

Strategic Plan 2022-2026

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Side-by-Side: Our Community Vision & Strategic Plan, 2022-2026

Our Community Vision

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

Our vision is to be a welcoming city that builds a healthy and sustainable environment.

Our vision is to encourage a broad business base in sector, size and related employment, and promote high quality development.

Our vision is to invest in preserving and expanding parks, recreation, and community programs.

Our vision is to be a cohesive community that respects all citizens.

Our vision is to invest in efficient, integrated, local and regional transportation systems.

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

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

Adopted by resolution April 13, 2015 (Res. 2015-06)

Adopted by motion January 26, 2009

Strategic Plan, 2022-2026

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Priority 2. Ensure financial stability and economic success.

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Priority 1. Fulfill the community vision for City Center, the Regional Growth Center, and light rail service through Lynnwood.

Priority 1: Fulfill the community vision for City Center, the Regional Growth Center (RGC), and light rail service through Lynnwood.

The City Center will be a mixed-use area that accommodates future population growth and economic vitality. Included within the Lynnwood Community Vision, the City Center Plan has been adopted by the City Council; and incorporated into the Lynnwood Comprehensive Plan. Sound Transit is a major catalyst for the City Center and will support development in the Regional Growth Center as light rail is extended to the north. Planning for the RGC will establish a cohesive community vision and implement equitable, transit-oriented development for the area around Alderwood Mall. The RGC community vision also provides opportunity to better connect the City Center and Alderwood Mall areas.

Objectives – City Center:

1. Update the City Center Plan and supporting documents as required.
2. Implement City Center Project Priorities, Resolution No. 2014-15.
3. Engage private and public partnerships to implement the City Center Plan.
4. Provide amenities to attract quality developers and employers, and enhance the quality of life.

Strategies – City Center:

- A. Review and update City Center Environmental Impact Statement (SEPA) and Planned Action Ordinance.
- B. Present to City Council for action the recommendations identified in the following documents: Lynnwood National Study Visit (ULI); City Center Implementation Strategies; Federal Transportation Administration (FTA) Urban Land Institute Technical Assistance Panel; and the Lynnwood Multimodal Accessibility Plan.
- C. Complete the SW 196th St. Improvement Project and the design for 42nd Ave. W.
- D. Acquire land for the Town Square Park and complete the design of planned promenade street improvements.
- E. Prepare space planning and conceptual design for public facilities within the City Center; implement Transit Oriented Development (TOD) strategies.

Objectives – Sound Transit (ST):

5. Completion of Lynnwood Link light rail (LLE) to the City Center Station.
6. Ensure the extension of Sound Transit's light rail system northward (ST3) achieves City objectives.

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Strategies – Sound Transit:

- A. Complete LLE project review and approval.
- B. Complete review and approval of LLE project mitigation.
- C. In partnership with Sound Transit (ST), complete the design and construction of LLE enhancements (i.e., 44th underpass, 48th Street, and Scriber Creek Trail); work with Community Transit to plan and implement the Bus Rapid Transit Orange Line (SW 196th St.) as transportation linkage to and from LLE.
- D. Partner with ST and other stakeholders in planning for the extension of ST3 light rail north through the Alderwood Mall vicinity to the Ash Way station.
- E. Continue to collaborate with Sound Transit on the Model Code Partnership for transit-oriented development.

Objectives – Regional Growth Center (RGC):

7. Establish a community vision for the Regional Growth Center.
8. Continue to focus growth in the Regional Growth Center.
9. Make investments in amenities that improve quality of life.
10. Realize the RGC Vision through development standards and implementations strategies.

Strategies – Regional Growth Center:

- A. Conduct inclusive outreach and create equitable implementation strategies.
- B. Complete Beech Road and Poplar Way Bridge improvements. Identify other infrastructure projects to meet the needs of a growing community.
- C. Promote the RGC as an attractive location for employers, businesses, residents, and tourists through a coordinated marketing strategy.
- D. Coordinate with ongoing City efforts such as the Comprehensive Plan, Housing Action Plan, City Center Program, Infrastructure Plans, Parks, Art, Recreation and Conservation Plan, and Connect Lynnwood during the subarea planning process.
- E. Adopt an Environmental Impact Statement and Planned Action Ordinance to mitigate environmental impacts and streamline the permit review process.
- F. Plan for the delivery of City services needed to serve new growth.





