services. Burien employment is also less concentrated in construction, government & higher education, and manufacturing (see Figure 5 below).

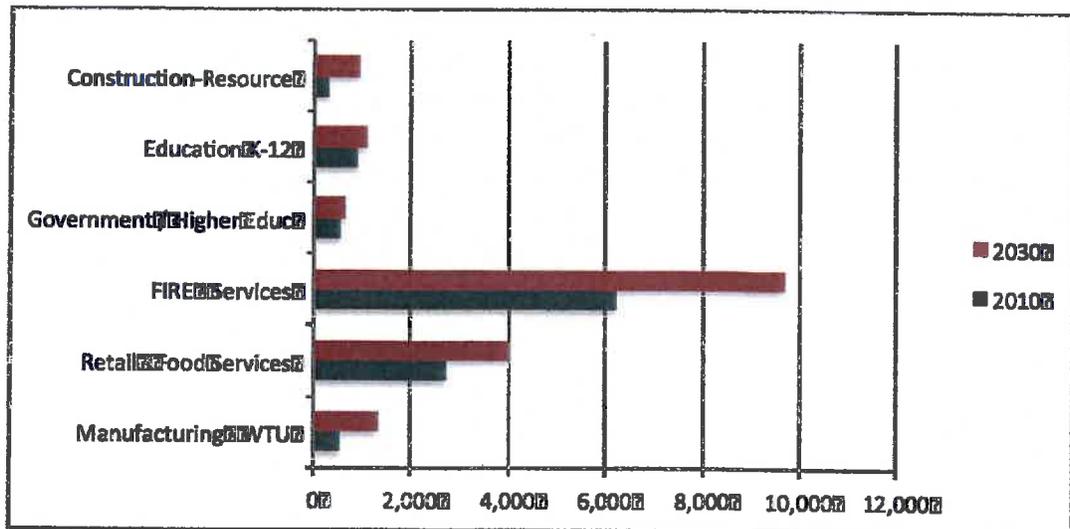
Figure 5. Employment by Sector, Burien vs. King County (2010)



Source: Puget Sound Regional Council. 2013 Land Use Targets.

Through 2030, Burien employment growth will be concentrated in FIRE services, retail & food services, and manufacturing. Construction, K-12 education, and government & higher education will grow as well, but such employment growth will likely be a product of general population growth, rather than any underlying change in the Burien or regional economy. Figure 6 below illustrates projected Burien employment growth.

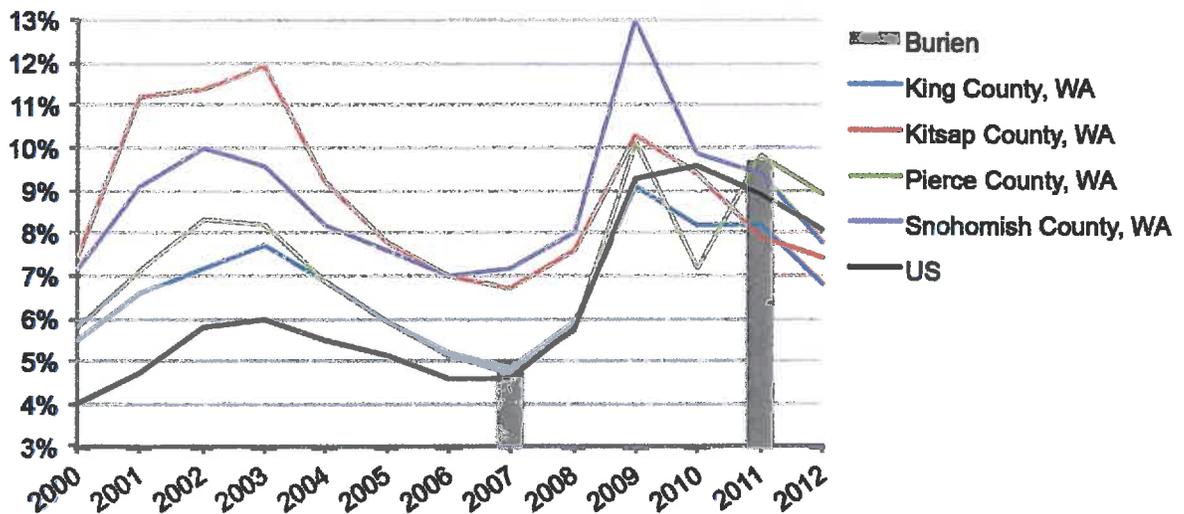
Figure 6. Burien Employment by Sector (2010-2030)



Source: Puget Sound Regional Council. 2013 Land Use Targets.

Burien's unemployment rate is decreasing, but remains high. Regional unemployment rates have followed national trends since 2000 (see Figure 7). In general the national unemployment rate has been lower than county-level unemployment rates in the Puget Sound area. In 2007, Burien's unemployment rate was on the low side relative to rates in surrounding counties. By 2011, Burien's unemployment rate nearly doubled and rose toward the high side relative to nearby rates. The national unemployment rate began declining in 2010. Because unemployment rates in the Puget Sound area began declining sooner (in 2009), this may suggest that the region is recovering from the recent recession more quickly than elsewhere in the country.

Figure 7. Unemployment Rate (2000-2012)

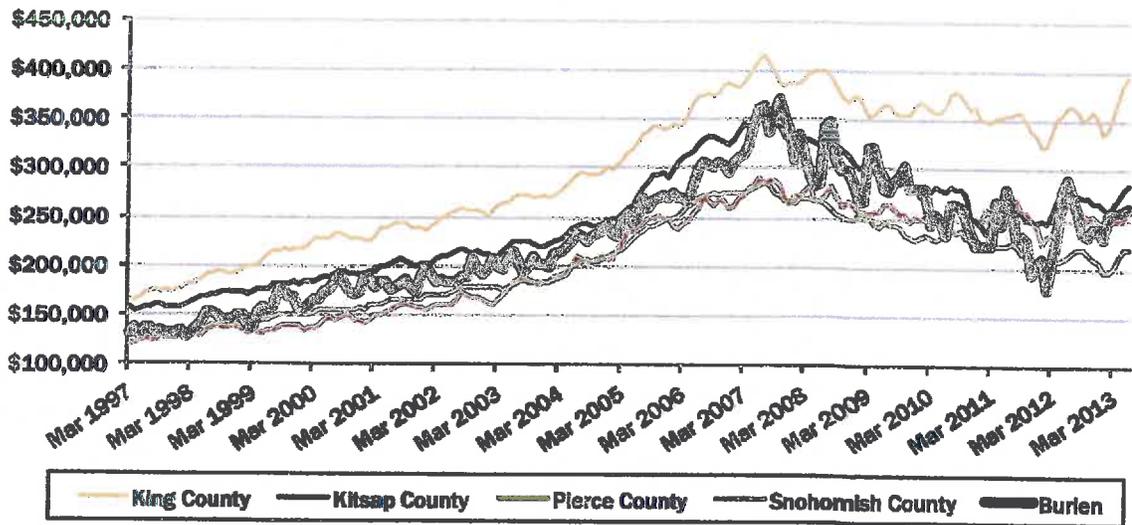


Source: US Bureau of Labor Statistics, US Census Bureau.

Housing and Construction

Home prices are on the rise, but have not met pre-recession peaks. Home values across the Puget Sound region have followed similar trends since 1997. Home values in King County were the highest. Home values in Burien and Snohomish County were very similar to each other, and tended to remain above home values in Pierce County and Kitsap County. Home values in all these areas have been on the rise since late 2011, although they have not yet reached their 2007 pre-recession peaks.

