



CITY OF STANWOOD ECONOMIC DEVELOPMENT ACTION PLAN



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- A. Adopted Vision for Stanwood
- B. Economic Development Profile
- C. Fiscal Implications of Land Use Alternatives
- D. Summary of Floodplain and Infrastructure Issues
- E. Buildable Lands Analysis
- F. Stakeholder Interviews Summary
- G. Community Open House Summary

PLAN OUTLINE

This Action Plan is the result of a one and half year planning process, involving the City, a variety of stakeholders, and an appointed Citizens Advisory Committee. The purpose of the work program was to establish a collaborative approach and agreed upon focus to guide future economic development efforts in the City. The Plan implements the adopted Vision and Goals of the Land Use, Downtown, and Economic Development Elements of Stanwood's Comprehensive Plan.

Three categories of recommendations are presented for stimulating Stanwood's economy by direct action on the part of the City and its partners and by the promotion of development opportunities:

- **Programmatic Strategies (Action Plan Part I)** are specific actions that the City and its partners can take to work toward the City's adopted Vision and strengthen Stanwood's economy. Some Strategies are designed to make development in specific Opportunity Areas more attractive and others apply City-wide. Programmatic Strategies are assigned to a six year time frame consistent with the City's capital improvement planning (CIP) process. Similar to the CIP, the City anticipates using the annual budget process to identify funding priorities for programs and reflect those decisions in a rolling six year Action Plan adopted annually.
- **District Corridor Designations (Part II)** articulate desired outcomes for the City's Uptown Gateway District Corridor (a district within the Uptown Center) and three areas within the City's Downtown Center: the 271St Street District Corridor, the SR-532 District Corridor, and the Transit District Corridor immediately adjacent to the Stanwood train station. In these Districts, a coordinated approach to infrastructure, streetscape improvements, design requirements, parking location and supply, and a review of allowable uses will facilitate the realization of several City policies and community aspirations.
- The designation of **Opportunity Areas (Part III)** identifies vacant and underutilized lands with development or redevelopment potential. In some cases, specific policy changes or programmatic actions are recommended to support desired development within particular Opportunity Areas. The **Opportunity Area Analysis** performed for these areas identifies which uses would be market-feasible and desirable from the community's perspective, as well as strategies the City might take to encourage this private investment. This analysis has influenced the development of many of the **District Corridor Recommendations** and **Programmatic Strategies**, and will serve as a useful foundation for subsequent marketing efforts as the City and its Community Partners promote investment opportunities in Stanwood.

INTRODUCTION AND BACKGROUND

Stanwood is in the fortunate position of being able to determine its future by strongly holding to a common Vision and continuing to build on its historic foundations and community strengths. The goal of the community in drafting this Action Plan is to create an environment of economic opportunity, building a future of prosperity while retaining Stanwood's small town, rural heritage. Through the City's leadership and creative partnering with the community, energetic implementation of the economic development initiatives contained in this Action Plan will define and foster future growth to benefit the whole community.

The City of Stanwood has long profited from its role as an economic center that serves the needs of a larger regional population. The provision of shopping, services, and employment opportunities for the population on Camano Island and to the north and south of the City was an important part of the City's past, going back to when the two cities of Stanwood and East Stanwood served the surrounding rural area. This is still true today, as evidenced by Stanwood's newer, suburban-style Uptown Center. Current efforts to establish a multimodal transit center near Downtown will further expand the City's role as a regional transit center as well.

Benefits of Economic Development. Successful implementation of this Plan will result in many associated benefits for members of the Stanwood community, some of which include:

- Strengthening Stanwood's vitality and position as the "city center" of the Stanwood/Camano area, making it a better place to live for current residents and more attractive for visitors and new participants in the economy
- The ability to capture a greater share of spending by local residents and commuters or visitors who pass through Stanwood, bringing more wealth into the community, supporting existing businesses, and creating employment opportunities for local residents
- The creation of additional local shopping and employment opportunities, allowing residents to meet more needs locally, without expensive and time-consuming travel
- A reinforcement of Stanwood's key assets, including its small town character, high quality of life, and beautiful natural setting
- The realization of quality development in line with the vision and policies of the City's Comprehensive Plan
- A stronger and more diverse tax base that supports the sustainable, long-term provision of City services for the benefit all residents

A Vision for the Future of Stanwood's Economy

This Action Plan implements a strongly-held vision for the future of Stanwood. This vision was first articulated as part of the City's first Comprehensive Plan adopted under the Growth Management Act in 1993, re-fined and re-focused for the downtown through the work of the citizen based Design Stanwood organization in 2003, and re-adopted by the City Council in 2004 as part of a City-wide Visioning and Comprehensive Planning process.

The adopted Vision was tested again in 2007 as part of the public involvement effort undertaken for this Action Plan. The core policy basis of the Vision was re-affirmed through the public process and consistent contributions by the members of the Economic Development Citizens Advisory Committee, the City Council, the Planning Commission, and the many stakeholders and residents who contributed their views through interviews or community meetings.

This Action Plan implements key Goals and Policies adopted in the Land Use and Economic Development Elements of the Comprehensive Plan. Policies call for broad programs and actions that considered together portray an image of the future City with a strong and active economy. Policies focus on vitality, diversified economy, on downtown revitalization of the historic center, but also provide for a modern commercial center at the entry to the City, and a strengthened industrial sector. Policies in the Economic Development Element explicitly call for a multi-modal transportation system supporting these elements. **Appendix A** contains a summary of the community's Vision as articulated in various Comprehensive Plan Elements.

The following statements describe the future of the community that is being pursued in implementation of this Action Plan. Relevant Comprehensive Policies that support these statements are referenced in italics.

Stanwood of the future will:

- Retain its **small town character** and **high quality of life** as economic growth occurs. (*Land Use Goal 2 & 3*)
- Continue to function as a **regional center for retail and services**, addressing the needs of a market area much larger than the City's baseline population. (*Land Use Goal 4, 8, 10*)
- Be a leader in and a beneficiary of **a robust regional focus on sustainable development and local agriculture**. (*ED Goal 3 and ED Goal 4*)
- Feature **a diverse economy** that is home to a range of employers and retailers, providing enhanced opportunities for employment in light industrial, manufacturing, and office-using sectors and a range of shopping options from locally-owned small businesses to region-serving retailers. (*ED Goal 1 & 3*)
- Have a reputation as **a business-friendly community** that facilitates business success that is in line with the community vision and values. (*EDP 3.2, EDP 3.4, EDP 5.5*)
- Enjoy the benefits of functioning as a **regional tourism destination**, with strong attractions, signage, and other resources to accommodate day trippers and overnight guests. (*EDP 3.6*)
- Have a City government that provides **quality, responsive services** to residents and the business community. (*ED Goal 6*)
- Be **a leader** in coordinating efforts with neighbors and partners to maximize regional benefits and address regional challenges. (*LU Goal 1, ED Goal 2*)

Planning Process and Products

The City Council formed and charged a Citizens Advisory Committee to undertake a planning process that culminated in this Economic Development Action Plan. This Committee met nine times between December 2007 and April 2009.

Over the course of these meetings, CAC members reviewed the following information (all of which is contained in this Plan's **Technical Appendix**) as part of their planning process, using these materials to hone in on Stanwood's most pressing challenges and most important opportunities:

- Adopted Vision (**Appendix A**)
- Economic Development Profile (**Appendix B**)
- Fiscal Implications of Land Use Alternatives (**Appendix C**)
- Summary of Floodplain and Infrastructure Issues (**Appendix D**)
- Buildable Lands Analysis (**Appendix E**)
- Stakeholder Interviews (**Appendix F**)
- Community Open House (**Appendix G**)

The Committee was supported in its work by City staff and staff of Berk & Associates, who provided information and drafted the report.

The final results of the Committee's work include the following work products:

- Analysis and policy direction that was used during review of the City's Comprehensive Plan
- Information used to support this Plan's implementation process, the development of other City policies and plans, and the promotion of the community
- This Economic Development Action Plan, including **Opportunity Area Analysis, District Corridor Designations**, and twelve **Programmatic Strategies**
- Marketing materials that can be used to promote Stanwood generally as well as individual investment opportunities

Citizens Advisory Committee Members

- John Russell (Chair)
- Laura Byers (Vice-Chair)
- Sol Baron
- Terry Greer
- Vivian Henderson
- Carolyn Henri
- Jen Hudson
- Kristine Kaufman
- Leslie Moore
- Pat Richardson
- Pearl Schaar (Planning Commission representative)



Templeton's Snack-Shop



The Snow Goose Bookstore

Economic Development Guiding Principles

This Economic Development Action Plan is based on the following Guiding Principles:

Protect and nurture community assets

A primary economic development goal is to enhance Stanwood's small town charm and character. By building on the community's history, arts, and connections to the natural environment, this Plan seeks to enhance these attributes for the good of residents, business owners, and employees. The theme of enhancing Stanwood's small-town "feel" is indicated throughout the Action Plan with the icon to the right.