Priority 2. Ensure financial stability and economic success.

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Good fiscal management is a critical component of a well-run organization and its ability to meet goals on an ongoing, sustainable basis. The City’s vision statement calls for Lynnwood to “be responsive to the wants and needs of our citizens,” and the City recognizes local businesses as important community partners. A significant portion of the City’s revenues stem from retail sales tax and therefore, the fiscal viability and the continuity of City services depend on economic success throughout our community.

Objective – Financial Sustainability:

1. Develop each biennial budget using a five-year financial forecast in order to prepare thoughtful, balanced budgets and achieve the reserve requirements called for by the City’s Financial Policies.

Strategies – Financial Sustainability:

- A. Continue to incorporate strategic planning, Budgeting for Outcomes, and performance metrics to ensure the City’s expenditures and investments are sustainable and fully aligned with, and achieving, the Community Vision and this Strategic Plan.
- B. Avoid increasing ongoing expenditures that are not financially sustainable and/or do not offer equivalent revenue generation or cost savings.
- C. In order to ensure the City’s budget is balanced and sustainable, proposed reductions in revenue should include identification and evaluation of equivalent reductions in expenditures.
- D. Support the evolution of Alderwood Mall so it remains vibrant and successful as societal and market conditions change.
- E. Actively forecast and monitor sales tax revenue to ensure the City can react to new opportunities and as well as periodic variation.
- F. Promote environmental health as it is essential to sustainability and economic growth.
- G. Promptly respond to universal and regional changes such as advancements in technology and climate change.
- H. Support the Police Department, Prosecutor, and Municipal Court in implementing innovative measures that minimize recidivism, such as referral to social and treatment services, and utilizing alternatives to incarceration when appropriate.
- I. Pursue partnerships that offer cost efficiencies and service improvements.

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Priority 2. Ensure financial stability and economic success.

Objective – Economic Success:

2. Pursue activities identified in the Economic Development Plan to achieve economic success.

Strategies – Economic Success:

- A. Support and grow local businesses using initiatives such as: a) identifying target sectors in high-growth business sectors; b) developing and implementing business attraction and recruitment strategies; c) creating a business outreach program to support local businesses and entrepreneurship; and d) identifying workforce needs, employment opportunities, and training gaps.
- B. Strengthen and communicate Lynnwood’s positive business climate through initiatives such as: a) continually improving transparency, efficiency, and consistency in permitting and code compliance; b) reviewing regulations, internal processes, and informational materials; and c) reinforcing customer service as a strategic objective and routinely monitor customer satisfaction.
- C. Prioritize high-quality development and infrastructure projects.
- D. Maximize development potential in the City Center, Regional Growth Center, along Highway 99, and in the College District. Mitigate or minimize adverse impacts of new development.
- E. Monitor and report metrics related to new businesses created, city revenues generated, and jobs created/supported.
- F. Strengthen Lynnwood’s image and identity through initiatives such as: a) continually promoting Lynnwood’s attributes and brand identity; b) promoting tourism, visitor spending, and hotel stays; and c) supporting and welcoming historically under-served communities of all types.
- G. Balance the need for revenue generation with the community’s ability to pay.

Objective - Infrastructure:

3. Build and maintain infrastructure needed to support planned growth and quality of life, and to protect the City’s investment in City-owned systems.

Strategies - Infrastructure:

- A. Identify, create, and protect dedicated funding streams for infrastructure creation and maintenance/operations. Structure fees and regulations to have new development contribute towards accommodation of growth. Aggressively pursue partnerships and grants to leverage City funds.
- B. Promote ease of mobility as it is essential for economic sustainability and growth.
- C. Regularly undertake comprehensive planning and analysis for each category of infrastructure (pavement, sidewalks, traffic signals, water, sewer, stormwater, buildings, parks, information services, and fleet). Utilize management systems that support sustainability, scheduled replacement of components, and the cost of deferred maintenance. Emphasize planning and funding for

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Priority 2. Ensure financial stability and economic success.

infrastructure critical to meeting new and evolving regulations and achieving Lynnwood's Community Vision and adopted plans.

