



# ECONOMIC DEVELOPMENT ACTION PLAN

June  
2015

**LYNNWOOD**  
WASHINGTON

Community Attributes Inc.



# ACKNOWLEDGEMENTS

## MAYOR

**Nicola Smith**

## CITY COUNCIL

**Loren Simmonds, *President***

**Ian Cotton, *Vice President***

**Van AuBuchon**

**M. Christopher Boyer**

**Benjamin Goodwin**

**Sid Roberts**

**Ruth Ross**

## ECONOMIC DEVELOPMENT ADVISORY GROUP

To assist in preparing the 2015-2020 Economic Development Action Plan, Mayor Nicola Smith convened an Economic Development Advisory Group (EDAG) on March 10, 2014. The EDAG served as a dedicated group of community volunteers whose engagement, energy, and enthusiasm was instrumental in developing this Plan. The goals, strategies and actions within the Plan as recommended by the EDAG reflect the consensus achieved through these discussions and deliberations. The City values the participation of our many volunteers as we strived to make Lynnwood a great deal more.

**Michael Delury**

**Jean Hales**

**Larry Ingraham**

**Larry Matlin**

**Bob Larsen**

**Deborah Anderson**

**Jesse Bellin**

**Almaderica Escamilla**

**Paul Richards**

**Matt Wheaton**

**Sean Connell**

**Mark Mahnkey**

**Stacy Gardea**

**Rita Gunderson**

**Brenda Klein**

**Susan Loreen**

**Donald Moe Sr.**

**Anglie Mykel**

**Cindy Ryu**

**Matthew Sineev**

**Tatyana Sineeva**

**Michael Choy**

**Glenn Deutsch**

**Stan Lee**

**Simon Faretta**



---

**Project Management:** David Kleitsch  
*Economic Development Director  
Office of Economic Development*

Mary Monroe  
*Project/Tourism Manager  
Office of Economic Development*

**Office of Economic Development**

4114 198th St SW  
PO Box 5008  
Lynnwood, WA 98036

425-670-5249

<http://ci.lynnwood.wa.us>



---

**Principal:** Chris Mefford

**Lead Planner:** Bryan Lobel

**Analysts:** Elliot Weiss  
Erin Gengo  
Mark Goodman  
Spencer Cohen

**Design:** Bryan Lobel  
Tim Degner

**Community Attributes, Inc.**

1411 Fourth Ave, Suite 1401  
Seattle, WA 98101

206-523-6683

<http://communityattributes.com>

# CONTENTS

## INTRODUCTION

BACKGROUND .....	1
2014 UPDATE .....	2
ORGANIZATION OF REPORT .....	3

## LYNNWOOD IN 2014

ECONOMIC PROFILE FINDINGS .....	6
Population & Density .....	6
Age & Education .....	7
Income & Diversity .....	7
Workforce .....	8
Employment & Wages .....	8
Fiscal Impacts .....	8
Retail Trade Analysis .....	8
Forecasts & Trends .....	9
Housing .....	9
Transportation .....	10
Market Analysis .....	10
STRATEGIC THEMES .....	11

## OUR COMMUNITY VISION

LYNNWOOD COMMUNITY VISION .....	14
---------------------------------	----

## ECONOMIC DEVELOPMENT GOALS & ACTIONS

SUMMARY OF GOALS & ACTION AREAS .....	18
GOAL 1 NEW & EXISTING BUSINESSES .....	20
GOAL 2 BUSINESS CLIMATE .....	24
GOAL 3 DEVELOPMENT & INFRASTRUCTURE .....	28
GOAL 4 IMAGE & IDENTITY .....	34
GOAL 5 LIVABILITY & PLACEMAKING .....	38

## IMPLEMENTATION

IMPLEMENTATION MATRIX .....	44
-----------------------------	----





# 1 INTRODUCTION





# INTRODUCTION

## BACKGROUND

On February 26, 2001, Lynnwood City Council adopted Ordinance No. 2320, establishing the Office of Economic Development and identifying policies and actions to implement economic development. Since that time the City has worked with community residents, businesses, and interested partners and stakeholders to achieve economic development as a core mission.

On November 22, 2004, the City Council adopted Lynnwood's first Economic Development Action Plan. The goals, actions strategies, and implementation activities contained in that document were subsequently incorporated into the Economic Element of the City of Lynnwood Comprehensive Plan. This policy foundation and aspirational document was prepared through community engagement and recommendations from the community and business advisory group. The importance of economic development was further embraced by City Council on January 26, 2009 with the adoption of Lynnwood Moving Forward: Our Community Vision. Included throughout the Vision are economic development goals to help guide Lynnwood's future.

The 2004 Action Plan culminated in a number of Strategic Themes for Lynnwood, including:

- **celebrating a diverse population;**
- **maintaining the City's retail prominence;**
- **diversifying the local economy;**
- **fostering entrepreneurship;**
- **enhancing neighborhoods;**
- **developing amenities that support a high quality of life.**

The City has taken significant steps toward implementation of the City Center plan, which has been ongoing since early 2005, including ongoing market analysis, project prioritization, implementation of a Planned Action Ordinance, development of a City Center Streetscape Plan, and development incentives.

The proposed development of 308 City Center Senior Living Apartments is the first new housing project within the City Center zone. This development project is also the first in the City Center to utilize the tax abatement program recommended in the 2004 Action Plan.

The City has facilitated redevelopment at a large site on Highway 99 (Lynnwood Crossroads) and is in the construction stage of a project at the former site of Lynnwood High School (Lynnwood Place). The planned light rail station near Interstate 5 in the City Center will soon follow.

Lynnwood has enhanced the City's branding and image and redesigned its logo, incorporating these updates into the City's website and promotional materials. Great strides have been made in coordinating permitting functions and creating a "one stop" permitting center.



## 2014 PLAN UPDATE

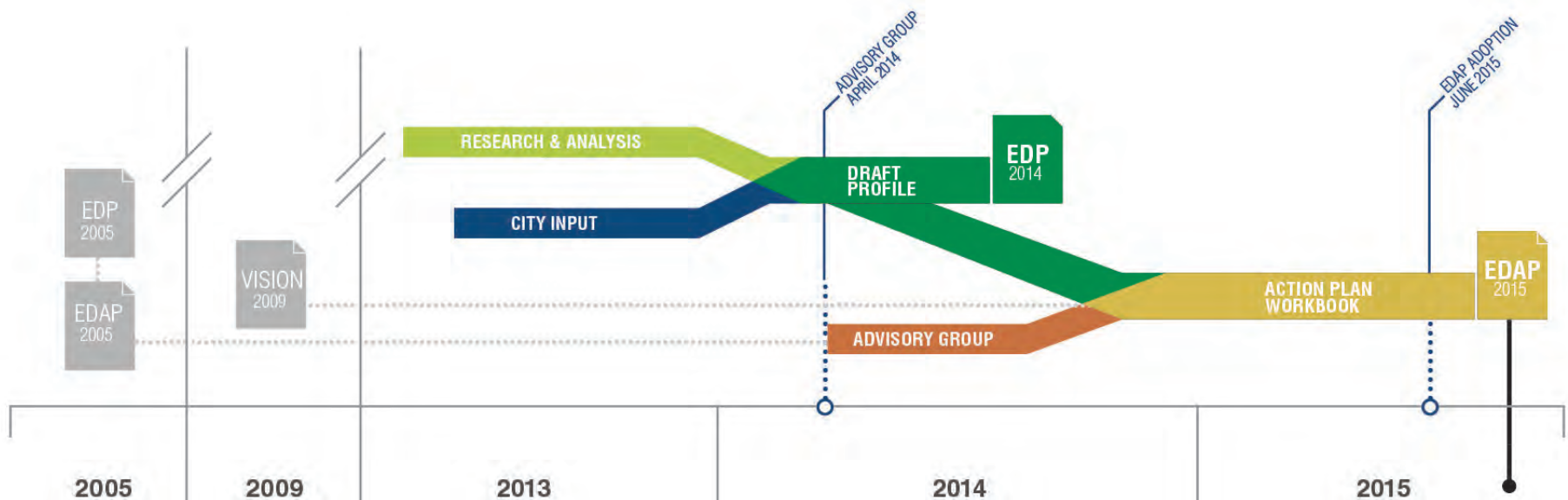
As with all policy documents, findings and direction should periodically be reviewed and updated to address circumstances that change over time. On March 10, 2014, Mayor Nicola Smith convened an Economic Development Advisory Group to identify economic development topics/issues to assist with the implementation of the citywide vision. The EDAG served to review the community profile, and to provide recommendations to the Mayor and City Council regarding economic development goals, action strategies, and implementation activities. This effort affirmed that the focus on economic development is an integral part of the Community Vision and a citywide priority, involving residents, businesses and geographic areas in Lynnwood.

Since the 2004 Profile and Action Plan, Lynnwood's demographic composition and economic drivers have evolved. Lynnwood in 2014 is more ethnically diverse. Lynnwood's population is also aging, and residents aged 55+ account for a larger percent of all residents now than in 2000. These and other demographic changes are occurring as overall population growth is slowing.

The City remains a job center and a major retail shopping destination for the region. Forecasts call for more robust job growth over the next 25 years than in most cities in the region, across a number of sectors.

While Lynnwood has maintained its retail prominence, the reliance on taxable retail sales has been tested due to the combined effects of Washington's Streamlined Sales Tax provisions, enacted in 2008, and the Great Recession, between December 2007 and June 2009.

This update of Lynnwood's 2004 Economic Development Action Plan will help residents, policymakers and other stakeholders understand how the trends associated with Lynnwood's economic position relative to other cities in the region can translate to opportunities. The report presents Lynnwood's Vision, Goals and Actions for Economic Development from 2015 through 2020 and beyond based on a refresh of the City's Economic Profile. These Goals and Actions will enable informed, coordinated policy, programmatic and regulatory decision-making aimed at achieving Lynnwood's Vision.



## ORGANIZATION OF REPORT

This **Economic Development Action Plan** summarizes Lynnwood's updated Economic Development Profile and synthesizes the resulting Strategic Themes from that document with Lynnwood's Community Vision to arrive at a set of Goals and Actions for Economic Development. The content in this document is divided into four major sections:

**Lynnwood in 2014** summarizes data and analytics related to the people and economy of Lynnwood—who they are, where they come from and how the population is changing, as well as information related to race, ethnicity, educational attainment; and income and analysis of key industries, wages and commute patterns for workers and residents and job forecasts as well as taxable retail sales and the impact of sales tax revenues on the City's overall fiscal health.

**Our Community Vision** draws on and re-presents Lynnwood's 2009 Visioning process and resulting document.

The **Economic Development Goals & Actions** section is the focus of this document and articulates four Economic Development Goals aimed at achieving the City's Vision, as well as Activities and Programs to achieve these Goals.

**Implementation** presents potential timing, funding and responsible parties to implement the Activities and Programs outlined in the preceeding section.







**2 LYNNWOOD IN 2014**

# LYNNWOOD IN 2014

## BACKGROUND & PURPOSE

The 2014 Lynnwood Economic Profile presents an analysis of Lynnwood's demographic trends, its local economy, and its relationship to the regional economy. This report is an update to a 2004 Economic Profile and is intended to help residents, policymakers and other stakeholders understand the trends and opportunities associated with Lynnwood's economic position relative to other cities in the region. Comparison cities were selected to represent neighboring cities, cities with similar characteristics such as population and incomes and larger reference cities to help with understanding possible growth scenarios. This analysis provides decision makers with perspective and context for policy, programmatic and regulatory decisions toward achieving Lynnwood's vision. The information in this report was used to inform the City's update of the Lynnwood Economic Development Action Plan. The following executive summary highlights the findings of the 2014 Profile. For more detail, please refer to the complete Economic Profile appended to this report.

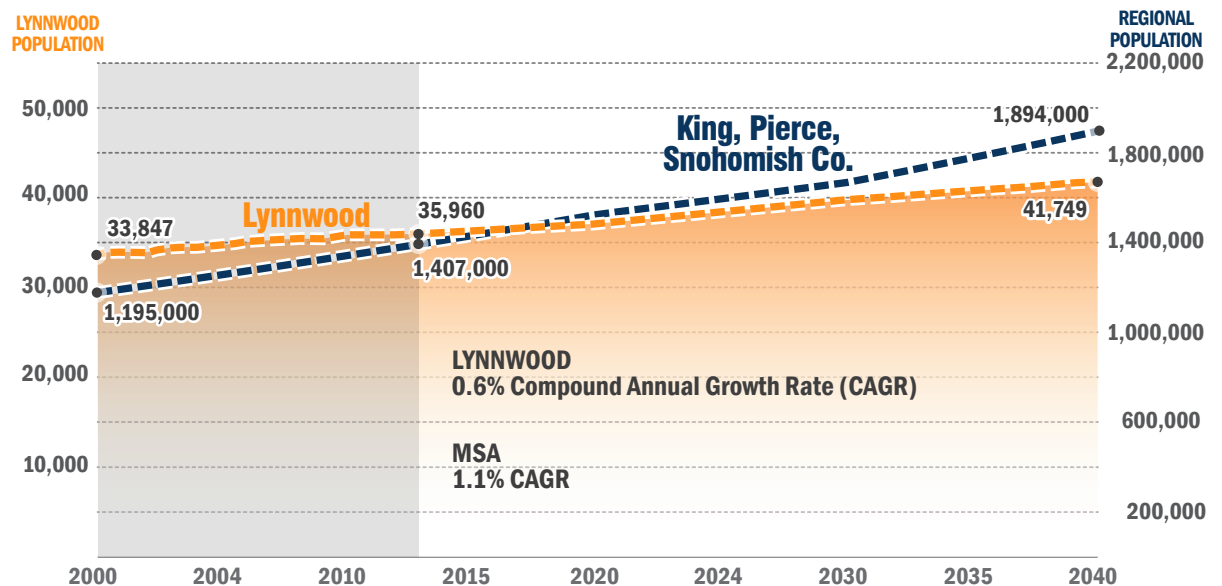
## POPULATION & DENSITY

Since its incorporation in 1959, Lynnwood has grown from a city of 6,000 in a geographic area of three square miles to over 36,000 people in more than 7 square miles. Edmonds and Mountlake Terrace lie adjacent to the west and south; Lynnwood's *Municipal Urban Growth Area (MUGA)* is to the northeast and southeast. Growth in land area has historically been tied to annexations.

Growth in land area and population have both slowed in recent decades and **Exhibit E1** indicates that population projections for Lynnwood show slower growth than the region as a whole. At the same time, parts of Lynnwood's MUGA are projected to grow rapidly. *NOTE: These projections are based on long-range population forecasts allocated to small areas in the Puget Sound utilizing PSRC's UrbanSim model; they do not represent growth targets or growth allocation figures.* Lynnwood's housing density is moderate when compared to the region. Single family neighborhoods are typical with multifamily housing clustered east of Highway 99.