Cultivate a sustainably-based economic base

Preserving Stanwood's natural environment is a core value of the community and becomes a strong focus of the economic development efforts outlined in this Plan by targeting agricultural and environmentally-oriented businesses and promoting an image of an environmentally-conscious community. The theme of sustainability runs throughout the twelve Programmatic Strategies described in this document, and is indicated by the icon to the right.



Recognize Stanwood's role in the region

Stanwood has long functioned as the center of the larger regional area. This Plan builds on this historical position by promoting two regional focus themes, which are indicated through the Plan with the icon shown to the right.



Function as urban hub in a larger rural and agricultural area

The City of Stanwood is located in a beautiful setting that includes natural areas, working farms, and a wide range of recreation opportunities. This Plan recognizes the entirety of this natural setting by thinking beyond the City's borders and also seeking economic benefit from playing a urban role in this larger system. In employment, retail, and tourism arenas, this Plan looks for opportunities for the City's economy to function as an urban hub, providing goods, services, and tourism opportunities related to agriculture and recreation.

Play a collaborative and leadership role in the three-county region

Stanwood has long served as a center for the larger regional community and collaborates with partners and neighboring cities to address the broader issues and opportunities facing the Snohomish/Island/Skagit region. This leadership is needed to best maximize the region's assets, including arts, cultural, natural and recreational attractions, and to address such broad concerns as transportation and sea level rise.

Engage community partners in plan implementation

The successful implementation of the actions described in this document will require the support and active contribution of the larger Stanwood community. While the City will play a leadership role, many actions will be led by or involve the participation of key partners such as the Chamber of Commerce, Design Stanwood, and other entities. Throughout this Plan's twelve Programmatic Strategies, actions that feature a leadership or strong supporting role for Community Partners are identified with the icon to the right.



Actions led by the City of Stanwood are indicated by the City's seal, shown at right.



Discussion of **Implementation First Steps** beginning on page 81 describes how actions will be allocated and coordinated among the City and multiple Community Partners.

Planning Context: Key Analytic Findings & Strategic Implications

This section summarizes findings from demographic, market, and fiscal analysis that was done to support the development of this Action Plan, as well as input provided by community members through stakeholder interviews and the Community Open House held in March 2008. A comprehensive record of this information is contained in the attached **Technical Appendix**.

Identifying Desirable Development Forms

Desirable development can be identified by considering their fiscal impacts, fit with the community vision, and market feasibility. All development types, including both commercial and residential uses bring associated tax revenues and ancillary benefits, as well as costs in the form of demands for city services. These fiscal considerations must be balanced with a consideration of the community's Vision which may lead to the elimination of non-compatible uses despite their fiscal attractiveness. Fiscally attractive uses must also be evaluated against an assessment of the community's ability to attract and retain related businesses given its demographics, competitive market position, and land base.



Fiscal Benefits to the City from Different Kinds of Development

A fundamental economic development goal is to develop an adequate tax base to provide desired public services. There are alternative ways to achieve this goal. The table below summarizes key findings from the analysis of the **Fiscal Implications of Land Use Alternatives** in **Appendix C**. This analysis establishes a hierarchy of different development types according to their fiscal impacts by evaluating:

- *What new revenues will the new development bring to the city?; and*
- *What new costs of service will the development introduce considering the city's inherent economies of scale?*

Summary of Net Fiscal Impacts Considering New Revenues and Costs

Development Type	Examples	Fiscal Impacts to a City	Desirability & Feasibility in Stanwood Market
High Value Retail	<ul style="list-style-type: none"> • Auto dealership • Furniture or home electronics stores 	<ul style="list-style-type: none"> • Greatest fiscal benefit, generating \$100,000 - \$500,000 annual sales tax • Demands for City services are lower than with big box retail that generates more traffic 	<p style="text-align: center;">Low</p> <ul style="list-style-type: none"> • Far from I-5 • Strong regional Competition • Not in line with current Comp Plan • Parcel assemblage would likely be necessary
Big Box Retail	<ul style="list-style-type: none"> • Target • Home Depot • Costco 	<ul style="list-style-type: none"> • Beneficial to City's fiscal position, generating \$100,000 - \$500,000 + annual sales tax • Greater demand for City services (public safety, transportation infrastructure) than with High Value Retail 	<p style="text-align: center;">High</p> <ul style="list-style-type: none"> • Can use available structures with lower rents • Relative high spending power of market area population
Restaurant & Entertainment	<ul style="list-style-type: none"> • All forms of eating and drinking establishments • Theaters • Clubs 	<ul style="list-style-type: none"> • Generate substantial revenues to City • Create demand for nearby shops • Add vibrancy and activity on evenings/weekends • Amenities are attractive to residents/visitors • Creates demand for City services (police) 	<p style="text-align: center;">High</p> <ul style="list-style-type: none"> • Can use available structures with lower rents • Relative high spending power of market area population
Lower Value Retail & Consumer Services	<ul style="list-style-type: none"> • Grocery stores • Drug stores • Auto services • Miscellaneous services 	<ul style="list-style-type: none"> • Modest tax revenues • Meet local needs • Creates demand for City services (emergency services, public works) 	<p style="text-align: center;">High</p> <ul style="list-style-type: none"> • Can use available structures with lower rents • Smaller scale businesses

Development Type	Examples	Fiscal Impacts to a City	Desirability & Feasibility in Stanwood Market
Office	Local-Serving Professional Services <ul style="list-style-type: none"> • Banks • Investment services • Real estate • Insurance offices General Office <ul style="list-style-type: none"> • Corporate headquarters • Technology businesses 	<ul style="list-style-type: none"> • Revenues from property/utility taxes, sales tax on delivered goods • Will not match retail uses for revenue generation • Provides local services • Employees support nearby businesses with daytime purchases of food, drink, and convenience goods 	<p>High for Local-Serving Professional Services</p> <ul style="list-style-type: none"> • Can use available structures with lower rents • Relatively low parking and infrastructure costs <p>Low for General Office</p> <ul style="list-style-type: none"> • Far from educational institutions and labor pool at the center of the Puget Sound market • Lack of urban amenities
Industrial	<ul style="list-style-type: none"> • Manufacturing • Warehouse • Assembly • Food processing 	<ul style="list-style-type: none"> • Generate revenues from property and utility taxes • Less revenue per acre of land than office uses • Key component of a City's economic and fiscal health: drive local economies by bringing in an infusion of dollars from outside the area and provide family wage jobs • Creates demand for City Services (Utilities, Public Works) 	<p>Medium</p> <ul style="list-style-type: none"> • Land acquisition • Environmental constraints • Infrastructure
Residential	<ul style="list-style-type: none"> • Single Family • Subdivisions • Multi-Family • Mixed Use 	<ul style="list-style-type: none"> • Generates one time sales tax and construction permit revenue • Close-in housing assures demand for nearby businesses • Makes the street more inviting • May generate significant net fiscal benefits located to support local businesses and if City does not incur significant new costs for police and fire provision 	<p>High for Single Family</p> <ul style="list-style-type: none"> • Large land supply • Attractive community <p>Medium for Multi-Family</p> <ul style="list-style-type: none"> • Relatively low rents and some land supply constraints <p>Low or Medium for Mixed Use</p> <ul style="list-style-type: none"> • Mixed Use • Low rents relative to the cost of construction

Demographic & Market Context

Stanwood businesses have long served a larger market area that includes the City itself, Camano Island, and areas north and south of the City. This area, shown in the map at the right, illustrates Stanwood’s location and position as a commercial center to close-in communities.



The following table summarizes key findings from the full **Economic Development Profile** contained in **Appendix B** and links them with strategic implications for the City’s Economic Development Action Plan.

Topic	Findings	Strategic Implications
Population & Income	<ul style="list-style-type: none"> Stanwood’s population has been growing at a faster pace in recent years than many nearby cities and Snohomish County as a whole. Household incomes of residents within the City’s market area are higher than countywide. Compared with Snohomish County neighbors, a higher percentage of households in Stanwood’s market area earn more than \$75,000. 	<ul style="list-style-type: none"> Leverage population and income growth to continue growth of the City’s commercial sectors. Enhance the ability of Stanwood retailer’s to capture spending by residents of the larger market area, including Camano Island and other nearby communities.
Employment	<ul style="list-style-type: none"> Stanwood functions as a regional employment center, with approximately one and a half jobs for every housing unit in the City Stanwood’s largest employment sector (services), provides 40% of the City’s total employment base, with the City’s second largest employment sector, education, accounting for another 21% of the City’s jobs. Stanwood retailers employ another 14% of the City’s workers, and manufacturing businesses contribute 11% of total jobs. Stanwood’s jobs are not as well paying as others in the region, with a relatively smaller share of workers earning more than \$3,400/month and a relatively larger share of workers earning less than \$1,200/month. 	<ul style="list-style-type: none"> Build on the City’s historic role as an employment center. Retain existing employers and seek to augment this base, focusing on family wage jobs.