- D. Use a multi-departmental oversight group to prioritize and budget for capital improvements. Maintain a rolling, six-year capital investment plan that coincides with biennial budgeting.
- E. Routinely update City standards, policies, and procedures for infrastructure owned by other entities located within the City's right-of-way or upon City property. Develop comprehensive franchise policies and procedures. Review and update codes and plan review and inspection policies/procedures related to private utilities.





Priority 3. Nurture operational and organizational excellence.

Priority 3: Nurture operational and organizational excellence.

Operational and organizational excellence are strategic, cultural foundations for Lynnwood. Continuous improvement and innovation will be advanced as the norm for employees, executive leadership, advisory boards, and the City Council. The City will be a regional model in the use of technology and advancing workplace diversity and in so doing, achieve enhanced outcomes for the Lynnwood community.

Objective:

1. Create, develop, and foster a culture of continuous process improvement.

Strategies:

- A. Identify outdated, overly-burdensome processes and determine opportunities for improvement. Train and cross-train employees on interdepartmental processes and use metrics to monitor progress and communicate results.
- B. In recognition of community preferences regarding accessing City services, continually advance Lynnwood's electronic services. Identify and improve processes and implement technologies to enhance and elevate the customer experience.
- C. Provide timely and accessible training to all employees, with emphasis upon technical proficiency and the use of technology to improve operations and services, a customer-first perspective, continuous improvement, and supporting equity.
- D. Using best practices, eliminate waste from processes and utilize technology to become a paperless organization, with centralized record management, and supporting data-driven decision making.

Objective:

2. Create, develop, and foster a customer service-centric, inclusive, and community-driven culture.

Strategies:

- A. Foster and grow a culture of incorporating equity, inclusion, and a social justice lens to all City services.
- B. Improve the City's web presence, utilizing a central, organized platform, focusing on two-way communication, service delivery, and accessible information.

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Priority 3. Nurture operational and organizational excellence.

Objective:

3. Create building/facility strategies that provide long-term value, support workplace excellence, and respond to customer needs.

Strategies:

- A. Identify the current and future facility and equipment needs of each department and develop strategies to best serve the community.
- B. Determine whether City offices will relocate to City Center, then proceed accordingly with facility planning.
- C. When assessing onsite space needs, consider advancements in technologies, flexible work space arrangements, and work-from-home lessons learned during the COVID-19 pandemic.

Objective:

4. Nurture and invest in a diverse workforce, focusing on attracting and retaining talented individuals, and proactively planning for employee succession.

Strategies:

- A. Identify and revise policies and practices that create unforeseen or unintentional barriers to recruiting and retaining an equitable and diverse workforce and be the employer of choice for each new generation of workforce. Create opportunities for flexible work options and office environments in order to attract and retain top-tier talent.
- B. Support the professional development of talented employees and their advancement into roles of supervision, management, and leadership.
- C. Work closely with internal office construction and design teams to create office spaces and physical work areas that support safety, working individually and as teams, and support a diverse workforce.
- D. Ensure that employees approaching retirement are recognized for the significant and cherished value they bring to Lynnwood. Support succession planning and employee training to offset the loss of experience and knowledge that stems from attrition.





Priority 4. Be a safe community.

Priority 4: Be a safe community

Safety is a key component of a sustainable, welcoming, equitable, and livable community. A safe community includes appropriate public safety services, quality infrastructure, and a healthy support network.

Objectives – Be a safe community:

1. In partnership with local businesses, create a community environment that has a real and perceived sense of safety and security.
2. Deliver high-quality public safety and other City services to ensure that our community is a safe and healthy place to live, work, and play.
3. Develop traffic safety goals and objectives utilizing multi-disciplinary approaches to enforcement, education, and engineering.
4. Continue supporting the City and its partners' efforts to address the needs of those dealing with homelessness, addiction, mental illness, abuse, aging, poverty, and veteran issues.

