

Lynnwood PFD & the City of Lynnwood

Task Force Final Report
May 14, 2019

Prepared by



MARKETING SOLUTIONS
research-based growth strategies

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Purpose

The City of Lynnwood and the Lynnwood Public Facilities District (PFD) wish to form a Task Force to explore potential developments of property currently owned by the PFD and surrounding the Lynnwood Convention Center.

Task Force Objective

The Task Force will be expected to develop a list of potential developments on property surrounding the Lynnwood Convention Center.

Task Force Expectations

1. The Task Force will be composed of people who have a knowledge of and an interest in the future growth and development of the PFD, and the City of Lynnwood.
2. Task Force members will be jointly appointed by the City and the PFD.
3. The Task Force will review and comment on the PFD's statement of Mission, Vision, Goals and Values
4. The process used to identify potential developments will be facilitated by a professional facilitator.
5. The City and the PFD expect to form the Task Force in February, and hope to receive the Task Force's report no later than the end of May 2019.

Background of Lynnwood Public Facilities District

- A. The State Legislature authorized cities and counties to form Public Facilities Districts (PFDs) in 1999.
- B. With assistance from the City of Lynnwood, the Lynnwood PFD acquired 13 acres of property and opened the Lynnwood Convention Center in 2004.
- C. The City of Lynnwood is designated by the State as a "Regional Growth Center".
- D. The City's population is projected to increase by approximately 150% in the next twenty years.
- E. The projected population growth is based, in part, on:
 - i. A new light rail transit station will open in Lynnwood in 2024;
 - ii. multiple mid-rise family apartments
 - iii. several new hotels;
 - iv. infrastructure and commercial development within Lynnwood's City Center and in the Alderwood area;
 - v. introduction of commercial airline passenger service at Paine Field; and

- vi. potential annexation of unincorporated areas with common boundaries of the Lynnwood.

Our region is changing rapidly. The time is right for the PFD to take advantage of the opportunities and to participate in this inevitable growth and changes.

Process

Andrew Ballard, from Marketing Solutions, was engaged as the project facilitator. The Task Force participated in six 2-hour meetings to accomplish their task of coming up with a list of property development ideas to share with the Lynnwood PFD and the City of Lynnwood. Following is a breakout of the work carried out for those six meetings

April 3

This first meeting was a stage setting session, with presentations from the Lynnwood PFD and City of Lynnwood, to give Task Force members an understanding of the purpose, process and timeline.

April 10

This was the first work session of the Task Force. The group reviewed and commented on the Lynnwood PFD mission, vision, values, goals and objectives.

April 17

During the second work session, the Task Force began discussion and brainstorming potential property development ideas. This was a “no holds barred” process that was not limited to only PFD owned property to simulate big ideas.

April 24

During the third work session, the Task Force consolidated the large brainstormed list to eliminate duplicates and group similar ideas. During this meeting the group began looking at all of the ideas in consideration of feasibility.

May 1

During the fourth work session, the Task Force narrowed down the consolidated list further and established the selection criteria they would use to rank the top four property development ideas.

May 8

During the fifth and final meeting, the Task Force framed the top four ideas with a narrative for each providing more detail into groups intent.

Executive Summary

Below is the end product, the top four property development ideas with details on each. A work session recap of all five work sessions follows this Executive Summary. In addition, there is an aggregated Parking Lot list at the end of this report.

1. Exhibit Hall and Flex-space

As a means of supporting and enhancing the Convention Center visitor experience and providing expanded Convention and trade show capabilities, build an exhibition hall that incorporates flex-space with a minimum of 60,000 square feet to serve a variety of both corporate and community needs.

- > To host indoor sports
- > To host tradeshow
- > To host cultural performances such as concerts and plays
- > Convertible to outdoors area, e.g. roll up windows
- > Includes ample storage space for extra flooring, partitions, etc. needed
- > Available for a year-around community farmers market
- > Actively pursue unique and multicultural community and regional events
- > Includes or incorporates an iconic landmark, or architectural design elements that make it a landmark

2. Multi-use Development (tied with Multimodal Connection)

As a measure to support what is already in the area, build a multi-use development with flexible facilities that enhance the Convention Center experience and meet regional community needs.

- > Tall landmark building with a view/observation deck
- > Outdoor access
- > Public plaza (for performances, farmers marketplace, etc.)
- > Attracts community partnerships
- > Includes an interactive museum and/or other features that will draw people to the, e.g. enclosed botanic garden
- > Relevant to community demographics/reflects the cultural diversity of our community
- > Establishes a competitive advantage

2. Multimodal Connections (tied with Multi-use Building)

As a measure to improve transportation and guest experience, establish multimodal connection from the PFD properties and facilities to points of interest within Lynnwood's City Center District.