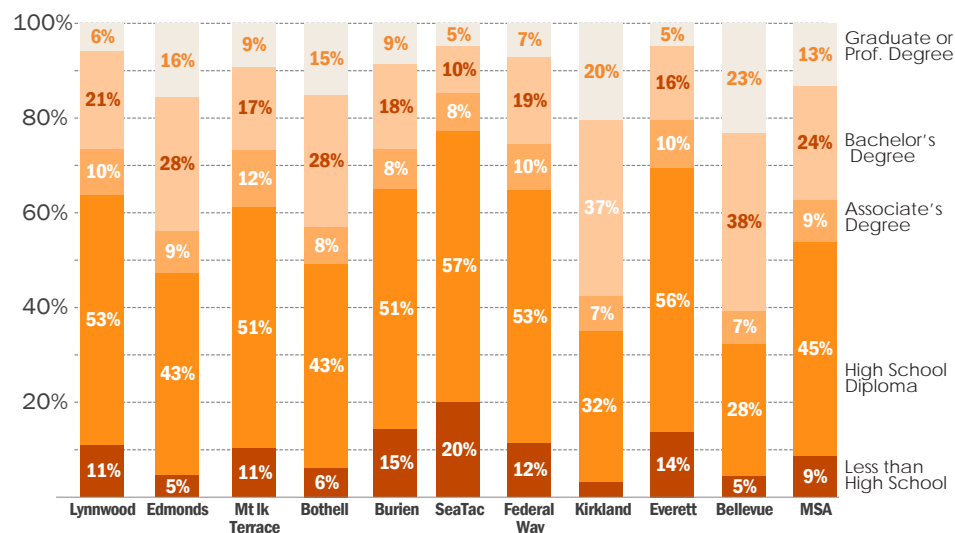
**Exhibit E1. Observed & Projected Growth in Population, Lynnwood & Seattle-Tacoma-Bellevue MSA, 2000-2040**

Source: Puget Sound Regional Council (2013); Community Attributes Inc. (2014)





**Exhibit E2. Educational Attainment, Lynnwood & Comparison Cities, 2011**



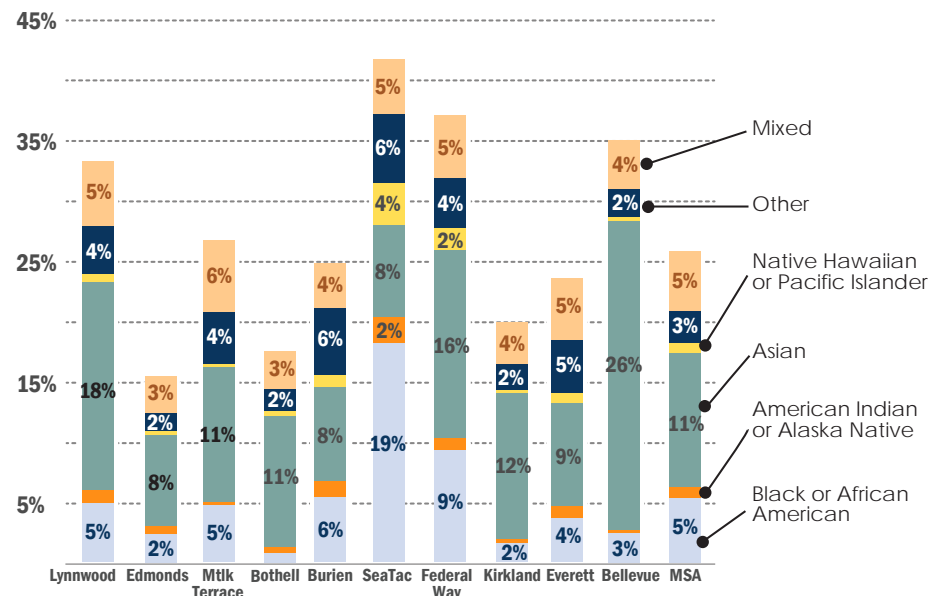
Source: U.S. Census Bureau ACS (2007-2011); Community Attributes Inc. (2014)

## AGE & EDUCATION

Lynnwood's population is aging; residents aged 55+ account for a larger percent of all residents now than in 2004. Since 2004, the 55+ age segment has grown by 23%. Compared with other areas in the region, Lynnwood has the third highest percentage of total population comprised of those aged 55 and over (behind Edmonds and Bellevue).

Fewer of Lynnwood's residents (27%) have a bachelor's degree or higher when compared with Edmonds or Bothell (40%-50%). However, the share of Lynnwood residents who hold a bachelor's degree or higher grew 21% from 2000, an increase that outpaces the 13% growth rate in the greater MSA. **Exhibit E2** illustrates educational attainment levels for Lynnwood and selected comparison cities.

**Exhibit E3. Non-White Racial Composition, Lynnwood & Comparison Cities, 2011**



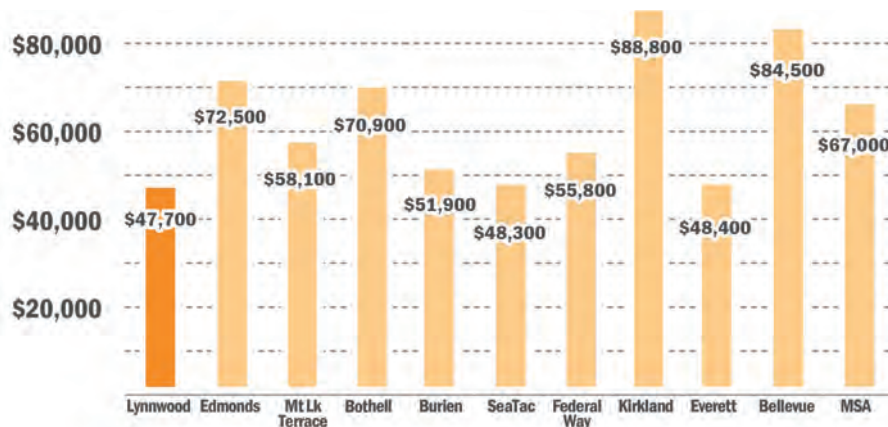
Source: U.S. Census Bureau ACS (2007-2011); Community Attributes Inc. (2014)

## INCOME & DIVERSITY

Lynnwood is ethnically and racially diverse, with growing Hispanic and Asian populations. Between 2000 and 2011 Lynnwood's non-white population increased 29%. Currently more than one-third of the total population is non-white. Residents identifying as Asian compose the largest non-white racial category at 18% of the population [**Exhibit E3**]. Overall, 27% of Lynnwood's residents are foreign-born. Nearly half come from Asia, and almost one-third come from the Americas (predominantly from Mexico). Thirty-three percent of residents speak a language other than English at home, and Spanish accounts for the largest portion of non-English languages spoken.

Lynnwood's Median Household Income of \$47,700 is lower than comparison cities [Exhibit E4]. Median income is less than 80% of the Area Median Income for the Seattle-Bellevue Fair Market Rent Area, which the U.S. Department of Housing and Urban Development uses to determine eligibility for subsidized housing.

**Exhibit E4. Median Household Income Lynnwood & Comparison Cities, 2011**



Source: U.S. Census Bureau ACS (2007-2011); Community Attributes Inc. (2014)

## WORKFORCE

Lynnwood's workforce lives throughout the region; no single jurisdiction in the region houses more than 9% of Lynnwood's workers. Lynnwood residents tend to work in large, concentrated employment centers on the east and west sides of Lake Washington, predominantly north of Interstate 90 including Seattle, the University District, the Boeing campus at Paine Field, downtown Bellevue and the Bel-Red corridor. Economic development strategies should balance the needs of a workforce that commutes to the City from places across the region, as well as the needs of residents who commute to regional employment centers.

## EMPLOYMENT & WAGES

Lynnwood is one of the larger job centers in Snohomish County, and is likely to grow in stature as a regional employment center. Jobs in Lynnwood are concentrated in Retail as well as the fast-growing Services sector. Overall, Lynnwood's employment is poised to grow much faster than its housing stock.

Lynnwood is a net job importer with a Jobs-to-Housing ratio of 1.7, and is a significantly larger employment center than neighboring cities of Edmonds and Mountlake Terrace. More Retail jobs are located in Lynnwood than in any other jurisdiction within Snohomish County. The Retail sector accounts for 28% of total employment in Lynnwood. However, average annual retail wages are low at less than \$29,000 a year.

Service sector jobs account for the largest portion (45%) of Lynnwood's employment, with annual average wages of \$38,000.

The *Finance, Insurance and Real Estate (FIRE)* sector, which pays much higher wages than either Services or Retail (an average of over \$60,000 annually), has lost about 500 jobs in Lynnwood since 2004 - currently FIRE accounts for 6% of the jobs in Lynnwood.

## FISCAL IMPACTS

Lynnwood is a regional leader in taxable retail sales per capita, averaging nearly \$55,000 per capita in 2012. Sales tax revenues account for more than 30% of the City's budget, making it the largest single source of revenue for the City. The 2008 recession, combined with a change to sales tax methodology in the State of Washington, initiated a decline in Lynnwood's taxable retail sales. Overall taxable retail sales have fallen by 5% since 2002.

## RETAIL TRADE ANALYSIS

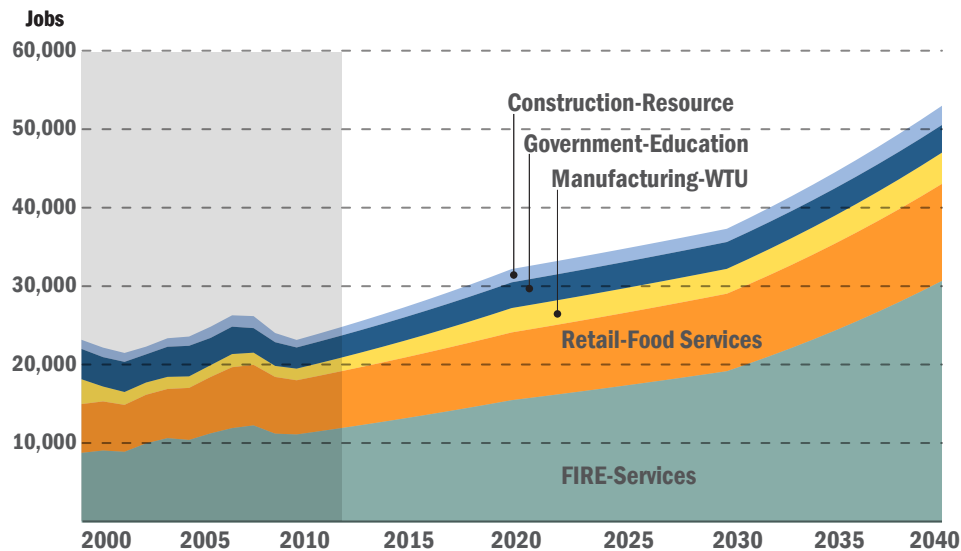
Trade capture analysis shows how local retailers attract customers. Trade capture in Lynnwood is highest in stores that sell clothing and clothing accessories, with nearly 100% of household spending on these items by residents who live within eight miles of City Center. Lower trade capture in performing arts and spectator sports, food services and drinking establishments, and hospitality, suggest opportunities to grow the City's entertainment offerings.



## FORECASTS & TRENDS

The 2008 recession had an impact on all regional and local economies. Lynnwood, however, has remained a significant job center for Snohomish County and the central Puget Sound region, and employment is returning to pre-recession levels. Employment forecasts indicate that between 2012 and 2040 total employment in Lynnwood will grow by 2.9% annually, adding more than 29,000 additional jobs in the City [Exhibit E5]. The FIRE-Services sector is expected to add the most jobs and to experience the fastest growth, a Compound Annual Growth Rate (CAGR) of 3.6%. Most of this growth is expected to occur in the eastern portion of Lynnwood, in and around the Regional Growth Center and City Center. *NOTE: These projections are based on long-range econometric employment forecasts allocated to small areas in the Puget Sound utilizing PSRC's UrbanSim model; they do not represent growth targets or growth allocation figures.*

**Exhibit E5. Observed & Projected Growth in Employment by Major Industry Sector, Lynnwood, 2000-2040**

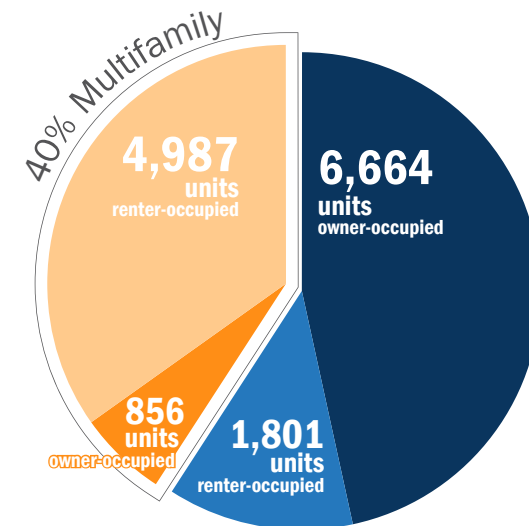


Source: Puget Sound Regional Council (2013); Community Attributes Inc. (2014)

## HOUSING

Lynnwood had 15,235 housing units in 2012. Multifamily units accounted for more than 40% of all housing in Lynnwood [Exhibit E6], higher than in Bothell, Edmonds, and Mountlake Terrace. However, single-family units compose the majority at 60%. Overall, 94% of Lynnwood housing units are occupied. Multifamily housing is increasingly desirable to both younger and older Americans as they prefer flexibility in living arrangements and accessibility to transit.