Topic	Findings	Strategic Implications
Retail Sales	<ul style="list-style-type: none"> • Stanwood businesses in many retail categories successfully capture much of the spending of City residents, as well as some spending by non-residents. • Additional information about Stanwood’s retail performance is provided on page 11. 	<ul style="list-style-type: none"> • Promote the City’s retail offerings to residents of the larger market area.
Development Climate	<ul style="list-style-type: none"> • Overall feedback on the City’s development climate was relatively positive. Criticism focused on the provision of inconsistent information and a lack of flexibility. • Developers and property owners expressed uncertainty about how to build in the floodplain. • Stakeholders noted recent improvements at the City and stated that past criticisms may no longer be valid. 	<ul style="list-style-type: none"> • Continue to improve the City’s interaction with potential investors in the community, updating zoning and development regulations and establishing a strong orientation to economic development at all levels of the City organization. • Update the perception of Stanwood’s development climate, promoting the City as an attractive place to invest. • Provide clarity about the implications of the floodplain.
Residential Quality of Life	<ul style="list-style-type: none"> • Residents strongly value the City’s quality of life including the community’s small-town nature, beautiful natural setting, good neighborhoods, arts, and agriculture. 	<ul style="list-style-type: none"> • Build on Stanwood’s strengths and community vision, ensuring that economic development efforts strengthen these assets. • Engage the community in understanding and supporting the City’s economic development goals and approach.
Image & Tourism	<ul style="list-style-type: none"> • Stanwood does not have a high profile image and has the potential to benefit more from the tourists that currently pass through town on the way to Camano Island and other regional attractions. • Potential tourism draws include Downtown, the river, and arts- or agriculture-oriented destinations. 	<ul style="list-style-type: none"> • Enhance Stanwood’s profile through promotional efforts. • Continue to strengthen Stanwood’s tourism attractions, making them appealing and accessible.

Stanwood's Competitive Position in the Regional Retail Market

As seen in the chart below, Stanwood captures a relatively high share of regional spending in the following categories:

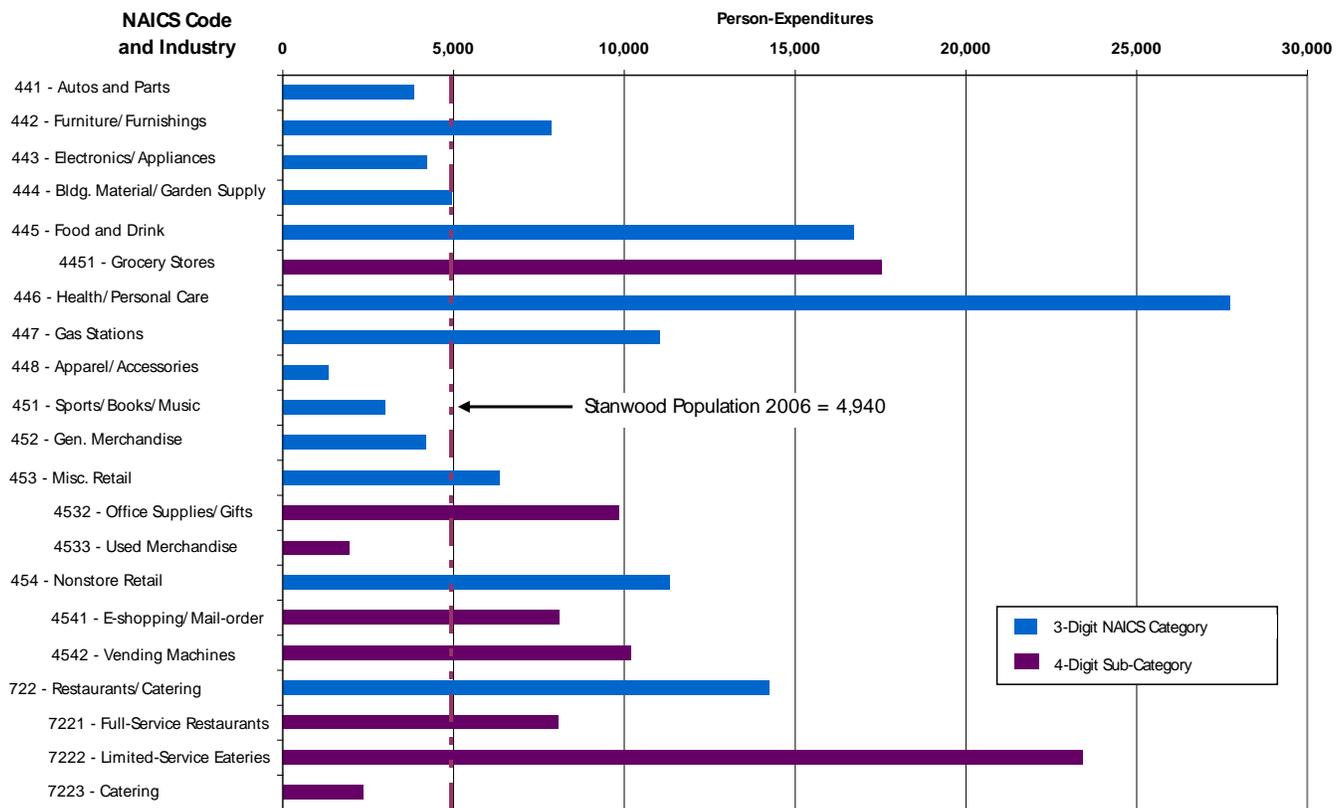
- Furniture/Furnishings
- Health & Personal Care (Drug Stores)
- Misc. Retail (particularly Office Supplies/Gifts)
- Food & Drink (Grocery Stores)
- Gas Stations
- Restaurants (Full-Service & Limited-Service)

This indicates that the City serves as a regional retail center for shopping of this nature, drawing on a population base that includes residents of nearby cities and unincorporated Snohomish County. Stanwood is less successful in capturing spending in the following categories, indicating these sectors are "leaking" out to surrounding cities:

- Autos and Parts
- Apparel/Accessories
- General Merchandise
- Electronics/Appliances
- Sports/Books/Music

Stanwood may face challenges increasing its share given the shopping patterns of today's consumers and established regional competition in cities north and south along the I-5 corridor, as well as expansion of retail offerings in unincorporated areas. Stanwood is not well positioned to compete with established chains and large shopping centers with "one-stop shopping" along the I-5 corridor in many retail categories including: Furniture, Furnishings; Electronics, Appliances; Apparel, Accessories; Sports, Books, Music; and General Merchandise. The City may have opportunities to expand its offerings in the Sports, Books, Music and General Merchandise sectors.

Person-Expenditures in Stanwood by Retail Category 2006



Source: Washington Department of Revenue, 2007

Future Demand for Business Growth

Future demand for growth in retail, office and industry is analyzed in the **Buildable Lands Analysis** contained in **Appendix E**. Growth estimates for retail are based on the spending power of new residents expected in the area AND estimates of commercial and industrial growth are based on regional economic models. Stanwood's share of projected growth is estimated at the amounts shown in the table below.

Projected 20-year Commercial and Industrial Growth

Type of Business	Estimated Twenty Year Growth	Approximate Annual Growth
Retail	300,000-350,000 sq. ft Equivalent to: <ul style="list-style-type: none"> • 10-15 restaurants (1,500-3,000 sq. ft) • 1 grocery store (25,000-40,000 sq. ft) • Possibly 1 drugstore (10,000-15,000 sq. ft) • Specialty retailers and anchor retailers (remaining 200,000 sq. ft) 	15,000-17,500 square feet
Commercial	335,000-675,000 sq. ft 1,350 jobs	70 jobs
Industrial	340,000-460,000 sq. ft 590 jobs	30 jobs

Land Supply

To compete in the marketplace and attract the City's share of business growth Stanwood will need to maintain an adequate supply of appropriately zoned land. As of 2007, the City did have an adequate land supply although the majority of land was in industrial zoning. Overall there are about 130 acres of available commercial and industrial lands within the existing City limits.