- > Supports alternative modes of transportation, e.g. bike rentals
- > Includes clear and obvious wayfinding, including distinctive landscaping
- > Connections would include:
 - Light Rail transit station
 - The mall
 - Heritage Park
 - The Interurban Trail
 - City Center attractions
 - Edmonds Community College

4. Parking Structure

Build an architecturally pleasing parking facility in partnership with other PFD site facilities. The parking facility should include (and/or connect to) public amenities to make it more attractive and beneficial to all users.

- > Has a skybridge to other property facilities
- > Incorporates mixed use above the parking structure, e.g. retail, restaurant, garden, open space
- > Has EV charging stations
- > Amenities that enhances guest experience
- > Supports the multimodal system
- > Place as much of the parking below ground as possible
- > Consider a stacking system for parking

Facilitator note: The Task Force members were all very engaged and participated well together. While there was a discourse and exchange of ideas during all five of the work sessions, every member remained respectful of differing perspectives.

Members of this Task Force included: Susan Hempstead, Yun Hong, Linda Jones; Steve McGraw, Mary Monroe, Paul Richards, Shawn Walker, Diana White, Andy Williams, Max Wilson, Beth Woolley and Carl Zapora.

Work Session #1 Recap

Following is a recap of the activity and production of the first Task force work session that took place on April 10th.

The group has formed and normed...they work very well together and are a smart collaborative group. The dynamic has started off very positively with mutual respect and an even balance of contributing.

This first working session of the Task Force was focused on reviewing and commenting on the Lynnwood PFD Mission, Vision and Values, as well as Goals and Objectives. Following is a list of comments for each of those four categories.

Mission

- > It doesn't mention social impact or giving back to the community
- > Include environmental verbs, e.g. sustainable or green
- > It doesn't cover the maintenance of existing facilities, e.g. economically sustainable
- > Not very aspirational, build vibrant support livable and healthy place
- > Add supporting diverse interests of the whole community (culture, age, gender, ADA)
- > Keep focused on PFD, but able to roll-up into the city vision
- > Some of the above might be better in the vision, values or goals section

Vision

- > "Premier" in US is overly ambitious, may want to change that to regional or midmarket
- > "Mid-size convention center" is limiting, were missing the bigger idea
- > The mission seems more aspirational than the vision, may want to flip-flop them
- > We should be communicating that we are a destination
- > Add the word "amenities"
- > We should not try to compete with Seattle, rather differentiate ourselves through our specialty
- > Don't limit the vision to "Lynnwood convention" rather reference it as the "premier center"

- > What we contribute to is currently limited, go beyond consider economic vitality and quality of life
- > Have a big imagination and future orientation
- > Be broader in thinking, look 30 to 50 years out

Values

- > All of the words in bold of the values statements are good
- > Some of the mission and vision inputs may be better for this values section
- > Add “diversity equity and inclusion”
- > Include “community support” so it isn’t just internal
 - Think about it through the lens of hiring local businesses
 - It is a community asset
- > Pull out “complement city center’s plan” give it its own value statement

Goals & Objectives

- > This is tough to comment on because we haven’t defined “what’s next”
- > G5/O1 add “diverse” after the word qualified, to “qualified and diverse”... Also remove the word “professional”
- > G5/O3 Need to define stakeholders
- > G5/O2 Define appropriate community, use the word “access” and delete the word “appropriate” (some in the Task Force members like the word “appropriate”); and add the word equitable community
- > G1/O4 Exhibition is too specific, e.g. 30,000 ft.
- > G 5/O1 Needs to include subject matter experts
- > G2/O2 & 3 To what purpose, to what and... It’s not measurable
- > G2/O2 Add municipalities, state and federal government, or don’t specify, just say government
- > G1 we cannot yet commit to this goal
- > G3/O5 Need to address long-range capital plan
- > G3/O2 Define what is “financially sustainable”. We should come up with additional goals to address sustainability of the convention center
- > G1 The function of safety is missing on 196th St.
- > G2 Add the word “partnership” or “collaborative” before the word “strong”
- > G4 Look more externally
- > G4/O1 Look to communicating future opportunities for the community versus memorializing past events (or make it its own separate objective”

Parking Lot

- > Check with Grant and David on whether or not the Task Force comments are public information
- > Revisit the mission, vision, values, goals and objectives after concluding Task Force meeting #5
- > Communicate where the findings come from along with the community benefit
- > Resend the Outlook invites for all Task Force meetings as separate meeting invites
- > Andrew to email PowerPoint to Task Force members

Work Session #2 Recap

Following is a recap of the activity and production of the second Task Force work session that took place on April 17th.

This second working session of the Task Force was focused on brainstorming and discussion property development ideas. In addition to development ideas, many other conversations ensued regarding making Lynnwood a destination place.

