
ECONOMIC DEVELOPMENT ELEMENT

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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

On November 22, 2004, the Lynnwood City Council adopted an economic development action plan that identifies economic development goals, strategies and activities. The clear policy direction of that document has been incorporated into the Comprehensive 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.

GUIDING THEMES

The Economic Development Action Plan for the City of Lynnwood provides guidance for a citywide effort to improve the economic vitality and quality of life in Lynnwood. The Plan is given direction by five overarching Guiding Themes:

1. Economic Development is a Citywide Priority.

Economic development is a priority for Lynnwood. City officials and staff are working to encourage a culture that values economic development and operates in accordance with those values. Economic development in Lynnwood is a citywide effort, extending beyond the Economic Development Department to include all staff and all City departments.

2. A Positive Business Climate is Essential.

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

3. Improving and Diversifying Employment Opportunities is an Underlying, Fundamental Goal.

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

4. Strategic and Effective Partnerships are Important to the City's Success.

The City recognizes that many partners are necessary to foster economic development. The City is working to develop effective partnerships with agencies. To be a good partner, the City pledges to":

- Champion economic development policies adopted in the City's Municipal Code – LMC 2.45.010 and Ordinance No. 2320;

- Identify resources that support activities to achieve economic development;
- Clearly communicate the City's economic development goals and priorities, as well as the City's roles and responsibilities;
- Work constructively towards shared economic development goals; and
- Convey to residents the importance of a strong employment and revenue base.

5. The City Values Measurable Results.

Furthering the City's commitment to evaluating organizational performance, qualitative and quantitative indicators of economic development performance and customer satisfaction have been established in this Plan. Tracking these indicators during the life of the Plan will help ensure that the City's economic development efforts are as effective as possible.

INVENTORY AND EXISTING CONDITIONS

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

Lynnwood's Role in Southwest Snohomish County:

Lynnwood has witnessed significant growth since its incorporation in 1959. The City has grown through annexations, migration and natural increases to become 34,830 (2005) people living in nearly 5,000 acres (7.8 square miles). Edmonds and Mountlake Terrace lie adjacent to the west and south. To the north and east lies Lynnwood's large Municipal Urban Growth Area (MUGA) which includes 3,950 acres and more than 20,000 residents.

Lynnwood's physical location at the intersections of Interstate 405 and 5, and 196th St. SW and Highway 99, has made possible a large number of businesses and services for the traveling public. Most commercial activity has located along what are now heavily traveled highways and arterials.

Overall, the City's population base is growing and southwest Snohomish County will continue to grow more rapidly than the region. Lynnwood's residents, however, are not as economically diverse as in other cities, and attracting the City's share of population growth could be a challenge. Lynnwood has fewer high-income residents and more low-income residents. The City's housing stock reflects and supports this trend with higher shares of rental and multi-family housing.

Population:

The City of Lynnwood includes some of the most densely populated areas within the region. Local population growth has generally matched regional growth since about 1975. During seven years since 1997, however, local population growth has been relatively slow. City population growth outpaced the region until 1990.

Median household income in Lynnwood ranks lower than many comparable cities and lower than both Snohomish and King Counties. The 2000 Census estimated 1999 median household income to be \$42,814 for Lynnwood residents, nearly 20% lower than the median for King and Snohomish Counties (\$53,157 and \$53,060 respectively).

Asian people make up the largest share of non-white population in Lynnwood, totaling 14 percent in 2000. Asians are the largest non-white share of population in most cities in the Puget Sound region. Foreign-born residents make up a relatively larger share of Lynnwood's population (21%) than most comparable cities. Neighboring cities have half the relative concentration of foreign-born residents. In Lynnwood, most foreign-born residents come from Asia and then Eastern Europe.

Population forecasts show a strong demand to live in southwest Snohomish County. Lynnwood will continue to be in the middle of strong regional population growth for many years to come. The Puget Sound Regional Council forecasts Lynnwood to grow between 0.4% and 1.9% per year through 2020.

Housing:

Finding the right balance of housing tenure is important for community development. Rental housing is important for providing affordable housing; owner occupied housing fosters greater incentives for residents to invest energies in making the City thrive.

Lynnwood offers a mix of single- and multi-family housing options. The majority of Lynnwood's homes were constructed in the 1960s and 1970s. Home construction surged again in the early 2000s. The 1980s was a boom decade for multi-family construction. During that decade, approximately 2,224 multi-family units were constructed in Lynnwood, compared to only 166 single-family units.