Conclusions

- Stanwood and its market area will experience enough growth to support significant new business development.
- Development could occur in a variety of forms of retail, service, office or industrial uses with a modest average annual absorption rate of 15,000 sq. ft for retail, and a fairly aggressive annualized jobs creation rate for office (70 jobs) and industrial uses (30 jobs).
- While land supply is adequate in the aggregate, the success of business recruitment to particular sites is dependent a variety of factors including:
 - Needs of commercial and industrial firms
 - Size and location of parcels
 - Suitability of land for development
 - City vision and suitability of uses
 - Adequate zoning and infrastructure
 - Affordability
- There is no degree of certainty that Stanwood's surplus land supply means that businesses wishing to expand in or locate to the community will easily find attractive locations.
- There is no guarantee that desired growth would locate in Stanwood, as neighboring cities and the County will compete for business development. The City will need to remain competitive in order to expand, or even maintain, its market position.

ACTION PLAN PART I: PROGRAMMATIC STRATEGIES

The twelve **Programmatic Strategies** and supporting actions listed on the following pages are specific actions that the City and its Community Partners can take to strengthen Stanwood's economy. Some Strategies are designed to make development in the Opportunity Areas more attractive and others apply City-wide.

While some actions may be led entirely by Community Partners, the recommended timelines show on the following pages conform to the City's budgeting and Capital Improvement Planning (CIP) process. Similar to the CIP, the City anticipates using the annual budget process to identify funding priorities for programs and reflect those decisions in a rolling six year Action Plan adopted annually. Within the first six year window, actions are identified as Short-Term or Mid-Term items, with some additional items identified as Ongoing Policies or Ongoing Actions.

As discussed in more detail in the **Implementation First Steps** section beginning on page 81, the strategies on the following pages will be incorporated in City and Community Partner workplans and budgets as resources allow.

The following icons are used to associate individual Programmatic Strategies with the **Guiding Principles** described on page 5 and the **District Corridor Recommendations** beginning on page 53.

Enhancing Stanwood's small-town character



Sustainability



Stanwood's regional role



Community Partner in lead or supporting role



City in lead role



District Corridor Recommendation



Summary of Programmatic Strategies*

	Page
<p>I. Education Program: Cultivate a culture supportive of economic development among residents, business owners and the City organization. <i>(Implements ED Goals and policies)</i></p>	15
<p>II. Development Services Program: Establish the systems and processes needed to facilitate investment in Stanwood. <i>(Implements ED Goal 6 and its policies)</i></p>	18
<p>III. Zoning and Development Standards Work Program: Ensure City codes support development that achieves economic development objectives. <i>(Implements ED Goal 5 and its policies and Land Use Goals 2, 3, 4)</i></p>	21
<p>IV. Historic Resources Program: Preserve and enhance Stanwood’s historic assets. <i>(Implements Land Use Goal ED Goal 2, 7 and LUP 9.2)</i></p>	23
<p>V. Economic Development Direct Support Program: Encourage desired investment through City programs and investments. <i>(Implements ED Goal 1 and its policies)</i></p>	26
<p>VI. Downtown Revitalization Program: Develop a comprehensive program to enhance Downtown Stanwood in cooperation with community partners. <i>(Implements Land Use Goals 4, 5, 6, 7)</i></p>	28
<p>VII. Uptown Program: Encourage the development of a walkable and attractive Uptown Center. <i>(Implements Land Use Goal 10)</i></p>	36
<p>VIII. Sustainable Development Program: Strengthen Stanwood’s concentration of “green” businesses and its reputation as an environmentally-friendly community. <i>(Implements ED Goal 4 and its policies)</i></p>	38
<p>IX. Business Retention Program: Support the retention and expansion of the City’s existing businesses. <i>(Implements EDP 8.2)</i></p>	41
<p>X. Business Recruitment Program: Enhance Stanwood’s employment base. <i>(Implements ED Goal 3 and its policies)</i></p>	44
<p>XI. Community Marketing Program: Raise Stanwood’s profile in the region. <i>(Implements EDP 8.1 and EDP 1.3)</i></p>	48
<p>XII. Tourism Program: Enhance Stanwood’s tourism draw. <i>(Implements EDP 3.6)</i></p>	50

* Relevant Comprehensive Policies supporting these statements are listed in italics.

I. Education Program: Cultivate a culture supportive of economic development among residents, business owners and all members of the City organization

As the community begins to implement the strategies contained in this Action Plan, it is critical that key players, including of the City, Community Partners, residents, and business owners understand the Vision and economic development goals. This Programmatic Strategy outlines the dialogue necessary to achieve this alignment and coordination.

Desired Outcomes

- A common understanding of the desired outcomes and benefits associated with the City's economic development efforts
- Engaged and aligned City organization and community partners

Summary of Action Strategies

- A. Engage Elected Officials and City Staff
- B. Engage the Community
- C. Incorporate Economic Development as a Priority for the City



Stanwood Camano Island Soap Box Derby

Education Program: cultivating a culture supportive of economic development

Years 1-6	Years 7-20
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A. Engage Elected Officials and City Staff	
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Short-Term Actions

1. Promote community awareness about the importance of economic development

Obtain information about how a stronger, more diverse tax base supports City services and key City functions.

2. Coordinate implementation of the City’s Economic Development Action Plan with training within the City organization, including elected officials

Support an ethic of customer service.

Staff at City Hall can play an economic development role, whether they are greeting potential developers at the front door, working with developers at the permit counter, or planning the City’s parks and trails. With planning and development services staff, a culture of customer service is needed, ensuring that development requests are met with consistent and quality information and a solutions-oriented approach that helps potential investors meet project goals while confirming to the community’s vision and development regulations.

B. Promote Stanwood’s Economic Development Efforts	 
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Short-Term Actions

1. Create materials that describe desired outcomes of the City’s economic development efforts



The materials should focus on enhancing the community’s quality of life and benefits, such as local employment opportunities; local shopping and dining options; the development of a sustainably-based economy; and the creation of a diverse and stable tax base to support the ongoing provision of City services to all residents and businesses.

Distribute these materials within the community by direct mail, press releases, and editorials; through distribution at places of assembly including schools and libraries; and through cooperation with the faith community and other organizations.

Education Program: cultivating a culture supportive of economic development

Years 1-6	Years 7-20
<p>2. Begin implementation of this Plan by engaging with key community partners</p> <p>Network with Community Partners to and launch implementation of strategies identified in this Plan. If timing and resources allow, coordinate this launch with a ribbon cutting ceremony for Stanwood Station, inviting the general public and the press.</p> <p><i>Mid-Term Actions</i></p> <p>3. Create graphic illustration of possible development and amenities in the Downtown and Uptown Centers to establish a community-wide vision and motivation</p>   <p>Post these visuals on the City’s website, at City Hall, at the train station, in empty store windows, and other public spaces.</p> <p>4. Encourage residents to support local businesses by expanding the existing “buy Stanwood” campaign and adding a “ship local” component</p>	

C. Incorporate Economic Development as a Priority for the City



<p><i>Short-Term Actions</i></p> <p>1. Create a one-stop consultation and processing function to:</p> <ul style="list-style-type: none"> • Serve as a single point of contact for businesses seeking to interact with the City of Stanwood • Serve as a primary overseer of the implementation of this Economic Development Action Plan • Conduct proactive outreach to members of the real estate and development community, soliciting input throughout the development cycle and bringing forward requests for changes to development regulations and processes <p>2. Send a City representative to economic development functions such as meetings of the Snohomish County Economic Development Council and the Washington Economic Development Association</p>  <p>3. Add economic development considerations as a criteria in evaluating and making policy choices</p> <p>4. Create an annual report of the City’s economic development efforts and results, sharing this information with the City Council, the City’s partners, and the community at large</p>	<p>5. Seek to establish a staff position dedicated to economic development issues</p> <p>This staff position would be responsible for leading the City’s economic development efforts, including business retention, business attraction, community marketing, and special projects.</p>
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II. Development Services Program: Establish the systems and processes needed to facilitate investment in Stanwood

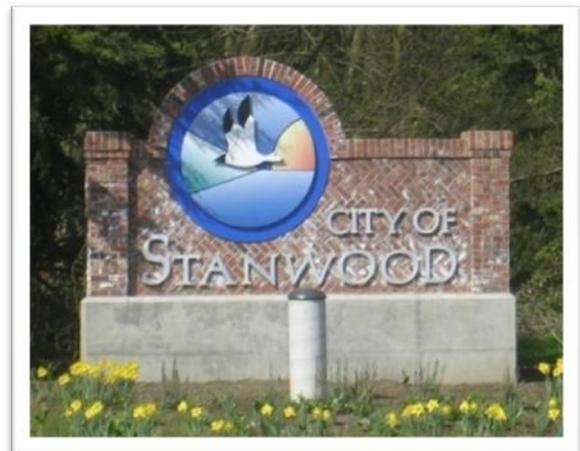
Stanwood's ability to shape its development climate through its zoning, development regulations, and permitting processes is a fundamental economic development tool. The City's approach to working with potential investors is equally important in creating support for development. The actions here and in Programmatic Strategy III address specific feedback provided during stakeholder outreach (see page 10). Actions focus on creating a development climate aligned with the community's Vision and facilitative of desired investment in the community.