Strategies – Be a safe community:

- A. Provide safe and accessible parks and public facilities.
- B. Promote awareness of and access to social and human services available to our community.
- C. In order to better address underlying problems that lead to criminal behavior, enhance program and resource linkage for persons with mental health, substance abuse, and/or unstable living situations.
- D. Promote housing affordability as shelter is a fundamental human need.
- E. Promote environmental stewardship, resource conservation, renewable energy, etc. to protect the quality of life of current and future populations.
- F. Provide a high level of public safety services to achieve desired response times and other key performance measures.
- G. Maintain WASPC Accreditation Standard compliance.
- H. Apply Crime Prevention Through Environmental Design (CPTED) principles when designing improvements to City property.
- I. Utilize the City's Traffic Safety Committee to identify traffic safety concerns, explore multi-disciplinary approaches, and collaborate on implementation of solutions.
- J. Make improving neighborhoods a priority. Offer services that can help aging neighborhoods avoid decline.
- K. Support the formation of neighborhood advisory groups to create localized identity, improve communications with the City, and support efforts for residents and staff to collaboratively address neighborhood issues.

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Priority 4. Be a safe community.

- L. Continue development, analysis, and improvement of existing public engagement opportunities such as National Night Out, Coffee with a Cop, Police Youth Camp, Police Community Academy, and Cops and Clergy to create opportunities for positive community interaction and reduce the likelihood of crime.
- M. Enhance Lynnwood’s multi-disciplinary approach to complex community health and safety issues. The Police Department’s Community Health and Safety Section will utilize current data and performance measures to best assist our community members.
- N. Apply state-of-the-art policing strategies to address public safety issues that affect the community’s quality of life. Ensure standard operating procedures address race and social justice, de-escalation training, referral to human services, and non-lethal tactics.
- O. Implement plans that develop, improve, and maintain safe and coordinated multi-modal transportation opportunities.





Priority 5. Be a diverse, welcoming, equitable, and livable city.

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As articulated by Resolution 2017-03, Lynnwood is committed to being a safe, welcoming, and equitable community for all. Lynnwood is a City with great diversity that spans racial, ethnic, socioeconomic status, age, sexual orientation, gender identification, country of origin, veteran status, differently-abled, diversity of thought, religion, workforce, and marketplace. We are committed to ensuring City policies, programs, services, and public places are welcoming to all; that members of our community can access our programs, services, and public places without undue barriers; and that everyone in Lynnwood feels as though they belong here and their contributions are valued and appreciated.

Objectives – Diverse, welcoming, and equitable:

1. Ensure program and service delivery is equitable, inclusive, and free of undue barriers.
2. Conduct outreach and engagement to support the participation of our diverse community members in planning and decision-making.

Strategies – Diverse, welcoming, and equitable:

- A. Provide safe, accessible, and attractive parks and public spaces.
- B. Actively manage the City's park and recreation assets through a regular schedule of maintenance and capital renewal.
- C. Ensure ADA requirements and standards are met through our programs, projects, city facilities, and communications.
- D. Conduct effective and inclusive public outreach and engagement to bring all perspectives into the decision-making process. Ensure engagement efforts are early, and on-going, to help identify critical issues, promote opportunities to build understanding of the problem or topic, and help decision makers to better understand the wants and needs of the community. Utilize a full range of public outreach methods to get input on projects and issues, and to provide education for enhanced public use of facilities.
- E. Make improving neighborhoods and housing affordability priorities. Seek mitigation when new development is expected to result in displacement of low-income households.
- F. Support the formation of neighborhood groups that can create localized identity, facilitate communication with the City, and collaboratively address neighborhood issues.
- G. Create and support strong, vibrant, and social networks that promote social interaction and community cohesiveness.
- H. Through responsiveness, equality, and transparency, enhance the public's understanding, trust, and confidence in Municipal Court processes and operations.

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Priority 5. Be a diverse, welcoming, equitable, and livable city.

- I. Develop racial equity policies or plan to guide how city policies, programs, services, and projects will be reviewed to ensure that barriers are removed, and unintended outcomes are addressed.
- J. Develop community outreach and engagement policies or plans to guide the way we communicate and include the public in city decision making.
- K. Use demographic data to better understand and respond to the needs of our communities.

Objectives - Livable:

- 1. Make Lynnwood an attractive and accessible place to live, work, visit, learn, and play.