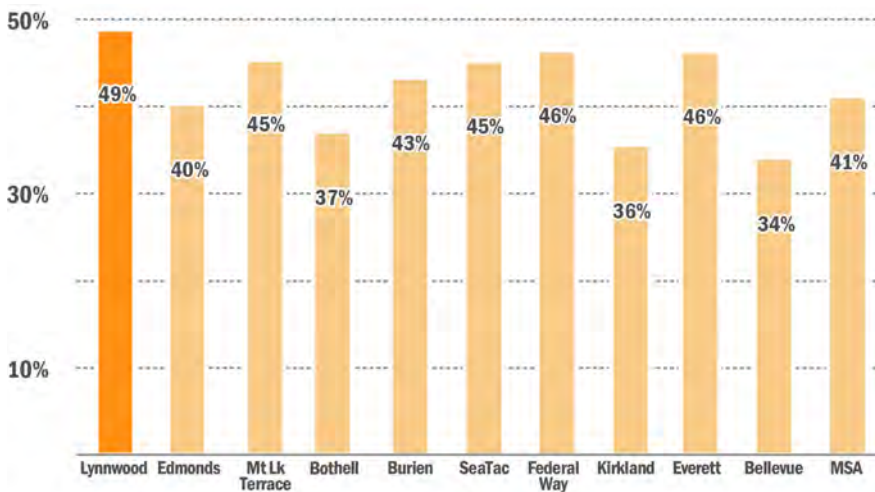
**Exhibit E6. Occupied Housing Units by Tenure & Type, Lynnwood, 2012**



Source: U.S. Census Bureau ACS (2008-2012); Community Attributes Inc. (2014)

Housing affordability is a concern for Lynnwood. Lynnwood has the highest share of residents spending more than 30% of their gross income on housing (an affordability guideline set by HUD) of any comparison city studied [Exhibit E7]. This is attributed to Lynnwood's median household income being lower than all comparison cities while Lynnwood's housing values are higher.

**Exhibit E7. Percent of Residents Spending More than 30% of Gross Income on Housing, Lynnwood & Comparison Cities, 2011**



Source: U.S. Census Bureau ACS (2007-2011); Community Attributes Inc. (2014)

## TRANSPORTATION

25% of Lynnwood residents commute via a mode other than driving alone; 15% of these walk, bike or carpool while 10% take public transportation - more than in any other comparison city but SeaTac. The share of those using public transit to commute to work should increase with the completion of light rail, scheduled to open in 2023.

## MARKET ANALYSIS

After slowing during the recent recession, real estate developers in Puget Sound are once again actively developing new projects and Lynnwood is capturing a share of those projects. Over 2,200 housing units are currently in the pipeline for the City and its MUGA, with the majority of the development occurring within the MUGA (rather than inside City limits).

City Center is intended to anchor new commercial and residential development. While the market for retail development is stronger in Lynnwood than in Snohomish County as a whole, the market for office development suffers from higher vacancy rates. However, these office vacancy rates are declining, suggesting opportunities for growth in the office market.

## STRATEGIC THEMES

This Economic Development Profile articulated a number of key themes that emerged from the data and analyses to inform the development of Goals and Actions in this report.

### **Accommodating Forecasted Growth**

Though the City is not expected to grow rapidly in population, the increasing presence of multifamily housing and the significant growth in Lynnwood's potential annexation areas require the City to think strategically about where and how new growth can integrate into the existing fabric of its neighborhoods. New development can create powerful community assets.

### **Harnessing the Power of a Diverse Community**

Ethnic restaurants, cultural festivals and international districts are just a few of the opportunities that diverse populations bring to the cities where they live. Lynnwood is already one of the more diverse communities in the region, with large populations of Asian and Mexican origin. As the City and the region continue to diversify, Lynnwood can work with its residents to develop a strong communal identity.

### **Focus on Housing & Amenities That Attract New Workers & Residents**

While many Lynnwood residents find housing difficult to afford, housing is relatively affordable in Lynnwood when compared to the region. New housing projects can bring additional affordable units to Lynnwood - and developing mixed-income communities, attracting new residents that work in a diverse range of industries and building work force skill levels and entrepreneurship are long-term strategies for increasing prosperity for Lynnwood residents.

### **Identifying Opportunities to Grow Mixed-use Centers**

Employment projections predict robust job growth in Lynnwood through 2040 and over 2,000 multifamily units are already in the development pipeline in Lynnwood and its Municipal Urban Growth Area. The City Center has significant untapped zoned capacity, giving Lynnwood a chance to bring new employers to the City and entice new workers to live near their place of employment.

### **Diversification of the City's Economic Base**

Services and Retail will remain a large part of Lynnwood's economy, with the Services sector projected to grow faster than any other in the City. A limited uptick in Manufacturing in the area and the continued presence of office employment represent opportunities to further diversify the economic base in Lynnwood.

### **The Changing Face of Retail**

New developments in Lynnwood—including Lynnwood Place, Lynnwood Crossroads and the City Center Senior Living Apartments—indicate that the real estate market favors walkable, mixed-use development. New amenities and capital improvements can help pave the way for new retail development, and Lynnwood's development regulations should encourage this style of retail. Market metrics indicate that new retail development is feasible, with favorable lease and vacancy rates compared to Snohomish County.

### **Capitalizing on Investments in Infrastructure**

Existing development activity in the City Center and the coming light rail station, scheduled for completion in 2023, present an opportunity to promote geographic diversity in the City's employment, attract new employers, and provide alternatives to commuting via personal automobile.







**3 OUR COMMUNITY VISION**

# MOVING FORWARD: OUR COMMUNITY VISION

A vision statement offers a common framework for action and focus among decision makers. During 2007 and 2008 hundreds of Lynnwood residents, citizens, and business people met in 29 meetings and brainstormed over 4,000+ ideas and comments about our City as it is, what should change, what its direction and future could be and should be, and how we might achieve that future. They reexamined today, and re-imagined tomorrow. In January 2009 the City adopted Lynnwood Moving Forward: Our Community Vision. On April 13, 2015, Lynnwood City Council unanimously confirmed the Vision Statement as the guiding principles for the City's development, preparation and implementation of Departmental Strategic Plans and budgets by adopting Resolution 2015-06.

## LYNNWOOD MOVING FORWARD: OUR COMMUNITY VISION

### **To be a welcoming city that builds a healthy and sustainable environment.**

- > Safe and walk-able interconnecting residential and commercial neighborhoods
- > Vibrant City Center
- > Promote Lynnwood as an affordable place to live, work, and play
- > Aesthetic neighborhood quality through code enforcement
- > Preserve and expand natural spaces, parks, and cultural diversity and heritage
- > Integrate the built environment to support the natural environment
- > Encourage economic development

### **To encourage a broad business base in sector, size and related employment, and promote high quality development.**

- > Promote high quality, sustainable development and design (LEED)
- > Balanced commercial development mindful of traffic management
- > Convention Center as an engine of economic growth and community events
- > Protect residential areas from commercial use
- > Communicate with the community on City plans, policies, and events

### **To invest in preserving and expanding parks, recreation, and community programs.**

- > Develop a network of pedestrian and bike trails for recreation and transportation
- > Encourage business/organization partnerships and participation to create and promote community events
- > Create civic pride through cultural arts, events, parks, and services
- > Promote healthy lifestyles
- > Provide diverse senior services creating a liveable community
- > Establish a new signature event that creates civic pride

### **To be a cohesive community that respects all citizens.**

- > A safe, clean, beautiful, small-town atmosphere
- > Build and enhance a strong, diverse, integrated community
- > Develop and identify physical neighborhoods
- > Encourage citizens to be involved in community events
- > Engage our diverse population through effective, inclusive communication
- > Continue community communications and open process

“ The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government. ”

**To invest in efficient, integrated, local and regional transportation systems.**

- > Improve pedestrian and bike flow, safety, and connectivity
- > Adaptive, safe, well-maintained, state-of-the-art traffic management infrastructure
- > Support the needs of commuters and non-commuters
- > Reduce traffic congestion

**To ensure a safe environment through rigorous criminal and property law enforcement.**

- > Continue to provide good quality response times for fire, paramedics, and police
- > Encourage support for police and fire department citizen volunteer programs
- > Become a benchmark city through technology and through neighborhood involvement
- > Increase police presence through more patrol and bike officers
- > Increase and support public education on public safety

**To be a city that is responsive to the wants and needs of our citizens.**

- > Develop goals and objectives that benefit residents and businesses
- > Create/enhance Lynnwood's brand identity
- > Govern and grow in a way to stay true to the City's defined identity
- > Develop and execute a measurable strategic plan (budget, timeline); involve community
- > Fair and diverse revenue base
- > Promote Lynnwood's convenient location to maximize opportunities and benefits
- > Be environmentally friendly – sustainable







# **4 ECONOMIC DEVELOPMENT GOALS & ACTIONS**

## SUMMARY OF GOALS & ACTION AREAS

Economic Development is a core priority and area of policy focus for the City of Lynnwood. Economic development in Lynnwood is a citywide effort, extending beyond the Office of Economic Development to include all City departments. It is important that the City clearly define its role towards realizing the City's economic development goals. A dedicated group of community volunteers, the Economic Development Advisory Group, (EDAG) was instrumental in developing this Plan. The Lynnwood Chamber of Commerce, and the City of Lynnwood Arts Commission, Parks and Recreation Commission, and Planning Commission all gave input on the Plan. The goals, strategies and actions within the Plan as recommended by the EDAG reflect the consensus achieved through these discussions and deliberations. The City values the participation of our many volunteers as we strive to make Lynnwood a great deal more.

### **GOAL 1: SUPPORT AND GROW NEW AND EXISTING BUSINESSES IN LYNNWOOD.**

#### **1.1: TARGET SECTORS**

#### **1.2: BUSINESS DEVELOPMENT**

#### **1.3: BUSINESS SERVICES**

#### **1.4: SPACE NEEDS**

#### **1.5: WORKFORCE**

### **GOAL 2: STRENGTHEN AND COMMUNICATE LYNNWOOD'S POSITIVE BUSINESS CLIMATE.**

#### **2.1: PERMITTING & CODE COMPLIANCE**

#### **2.2: CULTURE OF CUSTOMER SERVICE**

#### **2.3: COMMUNICATION**

**GOAL 3: PRIORITIZE HIGH-QUALITY DEVELOPMENT & INFRASTRUCTURE PROJECTS.**

**3.1a: MAJOR PROJECTS: CITY CENTER**

**3.1b: MAJOR PROJECTS: COLLEGE DISTRICT**

**3.1c: MAJOR PROJECTS: HIGHWAY 99 CORRIDOR**

**3.1d: MAJOR PROJECTS: SOUTH LYNNWOOD**

**3.2: HOUSING**

**3.3: INFRASTRUCTURE**

**3.4: OPEN SPACE**

**3.5: ANNEXATION**

**GOAL 4: STRENGTHEN LYNNWOOD'S IMAGE AND IDENTITY IN THE REGION.**

**4.1: BRANDING**

**4.2: SHOP, STAY AND DINE**

**4.3: EVENTS AND VENUES**

**4.4: MARKETING AND ADVERTISING**

**GOAL 5: ENHANCE LYNNWOOD'S LIVABILITY AND UNIQUE SENSE OF PLACE.**

**5.1: URBAN DESIGN**

**5.2: CONNECTIVITY**

**5.3: WAYFINDING AND SIGNAGE**

**5.4: BETTER NEIGHBORHOODS**

**5.5: COMMUNITY SERVICES**

## GOAL 1: SUPPORT AND GROW NEW AND EXISTING BUSINESSES IN LYNNWOOD.

Strengthening the diversity of employment opportunities in Lynnwood is critical to Lynnwood's economic vitality and to creating opportunities for a wide range of people to both live and work. By concentrating on higher wage professional and technical jobs, the City will continue to expand its economic base beyond its strong retail core.

### 1.1: TARGET SECTORS

Pursue a targeted sector focus to strategically grow the City's economic base

**Action 1.1.1** Identify and target sectors within high-growth segments, based on Lynnwood's current and projected economy, and living-wage occupations - including electronics, semiconductor, aerospace, software engineering, and financial services jobs .

**Action 1.1.2** Develop "need profiles" for each high growth sector to guide retention and attraction efforts; sectors should include: advanced manufacturing; R&D; engineering; health care; retail; tourism; professional services.

**Action 1.1.3** Catalogue key locational factors for these sectors and identify Lynnwood's assets to anchor formal and informal marketing materials.

**Action 1.1.4** Leverage Lynnwood's accessibility and retail and hospitality prominence as an asset to attract economic development activity and anchor employers in high growth sectors.

**Action 1.1.5** Maintain Lynnwood's retail prominence and seek new opportunities for high-quality retail development.

**Action 1.1.6** Recruit arts and culture businesses to Lynnwood's growing City Center.

**Action 1.1.7** Identify gaps in business services in Lynnwood and recruit firms to strengthen target sectors.

### Lynnwood Success Story



#### Lynnwood Crossroads

Lynnwood Crossroads Shopping Center, located at the intersection of Highway 99 and 196th Street SW, is a major retail center that opened at the end of 2013. Bellevue-based Sterling Realty Organization (SRO) has owned the property since the early 1960s and originally operated a movie theater. The theater closed in the 1980s and served as a warehouse until site preparation began for Lynnwood Crossroads in 2012. SRO acquired adjacent parcels with the intent of eventually establishing a retail destination on the site. The \$25 million, 12.5 acre project offers about 123,000 square feet of commercial space including retailers, services and restaurants.

### See Also!

**Action 3.3.4** Engage with the Economic Alliance of Snohomish County to support infrastructure improvements that benefit the North Puget Sound Manufacturing Corridor.

**Action 3.3.5** Work with suppliers to upgrade telecommunications infrastructure, such as fiber optic networks, to improve capacity and attract targeted sectors.

**Action 4.3.6** Continue to work with the Lynnwood Convention Center to recruit major events and conventions.



## 1.2: BUSINESS DEVELOPMENT

Support new and existing business development in the City of Lynnwood

**Action 1.2.1** Develop a “dashboard tool” that incorporates demographic, economic and real estate data to quickly assess trends, challenges and opportunities for prospective entrepreneurs, business owners and real estate developers.

**Action 1.2.2** Utilize assets like the Small Business Development Center (SBDC), Sno-Isle Library Creative Tech Center and Business Research Center for coaching, professional development and support for existing businesses and entrepreneurs.

**Action 1.2.3** Periodically conduct small business forums or distribute surveys to connect with stakeholders and determine the challenges and opportunities facing Lynnwood’s business community; partner with business organizations on programs that meet this objective.

**Action 1.2.4** Reinstate the new business welcome program in partnership with Edmonds Community College, Work Source Snohomish County and the Lynnwood Chamber of Commerce.

**Action 1.2.5** Work with Edmonds Community College and Economic Alliance of Snohomish County to convene a volunteer-based technical assistance panel to aid entrepreneurs in Lynnwood and connect small business owners with outside resources (e.g. E.C.C. educators, lenders, legal professionals).

**Action 1.2.6** Identify the unique needs of ethnic businesses and coordinate City policy with business associations and other stakeholders in the community.

**Action 1.2.7** Continue to facilitate permitting for new and expanding businesses, and facilitate property acquisitions where possible to achieve economic development strategies.

## 1.3: BUSINESS SERVICES

Facilitate business success by connecting Lynnwood businesses with available resources to aid in their growth and development

**Action 1.3.1** Develop and implement a business outreach program to engage and support businesses and entrepreneurship.