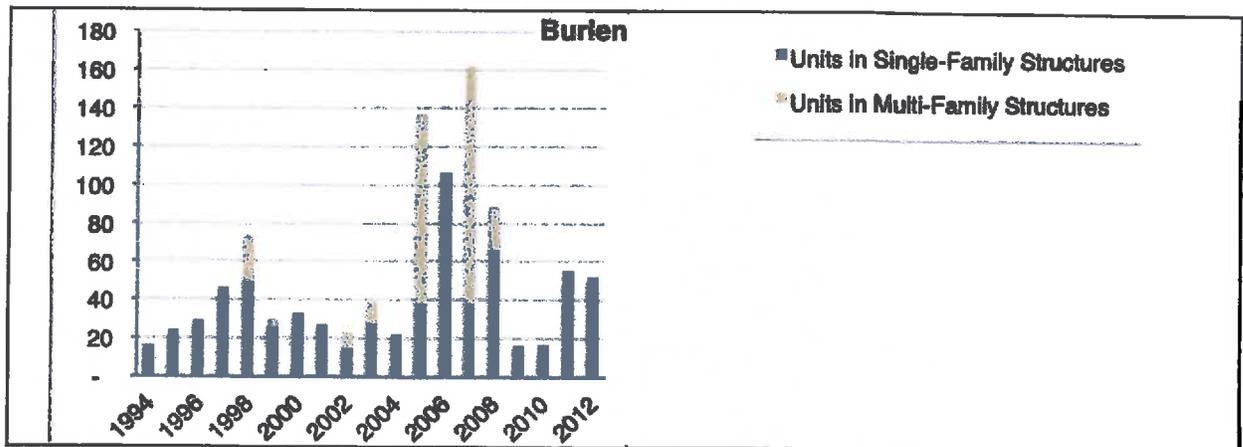
Figure 8. Median sale price (1997–2013)

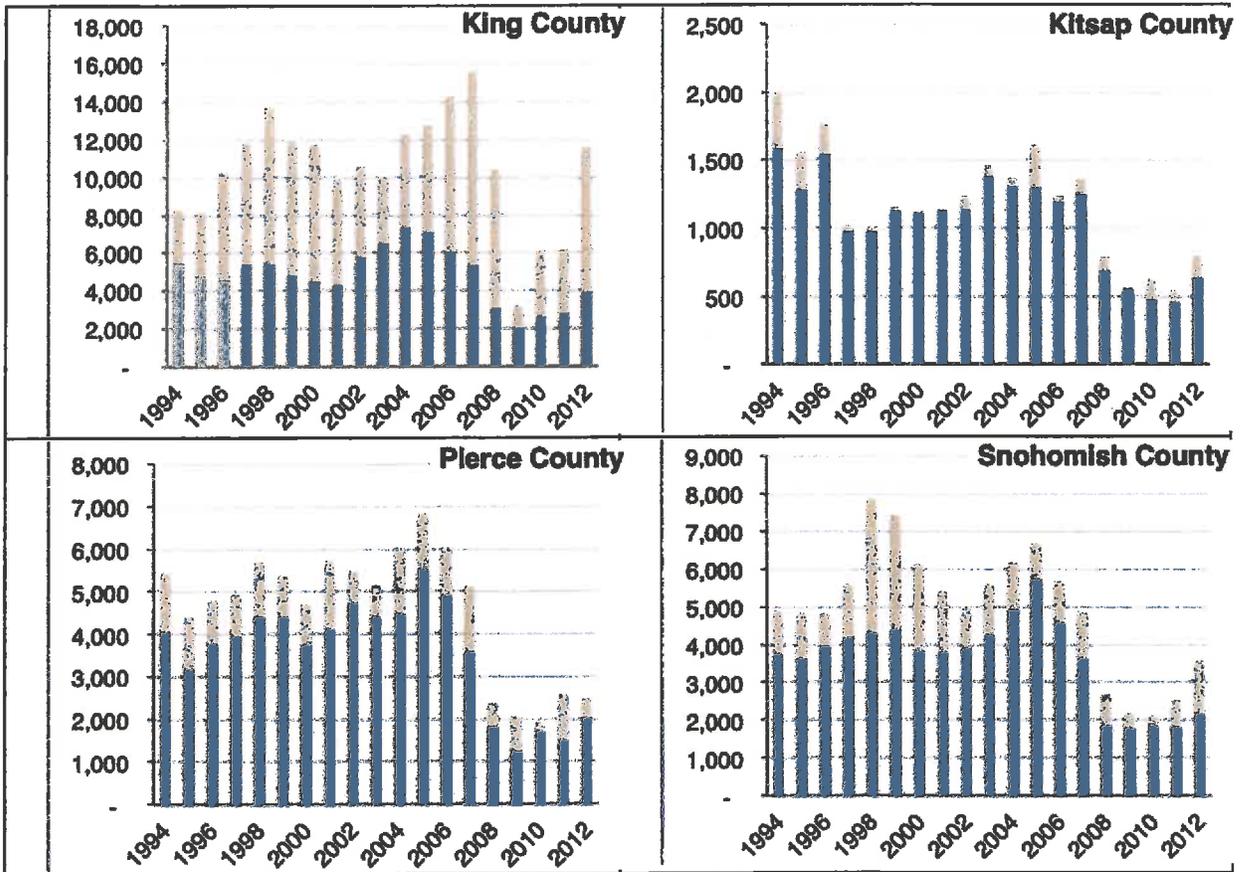


Source: Zillow.com.

The rate of new construction fell across the country in 2009 when the recession began. Since then, the rate of new construction has been rising, but it has not yet reached pre-recession levels. The four-county region had peaks in residential construction in the late 1990s and just before the recession. In King County, recent permits have been split between single-family and multi-family units. Conversely, in Burien and the other counties, most permits have been for single-family homes.

Figure 9. Building permits (1994–2012)





Source: SOCDs Building Permits Database.

Education

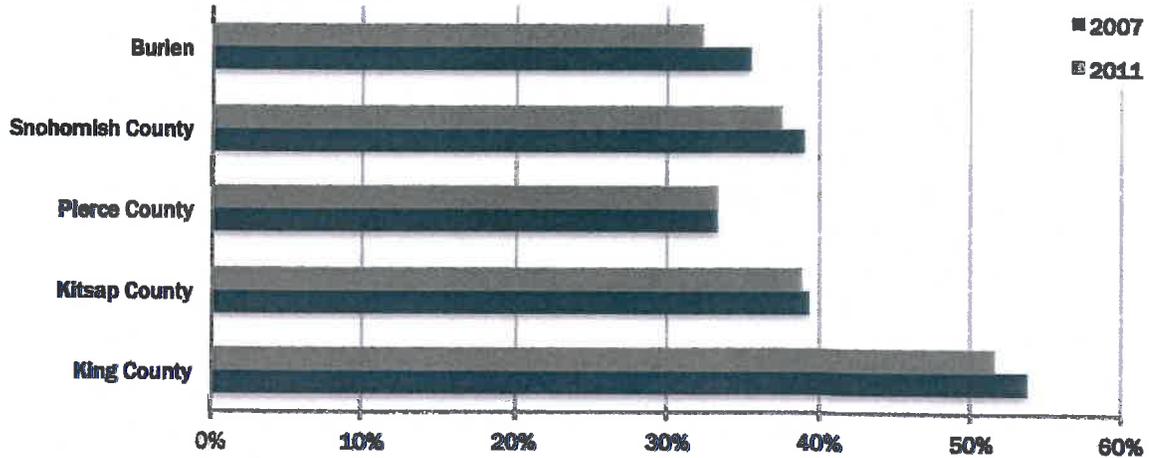
Educational attainment is increasing across the region, especially in Burien (Figure 10). In 2007, the percentage of Burien’s population with college degrees was lower than the percentage in each of the four surrounding counties. By 2011, the percentage of Burien’s population with college degrees increased from 32.4% to 35.5%, which represents a larger increase in educational attainment than any of the four counties. Burien educational attainment is now higher than Pierce County’s, but it is still lower than the attainment in other counties.

Figure 11 shows Burien’s schools rank⁶ 208th of 259 Washington city schools. Many of the region’s other cities have higher rankings. These rankings are

⁶ SchoolDigger determines school rankings by “[taking] all the schools that have test scores for Math and English. We take the average Math score across all the grades, and the average English score across all the grades, and add them together to make a combined score. That combined score is then sorted. The highest combined score is ranked #1, the second highest #2, and so on.” <http://www.schooldigger.com/aboutranking.aspx>.

determined by test scores, which may not provide a complete and accurate picture about the quality of the schools. That said, student test scores are a common measure of school performance, and it is likely that current and perspective Burien residents use them to inform their decision-making.