The demand for single-family housing steadily increased during the 1990s. In 2003, according to figures from the State Office of Financial Management, Lynnwood had 14,200 housing units. Of those, 46% were multiple-family dwellings and 54% were single-family dwellings, including mobile and manufactured homes.

The proportion of owner-occupied homes in Lynnwood is below that of comparable communities. In 2004, only 53% of Lynnwood's housing units were owner-occupied. This relatively low level suggests somewhat less permanent local commitment than desired. County wide, 68% of the housing units are owner-occupied.

Housing costs in Lynnwood rank in the middle among comparable communities. In 2003 the average price for a single-family detached home in Lynnwood was \$248,000, greater than the average for Snohomish County (\$237,000) but less than the King County average of \$312,000.

Municipal Services:

The quality of municipal services reflects the economic health of a community. A complex arrangement of service providers and regulatory agencies can complicate the planning and development process and result in costly services and service conflicts. The following types of service providers serve the City:

- City: Sewer, water, storm water, government, parks, police and fire services;
- Private companies operating in the City: gas and telephone; and
- Other agencies: electricity, telecommunications, schools, solid waste landfill.

Other service providers currently provide a number of services to portions of Lynnwood's population. The Alderwood Water District provides water and sewer services to most of

southwest Snohomish County. In addition, the Snohomish County Fire District 1/11 and Sheriffs Department provide service to the unincorporated areas of Snohomish County directly adjacent to Lynnwood. Other service providers include the Public Utility District, GTE, and Puget Sound Energy.

Employment:

Lynnwood's economy has always been dominated by retail businesses and the trend continues today. State Route 99 expanded into south Snohomish County in 1927 and businesses catering to motorists from Seattle and elsewhere began to thrive. By 1970, one-third of Lynnwood's jobs were in the retail sector and one-quarter were in service related industries. Other parts of the county were more dependent on manufacturing and military.

The numbers of retail jobs in Lynnwood is significant. In 2002, retail jobs made up approximately 36% of the work force. Many of these were minimum wage and part time jobs. Half the retail workers in Lynnwood were earning less than \$20,000 in 2000. For these individuals, housing affordability was a critical concern.

Lynnwood has a relatively greater concentration of jobs in the Finance, Insurance and Real Estate (FIRE) sector, compared to comparable communities. In Lynnwood, 9% of local jobs are in this sector compared to just 5% and 7% in Snohomish and King Counties. The City is the southwest Snohomish County financial center with nearly 200 small to medium sized financial companies. Lynnwood has more than 1,900 jobs in this sector, accounting for 18% of the County's total FIRE jobs. Lynnwood has more jobs in this sector than any other city between Seattle and Everett.

The goals of Lynnwood's [The Economic Development Plan](#), adopted in November 2004, call for diversifying the employment base by attracting industries with higher paying jobs. The plan also calls for the development of a range of housing types to ensure balanced housing options within the city.

Lynnwood Jobs by Sector, 1995-2002

Sector	1995		2002		Change '95-'02	
	Jobs	% of Total	Jobs	% of Total	Jobs	%
Construction and Resources	1,124	5%	1,150	5%	26	2%
Manufacturing	2,596	12%	742	3%	-1,854	-71%
WTCU	1,136	5%	1,256	6%	120	11%
Retail	8,518	38%	8,094	38%	-424	-5%
FIRE	1,947	9%	1,949	9%	2	0%
Services	4,131	18%	4,530	21%	399	10%
Education	2,412	11%	2,613	12%	201	8%
Government	620	3%	1,199	6%	579	93%
Total	22,485	100%	21,532	100%	-953	-4%

Source: Washington State Employment Security Department, Puget Sound Regional Council

According to forecasts by the Puget Sound Regional Council, Lynnwood is expected to be at the center of strong employment in southwest Snohomish County in the coming years.

Several thousand jobs are expected to locate in and around Lynnwood during the next 16 years. Most are forecasted to be in FIRES sector. Retail is expected to show strong growth as well.