Desired Outcomes

- A development climate that is facilitative of desirable investment in the community
- A reputation as being a good community to invest, with clear and predictable expectations
- Accurate information about the implications of building in the floodplain

Summary of Action Strategies

- A. Establish a Development Review System that Incorporates Economic Development Considerations
- B. Make Development Services System and Process Improvements and Solicit Ongoing Feedback
- C. Address Floodplain Issues



Development Services Program: establish the systems and processes to facilitate investment

Years 1-6	Years 7-20
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A. Establish a Development Review System that Incorporates Economic Development Considerations	
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Ongoing Policies

- 1. Create a climate that encourages investment by providing responsive service, clear policy direction and equitable fees**
- 2. Include a development perspective when evaluating City policies, soliciting feedback from the private sector and evaluating the impact of various policy options on the attractiveness of Stanwood for development investments**

Proactive mechanisms to solicit this feedback might include focus groups or topic- or issue-specific roundtables to facilitate relationships and common understanding between the City and the private sector.

- 3. Carefully analyze the economic development impacts of potential changes to policies and fees**

Prior to adjusting development-related fees, the City should compare the tax and fee burden on development in Stanwood and neighboring jurisdictions, assessing how the current fee structure helps or hinders economic development. It is also important to analyze options to apply differential development services fees and impact fees based on development type, size, and location, lowering barriers to desirable development in the City's weaker markets and generating revenue through fees in stronger markets.

B. Make Development Services System and Process Improvements and Solicit Ongoing Feedback	
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Short-Term Actions

- 1. Analyze the City's permit review process to ensure it is as efficient and effective as possible**
- 2. Create annual opportunities for discussion of the City's development regulations and processes by City staff, the City Council, the Planning Commission, the Hearing Examiner (when appropriate), and the private sector**

Mid-Term Actions

- 3. Implement a guaranteed turnaround time for simple permit requests and development reviews**
- 4. Consider budgeting for a permit tracking system with an online interface to allow permit recipients to monitor progress of their projects online**

Development Services Program: establish the systems and processes to facilitate investment

Years 1-6	Years 7-20
<p>5. Strengthen the existing predevelopment “feasibility conference” to support development</p> <p>Focus pre-application review on project feasibility, community vision, and customer service. Limits on time and staff participation should be established to ensure costs to the City are modest.</p> <p>6. Establish mechanisms for soliciting anonymous feedback from individuals who interact with the City’s development services functions</p> <p>The system should be developed to ensure that feedback is received by an individual in a management capacity within the City and respond proactively to criticisms. Feedback would then be reflected in staff evaluations and used in the City’s marketing materials to share positive feedback and publicize City improvements made in response to criticisms.</p>	

Ongoing Actions

7. Monitor performance and seek to increase efficiency in these areas

Establish a timeline and process for creating regular reports.

Publicize improvements and promote Stanwood as having a development climate that facilitates investment in the community.

C. Address Floodplain Issues



Ongoing Actions

- 1. Provide leadership and accurate and balanced information about the process of building in the floodplain and serve as a supportive resource for those who wish to invest**
- 2. Provide clarifying information on mitigation requirements, techniques, and resources for floodplain construction on the City’s website and in a simple pamphlet**

III. Zoning and Development Standards Work Program: Ensure City codes support development that achieves economic development objectives

This Programmatic Strategy ensures that the City's zoning and development regulations are current and aligned with economic development goals and the community Vision. Existing codes have evolved over many years and may include inconsistencies or requirements that are out of date and don't achieve stated objectives. Updates to regulations will reduce uncertainty and improve the City's ability to respond quickly to quality investment opportunities. Amendments are also needed to provide better tools to ensure that resulting development meets community expectations.

Desired Outcomes

- Development regulations that encourage – and do not inadvertently inhibit – desirable development that achieves economic development objectives

Summary of Action Strategies

- A. Review and Revise Existing Zoning Regulations and Design Guidelines

Zoning and Development Standards Work Program: ensuring codes support development

Years 1-6	Years 7-20
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A. Review and Revise Existing Zoning Regulations and Design Guidelines	
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Short-Term Actions

1. Review and revise zoning regulations

- Evaluate commercial and industrial zoning to ensure that regulations do not create barriers for new development.
- Revise zoning regulations to allow the development of “flex tech” space, defined as structures that encourage multiple users ranging from incubator businesses to technical manufacturing/office/warehousing or combinations of these uses.

2. Evaluate sign code for business friendliness

Mid-Term Actions

1. Evaluate and revise design guidelines to align with community development goals



- Confirm that development occurs in a manner that is supportive of the community aesthetic for the Downtown and large-scale retail or industrial development anywhere in the City.
- Strengthen the standards for infill and new development in commercial zones and mixed use areas.
- Tighten standards for the treatment of the portions of buildings seen from public streets, including building backs and sides.
- Evaluate current standards for residential development, including multifamily standards for building design details, modulation, and building materials; building placement and front and side setback, allowing variety rather than uniform standards; and better standards for window treatment, roof standards, the location of parking, front yard and entry treatment, private open spaces.

2. Create an incentive to allow on-site gardening space or contributions to a fund supporting nearby community gardens as partial fulfillment of open space requirements for residential development including apartment complexes



3. Prioritize pedestrian and bicycle connections between residential and commercial centers and along routes that are supportive of tourism uses



4. Prioritize policy and zoning recommendations from Opportunity Area Analysis for a work program

- 5. Identify opportunities and establish timelines to update City regulations by incorporating Smart Growth and Low Impact Development considerations**
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- 6. Consider incentives for green building and low impact development**
- 7. Consider establishing a rehabilitation building code to regulate and encourage renovations of existing structures**

IV. Historic Resources Program: Preserve and enhance Stanwood's historic assets

The historical character of site planning, street grid, and architecture throughout the City and the building scale of structures in the East Stanwood and West Stanwood commercial nodes are highly valued by residents and business owners. In addition, the chronicling of the past, whether through photographs, commemoration of past uses, or retention of historic structures is an important part of the City's cultural foundation.

These cultural assets are important from an economic development perspective for a number of reasons:

- They enhance Stanwood's identity and character, attracting residents and visitors
- They add to Stanwood's tourism appeal
- They support revitalization of older Downtown areas
- They help define the quality and type of development that is desired in newer areas of the City

Desired Outcomes

- Preservation of the character of the City's Downtown in ways that do not inhibit desirable investment
- Additional tools and resources to support investment in older building by property owners

Summary of Action Strategies

- A. Replicate Successful Historic Elements to Enhance Stanwood's Small Town Character
- B. Provide Information and Resources
- C. Develop a Better Understanding of the City's Historic Resources and Determine Appropriate Preservation Strategies



Stanwood's traditional
Downtown Center District

Historic Resources Program: preserving and enhancing Stanwood’s historic assets

Years 1-6

Years 7-20

A. Replicate Successful Historic Elements to Enhance Stanwood’s Small Town Character



Short-Term Actions

- 1. Evaluate subdivision, binding site plan, and public works standards to strengthen requirements for maintaining and extending the historic street grid in commercial as well as residential areas**



The creation of a public road grid that mimics the scale of the historic grid will create new commercial districts that function similar to the historic downtown Center.

- 2. Use historic street and place names to increase a sense of identity and place**



B. Provide Information and Resources



Mid-Term Actions

- 1. Develop a signage and/or placard program to designate historic sites**
- 2. Provide information and resources to support the maintenance and rehabilitation of older buildings by property owners and development professionals**



Potential methods include:

- Developing and distributing a list of firms and tradespeople who can provide services to the owners of older buildings.
- Promoting the ability of property owners to voluntarily list their property on the National Historic Register, enabling them to potentially participate in the federal tax credit program and Washington State’s Special Tax Valuation incentive.

Historic Resources Program: preserving and enhancing Stanwood's historic assets

Years 1-6	Years 7-20
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C. Develop a Better Understanding of the City's Historic Resources and Determine Appropriate Preservation Strategies



Mid Term Actions

1. Develop an inventory of the City's historic resources and evaluate their value, differentiating between historically significant buildings and buildings that are simply old



2. Evaluate a range of strategies for the City to pursue, considering the benefits and tradeoffs associated with preservation efforts to create the most value without limiting redevelopment opportunities



Strategies to be evaluated should include:

- Entering into an interlocal agreement for Snohomish County to provide Certified Local Government services
- Adopting a historic preservation ordinance or becoming a Certified Local Government
- Establishing Downtown as a Historic District

3. Reevaluate the range of options and determine if new strategies or tools are warranted

Local governments that establish a historic preservation program meeting federal and state standards are eligible to apply to the State Historic Preservation Officer (SHPO) and the National Park Service for certification. A local government that receives such certification is known as a "Certified Local Government" or "CLG." Obtaining status as a CLG may help a local government encourage, develop, and maintain its local preservation efforts in coordination with its development plans. In addition, CLGs may apply for special grants from the SHPO; receive recognition for their preservation expertise by local, state, and federal agencies; obtain technical assistance and training from the SHPO; participate in the review of nominations to the National Register of Historic Places; participate in the national historic preservation assistance network; regularly exchange information with the SHPO; and participate in statewide preservation programs and planning.