Figure 10. Percentage of Population over 25 with an Associate's, Bachelor's, or Graduate Degree



Source: US Census Bureau.

Figure 11. Regional City School Rank & Score (2013)

City	Rank Among WA Cities	School Score
Sammamish	2	0.965
Mercer Island	4	0.948
Redmond	8	0.908
Kirkland	24	0.823
Bellevue	25	0.820
Normandy Park	28	0.799
Shoreline	30	0.798
Renton	79	0.637
Seattle	84	0.558
Auburn	113	0.525
Des Moines	124	0.488
Kent	145	0.416
Tukwila	154	0.402
Federal Way	161	0.379
Burien	205	0.262
SeaTac	239	0.154

Source: SchoolDigger.com,

Cost of Living

Compared to other cities in the region, Burien has low property tax rates (see Figure 12 below). In 2013, Burien's property tax rate was 1.6.⁷ While this is not the lowest property tax rate, it is substantially lower than the rates of cities such as Renton (3.1), SeaTac (3.1), and Tukwila (2.988).⁸

Figure 12. Regional City Property Tax Rates (2013)

City	Property Tax Rate
Renton	3.100
SeaTac	3.100
Tukwila	2.988
Sammamish	2.591
Auburn	2.100
Seattle	1.902
Kirkland	1.796
Redmond	1.728
Kent	1.694
Burien	1.600
Des Moines	1.600
Normandy Park	1.600
Shoreline	1.600
Federal Way	1.422
Mercer Island	1.243
Bellevue	1.175

Source: Washington State Department of Revenue.

Additionally, as shown by Figure 8 above, Burien's home prices are markedly lower than the rest of King County. Burien's lower home prices and taxes indicate that its cost of living is lower than other cities' in the area.

Developable Land

Economic development usually means growth in employment; employees need built space; building new space requires buildable land.

⁷ Property tax rates are on a per thousand dollar basis, i.e., a property tax rate of 1.6 means \$1.6 of taxes per thousand dollars of assessed value.

⁸ Differences in property tax rates can correspond to differences in public services. Additionally, some cities fund their public services through special tax districts not encompassed by property taxes. The scope of this analysis does not involve an evaluation of differences in city tax structures or public services.

There are many ways to define and, thus, estimate buildable land. Most of them start with a GIS parcel database, usually compiled from county assessor data. That is where we started, with the King County assessment file. For the Burien economic development strategy, the concern is about land that is buildable for industrial and commercial uses. So a first piece of analysis is to eliminate land residential and public uses (e.g., parks, schools, streets).

The assessor has a code that identifies a property as developed or vacant. We used that code to identify vacant parcels that are zoned either industrial or commercial. Note that “vacant” is not the same as “buildable”: a vacant parcel may have physical, legal, or market constraints that make it partially or totally unbuildable. We did not do a level of analysis to identify buildable land. Thus, other things being equal, the amount of vacant land is an upper-bound estimate of the amount of vacant, buildable land.

Burien development efforts are focused on several sub areas: 1st Ave, Ambaum, Boulevard Park, Downtown, Manhattan, and Northeast Redevelopment Area (NERA). Figure 13 shows the current lot and building square footage, and appraised and taxable values for these areas and all of Burien.

Figure 13. Current Burien and Sub Area Land

	Lot Square Feet	Building Net Square Feet	Total Appraised Value	Total Taxable Value
1 st Ave	2,697,600	622,327	\$79,735,100	\$56,856,900
Ambaum	4,712,218	1,115,066	\$137,740,100	\$115,863,400
Bldg Park	1,555,794	346,666	\$36,873,700	\$30,245,600
Downtown	12,501,588	3,712,379	\$459,968,200	\$392,335,600
Manhattan	2,844,771	273,106	\$46,351,200	\$36,825,000
NERA	3,066,993	15,285	\$17,819,700	\$4,457,300
Total	27,378,966	6,084,829	\$778,488,000	\$636,583,800

Source: City of Burien.

New development will most likely occur at vacant or underdeveloped lots. As shown by Figure 14 below, Burien’s vacant parcels of land are concentrated in lots of less than one acre, and there are no vacant lots bigger than one acre.

Figure 14. Current Burien and Sub Area Vacant Lots by Count and Acreage

	Count of Parcels by Size (Acres)				Total Acreage by Parcel Size (Acres)			
	<1	1-2	2-5	5-10	<1	1-2	2-5	5-10
1st Ave								
Multi-Family	11	0	0	0	2.1	0	0	0
Commercial	14	0	0	0	3.4	0	0	0
Industrial	0	0	0	0	0	0	0	0
Total	25	0	0	0	5.5	0	0	0
Ambaum								
Multi-Family	4	1	0	0	2.5	1.2	0	0
Commercial	18	0	0	0	5.1	0	0	0
Industrial	0	0	0	0	0	0	0	0
Total	22	1	0	0	7.6	1.2	0	0
Blvd Park								
Multi-Family	12	0	0	0	4.8	0	0	0
Commercial	14	0	0	0	4.3	0	0	0
Industrial	0	0	0	0	0	0	0	0
Total	26	0	0	0	9.1	0	0	0
Downtown								
Multi-Family	23	0	0	0	4.9	0	0	0
Commercial	34	5	0	0	9.1	6.7	0	0
Industrial	0	0	0	0	0	0	0	0
Total	57	5	0	0	14.0	6.7	0	0
Manhattan								
Multi-Family	1	0	0	0	0	0	0	0
Commercial	0	0	0	0	0	0	0	0
Industrial	2	1	2	0	1.0	1.4	7.0	0
Total	3	1	2	0	1.0	1.4	7.0	0
NERA								
Multi-Family	3	0	0	0	1.3	0	0	0
Commercial	1	0	0	0	0.2	0	0	0
Industrial	69	9	1	0	16.9	14.5	4.6	0
Total	73	9	1	0	18.4	14.5	4.6	0
Total	206	16	3	0	55.5	23.7	11.6	0

Source: City of Burien.

The previous analysis shows parcels that are completely vacant. But it is also possible—in fact, likely—that some larger, developed parcels will contain a lot of unused space that looks vacant. Call those parcels “underutilized. Identifying vacant land is straightforward because assessor codes explicitly label vacant parcels as such (i.e., vacant). Assessor codes do not, however, include any qualifier about whether a parcel is underutilized. Thus, analyzing

underdeveloped land requires establishing a definition of underutilization. For the purposes of this analysis, the methodology for identifying underutilized parcels was to select parcels where buildings take up less than 25% of the land; exclude parcels of less than one acre or those categorized as parks, public-use, or residential; and extrapolate out the acreage needed for the parcel to achieve that 25% threshold. Figure 15 below presents the results as underdeveloped land.⁹

Figure 15. Current Burien and Sub Area Underdeveloped Land

	Underdeveloped Acreage
1st Ave	9.5
Ambaum	5.3
Bldg Park	0.1
Downtown	21.7
Manhattan	17.8
NERA	14.1
Total	68.5

Source: City of Burien.

One caveat to this analysis is that, to an extent, it includes parking lots. Parcels explicitly labeled as parking lots compose 14.2% of the underdeveloped land. This, however, may underestimate the scope of parking lots, because some of these parcels are shopping centers or car dealerships—two uses where parking plays an obvious role.

On one hand, parking lots could present an opportunity for development, especially in areas where the surrounding land is highly developed and utilized. On the other hand, transportation is generally automotive-oriented. For people to use a shopping center or the like, they need a place to park. Describing the extent to which underdeveloped land is land used for parking would require physically examining each parcel.

Assessment Summary

To an extent, these measures are too specific and not specific enough: they do not capture site-specific opportunities, and they do not capture the area surrounding Burien. Nonetheless, they are what we have, and we make some judgments based on them. We think Burien has:

⁹ Other methodologies could focus on an improvements share of a parcel's total appraised or taxable value. It is unlikely that such methodologies would produce dramatically different results.