Lynnwood Area Employment Forecasts

	2000	2020	Change	
			Actual	%
Manufacturing	2,304	1,211	-1,093	-47%
WTCU	1,431	2,619	1,188	83%
Retail	9,333	12,769	3,463	37%
FIRES	7,624	16,112	8,488	111%
Government & Education	3,807	5,575	1,768	46%
Total	24,499	38,313	13,814	56%

Source: Puget Sound Regional Council

(See Economic Profile and Key Issues Report, Pages 25-28 for detail on Lynnwood's Employment)

Employment Targets:

The Introduction section of the Comprehensive Plan explained that an employment target was established for Lynnwood and southwest Snohomish County. It was projected that Lynnwood would accommodate an additional 13,227 jobs by 2012. Projections by the Puget Sound Regional Council (PSRC) suggest an increase of 13,814 jobs in Lynnwood between 2000 and 2020. Aggressive steps must be taken for Lynnwood to achieve the employment target outlined in the GMA; new employment sources must be developed.

The Lynnwood Economic Development Plan identifies six sectors to target for job growth. Target sectors were identified based on analysis by the City; the Snohomish county Economic Development Council; Snohomish County 2010: A Blueprint for Education, Workforce, and Economic Development; the WorkSource Snohomish County Forecast 2005-2006; and the Puget Sound Regional Council.

The targeted employment sectors for Lynnwood are:

- Finance Insurance and Real Estate
- Professional and Business Services
- Bio Science
- Aerospace
- Electronics/Information Technology
- Tourism/Hospitality

Lynnwood intends to maintain its retail prominence as part of the economic and revenue base as well.

Retail Sales Analysis:

Retail activity is very important to the City for several reasons:

- Fostering economic vitality
- Providing jobs
- A source of municipal funding

Following a slight decrease in 2001 and 2002, taxable retail sales rebounded in 2002 to a total of \$1.3 billion.

Lynnwood retailers draw shoppers from all over the Pacific Northwest, including Vancouver B.C. and Portland. However, most shoppers come to Lynnwood from much closer locations.

The City's market area extends to roughly a 7-mile radius beyond the City limits. This represents a market area of 479,000 (in 2000). City sales are the equivalent of 30% of all spending by people in this market area. The area is forecasted to grow by more than 125,000 people by 2020. Correspondingly, annual retail spending would increase substantially in this area. For Lynnwood to maintain its capture of regional spending, retail space would need to increase by 750,000 to 1,000,000 square feet. Lynnwood currently has approximately 2.5 million square feet of retail space.

Commute Patterns and Jobs-to-Housing Ratios:

Lynnwood residents work throughout the Puget Sound region, concentrated most heavily in Lynnwood and downtown Seattle, followed by the University of Washington and Bellevue. Bothell and Mountlake Terrace have many Lynnwood workers as well.

The ratio of local jobs to housing, an indicator of the degree to which a city can be thought of as a bedroom community, is 1.6 in Lynnwood and the region.

The daytime population of people working in Lynnwood draws workers that live in communities throughout the region. People who work in Lynnwood live in areas most heavily concentrated in south Snohomish County and north King County. Most of the City's workers come from areas within a roughly five to six mile radius, skewed to the north beyond Everett.

Tourism:

Tourism has been an asset for Lynnwood and the surrounding jurisdictions that are located in southwest Snohomish County. Visitor spending in Snohomish County is \$608 million per year. Tourism accounts for 8,100 jobs, \$149 million in payroll, \$9.2 million in local taxes and \$41.4 million in state taxes generated in the County. As of 2002, Snohomish County ranked third of all Washington counties for visitor spending. Lynnwood's proximity to Seattle, Bellevue and Everett, an array of affordable hotels, abundant recreational opportunities, including the Puget Sound and Cascades, excellent shopping and dining, make Lynnwood an ideal place to stay while visiting Seattle and the Puget Sound. The April 2005 opening of the Lynnwood Convention Center added to the City's tourism based assets.

Tourism is a targeted industry for the City of Lynnwood to develop. Both hotel occupancy rates and revenue per available room, two figures used to measure the strength of the tourism economy, have increased steadily after a slump brought on by the 9-11 attacks.

A focused marketing plan and effective partnerships will be used to enhance the City's tourism industry.

Annexations:

Since the adoption of the 1995 Comprehensive Plan there have been five annexations totaling 247.7 acres. The choices and patterns of past annexations have shaped the Lynnwood we know today.

Annexed areas have provided much of our commercial base. The most recent commercial construction has taken place at 196th St. SW and Alderwood Mall Parkway (Formerly known as 28th Ave W). This construction was made possible by the capital improvements associated with a Local Improvement District (LID).

