**INTRODUCTION**

The Economic Development Element is one of the mandatory elements for comprehensive plans. The Growth Management Act includes thirteen goals that must be considered when updating the Comprehensive Plan. Consideration of these goals ensures that our local plans and policies are consistent with State goals. The following goals relate mostly to the Economic Development Element:

**Goal 1. Urban Growth:** Encourage development in urban areas where adequate public facilities/services exist or can be provided in an efficient manner.

**Goal 3: Transportation:** Encourage efficient multimodal transportation systems that are based on regional priorities and coordinated with county and city comprehensive plans.

**Goal 4: Housing:** Encourage the availability of affordable housing to all economic segments of the population of this state, promote a variety of residential densities and housing types, and encourage preservation of existing housing stock.

**Goal 5: Economic Development:** Encourage economic development throughout the state that is consistent with adopted comprehensive plans, promote economic opportunity for all citizens of this state, especially for unemployed and for disadvantaged persons, and encourage growth in areas experiencing insufficient economic growth, all within the capacities of the state's natural resources, public services, and public facilities.

**Goal 7: Permits:** Applications for both state and local government permits should be processed in a timely and fair manner to ensure predictability.

**Goal 12: Public Facilities and Services:** Ensure that those public facilities and services necessary to support development shall be adequate to serve the development at the time the development is available for occupancy and use without decreasing current service levels below locally established minimum standards.

**Goal 13. Historic Preservation:** Identify and encourage the preservation of lands, sites, and structures that have historical or archaeological significance.

**ECONOMIC DEVELOPMENT ACTION PLAN**

The Economic Development Element will help the City include economic considerations in day-to-day planning and decision-making. The economic goals, strategies and activities provide the direction for economic development. This direction will be adjusted in response to changing circumstances. In addition to the Comprehensive Plan and its Background Report, an Economic Development Profile and Key Issues report has been prepared to provide current economic data and projected future economic trends.

The Economic Development Action Plan, 2015-2020, updates the City's first Economic Development Action Plan, adopted on November 22, 2005. To assist in preparing this update, 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 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 strived to make Lynnwood a great deal more.

**STRATEGIC THEMES**

The Economic Development Action Plan was informed by the Economic Development Profile. The Economic Development Profile articulated a number of themes that emerged from the data and analyses to inform the development of Goals and Actions in the Plan.

1. **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.

2. **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 they live in. 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.

3. **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, but developing mixed-income communities and attracting new residents that work in a diverse range of industries is the best long-term strategy for increasing prosperity for Lynnwood residents.

4. **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.

5. **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.

6. **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.

7. **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 decrease the negative externalities associated with commuting via personal automobile.
INVENTORY AND EXISTING CONDITIONS

The following inventory and existing conditions provide the data used to prepare the Economic Development Element of the Comprehensive Plan.

POPULATION & DENSITY
Since its incorporation in 1959, Lynnwood has grown from a city of 6,000 in an 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 north and east. Growth in land area has historically been tied to annexations.

Growth in land area and population have both slowed in recent decades. Population projections for Lynnwood show slower growth than the region as a whole. At the same time, parts of Lynnwood’s Municipal Urban Growth Area are projected to grow rapidly. Lynnwood’s housing density is moderate when compared to the region. Single family neighborhoods are typical with multifamily housing clustered east of Highway 99.

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.

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 the largest non-white racial category at 18% of the population. 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. 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.

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. 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 AND WAGES
Lynnwood is one of the larger job centers in Snohomish County, and the City is likely to grow in stature as a regional employment center in the future. Jobs in Lynnwood are concentrated in Retail as well as the fast-growing Service 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 that either Service or Retail, 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 in the way sales tax is collected 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 E4]. 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.

**HOUSING**

Lynnwood had 15,235 housing units in 2012. Multifamily units accounted for more than 40% of all housing in Lynnwood [Exhibit E5], 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.

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.

**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 could 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 Municipal Urban Growth Area (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.

GOALS, STRATEGIES & ACTIONS

Economic Development in Lynnwood is a citywide effort, extending beyond the Office of Economic Development to include all City Departments. The following goals and action strategies have been identified to achieve the Economic Development goals of the City of Lynnwood.

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 wages professional and technical jobs, the city will continue to expand its economic base beyond its strong retail core.

Strategy 1.1 Target Sectors: Pursue a Targeted Sector Focus to Strategically Grow the City’s Economic Base.

Action 1.1.1 Identify & 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.

Strategy 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 1.1.2  Utilize assets like the Small Business Development Center (SBDC) 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 & expanding businesses, and facilitate property acquisitions where possible to achieve economic development strategies.

Strategy 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 and train a designated coordinator 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.

Strategy 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 business improvement districts (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.

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.

Strategy 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.

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.

Strategy 2.1 Permitting and Code Enforcement: Continue to improve and enhance permitting and code enforcement functions at City of Lynnwood.

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

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

Action 2.1.3 Identify permitting and code enforcement 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 & 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 enforcement procedures; clarify and update as necessary.

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

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

Strategy 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.

Strategy 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 on 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 significant 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 in 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.

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.

Strategy 3.1 Major Projects: Focus efforts on economic revitalization and redevelopment in key areas:

Strategy 3.1a City Center.

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 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-delimited 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.

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

Strategy 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  Identify specific College District infrastructure gaps, and prioritize improvements and enhancements.


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.

Strategy 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 in South Lynnwood.

Strategy 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 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 elsewhere in Lynnwood.

Strategy 3.3 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 Policy (EDIP) to make targeted investments in infrastructure projects that will incentivize private development.

Action 3.3.2 Continue to grow the EDIP fund 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 & funding toward maintenance & upkeep of the City of Lynnwood’s key infrastructure.

Strategy 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.
Strategy 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 identify 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 important step in attracting economic growth.

Strategy 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.

Strategy 4.2: Shop Eat & Stay: Position Lynnwood as a premier Shop, Stay & Eat destination for the central Puget Sound region.

Action 4.2.1: Partner with the 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 & Eat 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.

Strategy 4.3  Events & 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 & codes, available & 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.

Strategy 4.4  Marketing & 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.
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.

Strategy 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.

Strategy 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 & 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.

Strategy 5.3 Enhance the City’s connectivity with branded wayfinding and signage.

Action 5.3.1 Enhance the City’s connectivity with branded wayfinding and signage.

Action 5.3.2 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 5.3.4 Develop a set of unique wayfinding graphics for primary pedestrian and bike connectors through and between Lynnwood’s major assets.

Action 5.3.5 Develop neighborhood and commercial / shopping / hospitality district identification signage based on neighborhood identities.
Action 5.3.6  Identify major nexuses of pedestrian connectivity and install wayfinding maps branded with neighborhood and district identities.

Strategy 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 beautify and brand 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 charettes 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.

Strategy 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  Continue to operate a summer farmers market and 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.
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