- **An exceptional location and access to regional attractions.**
- **Middle of the road urban and residential amenities.**
- **Lower local labor force education and public schools rankings.**
- **Lower cost of living relative to nearby cities.**
- **Limited buildable land, and concentrated in parcels smaller than one acre.**

Appendix C District-by-District Assessment

At the focus groups and public workshop in October 2013, several people made comments about areas of Burien not in the downtown that might need targeted assistance. In particular, they felt that an economic development strategy should address more than just the downtown. That led to discussion of potential districts. This appendix summarizes that discussion.¹⁰

Downtown

Downtown is located in south central Burien and serves as a town for center for southwest King County. Downtown has about 20 vacant acres, nearly all in sites smaller than one acre, and mostly in commercial and multifamily zones. Downtown also has about 22 acres of underdeveloped land. Downtown has about 3.7 million square feet of built space with a total appraised value of about \$460 million.

The amenities in Downtown include shopping, art, restaurants, and entertainment areas. The City plans to continue to rejuvenate this area focusing on creating a vibrant, pedestrian-friendly, small town atmosphere. The district will be a hub for the city, closely connected to neighborhoods through public transit and a light rail.

Stakeholders view Downtown as the arts district and as the most walkable area of town. Stakeholders fear that rents are too high to attract tenants and that parking is too challenging.

Characteristics, Opportunities

- Fun Funky functional
- Restaurant cluster
- Capacity efforts
- Hotel

Actions

- Restaurant association (citywide)
- Continue Discover Burien capacity building
- Consider BIA for funding

¹⁰ The material in this appendix overlaps some of the material in Appendix D because it was generated at focus groups and the public workshop that Appendix D reports on.

- Fix Town Square
- Parking: standards, needs, facility and management options (including paid parking), new district
- Hotel
- Conference

NERA

Northeast Redevelopment Area (NERA) is located between 8th Avenue South, Des Moines Memorial Drive, and South 138th Street. NERA has about 90 vacant acres, mostly in industrial zones. NERA also has about 14 acres of underdeveloped land. NERA has about 15,000 square feet of built space with a total appraised value of about \$17.8 million.

The City developed the *NERA Redevelopment Plan and Implementation Strategy* in 2010. The goal of the *Redevelopment Plan* is to transform the NERA from a mixture of vacant, residential, public and small commercial land uses to uses compatible with SeaTac International Airport operations and existing and planned surrounding land uses.

Potential uses identified in the *Redevelopment Plan* include airport industrial and professional residential zones. The airport industrial zone allows for a range of employment uses, such as technological, light manufacturing, light industrial and offices uses. The professional residential zone allows for existing and new residential uses with non-residential uses like office space, retail, art studios, and similar uses. *Redevelopment Plan* proposes allowing other activities in NERA, such as automotive sales and commercial and retail uses.

Characteristics, Opportunities

- Auto mall seems unlikely
- Manufacturing jobs
- Better paying
- Arts work space
- Port property

Actions

- Auto Mall
- Light industrial
- Flex Spaces
- Warehouse
- Logistics

Ambaum

Ambaum is located in north central Burien. Ambaum has about nine vacant acres, nearly all in sites smaller than one acre, and in commercial and multifamily zones. Ambaum also has about five acres of underdeveloped land. Ambaum has about 1.1 million square feet of built space with a total appraised value of about \$137.7 million.

Characteristics, Opportunities

- Update apartments
- Key node: 136th to 128th
- Recovery cluster
- Challenge: very low income
- Cover retaining pond (environmental issue?)
- Engage minority businesses
- Office Space
- Food stores

Actions

- Wellness-related business
- Ethic Businesses
- Diversity of Population
- Mixed-Use Development
- Senior Living

Boulevard Park

Boulevard Park is located in the far northeast portion of Burien. Boulevard Park has about nine vacant acres, nearly all in sites smaller than one acre, and in commercial and multifamily zones. Boulevard Park has nearly 350,000 square feet of built space with a total appraised value of about \$36.9 million.

Characteristics, Opportunities

- Unique and rich
- Diverse
- Fringe
- Lack of info
- Lack of focus
 - Landmark

- Public area
- Excluded from conversation
- Airplane noise
- Create focus node, place for recreation public space
- Groceries

Actions

- Unique, rich, and diverse businesses and population base
- Increased focus on economic development
- Potential connection to the golf course
- Potential for a major institution to come and have a large presence

First Avenue

First Avenue is located in northeast Burien. First Avenue has about five vacant acres, nearly all in sites smaller than one acre, and in commercial and multifamily zones. First Avenue also has about ten acres of underdeveloped land. First Avenue has nearly 625,000 square feet of built space with a total appraised value of about \$79.7 million.

It has a relatively high amount of retail shops, as well as services such as hotels. First Avenue is a cultural center.

Characteristics, Opportunities

- Hotel
- Cultural center
- Decide on auto mall
- Scattered
- Visually better - does this matter?
- Utilities traffic
- Chains
- Larger

Action

- Infill & potential redevelopment
- Especially related to businesses that can capitalize on high traffic volumes
 - Lower cost alternative to downtown
 - Proximity to airport for office and other uses

Manhattan

Manhattan is located in the far south east of Burien. Manhattan has about nine vacant acres, in multifamily and industrial zones. Manhattan also has about ten acres of underdeveloped land. Manhattan has nearly 275,000 square feet of built space with a total appraised value of about \$46.3 million.

Characteristics, Opportunities

- Hardly known as part of Burien
- Shoppers go to Normandy Park
- No specific gathering place
- Landmarks: QFC, fire station
- Lack of identity
- PS skill center
- Lost YMCA
- Hotel?
- Create node
- Utilize large sites – rural character
- Confusion of Burien identity
- Buildable land (especially underused)

Actions

- Facelift, identity & branding opportunities
- Attract private investment
- Bridge gap with Normandy Park
- Hardly known as part of Burien
- Lower priority, but remain open to opportunities

Appendix D Stakeholder and Public Opinion

The Burien Economic Development Partnership met with the consultant team four times during development of the Economic Development Strategy. These meetings provided the opportunity for this advisory group to shape project definition, community input, draft report, and final strategy, respectively. Additionally, to give the Economic Development Strategy a foundation in the community's core values, the consulting team arranged a series of meetings to receive input from the community on the strategy's key elements. Following the community meetings, the consultant team presented this input to the City Council to receive their input and direction for Economic Development policy.

Action Steps

Following is a list of actions suggested during the community input process:

- Consider forming a Business Improvement Area (BIA) as a funding source
- Consider Developing a restaurant association
- Continue Discover Burien capacity building
- Encourage completion of the Town Square development
- Update and address the parking standards, needs and facilities.
- Improve business amenities
 - A hotel in Burien
 - A Conference facility within Burien
- Continue infrastructure development and improvements
- Facilitate Investment in Burien
 - Research and prioritize business opportunities in Burien
 - Recruit tenants
 - Ease the regulatory and permitting processes
- Convene Stakeholders
- Support school programs
 - Leverage education resources
 - Improvements to K-12 education
- Divide resources among the various economic development areas
- Address the youth community
- Acquire additional resources for economic development