Strategies - Livable:

- A. Improve Lynnwood's built environment to support walking, biking, and rolling to support alternative modes of transportation and physical activity.
- B. Develop a network of pedestrian and bicycle trails to enable connections within and between parks, neighborhoods, transit, regional trails, and goods and services.
- C. Provide a variety of recreation services and programs that promote the health and well-being of residents of all ages and abilities.
- D. Maintain and enhance Lynnwood's recreation and senior centers to provide opportunities for residents to connect, learn, and play.
- E. Utilize creative placemaking and community engagement strategies for parks, streets, plazas, and other community spaces.
- F. Improve communication by providing information in accessible and easy-to-understand language. Provide multiple formats and translations when appropriate.
- G. Keep abreast of evolving climate change science and resulting policies to do our part in minimizing our carbon footprint, protecting and enhancing our natural environment, and taking necessary measures to adjust to a changing environment.





Priority 6. Pursue and maintain collaborative relationships and partnerships.

Priority 6. Pursue and nurture collaborative relationships and partnerships.

Collaboration and partnerships leverage the City's resources to achieve the greatest outcome possible, making new talent, expertise, and resources available to the City and the community. The challenges facing Lynnwood are similar to challenges faced by neighboring communities since many issues are social problems that transcend municipal boundaries, and therefore are best addressed through collaboration. Partnerships keep Lynnwood in the forefront of the region and foster excellence through shared experience and expanded capability.

Objective:

1. Continue to strengthen the relationship and partnership between the City Council, Mayor, and Department Directors.

Strategy:

- A. Nurture a spirit of open dialogue and shared goal setting.
- B. Consider new initiatives and opportunities with thoughtful assessment of near-term and long-term implications.

Objective:

2. Partner with other organizations to address social problems that are beyond City resources to solve, such as extensive human services, homelessness, emergency preparedness, and public health.

Strategies:

- A. Utilize and contribute to public education and community outreach/engagement initiatives of partner entities, including South County Fire, Snohomish Health District, Verdant, Edmonds School District, Edmonds College, Snohomish County, Sound Transit, Housing Hope, HASCO, Homage, Volunteers of America, etc.
- B. Coordinate with other agencies to ensure rapid and effective response to emergencies and disasters. Assess the prospect of partnering in a regional emergency operations center for south Snohomish County.
- C. Advocate equitable, County-sourced funding for the Snohomish Health District.

Objective:

3. Collaborate with organizations in ways that can enhance the City's long-term financial sustainability and economic success.

Strategies:

- A. Engage existing and prospective partners when there is opportunity for advancement of the City's interests. Foster relationships at federal, state, regional, and local levels—and with public agencies, non-profit organizations, faith-based groups, for-profit corporations, and individuals.

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Priority 6. Pursue and maintain collaborative relationships and partnerships.

- B. Utilize and contribute to advocacy efforts of partner entities, including Association of Washington Cities, Economic Alliance Snohomish County (EASC), Snohomish County Cities, Partner Lynnwood, etc.
- C. Seek innovative partnerships that can provide new economies of scale, cost avoidance, and operational efficiencies. Before initiating new services or undertaking large capital improvement projects, explore opportunities for collaboration.

Objective:

- 4. Provide the public with timely and accurate information on City news, services, initiatives, and projects so that community members can be engaged and informed.

Strategy:

- A. Use a variety of communication channels to message information so the right information is getting to the right people.

Objective:

- 5. Strengthen relationships and partnerships with our diverse community by seeking to fully understand and address their wants and needs, i.e. greater equity opportunity across all segments of the population (big and small business, socio-economic, age, immigrants and communities of color, veterans, LGBTQ+, differently-abled, etc.).

Strategy:

- A. Establish a network of trusted messengers to facilitate communications and trust between the City and our ethnic, faith, and other segmented communities.
- B. Utilize communication and outreach techniques best suited to reach and inform under-served and under-represented communities.

Objective:

- 6. Continue to collaborate and partner with other government officials and agencies on issues of mutual interest, including Lynnwood's legislative priorities and opportunities for funding or cost-sharing, i.e. capital, transportation, and infrastructure projects.

Strategy:

- A. Pursue state and federal funding for infrastructure needed to serve the population and employment growth planned for the Lynnwood Regional Growth Center.
- B. Actively participate in local and regional associations, boards, committees, etc. to advocate for Lynnwood's interests and to forge new opportunities for collaboration.