Consultant's note: because this was a traditional brainstorming exercise, there is some duplication among the bullets.

Brainstorming

- > Triangle parking lot, could make it a pocket
- > Public plaza
- > Green gathering space
- > Exhibition hall
- > Learning space/community center
- > North Sound Regional Gallery of Progress and Change (to infuse a sense of place, where we been), which could include:
 - What visitors want to learn about when would... What's different
 - Interactive Museum that is gamified
 - A movie theater
 - A hotel
- > Downtown Container Park with restaurants gift shops, retail, etc. Like the one in Loss Vegas. Go to: www.downtowncontainerpark.com
- > Accessible and beautiful pedestrian connection to Heritage Park
- > Convention Center needs a connection to the transit center
- > Elevated walkway with the view
- > We need calm spaces
- > Connection to the Interurban Trail
- > Business incubator space, standalone or pop-up, call it a Village
- > A center that is a desirable destination, including a farmer's market... A big marketplace with a big view
- > Recreation for children and families

- > Good quality restaurants, entertainment, wineries (such as a food and entertainment district)
- > Convention Center needs to connect with the mall
- > Convention Center needs to connect with a hotel
- > A local shuttle that connects to destinations, such as a continuous loop (trams, trolleys or bikes)
- > An indoor sports complex. Consultant's note: The Task Force had a lot of energy and excitement about this particular idea
- > Build in flex-space
- > A performing arts or concert center
- > To be recognized as being on the convention circuit
- > A community campus with multiple services
- > A tall building with a spectacular view for receptions, parties, mixed-use with underground parking...that is architecturally beautiful
- > Space or venue for live music
- > exhibition hall needs to be big with flex space
- > More affordable housing
- > Small, affordable meeting spaces with foodservice
- > A business cooperative, this is a small business concept with meeting spaces including nonprofits
- > Acquire the adjacent strip mall where Lamps Plus and FedEx Kinko's resides
- > Underground and or above ground parking
- > Look to investors and partners
- > Unique visual marker/gateway
- > Observation deck with the 360° view
- > Multi use building with office space
- > A casino
- > An underground tunnel to the convention center from a hotel
- > An indoor botanical center

Parking Lot (all of the bullets below are information requests from the Task Force to be provided before meeting number five)

- > List of developments the city is either doing or considering
- > The master plan for city center
- > A list of private developments that are in the queue
- > Plans for around the PFD property

- > Zoning, codes and restrictions
- > The convention center refresh plan
- > Want to see the light link rail renderings
- > What is our financial sandbox (the Task Force wants a ballpark price range for property development)?

Work Session #3 Recap

Following is a recap of the activity and production of the third Task Force work session that took place on April 24th.

This working session was focused on consolidating the previously brainstormed list. The group decided to distinguish between concepts and property development ideas. Their property development ideas were divided between those within the existing PFD property, and those outside of the current PFD property

Below is the list of property development priorities, followed by the conceptual ideas the Task Force did not want to fall off the list because they thought some of the concepts could be built into future property developments.

Property Development Priorities within PFD Property

- > Exhibition hall with flex-space
- > A hotel connected to the Convention Center
- > Interactive museum (with a children's museum) that is gamified
- > An indoor sports complex
- > Underground and or above ground parking structure
- > A performing arts/concert center
- > A unique visual marker/gateway
- > Multi-modal connection between PFD property and points of interest, such as the Mall, transit center, Heritage Park, interurban Trail and EdCC
- > Multi-use building with retail, restaurants, learning space/community center, observation deck, business incubator, movie theater, casino and indoor botanical garden

Property Development Priorities Outside of PFD Property

- > Wetland lake with a fountain, green space, public plaza, pocket park
- > Acquire triangle parking, strip mall with Fed Ex Office and Lamps Plus and the Washington Energy properties

Conceptual Ideas

- > Public plaza
- > Green gathering space

- > North Sound Regional Gallery of Progress and Change
- > We need calm spaces
- > Downtown Container Park with restaurants gift shops, retail, etc. Like the one in Las Vegas. Go to: www.downtowncontainerpark.com
- > A center that is a desirable destination, including a farmer's market... A big marketplace with a big view
- > Recreation for children and families
- > A local shuttle that connects to destinations, such as a continuous loop (trams, trolleys or bikes)
- > To be recognized as being on the convention circuit
- > A community campus with multiple services
- > A tall building with a spectacular view for receptions, parties, mixed-use with underground parking...that is architecturally beautiful
- > Space or venue for live music
- > More affordable housing
- > Small, affordable meeting spaces with foodservice
- > A business cooperative, this is a small business concept with meeting spaces including nonprofits
- > Look to investors and partners
- > An underground tunnel to the convention center from a hotel
- > A regional center close to the City Center and Transit
- > Relationship between the Convention Center and WSU and EdCC culinary programs

Work Session #4 Recap

Following is a recap of the activity and production of the fourth Task Force work session that took place on May 1st.