Source: Washington State Department of Archeology and Historic Preservation website

V. Economic Development Direct Support Program: Encourage desired investment through City programs and investments

City programs and actions can provide economic support for desired projects and facilitate private investment in targeted areas. The City can encourage investment by timing planned and budgeted capital improvements to coincide with development activity.

Desired Outcomes

- Public infrastructure investment that catalyzes private investment
- Financial tools and incentives to encourage desirable investment

Summary of Action Strategies

- A. Plan Capital Investments to Support Economic Development Goals
- B. Develop Policies and Tools

Economic Development Direct Support Program: encouraging desired investment

Years 1-6	Years 7-20
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A. Plan Capital Investments to Support Economic Development Goals	
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Short-Term Actions

- 1. Pursue funding or grants to implement the City Vision by engaging regional agencies and initiatives such as WSDOT, Snohomish and Island Counties, the Snohomish County PUD, and the Puget Sound Partnership**



Ongoing Actions

- 2. Identify scheduled public infrastructure investments in Opportunity Areas and coordinate them to leverage and stimulate private investment**
- 3. Work toward a long-term solution to the threat of flooding in collaboration with Snohomish County, the State, and the Flood Control District**



B. Develop Policies and Tools	
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Short-Term Actions

- 1. Enact legislation to put incentives in place that reduce initial investment costs but result in:**
 - Long-term property value increases
 - Investment activity in areas where spin off economic activity is more likely to occur
 - An urban form that the market is not ready to embrace

Specific tools to consider include:

 - Impact fee reduction for identified types of desired development
 - Property tax exemption for residential/mixed use
 - Density bonuses
 - Right of way vacations
 - Right of way improvements

- 2. Establish a Planned Action for the Downtown and Uptown Centers to facilitate property redevelopment and investment**

VI. Downtown Revitalization Program: Develop a comprehensive program to enhance Downtown Stanwood in cooperation with community partners

The Downtown Revitalization Program includes actions to be taken by the City and Community Partners to improve the appearance of Downtown, through initial minor physical improvements and long-term investment. A centerpiece of the revitalization strategy involves engaging property and business owners in a concentrated area of 3-5 blocks around Stanwood Station. Successes in this limited area can be built upon and broadened, establishing the Station as well-connected focal point for the larger Downtown Center. In addition, strategies support public and private actions stimulating infill development.

Desired Outcomes

- An effective community-based organization that represents Downtown interests and generates strong cooperation, civic pride, and coordination among Downtown businesses
- Community-supported plans that retain and enhance the character of Downtown
- Short- and long-term improvements to the physical appearance of Downtown
- Attractive gateways and easy access to draw passersby into Downtown

Summary of Action Strategies

- Engage and Organize Downtown Stakeholders
- Invest in Downtown Beautification
- Build on Stanwood Station as a Focal Point for Downtown Revitalization
- Connect the Eastern and Western Nodes of Downtown
- Demarcate Downtown and Make it Accessible



Stanwood celebrates the Fourth of July with a traditional Downtown parade

Downtown Revitalization Program: developing a comprehensive program to enhance

Years 1-6	Years 7-20
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A. Engage and Organize Downtown Stakeholders	  <div style="border: 1px solid black; padding: 2px; display: inline-block; background-color: #ADD8E6;">DC</div>
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Short-Term Actions

1. Engage and activate property and business owners in a concentrated area of 3-5 blocks around Stanwood Station



Activities should include:

- Holding a walking tour of the area to identify simple actions that can be accomplished to establish momentum; celebrate these initial wins
- Establishing a list of five or fewer easy and inexpensive things business owners can do to improve the appearances of their shops perhaps including, painting, cleaning adjacent sidewalk areas, fixing signage, improving window displays, and investing in low-cost amenities such as planters and flower pots
- Encouraging the participation of property owners by having their peers speak to them of the quantifiable benefits they should receive by improving the appearance of their property
- Working with property owners to clean and maintain empty lots and storefronts

Rather than serving as “missing teeth,” empty storefronts should be used for productive purposes such as art displays, student work, or the promotion of other businesses, non-profits, artists, and community events. Empty lots can similarly be used for temporary uses such as outdoor seating or displays.

Mid-Term Actions

2. Build on initial successes and designate a community-based organization to represent Downtown interests



As part of this process, Stanwood should send representatives to Main Street trainings and programs to evaluate whether joining the program is appropriate for the community.

Establish roles and responsibilities for this organization in collaboration with community partners including the Chambers of Commerce in Stanwood and Camano Island, Design Stanwood, business owners, property owners, and residents.

Potential responsibilities of this organization include:

- Coordinating ongoing efforts to maintain the physical appearances and continuity of the Downtown business center.
- Acting as a liaison with the City and a clearinghouse of

4. Evaluate alternative approaches to provide sustainable funding for Downtown amenity and infrastructure investment

Options include:

- A Business Improvement Area
- A membership- or donations/grant writing-based organization such as the Main Street Program. Consider providing City funds for up to 30% of program costs and assigning staff as an ex-officio Board member

Downtown Revitalization Program: developing a comprehensive program to enhance

Years 1-6	Years 7-20
<p>issues and opportunities that affect businesses.</p> <ul style="list-style-type: none"> • Coordinating regular discussions among Downtown business owners incorporating topical information sharing and trainings. Relevant topics should include business planning, marketing, window displays and merchandising, customer service, and accommodation of out-of-town visitors. • Encouraging cohesion in business hours and standards of customer service. • Developing a promotional window sticker for Downtown businesses. • Expanding the Third Thursday art walk with extended night hours, refreshments, and special shopping opportunities in east and west portions of Downtown. • Capitalizing on special events and opportunities to attract visitors by advertising local businesses in event programs, encouraging businesses to offer discounts to event participants, and encouraging businesses to extend their opening hours to coincide with event hours. <p>3. Engage partners in investing in Downtown amenities</p> <ul style="list-style-type: none"> • Seek sponsors, including local banks, to fund a revolving loan and administer a façade improvement program, drawing on low-cost resources such as the University of Washington’s Storefront Studio program. • Engage Stanwood residents, particularly families with a long history in the community, by asking for their financial support in making physical enhancements in the Downtown. Ideas might include parks, fountains, benches, and other amenities. 	

Downtown Revitalization Program: developing a comprehensive program to enhance

Years 1-6	Years 7-20
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B. Invest in Downtown Beautification	  <div style="border: 1px solid black; padding: 2px; display: inline-block;">DC</div>
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Short-Term Actions

1. Ensure City codes support desired improvements of Downtown aesthetics, including:



- the placement of street planters
- facade improvements
- sidewalk improvements

2. Encourage neighboring businesses to share enclosed centralized dumpsters

3. As funding allows, use street trees, planting strips, sidewalks, banners, trash receptacles, and other infrastructure and amenity investments to establish a unifying urban character with strong continuity along 271st Street

4. Underground utility lines along 271st Street

Ongoing Strategies

5. Seek opportunities to use public facilities, parks, and open spaces to attract users into the Downtown and promote economic activity by creating attractive and dynamic multi-use places

The City can play a role in increasing vitality and creating opportunities for social interaction and commerce by designing City buildings and other public facilities to function as community centers with accessible interior space for community meetings and events and exterior spaces for events such as an outdoor concert series. The City can seek opportunities for creative partnerships that lead to a mix of public and private uses and a dynamic range of uses.