The economic impacts of annexation can be significant and must be reviewed individually. The City's level of service (LOS) standards are not always the same as those of Snohomish County. Developments outside the City don't always meet City minimum standards and are not always accompanied by curbs, gutters, sidewalks, local parks, etc. The long-term costs to the City of annexing these unincorporated lands can be costly. There are also the costs to make needed street improvements and to extend major utilities such as sewer and water, location of light standards, traffic signals, Fire and Police Protection, etc.

Annexation is the only way Lynnwood can increase in physical size, but there are obstacles and costs that must be considered along the way. Annexation is often opposed by residents of unincorporated areas who often feel that their "semi-rural" character and lifestyle will cease when they become part of a city. Annexation is usually requested when the City is offering more than is available under the County's jurisdiction.

Future urban growth must be allocated to areas that can accept it. The basic concept of growth management includes high expectations that cities will continue to annex their Urban Growth Areas and will be the primary providers of municipal facilities and services. If we don't, urban growth will continue within the unincorporated UGAs under the County's jurisdiction and will fill in the available areas between the cities. The final result may be significantly different than it might have been if that development had occurred under City guidelines and regulations. And, the quality and character of that future development will affect the economics of Lynnwood in various ways.

STRATEGIC OPPORTUNITIES

There are several strategic themes to explore as part of the economic development process:

- Capture the benefits of forecasted growth
- Celebrate Lynnwood's diverse population
- Maintain the City's retail prominence
- Diversify the economy
- Foster entrepreneurship and small business development

The relatively smaller share of owner-occupied housing and single-family housing demonstrates a need to invest in neighborhoods to make them more desirable to middle-income and higher income households. Strategies in this arena are specifically focused on:

- Image, identity, sense of community
- Competing within a very soft office market
- Capturing jobs locally for the City's labor force
- Focusing on quality of life amenities.

GOALS, OBJECTIVES AND POLICIES

The following goals and action strategies have been identified to achieve the Guiding Themes of Lynnwood's Economic Development Action Plan, adopted in November 2004.

1. Grow and Diversify Lynnwood's Economy and Employment Base through Business Retention and Attraction

A. Pursue a Targeted Sector Focus to Strategically Grow the City's Economic Base

- Identify targeted growth sectors based upon an understanding of Lynnwood's current and projected economy, with emphasis on professional and technical employment in all sectors. Targeted sectors have been identified based upon analysis by the City; the Snohomish County Economic Development Council; Snohomish County 2010: A Blueprint for Education, Workforce and Economic Development; the WorkSource Snohomish County Forecast 2005-2006; and the Puget Sound Regional Council.
- Maintain Lynnwood's retail prominence as part of the City's economic and revenue base.
- Use the City's available tools to facilitate the retention and attraction of targeted businesses within growing employment sectors
- Promote Lynnwood as a tourism

B. Enhance and Market Lynnwood's Business Climate

- Establish economic development and competitiveness as core City priorities and areas of policy focus.
- Promote the City's commitment to economic development and customer service to local businesses via Business Advisory Group meetings and business visits.
- Document input received from local business owners and address substantive, systemic issues.
- Support new development that accommodates business attraction opportunities.
- Embrace recommendations to improve the City's permitting processes to best address goals for land use, economic development, and quality development:
- Encourage continued diversity and expansion of small business by printing permit forms in multiple languages. Provide access to interpretation services for permitting.
- Place welcoming and informational signs in multiple languages at City Hall.
- Develop multilingual communication materials that publicize improvements to the City's development process.
- Develop a program to reach out to new business owners in partnership with the Chamber of Commerce and community organizations. Identify challenges and opportunities the businesses face.

C. Inventory the City's Site and Building Vacancies

- Maintain a list of the current and future property needs of existing businesses and desired new businesses by outreach to the business community.
- Develop a detailed list of available properties specifying size, zoning, and other key information.

- Develop an Internet-based service method to link businesses and developers with available properties, joining an existing service if this is determined to be the most strategic approach.

D. Encourage and Facilitate Small Business Development and Diversity

- Create a one-stop resource center for business planning and assistance. Connect small business owners to the Edmonds Community College Small Business Development Center, the South Snohomish County Chamber of Commerce, the Small Business Administration, lenders, and other partners.
- Acknowledge the diversity of Lynnwood's small business owners and reach out to a diverse range of entrepreneurs and business associations through business visits and other means.
- Strengthen ethnically diverse businesses to support regional and worldwide economic linkages through local associations.