**Action 1.3.2** Create branded online and print materials to market business resources, potentially including a small business resource directory, a “how to do business in Lynnwood” guide and a handbook on licensing and permitting.

**Action 1.3.3** Appoint a designated position to assist new business owners navigating local development regulations and obtain access to federal, state and county-based financial incentives.

**Action 1.3.4** Identify and catalogue sources for federal, state and county business incentives, including low-interest loans, industrial revenue bonds, sales tax deferrals, New Market and other tax credits, and Community Empowerment Zones, SBA HUB Zone.

**Action 1.3.5** Translate resource materials into Spanish, Chinese, Korean and Vietnamese to support broad access among Lynnwood’s business community to encourage diversity and expansion of small businesses.

### See Also!

**Action 1.1.7** Identify gaps in business services in Lynnwood and recruit firms to strengthen target sectors.

## GOAL 1: SUPPORT AND GROW NEW AND EXISTING BUSINESSES IN LYNNWOOD.

### 1.4: SPACE NEEDS

Coordinate the space needs of targeted sectors with space inventory in Lynnwood

**Action 1.4.1** Within sector by sector “need profiles,” maintain a list of property needs of both existing and target businesses.

**Action 1.4.2** Maintain a list of available commercial properties and assist small businesses looking for space; make this information available on-line.

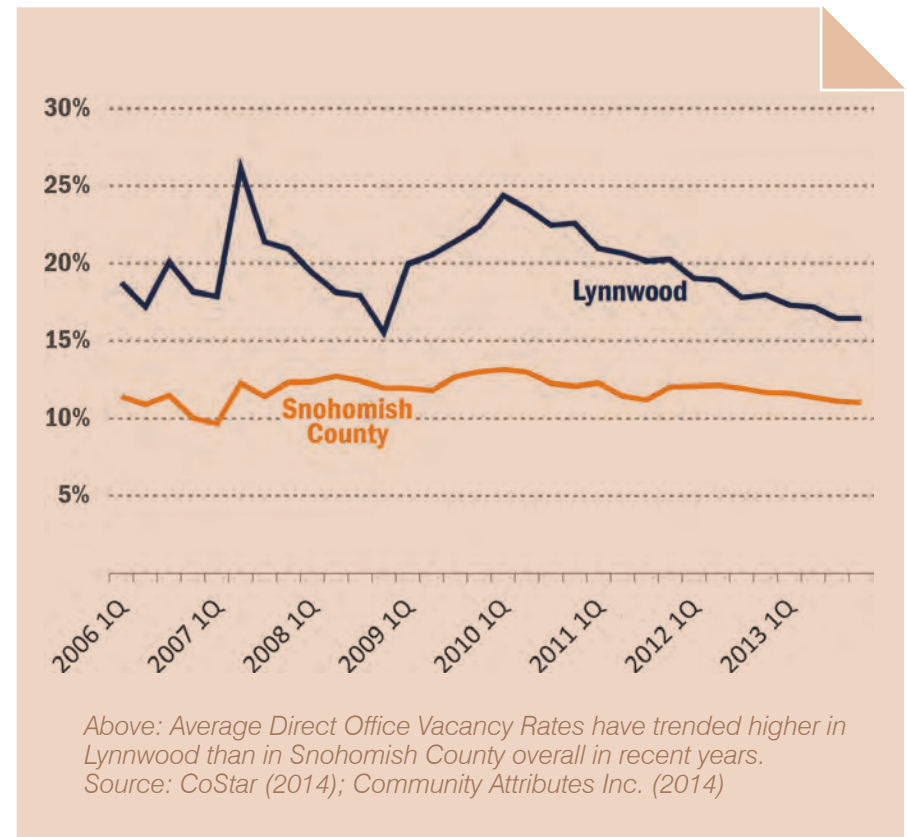
**Action 1.4.3** Develop and maintain relationships with property managers and commercial brokers who market Lynnwood commercial property.

**Action 1.4.4** Support the creation of a business improvement district (BID) or similar special assessment districts to improve the function and aesthetics of commercial centers, including Highway 99 and City Center; consider BIDs for development of joint parking, infrastructure improvements, parks and other open space.

**Action 1.4.5** Facilitate private land acquisition and assembly and development partnerships to create new commercial space in Lynnwood, with a special focus on the City Center.

**Action 1.4.6** Review existing design guidelines to ensure that adopted policy facilitates the development of quality commercial space.

**Action 1.4.7** Invite locally-based real estate brokers to write periodic articles on available properties in Lynnwood.



### See Also!

**Action 1.2.1** Develop a “dashboard tool” that incorporates demographic, economic and real estate data to quickly assess trends, challenges and opportunities for prospective entrepreneurs, business owners and real estate developers.

**Action 5.1.5** Explore the feasibility of facade improvement grants, tax credit/abatement programs or revolving loans for property owners that voluntarily make physical improvements to their properties.

## 1.5: WORKFORCE

Support workforce development to ensure a robust and qualified talent pool to keep pace with new and growing Lynnwood businesses

**Action 1.5.1** Connect with local businesses to develop a clear understanding of their workforce needs.

**Action 1.5.2** Businesses demand productivity increases and adaptation, requiring workers to continually increase skills; partner with Workforce Snohomish, the Work Force Development Center, and other stakeholders to prepare Lynnwood residents to meet the needs of Lynnwood employers.

**Action 1.5.3** Work with Edmonds Community College, Central Washington University and Edmonds School District, and other local education institutions to highlight career paths and technical skills in demand.

**Action 1.5.4** Work with WorkSource to develop and maintain a web-based list of job opportunities that are located in Lynnwood.

### See Also!

**Action 1.1.7** Identify gaps in business services in Lynnwood and recruit firms to strengthen target sectors.



*Source: Edmonds Community College Workforce Development*

## **GOAL 2: STRENGTHEN AND COMMUNICATE LYNNWOOD'S POSITIVE BUSINESS CLIMATE.**

A positive business climate is essential to achieving strong economic growth. The City will ensure that Lynnwood is a welcoming and attractive place to do business. A supportive business climate will help ensure that Lynnwood continues to attract and retain healthy businesses. Through excellent customer service, the City will improve its competitiveness regarding economic development.

### **2.1: PERMITTING & CODE COMPLIANCE**

Continue to improve and enhance permitting and code compliance functions at the City of Lynnwood

**Action 2.1.1** Continue to review and improve transparency, efficiency and consistency in City permitting and code compliance.

**Action 2.1.2** Review and amend existing zoning codes for ease of enforcement and understanding.

**Action 2.1.3** Identify permitting and code compliance best practices and prioritize their implementation in Lynnwood.

**Action 2.1.4** Develop and implement a process improvement plan based on: 1) auditing of current processes; 2) upgrades and best practice implementation; 3) ongoing feedback loop (such as exit surveys).

**Action 2.1.5** Review existing check lists and fact sheets designed to aid customers in understanding and compliance with permitting and code compliance procedures; clarify and update as necessary.

**Action 2.1.6** Assess the feasibility of developing an online permitting and licensing platform.

**Action 2.1.7** Review the internal permitting process; identify and implement permitting and licensing efficiency measures.

### **See Also!**

**Action 1.3.2** Create branded online and print materials to market business resources, potentially including a small business resource directory, a "how to do business in Lynnwood" guide and a handbook on licensing and permitting.

**Action 1.3.3** Appoint a designated position to assist new business owners navigating local development regulations and obtaining federal, state and county-based financial incentives.

**Action 1.3.5** Translate resource materials into Spanish, Chinese, Korean and Vietnamese to support broad access among Lynnwood's business community.

**Action 2.2.4** Develop a project manager approach that allows for appropriate discretion by staff to encourage and facilitate desired development; assign a project manager to key development projects to act as the contact/point person for the customer and to facilitate coordination with different departments, stages of the project.



## Lynnwood Success Story



### Planned Action Ordinance

In an effort to streamline the permitting process for City Center development projects that are consistent with Lynnwood's vision and applicable development regulations, the City Council in 2012 extended "planned action" status to such projects. This allows these projects to go through a simplified environmental review process, since the City Center plan has already filed a planned action environmental impact statement to assess environmental challenges and implement mitigation measures. The planned action ordinance represents a thorough approach to facilitating the type of development envisioned in the City Center subarea plan.

## 2.2: CULTURE OF CUSTOMER SERVICE

Develop a culture of customer satisfaction by providing the customer with results in a timely fashion and in a friendly environment

**Action 2.2.1** Establish customer satisfaction as a strategic objective to improve customer outcomes and reduce inefficiencies.

**Action 2.2.2** Identify improvements underway to City permitting, licensing, code enforcement and other front line functions; establish goals and provide the means to track and achieve them.

**Action 2.2.3** Provide comprehensive customer engagement training for front line staff and tie customer satisfaction ratings to incentives for staff.

**Action 2.2.4** Develop a project manager approach that allows for appropriate discretion by staff to encourage and facilitate desired development; assign a project manager to key development projects to act as the contact/point person for the customer and to facilitate coordination with different departments, stages of the project.

**Action 2.2.5** Conduct a survey of recent customers to set customer satisfaction benchmarks and identify specific issues within permitting, business licensing and inspection offices.

**Action 2.2.6** Instill a problem-solver approach to projects, licensing and permitting.

## GOAL 2: STRENGTHEN AND COMMUNICATE LYNNWOOD'S POSITIVE BUSINESS CLIMATE.

### 2.3: COMMUNICATION

Enhance communication between the City and local businesses

**Action 2.3.1** Communicate with business owners to illustrate the value proposition inherent in operating a business in Lynnwood.

**Action 2.3.2** Outreach to Community Business organizations regarding Lynnwood's proactive approach to business development, regulatory simplicity and low-cost business environment.

**Action 2.3.3** Offer guided tours and visits to showcase Lynnwood's economic development initiatives and disseminate information about the City's business environment to interested businesses and brokers.

**Action 2.3.4** Cultivate a presence in Lynnwood's business community with periodic check-ins with businesses and attendance of ribbon-cuttings and grand openings.

**Action 2.3.5** Connect local businesses with neighborhoods to involve them in planning projects aimed at revitalization .

**Action 2.3.6** Compile testimonials from satisfied customers to distribute in marketing materials.

**Action 2.3.7** Develop key themes and messages around the City's economic development program and its competitiveness and approach to customer service.

**Action 2.3.8** Contact local media regularly with story ideas to keep Lynnwood top of mind with the press.

**Action 2.3.9** Provide public information through a centralized point of contact in the City.

**Action 2.3.10** Develop a means for businesses to provide feedback and comment to City officials and staff.

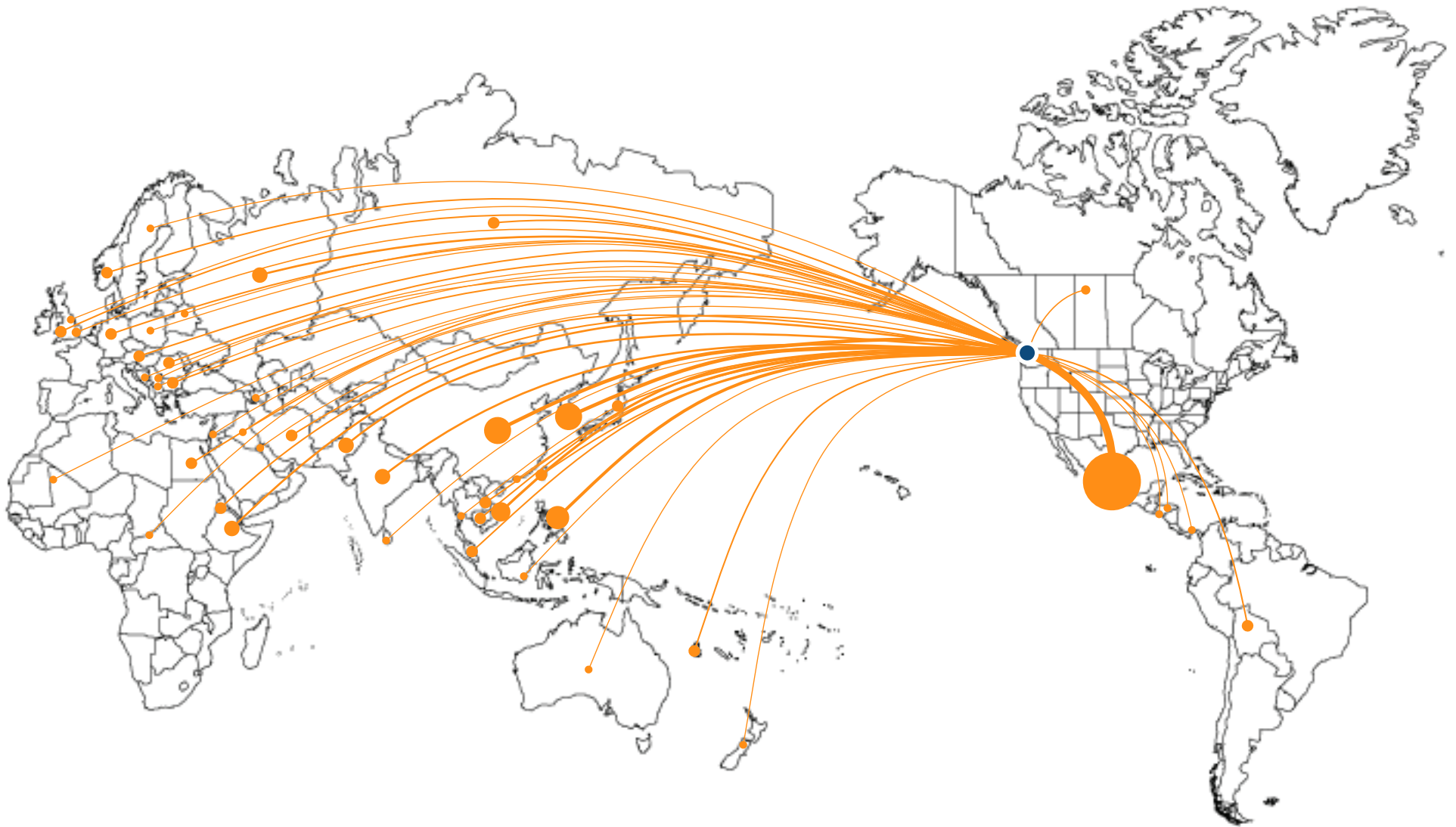
### See Also!

**Action 1.3.2** Create branded online and print materials to market business resources, potentially including a small business resource directory, a "how to do business in Lynnwood" guide and a handbook on licensing and permitting.