C. Build on Stanwood Station as a Focal Point for Downtown Revitalization	  <div style="border: 1px solid black; padding: 2px; display: inline-block;">DC</div>
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Short-Term Actions

1. Make Stanwood Station into a focal point of Downtown



Ensure that Downtown has a strong visual appeal from Stanwood Station and integrate the station into the surrounding retail area with walking connections, landscaping, and other elements

2. Work with regional transit agencies to ensure that bus inter- and intra-city routes serve Stanwood Station, creating a multi-modal transportation hub with frequent service to downtown's western node



- Explore moving the bus transit hub from its current location
- Ensure that Cama Beach, Warm Beach, and Harvest Jubilee

7. Develop a community gathering place and farmers market site visible from the train platform

Downtown Revitalization Program: developing a comprehensive program to enhance

Years 1-6	Years 7-20
<p>shuttles serve the transit center</p> <p>3. Show City and community support for construction of the rail siding that is needed to allow passenger trains to stop easily in Stanwood</p> <p>4. Ensure that initial planning and construction of Stanwood Station supports later improvements and additions</p> <p>Desired long-term outcomes include:</p> <ul style="list-style-type: none"> • Landscaping and an attractive entry/placemaking element • An information kiosk that can be stocked with information about Stanwood businesses, destinations, and events • A public restroom • Explore options to allow the sale of refreshments and seasonal fruits and vegetables • Attractive and engaging public art • Lighting at the station and along pedestrian walkways that integrates with Downtown lighting <p>Mid-Term Actions</p> <p>5. Develop the transit center as a jumping off point for exploration of Downtown </p> <p>Suggested strategies include:</p> <ul style="list-style-type: none"> • Beginning walking tours of Downtown from this location and provide directions to regional trails and other destinations • Ensure the transit center is tied to other efforts to encourage walking in Downtown <p>6. Ensure Stanwood ridership is maintained at a level sufficient to retain the stop </p> <p>Consider strategies such as:</p> <ul style="list-style-type: none"> • Encouraging local businesses and cultural groups to use rail travel to Vancouver and Seattle in promotions and events • Collaborating with Amtrak to offer special ticket prices to Stanwood and to change current ticketing practices that make it difficult for passengers to disembark before their final destination • Advertising Stanwood as a destination at points of departure by promoting packaged half-day and day activities 	

Downtown Revitalization Program: developing a comprehensive program to enhance

Years 1-6	Years 7-20
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D. Connect the Eastern and Western Nodes of Downtown   

Ongoing Strategies

- 1. Create an interconnected grid street system that gives public access to the interior of large parcels** 
- 2. Create incentives for new development and redevelopment that fills in the gap between the eastern and western Downtown nodes, adding to the critical mass of development in this area** 

Policies call for mixed use development, retail, and community/non-profit uses in this corridor, recruiting active land uses such as businesses that generate pedestrian traffic and community vibrancy.

- 3. Encourage additional residential development within walking distance of the Downtown commercial areas** 

Recruit development of attractive multifamily residences to establish an urban residential prototype in the Downtown by enacting a mixed use property tax exemption program in the Downtown Center.

- 4. Encourage the location of anchor tenants, including retailers and public facilities, to draw shoppers and diners into the Downtown** 

Downtown Revitalization Program: developing a comprehensive program to enhance

Years 1-6	Years 7-20
<p>Short-Term Actions</p> <p>1. Evaluate parking regulations Evaluate the existing 2-hour parking limit and the potential impact of Stanwood Station on parking demand in the downtown.</p> <p>Mid-Term Actions</p> <p>2. Develop a short-term parking strategy within the Transit Area Steps should include:</p> <ul style="list-style-type: none"> • Better signage identifying the City-owned parking lot and strengthening the walking connection between the lot and nearby businesses with lighting, crosswalk improvements, and signage <p>3. Create a Downtown Plan, beginning with a focus on the eastern node near the Transit Center </p> <p>The planning process should engage property owners, entrepreneurs, and residents. The plan should:</p> <ul style="list-style-type: none"> • Evaluate appropriate transportation modes along the 271st Street corridor, including pedestrian, vehicular, and public transit such as a trolley; establish development requirements and landscaping according to those transportation modes that are identified as appropriate for the corridor • Evaluate which public investment in the eastern and western Downtown commercial nodes will stimulate longer-term private sector investment the length of 271st Street • Ensure that street and streetscape improvements establish a walkable scale • Highlight the historic nature of the Downtown • Establish place-making strategies to ensure that future development in these nodes contributes to a strong sense of character 	<p>4. Continue the development of the Downtown Plan by incorporating the western node</p> <p>5. Establish a long-term parking strategy for Downtown that supports alternative uses for the City-owned lot</p> <p>6. Consider the long-term use of the lot for a mixed use development</p> <p>7. Continue to invest in amenities to make the Downtown an attractive residential location Invest in parks and other amenities that are attractive to residents within walking distance of Downtown and enhance walking connections between residential neighborhoods and the Downtown</p>

Downtown Revitalization Program: developing a comprehensive program to enhance

Years 1-6	Years 7-20
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E. Demarcate Downtown and Make it Accessible	  
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Short-Term Actions

1. Ensure SR-532 functions and looks like a city street rather than a highway by actively participating in the Washington Department of Transportation’s current capital improvement project



Ensure the Corridor Plan:

- Enhances in-City connections
- Limits the speed of passing vehicles
- Establishes a landscaping plan with trees and shrubbery to soften the entrance to the City
- Coordinates directional signage
- Appropriately regulates business signage
- Identifies the entry into the Downtown Center

2. Improve the appearance of the City along SR-532

Recommended actions include:

- Ensuring regular trash pickup
- Evaluating signage requirements
- Assisting property owners interested in improving the visual appeal of buildings and the highway frontage by creating incentives for murals, greenery, and other enhancements in the corridor

3. Identify priority connections at key entrances to the Downtown

and use physical gateways, landscaping, banners, or other markers to draw visitors to Downtown

- Establish a gateway at SR-532 and 88th Ave NW
- Create compelling connections to draw visitors to 271st Street from the QFC shopping center and Viking Village sites
- Create a strong visual connection to the eastern portion of Downtown from Stanwood Station

VII. Uptown Revitalization Program: Encourage the development of a walkable and attractive Uptown Center

Stanwood's Uptown Center has received much of the community's recent investment and houses a significant share of Stanwood's commercial enterprises. The actions outlined in this Programmatic Strategy seek to support continued investment. Strategies also focus on connecting the Center to nearby residential areas. This will provide additional support for Uptown businesses and allow easier walking access to retail and services for residents.

Desired Outcomes

- An attractive and commercially vibrant Uptown Center with strong connections to nearby residential uses

Summary of Action Strategies

- A. Leverage City Regulations, Public Facilities, and Relationship with Property Owners



Stanwood's modern Uptown Gateway District Corridor

Uptown Revitalization Program: encouraging a walkable and attractive Uptown

Years 1-6

Years 7-20

A. Leverage City Regulations, Public Facilities, and Relationship with Property Owners



Short-Term Actions

- 1. Identify an appropriate location for an effective entry to Stanwood**
Work with WSDOT to develop attractive City gateway landscaping in the State-controlled access right of way.
- 2. Establish a Gateway District that sets standards for signage, landscaping, building entrance treatment, and pedestrian and bicycle access**
(See **District Corridor Recommendations**, page 53)

Mid-Term Actions

- 3. Enhance the visual cohesion of Uptown, addressing signage requirements and improving the appearance of public roadways and facilities** 
- 4. Encourage increased walkability within and connecting to the Uptown Center, including pedestrian connections across the highway**  
- 5. Increase opportunities for medium density residential development in the vicinity to support the Uptown commercial center** 
Development forms for consideration include mixed use development, town homes, airspace condominiums, and perhaps traditional neighborhood development.

VIII. Sustainable Development Program: Strengthen Stanwood's concentration of "green" businesses and its reputation as an environmentally-friendly community

Stanwood and the surrounding areas are already home to a number of "green" businesses. This is a logical strength and opportunity given the City's location, natural assets, and community values. The ideas contained in this Programmatic Strategy seek to recognize and preserve these assets and to grow Stanwood's green business base.

Desired Outcomes

- A cluster of "green" and agriculturally-oriented businesses
- Preservation and enhancement of regional environmental and agricultural assets
- A reputation as being an environmentally-oriented community

Summary of Action Strategies

- A. Target Agricultural and Environmentally-Oriented Businesses
- B. Support the Region's Natural and Agricultural Resources
- C. Enhance the City's Green Infrastructure, Green Practices, and Image as an Environmentally Friendly Community



View of the Stillaguamish River

Sustainable Development Program: strengthening “green” businesses and City reputation