E. Explore Annexation Strategies

- Commission an annexation analysis to fully understand the economic development, fiscal, and Growth Management policy implications of annexation opportunities.
- Develop a strategy for annexation that addresses expansion opportunities.
- Pursue opportunities for increased retail development and job growth through strategic annexations when appropriate given study findings.
- Explore and assess setting an interim northern boundary for the City.

2. Implement Redevelopment Activities to Enhance the City's Economy and Sense of Place

A. Implement the City Center Plan, Adopted April 2005

- Capture the employment growth projected in the City Center Plan by attracting employers in targeted industries.
- Encourage projects that enhance the community through quality urban design.
- Establish the City Center as a focus for governmental activities, i.e. Convention Center, library, Edmonds School District offices, Edmonds Community College business support programs, Snohomish County District Court and governmental services for all levels of government
- Create an ongoing marketing program for the City Center.
- Conduct ongoing market analysis.
- Create a detailed list of available properties that could support redevelopment.
- Identify and implement potential development opportunities and options.
- Adopt community renewal strategy.
- Prepare legislative strategies and lobbying.
- Adopt state-authorized 10-year tax abatement program.
- Develop property acquisition strategy and parameters.
- Develop phased program for consolidation of City offices and facilities.
- Implement an umbrella Business Improvement District (BID) for operations and maintenance.
- Implement a parking management program.

B Implement Revitalization Strategies for the Highway 99 Corridor – Adopted February, 2008***Create Gathering Spaces***

- Develop mixed use high density nodes at key locations
 - Locate nodes at major intersections & in conjunction with BRT
- Increase development capacity at key locations
 - Increase lot depth and commercial zoning
- Ensure safety
 - Lit pathways, housing, enhance security
- Introduce housing
 - Create vitality and take advantage of transit
- Create park / Plazas
 - Complement transit and commercial/residential nodes

Support Transit Oriented Development

- Allow flexibility in zoning and increase density, particularly at the Gathering Places
- Leverage capacity of transit by concentrating housing within walking distances to stations
- Provide and enhance bus and pedestrian access to properties while maintaining through traffic capacity
- Improve vehicle access to properties
- Ensure the corridor continues to be a transit priority
- Collaborate with Community Transit to ensure success

Allow a wide variety of business types along the corridor

- Connect the Gathering Places with a broad mix of commercial uses
- Capitalize on regional growth and current market success to build capacity and recruitment
- Expand commercial zoning back from Hwy 99 where appropriate to encourage higher quality developments
- Identify potential redevelopment areas
- Recognize needs of retail frontage, foster access and visibility
- Encourage small business development in strategic locations
 - Shallower commercial parcels
 - Near housing; within mixed use
- Broaden allowed uses at key sites.
 - Create Flex buildings
 - Light industrial and manufacturing as allowed flex uses
- Update comp plan, zoning and development regulations to be supportive of desired outcomes

Support Housing

- Encourage a variety of housing types to:
 - Increase housing choices
 - Create opportunities for affordable home ownership
 - Create a better sense of place
 - Increase vitality along the corridor

- Encourage homeownership next to commercial uses
- Locate housing back from street

Support Small Business

- Develop a product type that supports small business
- Encourage a business improvement association to:
 - Create marketing campaigns for the corridor
 - Support design and maintenance standards
 - Provide business education and training
 - Advocate for small businesses
 - Conduct research and surveys
 - Act as a funding mechanism for corridor improvements
- Accommodate flex space spaces for small businesses

Improve Identity & Image of Corridor & Key Segments

- Enhance commercial areas and encourage higher quality investments
- Address quality of life issues: perceptions of crime, safety and cleanliness
- Maintain and support successful niche businesses
 - Identify geographic areas with concentrated uses and identities
 - Create guidelines to reinforce character and market potential
 - Determine other strategies to support geographic segments
- Auto dealers and service as a desirable niche business
 - Recognize the value and potential of new dealerships
 - Improve physical condition of auto support services

Develop a Physical Plan

- Work with urban designers to coordinate a plan for physical conditions consistent with the Corridor strategy
- Address quality-of-life issues in the physical planning process
- Create coordinated communication and outreach plan to include adjacent neighborhoods

C. Conduct Economic Revitalization and Redevelopment in Other Key Areas

- Commission a market analysis to understand the economics and related issues of identified key areas.
- For each key area pursue the following:
 - Develop an area vision derived from opportunities defined by the market analysis.
 - Develop area plans and strategies to realize these visions.
 - Identify and use available tools for implementation.
 - Create a detailed list of available properties that could support redevelopment.
 - Allocate resources required for plan implementation.
 - Identify options and facilitate the redevelopment of surplus Edmonds School District properties.
- College District
 - Define the optimal size of the College District area.
 - Complete and begin execution of the College District Plan.
 - Work with Edmonds Community College to implement the College Master Plan as an economic development tool.