**Action 1.3.3** Appoint a designated position to assist new business owners navigating local development regulations and obtaining federal, state and county-based financial incentives.

**Action 1.3.5** Translate resource materials into Spanish, Chinese, Korean and Vietnamese to support broad access among Lynnwood's business community.

**Action 2.2.4** Develop a project manager approach that allows for appropriate discretion by staff to encourage and facilitate desired development; assign a project manager to key development projects to act as the contact/point person for the customer and to facilitate coordination with different departments, stages of the project.



*Above: Lynnwood residents and business owners hail from many parts of the country and world. Strong, effective communication between City departments, business owners, and residents is critical to the success of Lynnwood's growing business sectors.*

*Source: Source: U.S. Census Bureau ACS (2007-2011); Community Attributes Inc. (2014)*

### GOAL 3: PRIORITIZE HIGH-QUALITY DEVELOPMENT & INFRASTRUCTURE PROJECTS.

Investment in quality development and efficient infrastructure can unlock economic potential. A major goal for Lynnwood is to foster high quality development and infrastructure that can open up and leverage new possibilities for private sector investment, a key driver to economic success. The Lynnwood Regional Growth Center - encompassing the City Center Sub-Area, the Alderwood Mall / City Center Transition Area, Alderwood Mall, Lynnwood Place, and proposed Sound Transit Light Rail Station - represents Lynnwood's best opportunity for such a strategy. Significant transportation, transit, and multimodal improvements already serve this area, and other infrastructure investments are proposed.

#### 3.1a: MAJOR PROJECTS: CITY CENTER

Focus efforts on economic revitalization and redevelopment in key areas

**Action 3.1a.1** Continue to implement the City Center Plan.

**Action 3.1a.2** Identify funding options to pay for critical infrastructure projects with a focus on City Center project prioritization.

**Action 3.1a.3** Strongly promote development incentives including the Planned Action Ordinance with regional developers to spur interest in City Center projects.

**Action 3.1a.4** Explore methods for integrating Lynnwood's municipal facilities into the design framework of City Center to establish it as a focus for government activities.

**Action 3.1a.5** Develop a phased program for consolidation of City offices and facilities into City Center.

**Action 3.1a.6** Create a "first mover's advantage" by offering time-limited incentives that improve project feasibility such as targeted exceptions to development regulations.

**Action 3.1a.7** Target incentives for catalytic projects that meet criteria related to project size, density, mix of uses, orientation toward the street, multi-modal connectivity and aesthetics.

#### Lynnwood Success Story



#### Senior Housing Development

Lynnwood notched its first major City Center development in the City Center Senior Living Apartments, a 308 unit urban housing development in the heart of the subarea. The project is being developed by the Senior Housing Assistance Group and construction is expected to be underway by summer of 2015. This is a large residential project that conforms to the City's vision for City Center, and the project will help transform the area into the vibrant destination it aims to be.

**Action 3.1a.8** Identify and plan for the integration of Transit-Oriented-Development opportunities into and surrounding the future Lynnwood Sound Transit Light Rail station.

**Action 3.1a.9** Build upon successful partnerships to assemble property for catalytic development projects.

**Action 3.1a.10** Prepare legislative strategies and lobbying to support the development and growth of City Center and infrastructure funding.

**Action 3.1a.11** Create and maintain a detailed list of available properties that could support redevelopment in City Center; develop a property acquisition strategy, parameters and site information to streamline due diligence.

## See Also!

**Action 1.1.5** Maintain Lynnwood's retail prominence and seek new opportunities for high-quality retail development.

**Action 1.4.4** Support the creation of a business improvement district (BID) or similar special assessment districts to improve the function and aesthetics of commercial centers, including Highway 99 and City Center; consider BIDs for development of joint parking, infrastructure improvements, parks and other open space.

**Action 3.2.4** Continue to support and publicize Lynnwood's 8-12 year tax abatement program for high-quality and innovative mixed-use and residential development in City Center; expand the program to other areas in the City such as Highway 99 and the Alderwood City Center Transition Area.

**Action 3.4.1** Review Lynnwood City Center planning documents and determine if existing parks requirements should be amended to focus resources on a single City Center park.

**Action 4.4.7** Create and implement an ongoing marketing program for the City Center.

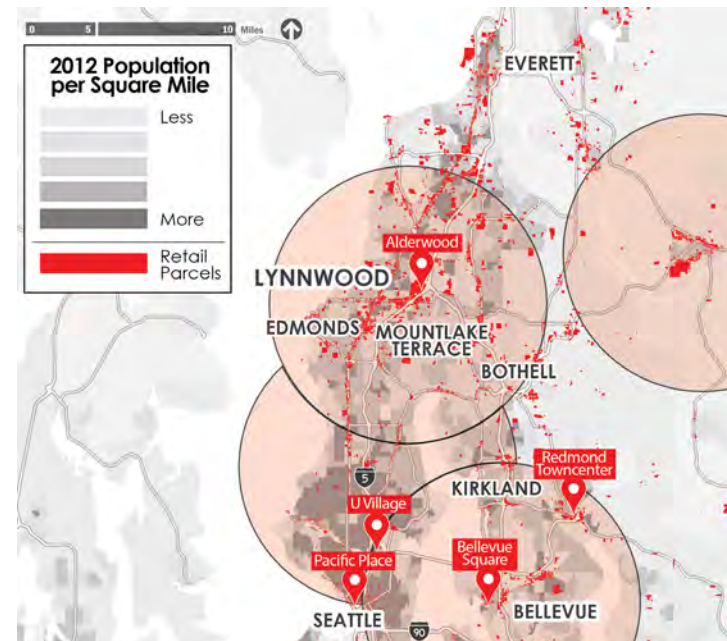
**Action 5.2.1** Designate primary pedestrian and bike connectors through and between Lynnwood's major assets and implement public realm improvements including lighting, signage, landscaping and street furniture.

## 3.1b: MAJOR PROJECTS: COLLEGE DISTRICT

**Action 3.1b.1** Collaborate with Edmonds Community College on implementation of the College District Plan and on infrastructure planning and urban design along shared linkages and gateways.

**Action 3.1b.2** Identify specific College District infrastructure gaps, and prioritize improvements and enhancements.

**Action 3.1b.3** Collaborate with Edmonds Community College on the development and enhancement of college facilities.



Lynnwood's City Center will continue to compete regionally for retail trade. Source: WA Department of Revenue (2012); Community Attributes Inc. (2014)



## GOAL 3: PRIORITIZE HIGH-QUALITY DEVELOPMENT & INFRASTRUCTURE PROJECTS.

### 3.1c: MAJOR PROJECTS: HIGHWAY 99 CORRIDOR

**Action 3.1c.1** Continue to encourage vibrant mixed-use and infill development along Lynnwood's Highway 99 corridor in the nodes identified in the Highway 99 Sub-Area Plan.

**Action 3.1c.2** Celebrate Highway 99's ethnic diversity through unique branding, signage and façade and streetscape improvements.

**Action 3.1c.3** Foster the retention and expansion of auto dealerships where appropriate along the corridor.

### 3.1d: MAJOR PROJECTS: SOUTH LYNNWOOD

**Action 3.1d.1** Define boundaries for a South Lynnwood revitalization area.

**Action 3.1d.2** Develop a vision for the future South Lynnwood in partnership with neighborhoods, local businesses, and other stakeholders.

**Action 3.1d.3** Commission a South Lynnwood Revitalization plan; analyze zoning, land use, business activity and real estate market trends and dynamics.

**Action 3.1d.4** Develop a focused business attraction and revitalization strategy based on plan analytics and findings.

**Action 3.1d.5** Market the benefits of the designated SBA HUBZone south of 196th Street SW in South Lynnwood.

### See Also!

**Action 5.1.5** Explore the feasibility of facade improvement grants, tax credit/abatement programs or revolving loans for property owners that voluntarily make physical improvements to their properties.

## 3.2: HOUSING

Encourage the development of a range of housing types to ensure balanced housing options within the City of Lynnwood

**Action 3.2.1** Conduct targeted outreach to developers and brokers to facilitate high-quality and innovative mixed-use and residential development across a range of affordability levels.

**Action 3.2.2** Continue to locate housing options near transit stops, including the forthcoming light rail station and the Lynnwood Park and Ride.

**Action 3.2.3** Partner with neighborhoods to organize property owners to foster enhancements and facilitate code compliance, housing and amenities.

**Action 3.2.4** Continue to support and publicize Lynnwood's 8-12 year tax abatement program for high-quality and innovative mixed-use and residential development in City Center; expand the program to other areas in the City such as Highway 99 and the Alderwood City Center Transition Area.

**Action 3.2.5** Assess and implement methods of requiring new residential development to incorporate specific amenities and to designate specific amounts of open space for common neighborhood use.

**Action 3.2.6** Identify options and help facilitate redevelopment of surplus Edmonds School District properties in Lynnwood.

### Lynnwood Success Story



#### Edmonds School District - Lynnwood Place

The former Edmonds School District property is currently being redeveloped as a mixed-use center thanks to an innovative public-private partnership between the City of Lynnwood, Edmonds School District and Cypress Equities, the real estate developer from Texas. The project, called Lynnwood Place, will feature 330 residential units, more than 89,000 square feet of retail and a 150,000 square foot Costco. Lynnwood's collaborative approach has been essential to landing a project of this scale.

## GOAL 3: PRIORITIZE HIGH-QUALITY DEVELOPMENT & INFRASTRUCTURE PROJECTS.

### 3.3: INFRASTRUCTURE

Promote Infrastructure as a necessity for increasing productivity, providing amenities and enhancing the quality of life in Lynnwood

**Action 3.3.1** Use funds from the Economic Development Infrastructure Fund (EDIF) to make targeted investments in infrastructure projects that will incentivize private development.

**Action 3.3.2** Continue to grow the EDIF for public participation in infrastructure development related to economic development.

**Action 3.3.3** Capitalize on momentum from the forthcoming light rail station to advocate for improvements to regional public transit.

**Action 3.3.4** Engage with the Economic Alliance of Snohomish County to support infrastructure improvements that benefit the North Puget Sound Manufacturing Corridor.

**Action 3.3.5** Work with suppliers to upgrade telecommunications infrastructure, such as fiber optic networks, to improve capacity and attract targeted sectors.

**Action 3.3.6** Support programs and funding toward maintenance and upkeep of the City of Lynnwood's key infrastructure.

### See Also!

**Action 3.1a.2** Identify funding options to pay for critical infrastructure projects with a focus on City Center project prioritization.

**Action 5.2.1** Designate primary pedestrian and bike connectors through and between Lynnwood's major assets and implement public realm improvements including lighting, signage, landscaping and street furniture.

**Action 5.2.2** Continue to enhance bicycle and pedestrian infrastructure citywide, with a particular focus on the missing links and the Interurban Trail, as well as the Scriber Creek Trail connection to the Lynnwood Transit Center.

**Action 5.2.3** Develop and implement an adopt-a-trail program to ensure maintenance and upkeep of existing trails in Lynnwood.

**Action 5.3.2** Develop a set of unique wayfinding graphics for primary pedestrian and bike connectors through and between Lynnwood's major assets.

### Lynnwood Success Story



### Economic Development Infrastructure Fund

In 2012, the Lynnwood City Council adopted a resolution creating the Economic Development Infrastructure Fund (EDIF). The EDIF enables the City to make targeted investments in infrastructure that improve the feasibility of real estate development projects in City Center, along Highway 99 and in other mixed-use centers. The resolution also establishes criteria that will govern the allocation of monies to various infrastructure projects. The EDIF is an important implementation tool for Lynnwood's planning efforts, and the City's investments in critical infrastructure may be a boon for economic development. In 2015, efforts are underway to prioritize City investments in City Center infrastructure projects that will entice additional development.

**Action 5.3.3** Develop neighborhood and commercial / shopping / hospitality district identification signage based on Neighborhood Identities.

**Action 5.3.4** Identify major nexuses of pedestrian connectivity and install wayfinding maps branded with neighborhood and district identities.

**Action 5.4.4** Partner with neighborhoods to inventory and prioritize neighborhood infrastructure needs and desired community amenities.



### 3.4: OPEN SPACE

Foster the importance of quality open space in attracting businesses and residents to Lynnwood

**Action 3.4.1** Review Lynnwood City Center planning documents and determine if existing parks requirements should be amended to focus resources on a single City Center park.

**Action 3.4.2** Investigate the development of urban wetlands as a community open space amenity in partnership with Snohomish County.

**Action 3.4.3** Leverage City investment with user fees and volunteer contributions to improve City Parks and Recreation facilities adjacent to planned and existing trail networks.

**Action 3.4.4** Explore the viability of a Parks Impact Fee for new development to help fund capacity enhancements and maintenance to Lynnwood's system of parks and open space.

**Action 3.4.5** In coordination with other City departments, identify and acquire land for park development.

### See Also!

**Action 5.2.3** Develop and implement an adopt-a-trail program to ensure maintenance and upkeep of existing trails in Lynnwood.

**Action 5.3.2** Develop a set of unique wayfinding graphics for primary pedestrian and bike connectors through and between Lynnwood's major assets.

### 3.5: ANNEXATION

Continue to explore annexation as a means of diversifying Lynnwood's economy

**Action 3.5.1** Commission an annexation analysis to fully understand the economic development, fiscal and Growth Management policy implications of annexation opportunities.

**Action 3.5.2** Develop a strategy for annexation based on findings of opportunities and challenges for economic development.

## GOAL 4: STRENGTHEN LYNNWOOD'S IMAGE AND IDENTITY IN THE REGION.

Perceptions of a community influence prospective employees and investors. A city's image is often a major consideration when selecting a location for investment, conducting business, living or visiting. Marketing the positive image of Lynnwood is an important step in attracting economic growth.

### 4.1: BRANDING

Continue to implement Lynnwood's brand and logo

**Action 4.1.1** Reach out to City boards, commissions and stakeholders to educate them about the brand and seek their help to implement the brand citywide.

**Action 4.1.2** Develop and make available brand materials for use by local businesses and neighborhoods in their promotional materials.

**Action 4.1.3** Incorporate neighborhood and district identity branding, as developed, into City materials and online presence.

**Action 4.1.4** Extend the Lynnwood brand to way-finding signage, and gateway and urban design improvements.

**Action 4.1.5** Incorporate branded public amenities into streetscapes, parks and other public spaces.

### See Also!

**Action 1.3.2** Create branded online and print materials to market business resources, potentially including a small business resource directory, a "how to do business in Lynnwood" guide and a handbook on licensing and permitting.