This working session was focused on ranking the list that was consolidated during the previous session.

Below is the prioritized list for both the property development ideas as well as the selection criteria used to rank the top priorities. Following those two lists is a table of the Group Priority Matrix results.

Consolidated Property Development Ideas Prioritized

- > Multi-use building(s) (retail, restaurants, etc.) (21)
- > Parking structure (below and above ground) (14)
- > Exhibition hall with flex space (10)
- > Multi-modal connection from PFD to points of interest (5)
- > Interactive Museum (children's/game of five) (3)
- > Performing arts/concert center (3)
- > Unique visual marker/gateway (3)
- > Property acquisition (triangle lot, FedEx office strip mall, WA Energy) (3)
- > Wetland, green space, pocket park (2)
- > Hotel connected to convention center (1)
- > Indoor sports complex (1)

Selection Criteria List Prioritized

- > Long-term relevance-50 years out (14)
- > Drives sustainable economic development (12)
- > Encourages collaboration and partnerships (11)
- > Market demand/need/competitive advantage (11)
- > Has a positive ROI (10)
- > Attracts visitors and outsiders (5)
- > Uses appeal to diverse audiences (three)
- > Sustainability, impact on environment (2)
- > Provides a unique experience (1)
- > Community friendly

- > Cost of implementation
- > Supports mission of the Convention Center
- > Public perception
- > Fits into the regional context/synergy
- > Legal feasibility
- > Qualifies as a function of the PFD

Group Priority Matrix on next page

Group Priority Matrix Results

This matrix below presents the top four property development ideas vertically in the far-left column, and the selection criteria horizontally across the top row.

The number in parentheses indicates the weight of each selection criterion. The weighting scale ranged from 1 to 3, with 3 being the highest weight. After determining which of the selection criteria was met for each of the top four ideas totals were added up in the far-right column to rank the four ideas in priority order.

	Long-term relevance (50-years) (2)	Drives sustainable eco dev (2)	Market demand/need/Comp Adv (3)	Encourages collaboration & partners (2)	Has a positive ROI (3)	Attracts visitors and outsiders (3)	Totals
Multi use building(s)	2	2	3	2	3	0	12
Parking structure	0	2	3	0	0	0	5
Exhibition hall	2	2	3	0	3	3	13
Multimodal connections	2	2	3	2	0	3	12

Work Session #5 Recap

Following is a recap of the activity and production of the fifth and final Task Force work session, which took place on May 8th.

This working session was focused on fleshing out the top four development ideas with greater detail.

Below is the result of that fleshing out and framing exercise.

1. Exhibit Hall and Flex-space

As a means of supporting and enhancing the Convention Center visitor experience and providing expanded Convention and trade show capabilities, build an exhibition hall that incorporates flex-space with a minimum of 60,000 square feet to serve a variety of both corporate and community needs.

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3. Multi-use Development (tied with Multimodal Connection)

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3. Multimodal Connections (tied with Multi-use Building)

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- > Supports alternative modes of transportation, e.g. bike rentals
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- > Has EV charging stations
- > Amenities that enhances guest experience
- > Supports the multimodal system
- > Place as much of the parking below ground as possible
- > Consider a stacking system for parking

Parking Lot

- > Leverage the I-5/I-405 “interchange” from a brand perspective
- > Incorporate sustainability to reduce energy usage of all developments, in consideration of Statewide climate action goals
- > Incorporate a unique iconic landmark or gateway

- > Attempt to achieve “gateway destination” status
- > Secure as much outside funding as possible
- > Open/green space is an important component for PFD site development
- > Consideration should be given to attracting businesses and activities that will fill a market demand and help put Lynnwood “on the map”
- > An iconic landmark feature, e.g. Hammering Man placed somewhere on the site or incorporated into one of the structures.

Aggregated Parking Lot

Below is the aggregated list of all parking lot items, in order from the first work session through the fifth. All of the requests for information, regarding zoning, restrictions, plans, etc. were removed because they were all provided to the Task Force.

- > Revisit the mission, vision, values, goals and objectives after concluding the last Task Force meeting.
- > Communicate where the findings come from along with the community benefit.
- > Leverage the I-5/I-405 “interchange” from a brand perspective
- > Incorporate sustainability to reduce energy usage of all developments, in consideration of Statewide climate action goals
- > Attempt to achieve “gateway destination” status
- > Secure as much outside funding as possible
- > Open/green space is an important component for PFD site development
- > Consideration should be given to attracting businesses and activities that will fill a market demand and help put Lynnwood “on the map”
- > An iconic landmark feature, e.g. Hammering Man placed somewhere on the site or incorporated into one of the structures.