- Relocate other government uses to the City Center, including the Edmonds School District offices, Edmonds Community College, and Snohomish County District Court. [related to City Center efforts, above].
- Identify infrastructure needs and strategies.
- Establish a 204th Street Local Improvement District.
- South Lynnwood area
 - Define the geographic boundaries of the South Lynnwood area.
 - Commission a market analysis to assess the dynamics of the land use composition and business activity already underway in the area.
 - Develop an attraction strategy based on market analysis.

3. Enhance Lynnwood's Livability and Quality of Life

A. Focus on Enhancing the City's Neighborhoods

- Coordinate with other Departments and community partners to determine appropriate roles and responsibilities to support and improve the City's neighborhoods.
- Engage in an outreach plan and facilitated dialogue with neighborhoods and community members to assess the needs and interests of the City's residential areas.
- Develop a City neighborhood development work plan identifying resources and establishing priorities; determine the placement of this function within the City organization.
- Pursue grant funding to support the work plan.
- Develop a program for new City residents in partnership with local businesses, the Chamber of Commerce, and community organizations to foster neighborhood identity and a sense of place and to promote local businesses and services.
- Provide community cultural amenities and activities for quality of life by working with Edmonds Community College.
- Work with the Edmonds School District to enhance K-12 education services for community quality of life.
- Explore the feasibility and desirability of placing the neighborhood function within the City organization.

B. Encourage the Development of a Range of Housing Types to Ensure Balanced Housing Options within the City

- Conduct targeted outreach to developers and brokers to encourage and facilitate development of desired housing types.
- Work with neighborhood residents and associations to identify and address their priorities.
- Develop and implement a methodology to monitor resident satisfaction with the quality of life in Lynnwood and how it changes over time.

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E. Invest in Neighborhood Infrastructure, Public Spaces and Amenities

- Inventory and prioritize infrastructure improvements according to a project feasibility and potential enhancement of quality of life
- Assess and implement methods requiring new residential developments to incorporate specific amenities and designate a specific amount of space for common use by neighbors
- Provide services to the public, i.e. Snohomish County Library

4. Improve the City's Image and Identity in the Region through Targeted Communication Projects and Outreach

A. Develop Key Messages about Lynnwood's Assets, Strategic Vision and Opportunities

- Develop key themes and messages around the City's economic development program, its business competitiveness and approach to customer service.
- Develop messages and communication strategies for each target group: targeted businesses, developers, and neighborhoods.
- Develop consistent, consistently delivered, and true key messages for use on the City's web site, in printed materials, and to be used in speaking to stakeholder and neighborhood groups.
- Contact local newspapers regularly with pictures and story ideas to keep Lynnwood in the press.

B. Enhance the City's Information Materials

- Develop a media kit, presentation materials and trade show display to be used in promoting the City of Lynnwood to businesses, developers and target industries.
- Create a coordinated family of informational brochures on Lynnwood (demographics, employment base, tax structure, permit contact etc). These brochures should be easy to update and reproduced internally.
- Review area maps published by AAA, Rand McNally, Seattle Chamber, Travel magazines, etc, and work to have Lynnwood accurately identified.

- Provide public information through a centralized point of contact in the City.

C. Create Lynnwood's Brand

- Commission an effort to brand Lynnwood and update and align the City's identity with its strengths and priorities.
- Redesign the City's logo.
- Revise and update the City's web site and printed materials to reflect the new brand and logo.

D. Develop New Community Signage to Create a Sense of Place and Community

- Develop "way finding" signage for key locations within the City.
 - The signage should reinforce the City's boundaries, business districts and neighborhoods, as well as key destinations.
 - The signage should reflect the brand and key messages Lynnwood develops.

E. Sponsor Community Events to Create Community Involvement and Identity

- Research successful community building events in other cities and develop a plan to reinforce existing events and create 2-3 new community events.
- Identify community partners for each event and work with those public, business and non-profit organizations to define and organize the community events.