### Lynnwood Success Story



### Lynnwood's New Brand & Logo

The City of Lynnwood began to evaluate a rebranding campaign based on the recommendations of the 2004 Economic Development Action Plan. Over several years, the City allocated funds, formed a steering committee, hired a professional branding consultant and ultimately adopted a new Citywide Brand. The consultant's report was adopted by the City Council in 2011, and since then the City has fully implemented its Brand and incorporated its new logo into online and print materials. The new Brand positions Lynnwood as "a place where a marketplace of ideas, commerce and social activity is open to everyone, supplying resources and interactions within easy reach."

## 4.2: SHOP, STAY AND DINE

Position Lynnwood as a premier Shop, Stay & Dine destination for the central Puget Sound region

**Action 4.2.1** Partner with Lynnwood businesses to develop a Lynnwood shoppers program discount card or similar to encourage local shopping and dining.

**Action 4.2.2** Aid in the continued improvement of the Alderwood shopping area as a high-end regional retail destination.

**Action 4.2.3** Build on Lynnwood's shopping anchors by facilitating the co-location of amenities such as dining, hotels, spas and nightlife.

**Action 4.2.4** Recruit entertainment uses, potentially including a fine arts museum, to provide amenities to residents and tourists and to lure regional spending on entertainment activities; consider providing incentives for location in a single area, such as the area around the mall or City Center

**Action 4.2.5** Promote Lynnwood's accessibility as a regional tourism destination with branded maps for regional bus and train routes, hotels, restaurants and destination retail.

**Action 4.2.6** Develop and disseminate a branded Shop, Stay and Dine media kit and informational materials targeted to large corporations in the region.

**Action 4.2.7** Partner with the Snohomish County Tourism Bureau, the Lynnwood Convention Center and the hospitality industry to expand tourism and visitor services and to coordinate marketing efforts.

### See Also!

**Action 1.1.5** Maintain Lynnwood's retail prominence and seek new opportunities for high-quality retail development.

**Action 4.4.5** Promote Lynnwood to tour operators, meeting planners and associations, and produce, update and distribute information for trip planners, tourists and visitors.

## GOAL 4: STRENGTHEN LYNNWOOD'S IMAGE AND IDENTITY IN THE REGION.

### 4.3: EVENTS AND VENUES

Work to grow high-profile events to draw new visitors, energy and attention to Lynnwood and to create community involvement and identity

**Action 4.3.1** To support this growth, develop a “play book” outlining City requirements and codes, available and appropriate venues and associated costs, and volunteer organizations able to assist with event management.

**Action 4.3.2** Promote and expand existing regional athletic events held in Lynnwood, including tournaments, 5k runs and bike races.

**Action 4.3.3** Inventory Lynnwood's existing trails, parks, playfields, gyms and other venues and prioritize capacity improvements for athletic tournaments, fairs, concerts and other events.

**Action 4.3.4** Seek grant and sponsor funding to help fund priority improvements to Lynnwood's primary event facilities.

**Action 4.3.5** Partner with Snohomish County Sports Commission (SCSC) to attract sporting events and help raise additional funding for events, promotion and capacity improvements.

**Action 4.3.6** Continue to work with the Lynnwood Convention Center to recruit major events and conventions.

### See Also!

**Action 5.5.1** Develop and implement a plan to recruit an organization to operate a permanent, year-round farmer's market and food hub.

## 4.4: MARKETING AND ADVERTISING

Promote Lynnwood throughout the region as a welcoming City offering residents and businesses a great deal more

**Action 4.4.1** Build a social media presence and update frequently with content highlighting positive growth and changes underway related to both economic development and quality of life in Lynnwood.

**Action 4.4.2** Plan and execute a coordinated regional marketing campaign focused on Lynnwood's competitive business environment and quality of life.

**Action 4.4.3** Communicate successes frequently to regional media outlets, including new developments in City Center and Light Rail updates.

**Action 4.4.4** Utilize newsletters, authored articles and press releases to promote Lynnwood's assets and attractions.

**Action 4.4.5** Promote Lynnwood to tour operators, meeting planners and associations, and produce, update and distribute information for trip planners, tourists and visitors.

**Action 4.4.6** Partner with Lynnwood Public Facilities District (LPFD) to coordinate marketing efforts; expand tourism and visitors services in partnership with the Snohomish County Tourism Bureau (SCTB).

**Action 4.4.7** Create and implement an ongoing marketing program for the City Center.

### See Also!

**Action 4.2.6** Develop and disseminate a branded Shop, Stay and Dine media kit and informational materials targeted to large corporations in the region.

**Action 4.2.7** Partner with the Snohomish County Tourism Bureau, the Lynnwood Convention Center and the hospitality industry to expand tourism and visitor services and to coordinate marketing efforts.



## GOAL 5: ENHANCE LYNNWOOD'S LIVABILITY AND UNIQUE SENSE OF PLACE.

Livability and a strong, positive sense of place contribute critically to developing and maintaining a city's comparative advantage in the Puget Sound region. In addition to animating physical space and fostering greater community connection, place-making improves local business viability by drawing both residents and visitors to unique, diverse and vibrant commercial and mixed-use areas.

### 5.1: URBAN DESIGN

Utilize urban design to improve connections between people and places and to create economic vitality.

**Action 5.1.1** Improve key gateways into and through Lynnwood with coordinated design interventions.

**Action 5.1.2** Enhance the visual impact of City Center from the I-5 corridor by commissioning art or architectural installations visible from I-5.

**Action 5.1.3** Update the Lynnwood Citywide Design Guidelines for consistency with new planning efforts, branding themes and current urban design best practices.

**Action 5.1.4** Assess the utility and feasibility of a form-based code to guide future development in Lynnwood.

**Action 5.1.5** Explore the feasibility of facade improvement grants, tax credit/abatement programs or revolving loans for property owners that voluntarily make physical improvements to their properties.

### 5.2: CONNECTIVITY

Work to ensure multi-modal connectivity throughout the City

**Action 5.2.1** Designate primary pedestrian and bike connectors through and between Lynnwood's major assets and implement public realm improvements including lighting, signage, landscaping and street furniture.

**Action 5.2.2** Continue to enhance bicycle and pedestrian infrastructure citywide, with a particular focus on the missing links and the Interurban Trail, as well as the Scriber Creek Trail connection to the Lynnwood Transit Center.

**Action 5.2.3** Develop and implement an adopt-a-trail program to ensure maintenance and upkeep of existing trails in Lynnwood.

### See Also!

**Action 1.3.2** Create branded online and print materials to market business resources, potentially including a small business resource directory, a "how to do business in Lynnwood" guide and a handbook on licensing and permitting.

## 5.3: WAYFINDING AND SIGNAGE

Enhance the City's connectivity with branded wayfinding and signage

**Action 5.3.1** Develop community signage that reflects community aspirations around sense of place; the signage should reinforce the City's boundaries, business districts, neighborhoods and key destinations and reflect the Lynnwood Brand.

**Action 5.3.2** Develop a set of unique wayfinding graphics for primary pedestrian and bike connectors through and between Lynnwood's major assets.

**Action 5.3.3** Develop neighborhood and commercial / shopping / hospitality district identification signage based on neighborhood identities.

**Action 5.3.4** Identify major nexuses of pedestrian connectivity and install wayfinding maps branded with neighborhood and district identities.



Source: North Star Destination Strategies & AECOM Wayfinding Studio - wayfinding signage for Cape Girardeau, Missouri.

## GOAL 5: ENHANCE LYNNWOOD'S LIVABILITY AND UNIQUE SENSE OF PLACE.

### 5.4: BETTER NEIGHBORHOODS

Make identifying and improving neighborhoods a priority

**Action 5.4.1** Coordinate with other City departments and community partners to determine appropriate roles and responsibilities to support and improve the City's neighborhoods.

**Action 5.4.2** Invest in neighborhood infrastructure, public spaces and amenities; prioritize infrastructure improvements according to project feasibility and quality of life enhancement.

**Action 5.4.3** Identify potential sources of funding and assistance for neighborhood-led projects that brand and beautify individual neighborhoods.

**Action 5.4.4** Partner with neighborhoods to inventory and prioritize neighborhood infrastructure needs and desired community amenities.

**Action 5.4.5** Partner with neighborhoods to facilitate design charrettes aimed at identifying Lynnwood's unique neighborhood and district identities.

**Action 5.4.6** Develop graphics and messaging that celebrate Lynnwood's unique neighborhood and district identities.

**Action 5.4.7** Develop a City neighborhood work plan identifying resources and establishing priorities, and determine the placement of this function within the City organization.

**Action 5.4.8** Orchestrate the creation of a neighborhood advisory group to keep neighborhoods engaged and informed on key issues.

**Action 5.4.9** Engage with Edmonds Community College students to encourage them to live and work in Lynnwood.

**Action 5.4.10** Develop a program for new City residents in partnership with local businesses and community organizations to foster neighborhood identity and sense of place and to promote local businesses and services.

### See Also!

**Action 2.3.5** Connect local businesses with neighborhoods to involve them in planning projects aimed at revitalization.

**Action 3.2.3** Partner with neighborhoods to organize property owners to foster enhancements and facilitate code compliance, housing and amenities.

## 5.5: COMMUNITY SERVICES

Enhance community services as an important element in resident satisfaction with their community and their sense of belonging

**Action 5.5.1** Develop and implement a plan to recruit an organization to operate a permanent, year-round farmer's market and food hub.

**Action 5.5.2** Partner with a local bank on a “live where you work” homebuyer program offering favorable mortgage terms for workers considering housing in Lynnwood.

**Action 5.5.3** Connect neighborhoods with crowdsourcing and crowd funding platforms to fund services and amenities.

**Action 5.5.4** Monitor residents' satisfaction with the quality of life in Lynnwood and track progress over time.



*Lynnwood's Heritage Park “celebrates the agricultural, transportation and social heritage of Lynnwood from its roots in the rural community of Alderwood Manor formed in 1919.”*

*Source: City of Lynnwood, 2014.*





















# IMPLEMENTATION

The following pages present an Implementation Matrix for the Strategies and Actions presented in the previous section. An Implementation Matrix is a tool for estimating funding levels, priorities and lead and supporting roles for implementation of this Plan's proposed Strategies and Actions.

The information presented in the Matrix is a baseline projection. Many of the individual activities and programs will require the development of a more detailed work plan and budget for implementation.

## GOAL 3: PRIORITIZE HIGH-QUALITY DEVELOPMENT & INFRASTRUCTURE PROJECTS.















3.3 INFRASTRUCTURE	Lead Dept.	Other Dept.	Priority	Cost
<b>Action 3.3.1</b> Use funds from the Economic Development Infrastructure Fund (EDIF) to make targeted investments in infrastructure projects that will incentivize private development.	OED	CD PW	 HIGH	 LOW
<b>Action 3.3.2</b> Continue to grow the EDIF for public participation in infrastructure development related to economic development.	OED	CD PW	 HIGH	 LOW
<b>Action 3.3.3</b> Capitalize on momentum from the forthcoming light rail station to advocate for improvements to regional public transit.	CD	OED	 MEDIUM	 LOW
<b>Action 3.3.4</b> Engage with the Economic Alliance of Snohomish County to support infrastructure improvements that benefit the North Puget Sound Manufacturing Corridor.	OED	EX PW	 MEDIUM	 LOW
<b>Action 3.3.5</b> Work with suppliers to upgrade telecommunications infrastructure, such as fiber optic networks, to improve capacity and attract targeted sectors.	PW	OED PW IS	 MEDIUM	 LOW
<b>Action 3.3.6</b> Support programs & funding toward maintenance & upkeep of the City of Lynnwood's key infrastructure.	PW	EX OED CD PR	 HIGH	 HIGH

### Key to Abbreviations:

<b>OED</b>	Office of Economic Development
<b>CD</b>	Community Development
<b>PR</b>	Parks, Recreation & Cultural Arts
<b>PD</b>	Police Department
<b>EX</b>	Executive
<b>HR</b>	Human Resources
<b>PW</b>	Public Works
<b>FIRE</b>	Fire Department
<b>IS</b>	Information Services

# IMPLEMENTATION

## GOAL 1 SUPPORT AND GROW NEW AND EXISTING BUSINESSES IN LYNNWOOD.















1.1 TARGET SECTORS	Lead Dept.	Other Dept.	Priority	Cost
<b>Action 1.1.1</b> Identify and target sectors within high-growth segments, based on Lynnwood's current and projected economy, and living-wage occupations - including electronics, semiconductor, aerospace, software engineering, and financial services jobs .	OED		 HIGH	 LOW
<b>Action 1.1.2</b> Develop "need profiles" for each high growth sector to guide retention and attraction efforts; sectors should include: advanced manufacturing; R&D; engineering; health care; retail; tourism; professional services.	OED		 HIGH	 LOW
<b>Action 1.1.3</b> Catalogue key locational factors for these sectors and identify Lynnwood's assets to anchor formal and informal marketing materials.	OED	CD	 MEDIUM	 LOW
<b>Action 1.1.4</b> Leverage Lynnwood's accessibility and retail and hospitality prominence as an asset to attract economic development activity and anchor employers in high growth sectors.	OED		 MEDIUM	 LOW
<b>Action 1.1.5</b> Maintain Lynnwood's retail prominence and seek new opportunities for high-quality retail development.	OED		 MEDIUM	 LOW
<b>Action 1.1.6</b> Recruit arts and culture businesses to Lynnwood's growing City Center.	OED	PR	 MEDIUM	 LOW
<b>Action 1.1.7</b> Identify gaps in business services in Lynnwood and recruit firms to strengthen target sectors.	OED		 HIGH	 LOW

1.2 BUSINESS DEVELOPMENT	Lead Dept.	Other Dept.	Priority	Cost
<b>Action 1.2.1</b> Develop a “dashboard tool” that incorporates demographic, economic and real estate data to quickly assess trends, challenges and opportunities for prospective entrepreneurs, business owners and real estate developers.	OED		 MEDIUM	 LOW
<b>Action 1.2.2</b> Utilize assets like the Small Business Development Center (SBDC), Sno-Isle Library Creative Tech Center and Business Research Center for coaching, professional development and support for existing businesses and entrepreneurs.	OED		 MEDIUM	 LOW
<b>Action 1.2.3</b> Periodically conduct small business forums or distribute surveys to connect with stakeholders and determine the challenges and opportunities facing Lynnwood’s business community; partner with business organizations on programs that meet this objective.	OED	CD	 MEDIUM	 MEDIUM
<b>Action 1.2.4</b> Reinstate the new business welcome program in partnership with Edmonds Community College, Work-Source Snohomish County and the Lynnwood Chamber of Commerce.	OED	EX	 LOW	 LOW
<b>Action 1.2.5</b> Work with Edmonds Community College and Economic Alliance of Snohomish County to convene a volunteer-based technical assistance panel to aid entrepreneurs in Lynnwood and connect small business owners with outside resources (e.g. E.C.C. educators, lenders, legal professionals).	OED	EX	 LOW	 LOW
<b>Action 1.2.6</b> Identify the unique needs of ethnic businesses and coordinate City policy with business associations and other stakeholders in the community.	OED	HR	 LOW	 LOW
<b>Action 1.2.7</b> Continue to facilitate permitting for new and expanding businesses, and facilitate property acquisitions where possible to achieve economic development strategies.	OED	CD	 MEDIUM	 LOW