Vision / Goals / Outcomes

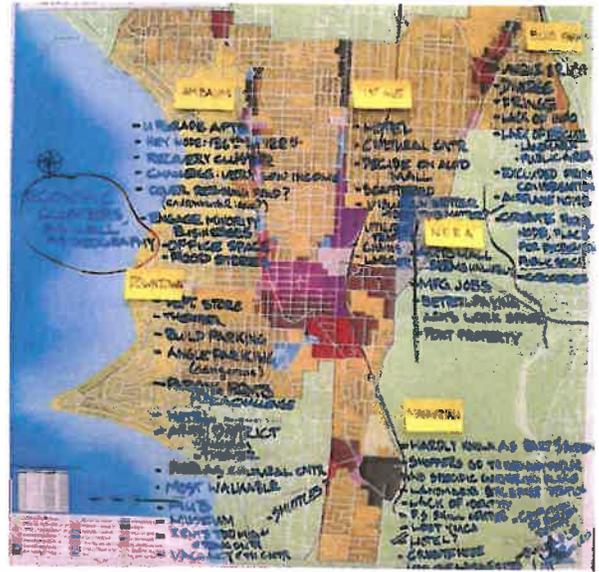
- Local business development.
 - Slow and sustainable growth of small businesses.
- Creating jobs
 - Diversity of business and working shift times
 - Fitness services and activities
 - A Hotel
 - Logistics Shipping and Warehouse
- Town Square
- NERA.
- Redevelop land
- Embrace the public schools within Burien
- Forge a strong and lasting connection to the airport.
- Wellness City
- Low Vacancy rates
- Prosperity
- Triple Bottom Line

Opportunities

- The North East Redevelopment Area as either a Car mall freeing up space on 1st Avenue for redevelopment or as a new center for Logistics Shipping and Warehouse jobs.
- Location, Burien has the advantage of being in close proximity to various types of amenities.
 - Natural
 - Commercial
 - Residential
 - Transportation
- The strong sense of Diversity in Burien.
- “Fun Funky and Functional” approach unique to Burien
- Seahurst Park.
- Graphic standards
- Art Community

Challenges

- Burien's status as a "Bedroom Community".
- The Development Community disposition to perpetuate more of the same.
- Absentee ownership and investment
- Poor perception / reputation for multi-family and low income development
- Leadership, who will lead this economic development
 - City Staff?
 - BEDP?
 - Discover Burien?
- Perception of safety
- Quality of K-12 education
- Parking
- Permitting process
- Lack of signage
- Under utilization of community center "the annex"



Key Themes

Throughout the engagement process several key themes came to light. These themes are presented below, with citywide issues sorted out from issues that are specific to one of the six sub-areas identified by the community.

Citywide

- Diversity of Business is good
- Education needs to be addressed
- Permitting and regulation must be easier
- Parking and accessibility

Ambaum

- Wellness related business.
- Ethic Business.
- Diversity of Population.
- Mixed Use Development.
- Senior Living.

1st Avenue

- The future of the Car Mall.
- High amount of traffic here should be exploited.
- Infill and potential redevelopment.

Boulevard Park

- Requires a major strategy.
- Potential to bridge a connection to the neighboring golf course.
- Potential for a major institution to come and have a large presence.

Downtown

- Mixed uses
- Fun Funky and Functional Character
 - Eclectic and Diverse
 - Arts and Culture
 - Restaurants

N.E.R.A.

- Light industrial
- Flex Spaces
- Warehouse
- Logistics

Manhattan

- Needs a clean up
- Attract Private Investment
- Bridge community gap with Normandy Park

Economic Development Strategic Plan

- June 9th special meeting to continue/complete work on EDSP
- Staff distributed the latest version of the EDSP (reflects consensus changes made in March and early April)
- Additional changes by 5:00 pm on Tuesday, June 3rd
- Staff to compile a matrix for Council decision-making
- Staff happy to help as needed

Next Steps

- **Work plan calls for staff to develop an Economic Development Implementation Plan**
- **The 2015-2016 budget process also provides an opportunity for Council direction**
- **Additional public input can be collected through various mechanisms including Dialog event in September**
- **Councilmembers have discussed the idea of a shorter 'priority document' that would reflect the City Councils goals and specific actions**

Attachment 3
Economic Development Strategic Plan
Summary of City Council Proposed Changes and Comments

Source*	Attachment 3 Economic Development Strategic Plan Summary of City Council Proposed Changes and Comments					
	#	TOPIC	Page	SUMMARY of CHANGE/COMMENT	STAFF RESPONSE	CC Direction
NT	1	Resources	vi	<p>ED.1 Decide on budget, staffing, and work plan</p> <p>The Advisory Committee recommends <u>City should consider</u> adding a full-time technical position to support the division manager and a full-time public information specialist (now part-time).</p>	Staff supports this change.	
LB	2	Outreach	vi 17	<p>ED.3 Continue community engagement efforts</p> <p>The City should <u>shall</u> continue to engage the community and various <u>all</u> stakeholders to encourage participation in the implementation of the Plan and provide new ideas for future Plan updates.</p> <p><i>ED.3 Continue community engagement efforts</i></p> <p>Overview. The City should <u>shall</u> continue to engage the community and various <u>all</u> stakeholders to encourage participation in the implementation of the Plan and to provide new ideas for future Plan updates.</p>	Staff supports the change to ensure that the city's community engagement process is effective and reaches a wide variety of stakeholders. However, the term "all" may be difficult to define and implement in a practical sense.	
LB	3	Balancing	vi 23	<p>LB.6 Balance environmental protection with economic development</p> <p>The City should <u>shall</u> address the need to balance the long-term protection of the natural environment with judicious and thoughtful economic development.</p> <p><i>LB.6 Balance environmental protection with economic development</i></p> <p>Overview. The City should <u>shall</u> address the need to balance the long-term protection of the natural environment with judicious and thoughtful economic development. Recognizing that we are environmental stewards for future generations as well as the broader Puget Sound ecology enables us to adequately devote attention and resources for our parks and critical areas. In turn, thoughtful economic development enables the City to have a sound economic base that provides income and employment for our families, revenue for government services and infrastructure, and investments in community actions that improve quality of life.</p>	Staff supports the change to ensure a balanced approach.	

Attachment 3
Economic Development Strategic Plan
Summary of City Council Proposed Changes and Comments

Source*	Attachment 3 Economic Development Strategic Plan Summary of City Council Proposed Changes and Comments					
	#	TOPIC	Page	SUMMARY of CHANGE/COMMENT	STAFF RESPONSE	CC Direction
LB	4	Working families	vii 27	<p>LF.3 Value and support working families</p> <p>The City should <u>shall</u> acknowledge the value of and express support for the numerous working families who play a significant role in our community.</p> <p><i>LF.3 Value and support working families</i></p> <p>Overview. The City should <u>shall</u> acknowledge the value of and express support for the numerous working families who play a significant role in our community. <u>This should include efforts to bring more local high-quality employment opportunities to Burien residents.</u></p>	Staff supports the change, and the additional sentence at the end of the overview could be a helpful descriptor of the intent of the proposed action.	
LB	5	Labor costs	18	<p>• Labor costs. For many businesses—especially ones in services (like ones in finance, banking, high tech) that have low cost of goods and expensive labor—labor is their biggest cost category. Local governments generally cannot and probably should not take actions to try to directly reduce prevailing wages.³ They can, however, potentially affect wages indirectly by increasing productivity (through actions in education and training) or by increasing the non-wage benefits that workers get by living and working in a place with high quality of life (which allows employers, in theory, to offer lower wages).</p> <p>⁶ Next door to Burien (January 2014), Seattle Mayor Ed Murray is pushing in the other direction: he hopes to raise the minimum wage for city workers to \$15 an hour. Another illustration of the difference between the broad and narrow definition of economic development, between short-run and long-run consequences, and how policies outside of a city (e.g., Burien) can have effects on its economic opportunities.</p>	Staff can support the change to remove the paragraph, or craft a rewritten paragraph that removes specific language.	
LB	6	Contracting	26	<p>Education and Labor force</p> <p>Burien cannot create and capture a local labor force. What it can do is provide:</p>	Staff worked with the Councilmember proposing this change to craft the underlined language shown. Following that work, the City Attorney identified financial and management questions associated with other public agency use of	

Attachment 3
Economic Development Strategic Plan
Summary of City Council Proposed Changes and Comments

Source*	Attachment 3 Economic Development Strategic Plan Summary of City Council Proposed Changes and Comments					
	#	TOPIC	Page	SUMMARY of CHANGE/COMMENT	STAFF RESPONSE	CC Direction
				<ol style="list-style-type: none"> 1. Housing and services that allow people to live near jobs in Burien (which helps businesses, but is really more a Land action [above] than a Labor action), 2. Good value services that households in the labor pool want (which helps businesses, but is really more a Quality of Life action [below] than a Labor action), 3. <u>City contracts, where feasible and appropriate, should include provisions that seek ways to ensure that city money stays local and supports high quality jobs.</u> 4. Information about job opportunities, and 5. Education and training. 	such contract and labor agreements. Therefore the City Attorney does not recommend amending the Plan to include the language until such a review is completed.	
LB	7	Education stakeholders	27	<p><i>LF.2 Work directly with education districts to improve the quality of education</i></p> <p>Overview. This action would require meeting with the Highline School District <u>Administration, The Washington Education Association or its Highline Representatives, Puget Sound Skills Center, and Highline Community College</u> to discuss the City's economic development goals and see how these two entities can act as partners to accomplish key actions to support educational outcomes. For example, if they embrace the City's vision for cultural diversity, the City, Highline School District, and Highline Community College might work together to increase language skills, education, and training at all levels.</p> <p>Implementation. City staff would schedule a meeting with District, and College officials, <u>and the Education Association</u> and develop, if possible, a comprehensive education strategy that identifies opportunities to increase collaboration and coordinated investments.</p> <p>Evaluation. Did the City meet with District and College officials? Did the group develop and implement an education strategy?</p>	Staff can support the change as a part of the robust community engagement effort included in item 2 above. Staff notes however that it likely would be challenging for the city to resolve any significant differences in policy input between these stakeholders, should such differences occur.	
DW	8	Brand	37	<p><i>IC.3 Remove International City and replace with Sustainable Burien or some other brand that better reflects who we are or do a public/business survey to name.</i></p>	The Council considered and retained the 'International City' phrase at the meeting on April 21, 2014. However, further work on branding and image likely will be considered in the next step process envisioned in Item 15 below.	

Attachment 3
Economic Development Strategic Plan
Summary of City Council Proposed Changes and Comments

Source*	Attachment 3 Economic Development Strategic Plan Summary of City Council Proposed Changes and Comments					
	#	TOPIC	Page	SUMMARY of CHANGE/COMMENT	STAFF RESPONSE	CC Direction
DW	9	Impediments place a problem on a plan for remedy and prioritize, not listed in a way to understand planning for future	20	LB.1 Create a timeline for impediment removal. Major issues still remain with The Sign Code, Advertising, Creating opportunity for more influx of customers to Our businesses, parking impact fees, permit process upgrades, transportation impact fees. For instance, improvements to the permit process were made. Can we see a report on what was identified as a problem, what was changed and how that has helped make the process better, i.e., online permitting. Can we apply that process to the sign code, advertising, ways to get customers into Burien to shop/eat/play? What are we missing in providing for the public need/want that would keep them in Burien rather than their travelling outside Burien to shop/eat/entertain themselves? Identify who has good ideas and explore ways we can implement changes?	Staff does not believe a change to the EDSP is needed for items 9 – 15. Staff will schedule time to provide a status report on responses to the Impediments to Development list. Various City Departments are working on elements of this item. Staff will help advise and inform the Council's process to determine relative priority among these elements.	
DW	10	Recruitment Who are we talking to and what are we offering them/can offer that makes Burien an attractive place to set up business? What is the process for identify/target/recruit?	21 33	LB.2 & CC.1 Can Dan give an update on recruitment attempts? Need analysis of buildable lands to match prospects with availability. Make sure that prime vacant land like that on 1 st is controlled and managed well for recruitment opportunity.	Recruitment efforts have been focused on large scale developments in Downtown and the NERA. Other recruitment activity is conducted in coordination with the SW King County Chamber and Discover Burien as staff time allows. Staff suggests that the upcoming budget process is a good venue to discuss options to enhance this effort.	
DW	11	Town Square	N/A	Find ways to begin a process to fill town square storefronts/finish interiors/incentivize.	Staff observes that specific methods or options to achieve this goal might be considered in the process envisioned in item 15 below.	

Attachment 3
Economic Development Strategic Plan
Summary of City Council Proposed Changes and Comments

Source*	Attachment 3 Economic Development Strategic Plan Summary of City Council Proposed Changes and Comments					
	#	TOPIC	Page	SUMMARY of CHANGE/COMMENT	STAFF RESPONSE	CC Direction
DW	12	Image	33	CC.1 Improve Burien's image by: steps to achieve this.	Specific steps regarding the city's image or brand can be considered in the process envisioned in Item 15 below.	
DW	13	Locavore (Food Policy)	24	I.3 We might explore ways in the development plan for sustainable food/energy/transportation IITS/traffic circles/circulator.	Each listed item might be considered in the process envisioned in item 15 below.	
DW	14	Advertising	33	CC.2 Methods and uses of current communication devices/partnership with Discover Burien	Staff observes that specific methods might be considered in the process envisioned in item 15 below.	
NT	15	Econ Dev Goals for the Burien EDSP	N/A	<p>As it states in Table 1 on page 15 of the plan – our job as a Council is to “Provide guidance and direction on economic development goals” and then to set budget to accomplish those goals. I suggest we clarify goals first and then organize activities from the EDSP (and additional actions as needed). Example goals might include:</p> <ol style="list-style-type: none"> 1. Support and nurture existing small businesses (with a special focus on small, locally owned businesses that contribute to Burien's culture) 2. Seek out and reduce impediments and consider incentives for new businesses that add value to the community – cultural, environmental, health, social, economic, etc 3. Pursue opportunities to expand employment and business ownership within the community 4. Enhance opportunities for community members to engage in the economic future of Burien 5. Encourage economic development efforts throughout Burien <p>OR</p> <ol style="list-style-type: none"> 1. Support businesses that sustain and expand existing clusters in Burien – health, education, auto sales, etc. 	<p>Staff understands this comment to propose a next step for the City Council. Specifically, the idea would be to generate a set of economic development goals, priorities, strategies and perhaps metrics that the City Council would discuss and agree upon. Such a document might be called an 'action plan' (or another term) and likely would need to benefit from additional community input.</p>	

Attachment 3
Economic Development Strategic Plan
Summary of City Council Proposed Changes and Comments

Source*						
#	TOPIC	Page	SUMMARY of CHANGE/COMMENT	STAFF RESPONSE	CC Direction	
			2. Seek out and consider incentives as necessary for airport related businesses, including parking lots. 3. Focus economic development in downtown Burien and NERA. OR We have many choices and options for where we put our limited resources for the future of Burien. Agreement within the Council on what we think is important will help define the actions that can get us there. The current EDSP is a list of actions with no shared destination.			

*-NT (Council member Nancy Tosta), DW (Council member Debi Wagner), and LB (Council member Lauren Berkowitz)

Council Motion – Proposed Language

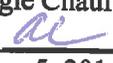
Whereas, the City Council would like to thank the stakeholders, community members, consultants, and the Burien Business and Economic Development Partnership for their work on the Economic Development Strategic Plan (EDSP);

Whereas, the EDSP contains research and information that can be used as input to further economic development planning and goal development to be undertaken by the City Council;

Whereas, the city's economic development efforts will continue to include community outreach and engagement, finding and expanding partnerships and opportunities, and undertaking the city's upcoming two-year budget process;

Therefore, the City Council recognizes the EDSP process as complete.