## GOAL 1 SUPPORT AND GROW NEW AND EXISTING BUSINESSES IN LYNNWOOD.















1.3 BUSINESS SERVICES	Lead Dept.	Other Dept.	Priority	Cost
<b>Action 1.3.1</b> Develop and implement a business outreach program to engage and support businesses and entrepreneurship.	OED		 HIGH	 MEDIUM
<b>Action 1.3.2</b> Create branded online and print materials to market business resources, potentially including a small business resource directory, a “how to do business in Lynnwood” guide and a handbook on licensing and permitting.	OED	CD PW FIRE	 MEDIUM	 MEDIUM
<b>Action 1.3.3</b> Appoint a designated position to assist new business owners navigating local development regulations and obtain access to federal, state and county-based financial incentives.	OED	CD	 HIGH	 HIGH
<b>Action 1.3.4</b> Identify and catalogue sources for federal, state and county business incentives, including low-interest loans, industrial revenue bonds, sales tax deferrals, New Market and other tax credits, and Community Empowerment Zones, SBA HUB Zone.	OED		 MEDIUM	 MEDIUM
<b>Action 1.3.5</b> Translate resource materials into Spanish, Chinese, Korean and Vietnamese to support broad access among Lynnwood’s business community to encourage diversity and expansion of small businesses.	OED	CD EX	 MEDIUM	 MEDIUM

1.4 SPACE NEEDS	Lead Dept.	Other Dept.	Priority	Cost
<b>Action 1.4.1</b> Within sector by sector “need profiles,” maintain a list of property needs of both existing and target businesses.	OED		 MEDIUM	 MEDIUM
<b>Action 1.4.2</b> Maintain a list of available commercial properties and assist small businesses looking for space; make this information available on-line.	OED		 HIGH	 LOW
<b>Action 1.4.3</b> Develop and maintain relationships with property managers and commercial brokers who market Lynnwood commercial property.	OED		 HIGH	 LOW
<b>Action 1.4.4</b> Support the creation of a business improvement district (BID) or similar special assessment districts to improve the function & aesthetics of commercial centers, including Highway 99 and City Center; consider BIDs for development of joint parking, infrastructure improvements, parks and other open space.	OED	CD	 MEDIUM	 MEDIUM
<b>Action 1.4.5</b> Facilitate private land acquisition and assembly and development partnerships to create new commercial space in Lynnwood, with a special focus on the City Center.	OED	CD PW	 MEDIUM	 LOW
<b>Action 1.4.6</b> Review existing design guidelines to ensure that adopted policy facilitates the development of quality commercial space.	CD	OED	 MEDIUM	 MEDIUM
<b>Action 1.4.7</b> Invite locally-based real estate brokers to write periodic articles on available properties in Lynnwood.	OED		 LOW	 LOW













## GOAL 1 SUPPORT AND GROW NEW AND EXISTING BUSINESSES IN LYNNWOOD.

1.5 WORKFORCE	Lead Dept.	Other Dept.	Priority	Cost
<b>Action 1.5.1</b> Connect with local businesses to develop a clear understanding of their workforce needs.	OED		 MEDIUM	 LOW
<b>Action 1.5.2</b> Businesses demand productivity increases and adaptation, requiring workers to continually increase skills; partner with Workforce Snohomish, the Work Force Development Center, and other stakeholders to prepare Lynnwood residents to meet the needs of Lynnwood employers.	OED		 MEDIUM	 LOW
<b>Action 1.5.3</b> Work with Edmonds Community College, Central Washington University and Edmonds School District, and other local education institutions to highlight career paths and technical skills in demand.	OED		 LOW	 LOW
<b>Action 1.5.4</b> Work with WorkSource to develop and maintain a web-based list of job opportunities that are located in Lynnwood.	OED		 HIGH	 LOW





















## GOAL 2: STRENGTHEN AND COMMUNICATE LYNNWOOD'S POSITIVE BUSINESS CLIMATE.

2.1 PERMITTING & CODE COMPLIANCE	Lead Dept.	Other Dept.	Priority	Cost
<b>Action 2.1.1</b> Continue to review and improve transparency, efficiency and consistency in City permitting & code compliance.	CD		 HIGH	 LOW
<b>Action 2.1.2</b> Review and amend existing zoning codes for ease of compliance and understanding.	CD		 MEDIUM	 MEDIUM
<b>Action 2.1.3</b> Identify permitting and code compliance best practices and prioritize their implementation in Lynnwood.	CD		 HIGH	 LOW
<b>Action 2.1.4</b> Develop and implement a process improvement plan based on: 1) auditing of current processes; 2) upgrades & best practice implementation; 3) ongoing feedback loop (such as exit surveys).	CD	OED FIRE PW	 HIGH	 MEDIUM
<b>Action 2.1.5</b> Review existing check lists and fact sheets designed to aid customers in understanding and compliance with permitting and code compliance procedures; clarify and update as necessary.	CD	OED	 HIGH	 MEDIUM
<b>Action 2.1.6</b> Assess the feasibility of developing an online permitting & licensing platform.	CD	IS	 HIGH	 LOW
<b>Action 2.1.7</b> Review the internal permitting process; identify and implement permitting & licensing efficiency measures.	CD	OED	 HIGH	 MEDIUM












## GOAL 2: STRENGTHEN AND COMMUNICATE LYNNWOOD'S POSITIVE BUSINESS CLIMATE.

2.2 CULTURE OF CUSTOMER SERVICE	Lead Dept.	Other Dept.	Priority	Cost
<b>Action 2.2.1</b> Establish customer satisfaction as a strategic objective to improve customer outcomes and reduce inefficiencies.	CD	FD PW OED	 MEDIUM	 LOW
<b>Action 2.2.2</b> Identify improvements underway to City permitting, licensing, code enforcement and other front line functions; establish goals and provide the means to track and achieve them.	CD	FD PW OED	 HIGH	 MEDIUM
<b>Action 2.2.3</b> Provide comprehensive customer engagement training for front line staff and tie customer satisfaction ratings to incentives for staff.	EX	HR	 HIGH	 MEDIUM
<b>Action 2.2.4</b> Develop a project manager approach that allows for appropriate discretion by staff to encourage and facilitate desired development; assign a project manager to key development projects to act as the contact/point person for the customer and to facilitate coordination with different departments, stages of the project.	CD	OED	 HIGH	 LOW
<b>Action 2.2.5</b> Conduct a survey of recent customers to set customer satisfaction benchmarks and identify specific issues within permitting, business licensing and inspection offices.	CD	OED PW FIRE	 HIGH	 MEDIUM
<b>Action 2.2.6</b> Instill a problem-solver approach to projects, licensing and permitting.	CD	OED PW FIRE	 HIGH	 LOW






2.3 COMMUNICATION	Lead Dept.	Other Dept.	Priority	Cost
<b>Action 2.3.1</b> Communicate with business owners to illustrate the value proposition inherent in operating a business in Lynnwood.	OED	EX	 HIGH	 LOW
<b>Action 2.3.2</b> Outreach to Community Business organizations regarding Lynnwood's proactive approach to business development, regulatory simplicity and low-cost business environment.	OED	CD PW FIRE	 MEDIUM	 LOW
<b>Action 2.3.3</b> Offer guided tours and visits to showcase Lynnwood's economic development initiatives and disseminate information about the City's business environment to interested businesses and brokers.	OED		 LOW	 MEDIUM
<b>Action 2.3.4</b> Cultivate a presence in Lynnwood's business community with periodic check-ins with businesses and attendance of ribbon-cuttings and grand openings.	OED	CD EX	 MEDIUM	 LOW
<b>Action 2.3.5</b> Connect local businesses with neighborhoods to involve them in planning projects aimed at revitalization .	OED	CD EX	 LOW	 MEDIUM
<b>Action 2.3.6</b> Compile testimonials from satisfied customers to distribute in marketing materials.	CITYWIDE		 MEDIUM	 LOW
<b>Action 2.3.7</b> Develop key themes and messages around the City's economic development program and its competitiveness and approach to customer service.	OED		 MEDIUM	 MEDIUM
<b>Action 2.3.8</b> Contact local media regularly with story ideas to keep Lynnwood top of mind with the press.	OED	EX CITYWIDE	 MEDIUM	 LOW
<b>Action 2.3.9</b> Provide public information through a centralized point of contact in the City.	EX		 HIGH	 LOW
<b>Action 2.3.10</b> Develop a means for businesses to provide feedback and comment to city officials and staff.	EX	OED	 HIGH	 LOW




## GOAL 3: PRIORITIZE HIGH-QUALITY DEVELOPMENT & INFRASTRUCTURE PROJECTS.

3.1a MAJOR PROJECTS: CITY CENTER	Lead Dept.	Other Dept.	Priority	Cost
<b>Action 3.1a.1</b> Continue to implement the City Center Plan.	OED	CD PW	 HIGH	\$\$\$ HIGH
<b>Action 3.1a.2</b> Identify funding options to pay for critical infrastructure projects with a focus on City Center project prioritization.	PW	EX CD OED	 HIGH	\$ LOW
<b>Action 3.1a.3</b> Strongly promote development incentives including the Planned Action Ordinance with regional developers to spur interest in City Center projects.	OED	EX CD	 HIGH	\$ LOW
<b>Action 3.1a.4</b> Explore methods for integrating Lynnwood's municipal facilities into the design framework of City Center to establish it as a focus for government activities.	OED	EX CD PW	 MEDIUM	\$\$ MEDIUM
<b>Action 3.1a.5</b> Develop a phased program for consolidation of City offices and facilities into City Center.	OED	EX CD PW	 MEDIUM	\$\$ MEDIUM
<b>Action 3.1a.6</b> Create a "first mover's advantage" by offering time-limited incentives that improve project feasibility such as targeted exceptions to development regulations.	OED	EX CD	 MEDIUM	\$\$\$ HIGH
<b>Action 3.1a.7</b> Target incentives for catalytic projects that meet criteria related to project size, density, mix of uses, orientation toward the street, multi-modal connectivity and aesthetics.	OED	EX CD	 MEDIUM	\$\$ MEDIUM
<b>Action 3.1a.8</b> Identify and plan for the integration of Transit-Oriented-Development opportunities into and surrounding the future Lynnwood Sound Transit LR station.	CD	OED PW	 MEDIUM	\$\$ MEDIUM
<b>Action 3.1a.9</b> Build upon successful partnerships to assemble property for catalytic development projects.	OED	PW	 LOW	\$ LOW
<b>Action 3.1a.10</b> Prepare legislative strategies and lobbying to support the development and growth of City Center and infrastructure funding.	EX	OED PW	 HIGH	\$ LOW
<b>Action 3.1a.11</b> Create and maintain a detailed list of available properties that could support redevelopment in City Center; develop a property acquisition strategy, parameters and site information to streamline due diligence.	OED		 MEDIUM	\$ LOW

### 3.1b MAJOR PROJECTS: COLLEGE DISTRICT

	Lead Dept.	Other Dept.	Priority	Cost
<b>Action 3.1b.1</b> Collaborate with Edmonds Community College on implementation of the College District Plan and on infrastructure planning and urban design along shared linkages and gateways.	CD	OED PW PR	 MEDIUM	\$ LOW
<b>Action 3.1b.2</b> Identify specific College District infrastructure gaps, and prioritize improvements and enhancements.	PW	CD OED	 HIGH	\$\$ MEDIUM
<b>Action 3.1b.3</b> Collaborate with Edmonds Community College on the development and enhancement of college facilities.	OED	CD PW	 MEDIUM	\$ LOW













### 3.1c MAJOR PROJECTS: HIGHWAY 99 CORRIDOR

	Lead Dept.	Other Dept.	Priority	Cost
<b>Action 3.1c.1</b> Continue to encourage vibrant mixed-use and infill development along Lynnwood's Highway 99 corridor in the nodes identified in the Highway 99 Sub-Area Plan.	OED	CD	 HIGH	\$ LOW
<b>Action 3.1c.2</b> Celebrate Highway 99's ethnic diversity through unique branding, signage and façade and streetscape improvements.	OED	PW CD	 MEDIUM	\$\$ MEDIUM
<b>Action 3.1c.3</b> Foster the retention and expansion of auto dealerships where appropriate along the corridor.	OED	CD	 MEDIUM	\$ LOW













### GOAL 3: PRIORITIZE HIGH-QUALITY DEVELOPMENT & INFRASTRUCTURE PROJECTS.

3.1d MAJOR PROJECTS: SOUTH LYNNWOOD	Lead Dept.	Other Dept.	Priority	Cost
<b>Action 3.1d.1</b> Define boundaries for a South Lynnwood revitalization area.	CD	OED	 MEDIUM	\$\$\$ HIGH
<b>Action 3.1d.2</b> Develop a vision for the future South Lynnwood in partnership with neighborhoods, local businesses, and other stakeholders.	CD	OED	 MEDIUM	\$\$\$ HIGH
<b>Action 3.1d.3</b> Commission a South Lynnwood Revitalization plan; analyze zoning, land use, business activity and real estate market trends and dynamics.	CD	OED	 MEDIUM	\$\$\$ HIGH
<b>Action 3.1d.4</b> Develop a focused business attraction and revitalization strategy based on plan analytics and findings.	OED	CD	 MEDIUM	\$\$ MEDIUM
<b>Action 3.1d.5</b> Market the benefits of the designated SBA HUBZone south of 196th Street SW in South Lynnwood.	OED		 HIGH	\$\$ MEDIUM