**CITY OF BURIEN
AGENDA BILL**

Agenda Subject: Discussion of City Manager Goals, Performance Measures, and Annual Evaluation Process		Meeting Date: June 9, 2014
Departments: Human Resources	Attachments: 1. <u>Draft Goals and Performance Measures</u> 2. <u>Excerpt of January 11, 2014 Burien City Council Retreat Minutes</u> 3. <u>Draft Annual Evaluation Process</u> 4. <u>City Manager Job Description</u>	Fund Source: General Fund Activity Cost: Amount Budgeted: Unencumbered Budget Authority:
Contact: Angie Chaufy		
Telephone: (206) 248-5504		
Adopted Work Plan Priority: Yes No <input checked="" type="checkbox"/> X	Work Plan Item Description:	
<p>PURPOSE/REQUIRED ACTION: The purpose of this agenda item is for Council to discuss four-month, eight-month, and one-year goals and performance measures for the City Manager and possible revisions to the City Manager's annual evaluation process.</p> <p>BACKGROUND (Include prior Council action & discussion): Section 4.2 of the City Manager Employment Agreement states that the City Council shall review and evaluate the performance of the City Manager after four months, eight months, and at least annually thereafter. In addition, the contract requires the City Council and City Manager to define goals and performance measures, which they determine necessary for the proper operation of the City and the attainment of the City's policy objectives. The attached documents are intended to facilitate that discussion.</p> <p>Staff would also like to propose the following modifications to the annual evaluation process for the City Manager: 1) the addition of a step to gather staff's feedback on the City Manager's performance since the last evaluation period; 2) a clarification of the City Attorney's role in the process; and 3) the development and approval of an evaluation memo including goals and priorities for the next evaluation period to close the evaluation process.</p> <p>OPTIONS (Including fiscal impacts):</p> <ol style="list-style-type: none"> 1. Consider and provide direction concerning the first year goals and performance measures for the City Manager and the annual evaluation process. Schedule for Consent Agenda adoption on June 16, 2014. 2. Consider and provide direction concerning the first year goals and performance measures for the City Manager and the annual evaluation process. Schedule for further discussion and possible adoption at a future Council meeting. 		
Administrative Recommendation: Provide direction and schedule for Consent Agenda adoption on June 16, 2014.		
Advisory Board Recommendation: N/A		
Suggested Motion: None required.		
Submitted by: Angie Chaufy Administration 		City Manager 
Today's Date: June 5, 2014		File Code: R/CC/Agenda Bills 2014/0609cm-2 CM Goals Eval.docx

DRAFT



Goals and Performance Measures for Burien City Manager

The following goals and performance measures have been developed for use in evaluating the performance of the Burien City Manager. These are intended to focus on key aspects of performance during the first four-month and eight-month periods, and should also be used by the City Council in conducting the annual performance evaluation. In addition to the specific expectations described below, the City Manager is accountable for fulfilling the duties and responsibilities described in the adopted job description.

1. Develop relationships with Councilmembers, and enhance teamwork and trust with City Council

- Meet with each Councilmember weekly or bi-weekly to ensure good communication (on-going)
- Identify opportunities to make staff work visible and transparent for City Council such as site tours and better accessibility for on-line information (on-going)
- Plan and hold initial City Council teambuilding retreat, identify strategies and plan to enhance City Council's abilities to work well as a team (4 months)
- Develop on-going teambuilding program for Council, City Manager, Leadership Team (8 months)

2. Build knowledge, rapport and trust within the organization

- Motivate employees and hold individuals accountable for achieving departmental and City goals and objectives in an effective and timely manner (on-going)
- Use opportunities for hiring and staff evaluations to further strengthen the city organization's abilities and capacity for providing city services (on-going)
- Conduct a Leadership Team teambuilding retreat and identify opportunities to further strengthen LT's abilities to work as a team (4 months)
- Meet with staff groups, departments and individuals to gain knowledge and perspective on the organization's strengths and opportunities for improvement (4 months)
- Develop and start implementing training programs for all city staff based on needs (e.g., Customer Service, LEAN, Team building, communication skills) (8 months)

3. Implement City Council Goals/Priorities, Work Program and Budget

- Facilitate City Council deliberations and decisions, answer questions, provide background and generally serve as primary staff resource for Council needs (on-going)
- Ensure that policies/issues are effectively analyzed, solutions and impacts are thoroughly researched, and options/recommendations are fairly and objectively presented (on-going)
- Provide special focus on Economic Development work program items (on-going)
- Hold City Council budget discussions to provide guidance for 2015/16 budget process (4 months)
- Develop plan to review/refine priorities developed at January City Council retreat (4 months)
- Deliver 2015/16 budget that reflects financial policies and Council direction (8 months)

4. Enhance public engagement, and build relationships with residents, businesses, and the region

- Meet with key public entity leaders in the region (i.e. surrounding jurisdictions including Port of Seattle, Highline School District, W/S districts, county reps, state legislators, etc.) (4 months)
- Meet with key non-profit agencies and community groups (4 months)
- At least once, attend Arts Commission, BEDP, Planning Commission, and Parks Board meetings to get familiar with their duties and work program (4 months)
- Initiate public engagement and outreach strategies such as city presence at Farmers Market, Wild Strawberry Festival, etc. (4 months)
- Develop Public Engagement plan for Council review (including opportunities for City Manager and City Council, outreach to ethnic communities, social media policy and channels, etc.) (8 months)
- Reach out to potential partners to enhance service and improve efficiency at city owned and operated facilities. (8 months and on-going)

EXCERPT

Burien City Council Retreat Minutes January 11, 2014

The Council agreed that the most important priorities for the coming year are to:

1. Hire an outstanding City Manager
2. Enhance the City's financial stability in adopting the next biennial budget.

The Council also reached consensus on the following goals and priorities for the next two years:

1. Economic development & jobs.
 - Downtown redevelopment
 - NERA
 - Attract hotel & theater
 - Job retention and recruitment
 - Height limits, density downtown
2. Citizen communication & engagement
 - Social media
 - Appreciation of volunteers
 - Cultural diversity task force
3. Arts & culture
 - Community Center
 - Performing arts center
 - Parks bond issue
4. Improve image of Burien
 - Branding/marketing
 - International city
5. Promote sustainability
 - Walkability
 - Parks & trails
 - Public transit
 - Light rail to airport
 - Health & food policy
6. Building partnerships
 - Port of Seattle & Highline School District
 - Federal and state,
 - County and neighboring cities
 - Grants
7. Public safety
 - Speeding enforcement
 - Fireworks enforcement
 - Tagging, homelessness, crime.
8. Animal issues.

Performance Review Process

CURRENT PROCESS for Evaluating the City Manager – Section 18, City Council Meeting Guidelines

- A. The Mayor, Councilmembers and City Manager will determine the evaluation criteria and format for the city manager evaluation process.
 - B. City Manager sends Council Members blank evaluation forms with completed self evaluation. (by second Monday in November).
 - C. Council Members complete individual evaluations then convey them by the first Monday in December to the Human Resources Manager for compilation.
 - D. The HR manager will create a single evaluation then return it to all Council Members and City Manager no later than the second Monday in December. The document will consolidate all scores and verbatim comments, and identify them by author.
 - E. Council and the City Manager will meet in executive session the third Monday in December to discuss the evaluation.
-

PROPOSED PROCESS for City Manager's Four-Month and Eight-Month Performance Evaluations

1. Within ten business days after the completion of the review period, City Manager completes self-evaluation of performance toward meeting the goals and priorities set by City Council since last evaluation period.
2. Within fifteen business days after the completion of the review period, City Attorney sends City Manager's self-evaluation to City Council.
3. City Council meets in executive session (initially without City Manager) for discussion. City Attorney attends as a resource as requested by the City Council.
 - a. Purpose is to review input from City Manager and each other, share perspectives and discuss how well the City Manager has achieved the performance goals.
 - b. City Attorney may share observations, help ensure information provided to the Council is accurate, and ensure process is conducted properly.
 - c. City Manager is asked to join the meeting to respond to questions and offer comment on his/her performance. City Manager then leaves the meeting.
 - d. City Council continues discussion and City Attorney attends as needed.
 - e. City Attorney is asked to develop consensus evaluation memorandum based on Council direction.
4. Council takes action at the next scheduled meeting to approve the evaluation memo.

PROPOSED PROCESS for City Manager's One-Year Performance Evaluation

1. City Manager completes self-evaluation of performance toward meeting the goals and priorities set by City Council since last evaluation period. City Manager also outlines proposed goals and priorities for next evaluation period. (By February 15)
2. City Attorney (with help from Human Resources Manager) conducts process to gather staff feedback on City Manager performance since last evaluation period. (By February 15)
 - a. At a minimum, feedback shall be gathered from the Leadership Team. Additional staff comments may be gathered as the Council determines.
 - b. City Attorney and HR Manager compile and summarize the staff comments
3. City Attorney sends to City Council the following: (By March 1)
 - a. Blank evaluation form to evaluate City Manager's performance
 - b. City Manager self-evaluation
 - c. Summary of staff comments
4. Council members complete individual evaluation forms. (By March 15)
5. City Council meets in executive session (initially without City Manager) for discussion. City Attorney attends as a resource as requested by the City Council. (By April 1)
 - a. Purpose is to review input from staff and each other, share perspectives and discuss how well the City Manager has achieved the performance goals.
 - b. City Attorney may share observations, help ensure information provided to the Council is accurate, and ensure process is conducted properly.
 - c. City Manager is asked to join the meeting to respond to questions and offer comment on his/her performance. City Manager then leaves the meeting.
 - d. City Council continues discussion and City Attorney attends as needed.
 - e. City Attorney is asked to develop consensus evaluation memorandum based on Council direction. City Council also decides whether City Manager should receive a raise, guidance and any other direction based on the evaluation and consistent with contract provisions.
6. Council takes action at the next scheduled meeting to approve the evaluation memo including goals and priorities for next evaluation period. (By April 15)

PROPOSED PROCESS for City Manager's On-going Annual Evaluations

1. City Manager completes self-evaluation of performance toward meeting the goals and priorities set by City Council since last evaluation period. City Manager also outlines proposed goals and priorities for next evaluation period. (By November 1)
2. City Attorney (with help from Human Resources Manager) conducts process to gather staff feedback on City Manager performance since last evaluation period. (By November 1)
 - a. At a minimum, feedback shall be gathered from the Leadership Team. Additional staff comments may be gathered as the Council determines.
 - b. City Attorney and HR Manager compile and summarize the staff comments
3. City Attorney sends to City Council the following: (By November 16)
 - a. Blank evaluation form to evaluate City Manager's performance
 - b. City Manager self-evaluation
 - c. Summary of staff comments
4. Council members complete individual evaluation forms. (By November 30)
5. On or before the third Monday in December, City Council meets in executive session (initially without City Manager) for discussion. City Attorney attends as a resource as requested by the City Council.
 - a. Purpose is to review input from staff and each other, share perspectives and discuss how well the City Manager has achieved the performance goals.
 - b. City Attorney may share observations, help ensure information provided to the Council is accurate, and ensure process is conducted properly.
 - c. City Manager is asked to join the meeting to respond to questions and offer comment on his/her performance. City Manager then leaves the meeting.
 - d. City Council continues discussion and City Attorney attends as needed.
 - e. City Attorney is asked to develop consensus evaluation memorandum based on Council direction. City Council also decides whether City Manager should receive a raise, guidance and any other direction based on the evaluation and consistent with contract provisions.
6. Council takes action at the next scheduled meeting to approve the evaluation memo including goals and priorities for next evaluation period. (By December 30)

CITY OF BURIEN, WASHINGTON
JOB DESCRIPTION

Title: City Manager
FLSA Status: Exempt

Department: City Manager's Office
Reports to: City Council

The City of Burien believes that each employee makes a significant contribution to our success. This job description is designed to outline primary duties, qualifications and job scope. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

General Position Summary

The City Manager serves as the Chief Executive Officer of the City government and is responsible for managing the overall operations of the City to ensure the delivery of quality services consistent with the City Council's policy direction. Duties vary broadly and encompass all aspects of municipal management. The City Manager is appointed by and serves at the will of the City Council.

Essential Functions

- Plans, organizes, and directs the overall City government; provides overall priorities and objectives for City departments; monitors activities of the organization and assures that City Council directives are properly implemented and monitored.
- Provides direct support to the members of the City Council; assists with a variety of activities, provides leadership and information; recommends actions; assists in drafting policies and developing City plans, regulations and ordinances.
- Advises Council of the City's financial condition and needs, establishes guidelines for the preparation of the biennial budget, approves budget priorities, prepares and submits a proposed budget, and administers the adopted budget.
- Prepares reports and recommendations for the City Council regarding city needs and capabilities, financial status, program effectiveness, and the effect of new or proposed legislation.
- Reviews and monitors proposed changes to federal, state, and local laws to determine their impact on City policies and practices; prepares, coordinates, and implements responses and recommendations to the City Council and department directors.
- Hires, supervises, assigns work, evaluates performance of assigned personnel; counsels and disciplines employees according to city policies and procedures. Responsible for staff development.
- Sets direction, goals, objectives, and priorities for staff and the Leadership Team.
- Performs short- and long-range strategic planning activities.
- Attends Council meetings and a variety of other special interest meetings as required.
- Serves as liaison with federal, state, and county agencies, other cities and governmental associations; keeps informed of programs and activities; communicates the City's viewpoint on pending administrative or legislative actions.
- Ensures proper execution of all laws and ordinances.
- Resolves a variety of difficult and complex management problems.
- Investigates and responds to complaints.
- Other duties as assigned.

Job Scope

Position is subject to a wide diversity of work situations requiring a high degree of complexity. The incumbent leads the City's Leadership Team and is responsible for developing policies and objectives.

Supervisory Responsibility

Directly supervises department directors, the Economic Development Manager, the Human Resources Manager, the City Clerk, the Management Analyst and the Executive Assistant. Indirectly supervises all other staff; recommends and enforces personnel actions; assigns and prioritizes work; reviews performance; conducts staff meetings.

Interpersonal Contacts

The City Manager interacts extensively with other staff, appointed and elected officials, contractors, businesses, and other governmental agencies.

Specific Job Skills**Knowledge of**

- The various forms, functions and organizational styles of municipal government.
- Current trends and developments in the fields of Public Administration and Public finance.
- The applicable laws of the State of Washington.
- The principles, philosophy and common practices of public personnel administration.

Ability to

- Serve effectively as the administrative agent of the City Council.
- Provide unbiased information to Council including a range of alternative approaches to resolve issues.
- Work with and coordinate the activities of subordinate personnel while encouraging their development.
- Accurately interpret and apply federal, state and local policies, laws and regulations.
- Accurately analyze problems, identify alternative solutions, project consequences of proposed actions and implement an effective course of action in support of goals.
- Effectively administer management principles, practices, and methods.
- Demonstrate leadership, teambuilding, time management and organizational skills.
- Work independently from general instructions and broad work expectations.
- Organize and manage multiple priorities to achieve maximum efficiency and to meet deadlines.
- Demonstrate strong attention to detail.
- Maintain effective work relationships with others.
- Exercise sound and ethical judgment.
- Exercise discretion in confidential matters.
- Communicate effectively, both in writing and orally, including oral presentations.
- Work evenings and occasional weekends to attend meetings and planning sessions.
- Recognize occupational hazards and utilize standard safety procedures.

Mental Abilities

Continuous decision making, interpersonal skills, teamwork, creativity, training/supervising, use of discretion, mentoring, independent judgment and/or action, and ability to read, write, speak, and understand English; frequent problem analysis and performance of basic math; occasional customer service; and rare presentations/teaching, negotiation, and performance of advanced math.

Physical Abilities

Frequent standing, walking, sitting, fingering, talking, hearing, and repetitive motions of hands and wrists; occasional feeling; and rare stooping, crawling, kneeling, climbing, handling, bending, and repetitive motions of feet. Position requires the ability to lift, push, pull, and carry ten pounds.

Education and/or Experience

Bachelors degree in Public Administration or related field and five years experience in a responsible management capacity in municipal government involving responsibility for the planning, organization and execution of a varied work program or a combination of education, experience and training that provides the candidate with the knowledge and skills to perform the job.

Special Requirements

- Successful completion of pre-employment background check.
- Possession of or the ability to obtain and maintain a valid Washington State Driver's License.
- Satisfactory driving record.
- Experience in a governmental environment where a number of services are provided by contract or by other governmental agencies is desirable.
- City residency after appointment (unless waived by the City Council).

Job Conditions

Work is performed primarily in an office setting. Noise level is moderate. Must be able to work irregular hours including some evenings and weekends.