## 3.2 HOUSING






	Lead Dept.	Other Dept.	Priority	Cost
<b>Action 3.2.1</b> Conduct targeted outreach to developers and brokers to facilitate high-quality and innovative mixed-use and residential development across a range of affordability levels.	OED		 HIGH	 LOW
<b>Action 3.2.2</b> Continue to locate housing options near transit stops, including the forthcoming light rail station and the Lynnwood Park and Ride.	CD	OED	 HIGH	 LOW
<b>Action 3.2.3</b> Partner with Neighborhoods to organize property owners to foster enhancements and facilitate code compliance, housing and amenities.	CD	FD PD	 HIGH	 MEDIUM
<b>Action 3.2.4</b> Continue to support and publicize Lynnwood's 8-12 year tax abatement program for high-quality and innovative mixed-use and residential development in City Center; expand the program to other areas in the City such as Highway 99 and the Alderwood City Center Transition Area.	OED	CD	 MEDIUM	 MEDIUM
<b>Action 3.2.5</b> Assess and implement methods of requiring new residential development to incorporate specific amenities and to designate specific amounts of open space for common neighborhood use.	CD		 LOW	 MEDIUM
<b>Action 3.2.6</b> Identify options and help facilitate redevelopment of surplus Edmonds School District properties in Lynnwood.	OED	CD	 HIGH	 MEDIUM

## GOAL 3: PRIORITIZE HIGH-QUALITY DEVELOPMENT & INFRASTRUCTURE PROJECTS.



3.3 INFRASTRUCTURE	Lead Dept.	Other Dept.	Priority	Cost
<b>Action 3.3.1</b> Use funds from the Economic Development Infrastructure Fund (EDIF) to make targeted investments in infrastructure projects that will incentivize private development.	OED	CD PW	 HIGH	 LOW
<b>Action 3.3.2</b> Continue to grow the EDIF for public participation in infrastructure development related to economic development.	OED	CD PW	 HIGH	 LOW
<b>Action 3.3.3</b> Capitalize on momentum from the forthcoming light rail station to advocate for improvements to regional public transit.	CD	OED	 MEDIUM	 LOW
<b>Action 3.3.4</b> Engage with the Economic Alliance of Snohomish County to support infrastructure improvements that benefit the North Puget Sound Manufacturing Corridor.	OED	EX PW	 MEDIUM	 LOW
<b>Action 3.3.5</b> Work with suppliers to upgrade telecommunications infrastructure, such as fiber optic networks, to improve capacity and attract targeted sectors.	PW	OED PW IS	 MEDIUM	 LOW
<b>Action 3.3.6</b> Support programs & funding toward maintenance & upkeep of the City of Lynnwood's key infrastructure.	PW	EX OED CD PR	 HIGH	 HIGH













### 3.4 OPEN SPACE

	Lead Dept.	Other Dept.	Priority	Cost
<b>Action 3.4.1</b> Review Lynnwood City Center planning documents and determine if existing parks requirements should be amended to focus resources on a single City Center park.	PR	CD OED	 HIGH	\$ LOW
<b>Action 3.4.2</b> Investigate the development of urban wetlands as a community open space amenity in partnership with Snohomish County.	PR	OED	 MEDIUM	\$ LOW
<b>Action 3.4.3</b> Leverage City investment with user fees and volunteer contributions to improve City Parks and Recreation facilities adjacent to planned and existing trail networks.	PR	OED	 MEDIUM	\$\$ MEDIUM
<b>Action 3.4.4</b> Explore the viability of a Parks Impact Fee for new development to help fund capacity enhancements and maintenance to Lynnwood's system of parks and open space.	PR	OED	 HIGH	\$ LOW
<b>Action 3.4.5</b> In coordination with other City departments, identify and acquire land for park development.	PR		 MEDIUM	\$\$\$ HIGH









### 3.5 ANNEXATION

	Lead Dept.	Other Dept.	Priority	Cost
<b>Action 3.5.1</b> Commission an annexation analysis to fully understand the economic development, fiscal and Growth Management policy implications of annexation opportunities.	CD		 MEDIUM	\$\$\$ HIGH
<b>Action 3.5.2</b> Develop a strategy for annexation based on findings of opportunities and challenges for economic development.	CD	OED	 MEDIUM	\$\$ MEDIUM

## GOAL 4: STRENGTHEN LYNNWOOD'S IMAGE AND IDENTITY IN THE REGION.

4.1 BRANDING	Lead Dept.	Other Dept.	Priority	Cost
<b>Action 4.1.1</b> Reach out to City boards, commissions and stakeholders to educate them about the brand and seek their help to implement the brand citywide.	OED	EX CITYWIDE	 MEDIUM	 LOW
<b>Action 4.1.2</b> Develop and make available brand materials for use by local businesses and neighborhoods in their promotional materials.	OED	EX	 MEDIUM	 MEDIUM
<b>Action 4.1.3</b> Incorporate neighborhood and district identity branding, as developed, into City materials and online presence.	OED		 MEDIUM	 LOW
<b>Action 4.1.4</b> Extend the Lynnwood brand to way-finding signage, and gateway and urban design improvements.	OED	PW	 MEDIUM	 LOW
<b>Action 4.1.5</b> Incorporate branded public amenities into streetscapes, parks and other public spaces.	PR	PW	 HIGH	 LOW

## 4.2 SHOP, STAY AND DINE

	Lead Dept.	Other Dept.	Priority	Cost
<b>Action 4.2.1</b> Partner with Lynnwood businesses to develop a Lynnwood shoppers program discount card or similar to encourage local shopping and dining.	OED		 LOW	 MEDIUM
<b>Action 4.2.2</b> Aid in the continued improvement of the Alderwood shopping area as a high-end regional retail destination.	OED		 MEDIUM	 LOW
<b>Action 4.2.3</b> Build on Lynnwood's shopping anchors by facilitating the co-location of amenities such as dining, hotels, spas and nightlife.	OED	CD	 MEDIUM	 LOW
<b>Action 4.2.4</b> Recruit entertainment uses, potentially including a fine arts museum, to provide amenities to residents and tourists and to lure regional spending on entertainment activities; consider providing incentives for location in a single area, such as the area around the mall or City Center	OED	PR EX	 MEDIUM	 MEDIUM
<b>Action 4.2.5</b> Promote Lynnwood's accessibility as a regional tourism destination with branded maps for regional bus and train routes, hotels, restaurants and destination retail.	OED		 HIGH	 MEDIUM
<b>Action 4.2.6</b> Develop and disseminate a branded Shop, Stay & Dine media kit and informational materials targeted to large corporations in the region.	OED		 MEDIUM	 MEDIUM
<b>Action 4.2.7</b> Partner with the Snohomish County Tourism Bureau, the Lynnwood Convention Center and the hospitality industry to expand tourism and visitor services and to coordinate marketing efforts.	OED		 HIGH	 LOW






## GOAL 4: STRENGTHEN LYNNWOOD'S IMAGE AND IDENTITY IN THE REGION.

4.3 EVENTS AND VENUES	Lead Dept.	Other Dept.	Priority	Cost
<b>Action 4.3.1</b> To support this growth, develop a “play book” outlining City requirements & codes, available & appropriate venues and associated costs, and volunteer organizations able to assist with event management.	PR	OED	 LOW	 MEDIUM
<b>Action 4.3.2</b> Promote and expand existing regional athletic events held in Lynnwood, including tournaments, 5k runs and bike races.	OED	PR	 MEDIUM	 LOW
<b>Action 4.3.3</b> Inventory Lynnwood's existing trails, parks, playfields, gyms and other venues and prioritize capacity improvements for athletic tournaments, fairs, concerts and other events.	PR	OED	 MEDIUM	 LOW
<b>Action 4.3.4</b> Seek grant and sponsor funding to help fund priority improvements to Lynnwood's primary event facilities.	PR	OED	 MEDIUM	 LOW
<b>Action 4.3.5</b> Partner with Snohomish County Sports Commission (SCSC) to attract sporting events and help raise additional funding for events, promotion and capacity improvements.	OED	PR	 MEDIUM	 LOW
<b>Action 4.3.6</b> Continue to work with the Lynnwood Convention Center to recruit major events and conventions.	OED		 MEDIUM	 LOW

## 4.4 MARKETING AND ADVERTISING

	Lead Dept.	Other Dept.	Priority	Cost
<b>Action 4.4.1</b> Build a social media presence and update frequently with content highlighting positive growth and changes underway related to both economic development and quality of life in Lynnwood.	OED	EX IT	 HIGH	 LOW
<b>Action 4.4.2</b> Plan and execute a coordinated regional marketing campaign focused on Lynnwood's competitive business environment and quality of life.	OED		 HIGH	 MEDIUM
<b>Action 4.4.3</b> Communicate successes frequently to regional media outlets, including new developments in City Center and Light Rail updates.	OED	EX	 HIGH	 LOW
<b>Action 4.4.4</b> Utilize newsletters, authored articles and press releases to promote Lynnwood's assets and attractions.	EX	OED	 HIGH	 LOW
<b>Action 4.4.5</b> Promote Lynnwood to tour operators, meeting planners and associations, and produce, update and distribute information for trip planners, tourists and visitors.	OED		 HIGH	 MEDIUM
<b>Action 4.4.6</b> Partner with Lynnwood Public Facilities District (LPFD) to coordinate marketing efforts; expand tourism and visitors services in partnership with the Snohomish County Tourism Bureau (SCTB).	OED		 MEDIUM	 MEDIUM
<b>Action 4.4.7</b> Create and implement an ongoing marketing program for the City Center.	OED		 MEDIUM	 MEDIUM

## GOAL 5: ENHANCE LYNNWOOD'S LIVABILITY AND UNIQUE SENSE OF PLACE.

5.1 URBAN DESIGN	Lead Dept.	Other Dept.	Priority	Cost
<b>Action 5.1.1</b> Improve key gateways into and through Lynnwood with coordinated design interventions.	OED	PW CD	 HIGH	\$\$ MEDIUM
<b>Action 5.1.2</b> Enhance the visual impact of City Center from the I-5 corridor by commissioning art or architectural installations visible from I-5.	OED	PR	 LOW	\$ LOW
<b>Action 5.1.3</b> Update the Lynnwood Citywide Design Guidelines for consistency with new planning efforts, branding themes and current urban design best practices.	CD	OED	 MEDIUM	\$\$ MEDIUM
<b>Action 5.1.4</b> Assess the utility and feasibility of a form-based code to guide future development in Lynnwood.	CD		 MEDIUM	\$\$\$ HIGH
<b>Action 5.1.5</b> Explore the feasibility of facade improvement grants, tax credit/abatement programs or revolving loans for property owners that voluntarily make physical improvements to their properties.	OED	CD	 MEDIUM	\$\$ MEDIUM



## 5.2 CONNECTIVITY

**Action 5.2.1** Designate primary pedestrian and bike connectors through and between Lynnwood's major assets and implement public realm improvements including lighting, signage, landscaping & street furniture.

PW

PR  
OED

  
HIGH

\$\$\$  
HIGH

**Action 5.2.2** Continue to enhance bicycle and pedestrian infrastructure citywide, with a particular focus on the missing links and the Interurban Trail, as well as the Scriber Creek Trail connection to the Lynnwood Transit Center.

PW

PR  
OED

  
HIGH

\$ \$  
MEDIUM

**Action 5.2.3** Develop and implement an adopt-a-trail program to ensure maintenance and upkeep of existing trails in Lynnwood.

PR

OED  
EX

  
MEDIUM

  
LOW

## 5.3 WAYFINDING AND SIGNAGE

**Action 5.3.1** Develop community signage that reflects community aspirations around sense of place; the signage should reinforce the City's boundaries, business districts, neighborhoods and key destinations and reflect the Lynnwood Brand.

OED

PW  
EX  
PR

  
MEDIUM

\$  
LOW

**Action 5.3.2** Develop a set of unique wayfinding graphics for primary pedestrian and bike connectors through and between Lynnwood's major assets.

OED

PW  
EX  
PR

  
HIGH

  
LOW

**Action 5.3.3** Develop neighborhood and commercial / shopping / hospitality district identification signage based on neighborhood identities.

OED

PW  
EX  
PR

  
MEDIUM

  
LOW

**Action 5.3.4** Identify major nexuses of pedestrian connectivity and install wayfinding maps branded with neighborhood and district identities.





















OED

PW  
EX  
PR









  
HIGH

\$ \$  
MEDIUM

## GOAL 5: ENHANCE LYNNWOOD'S LIVABILITY AND UNIQUE SENSE OF PLACE.

5.4 BETTER NEIGHBORHOODS	Lead Dept.	Other Dept.	Priority	Cost
<b>Action 5.4.1</b> Coordinate with other City departments and community partners to determine appropriate roles and responsibilities to support and improve the city's neighborhoods.	CD	CITYWIDE	 HIGH	 LOW
<b>Action 5.4.2</b> Invest in neighborhood infrastructure, public spaces and amenities; prioritize infrastructure improvements according to project feasibility and quality of life enhancement.	CD	PR PW	 HIGH	 HIGH
<b>Action 5.4.3</b> Identify potential sources of funding and assistance for neighborhood-led projects brand & beautify individual neighborhoods.	CD	PR PW	 HIGH	 MEDIUM
<b>Action 5.4.4</b> Partner with neighborhoods to inventory and prioritize neighborhood infrastructure needs and desired community amenities.	PW	PR CD	 MEDIUM	 HIGH
<b>Action 5.4.5</b> Partner with neighborhoods to facilitate design charettes aimed at identifying Lynnwood's unique neighborhood and district identities.	CD		 MEDIUM	 HIGH
<b>Action 5.4.6</b> Develop graphics and messaging that celebrate Lynnwood's unique neighborhood and district identities.	CD	OED EX	 LOW	 MEDIUM
<b>Action 5.4.7</b> Develop a City neighborhood work plan identifying resources and establishing priorities, and determine the placement of this function within the City organization.	CD		 LOW	 HIGH
<b>Action 5.4.8</b> Orchestrate the creation of a neighborhood advisory group to keep neighborhoods engaged and informed on key issues.	CD	EX	 MEDIUM	 MEDIUM
<b>Action 5.4.9</b> Engage with Edmonds Community College students to encourage them to live and work in Lynnwood.	OED	PR	 MEDIUM	 LOW
<b>Action 5.4.10</b> Develop a program for new City residents in partnership with local businesses and community organizations to foster neighborhood identity and sense of place and to promote local businesses and services.	OED	EX CD	 LOW	 MEDIUM

## 5.5 COMMUNITY SERVICES

	Lead Dept.	Other Dept.	Priority	Cost
<b>Action 5.5.1</b> Develop and implement a plan to recruit an organization to operate a permanent, year-round farmer's market and food hub.	PR		 HIGH	 MEDIUM
<b>Action 5.5.2</b> Partner with a local bank on a "live where you work" homebuyer program offering favorable mortgage terms for workers considering housing in Lynnwood.	OED		 MEDIUM	 LOW
<b>Action 5.5.3</b> Connect neighborhoods with crowdsourcing and crowd funding platforms to fund services and amenities.	OED		 LOW	 LOW
<b>Action 5.5.4</b> Monitor residents' satisfaction with the quality of life in Lynnwood and track progress over time.	EX		 HIGH	 MEDIUM