Years 1-6	Years 7-20
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A. Target Agricultural and Environmentally-Oriented Businesses	 
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<p>Mid-Term Actions</p> <p>1. Engage in business recruitment efforts that target:</p> <ul style="list-style-type: none"> • Firms that provide supplies and services for the regional agricultural industry • Firms specializing in small-scale processing and sale of local agricultural goods • A natural foods store or cooperative <p>2. Develop relationships with potential partners in the emerging clean technology sector including the Northwest Agriculture Business Center</p>	<p>3. Consider holding a Green Industry Forum to explore opportunities in the sector</p>
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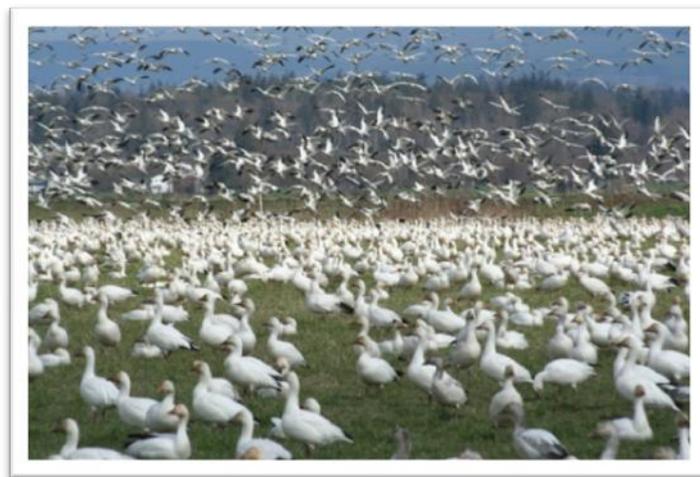
B. Support the Region’s Natural and Agricultural Resources	 
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<p>Ongoing Actions</p> <p>1. Support regional efforts to preserve natural resources and protect farmland surrounding the City</p> <p>2. Participate in planning efforts related to the Stillaguamish River to ensure Stanwood’s interests are represented</p> <p>3. Actively participate in Snohomish and Skagit County efforts to preserve farmland and enhance agricultural economic activity in the region</p>	   
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C. Enhance the City’s Green Infrastructure, Green Practices, and Image as an Environmentally Friendly Community	 
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<p>1. Support a local farmers market that specializes in local food products</p> <p>The City can play a supportive role by providing guidance related to business license requirements, potential event support such as parking and traffic management, and promotion of the market on the City’s website.</p> <p>2. Identify opportunities to reduce City resource consumption and waste production, considering such factors as procurement guidelines, fleet requirements, and commute trip reduction strategies.</p> <p>Build upon these initial efforts in a comprehensive Sustainability Strategy in the future.</p>	<p>4. Consider developing a Sustainability Strategy to encourage environmentally sound practices at the City and among local residents and businesses</p>
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Sustainable Development Program: strengthening "green" businesses and City reputation	
Years 1-6	Years 7-20
<p>3. Seek opportunities to use new public facilities as demonstration projects for sustainable building practices and to support the market for locally-produced clean technologies and other products </p> <p>4. Use planned community marketing efforts (see page 48) to promote a green image and a business climate supportive of agricultural and environmental firms </p>	<p>5. Promote urban agriculture by encouraging the development of community and demonstration gardens, possibly using City-owned land </p>



Thousands of snow geese migrate from Russia and spend the winter in the Stanwood area. The annual Port Susan Snow Goose and Birding Festival in February is a popular event for bird watching.

IX. Business Retention Program: Support the retention and expansion of the City's existing businesses

Stanwood's existing businesses are a critical part of the current economy and a foundation of future growth. The actions contained in this Programmatic Strategy seek to build the City's relationship with existing large, small, and home-based businesses, better understand their needs, and establish ways to retain, strengthen, and expand these enterprises.

This focus on business retention is particularly critical during the current economic downturn, during which Stanwood is unlikely to attract a significant number of new businesses. Assisting existing businesses will not only protect Stanwood's base economy and employment base, it will also send a strong message to potential new businesses that may consider a Stanwood a business-supportive location in the future.

Desired Outcomes

- Good communication between the private and public sector
- Support for the success and expansion of the City's existing businesses

Summary of Action Strategies

- A. Support Existing Businesses
- B. Support the City's Home-Based Businesses



Index Sensors and Controls in the Uptown Gateway District Corridor

Business Retention Program: supporting the retention and expansion of existing businesses

Years 1-6

Years 7-20

A. Support Existing Businesses



Short-Term Actions

1. Create mechanisms to understand and respond to the needs of the City's existing businesses

Consider the following strategies:

- Meet directly with the City's largest employers
- Meet with and understand the needs of the City's industrial and manufacturing businesses
- Provide City representation at meetings of the City's key Community Partners
- Establish separate events or methods to interact with and support the City's small business owners

2. Establish opportunities for walking surveys of the City's commercial centers, inviting the participation of business support organizations, business owners, property owners, and key City staff

During these tours, highlight recent improvements to the area and note properties with development opportunities and sites or areas that could benefit from clean-up

3. Draw on regional business support organizations such as the Mount Vernon Small Business Development Center, successful local entrepreneurs, and Stanwood resources such as CPAs and attorneys who may offer assistance or trainings that focus on merchandising, managing cash flow, and marketing

4. Encourage businesses to offer advice and services to one another in a mentoring program

5. Encourage the Snohomish County Public Utility District to provide information to businesses about how to reduce energy and resource consumption



6. Secure funding and develop a Small Business Development Program

Business Retention Program: supporting the retention and expansion of existing businesses	
Years 1-6	Years 7-20
<p>B. Support the City's Home-Based Businesses</p> <div style="display: flex; justify-content: center; align-items: center; gap: 20px;">   </div>	
<p>Mid-Term Actions</p> <ol style="list-style-type: none"> 1. Understand the character and needs of the City's home-based businesses through a simple survey 2. Evaluate goals (retention and support or expansion, with the goal of growing home-based businesses into storefront or office-based enterprises) and determine appropriate strategies 	

X. Business Recruitment Program: Enhance Stanwood's employment base

The business recruitment initiatives outlined on the following pages rely on a community-based strategy and the creation of a business recruitment network of elected officials, City staff, and community and business leaders. Successful business attraction in industrial and office-based sectors will require building personal relationships over the long-term and a marketing effort to shift how Stanwood is perceived by potential investors. Shorter-term, more targeted efforts can be used to recruit individual retailers in certain sectors.

Desired Outcomes

- The successful recruitment of additional independent retailers to Stanwood
- Enhanced recognition of opportunities to locate businesses in Stanwood
- Growth of the City's employment base, particularly with family wage jobs

Summary of Action Strategies

- Strengthen Stanwood's Image as an Attractive Business Location
- Establish a Business Recruitment Network and Maintain an Inventory of Available Commercial Space
- Proactively Recruit Targeted Retailers
- Proactively Recruit Light Industrial and Manufacturing Businesses
- Seek to Expand the City's Office-Based Employment Over the Long-Term



Business Recruitment Program: enhancing Stanwood’s employment base

Years 1-6	Years 7-20
------------------	-------------------

A. Strengthen Stanwood’s Image as an Attractive Business Location	 
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Ongoing Actions

1. Raise Stanwood’s profile by developing long-term relationships with brokers and developers who work in the region

Specific approaches include:

- Promoting the City’s desire for development
- Engaging in regular and consistent interactions, including participation in regional meetings such as those sponsored by the Snohomish County Economic Development Council
- Holding industry-specific developers forums to draw attention to opportunities in Stanwood

2. Market the City’s development opportunities by aggregating information about available properties and utilizing marketing templates for key parcels as opportunities develop

Short-Term Actions

3. Develop advertising materials to promote sector-specific opportunities

For office-based and industrial and manufacturing sectors, create compelling marketing materials that promote the City as an attractive location for employers. Feature the attractive demographics of the City’s market area and Stanwood’s high quality of life, and distinct Centers, and the availability of an affordable, trained workforce

For retail sectors, highlight the City’s proven ability to provide retail services to a large market area with attractive incomes and demographic characteristics and use taxable retail sales capture analysis to describe opportunities to fully capture local spending in sectors with leakage

B. Establish a Business Recruitment Network and Maintain an Inventory of Available Commercial Space	 
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Medium-Term Actions

1. Establish a business recruitment network comprised of elected officials, City staff, and key business and community leaders

- Create mechanisms for regular coordination and progress reports to ensure outreach continues to occur and that common messages are conveyed
- Create talking points, marketing materials and networking opportunities for individuals involved

Business Recruitment Program: enhancing Stanwood’s employment base

Years 1-6	Years 7-20
<p>2. Maintain an inventory of available commercial space, building on the Opportunity Area Analysis conducted as part of this planning process</p>	

C. Proactively Recruit Targeted Retailers



<p>Mid-Term Actions</p> <p>1. Recruit independent retailers and restaurants in targeted sectors, seeking out those that do not yet have a Stanwood presence but are otherwise strong in the region</p> <p>Utilize the Chamber of Commerce and other networks to identify strong regional retailers in the City’s targeted sectors. Develop relationships with these entrepreneurs and encourage them to establish a Stanwood store.</p> <div style="background-color: #e0f2f1; padding: 10px; margin-top: 10px;"> <p>Targeted Retail Sectors</p> <p>The following retail sectors represent opportunities to augment Stanwood’s current retail offerings.</p> <ul style="list-style-type: none"> • General merchandise (daily goods) • Specialty food products • Apparel and accessories • Sports and recreation </div>	<p>2. Promote the City to national retail chains</p>
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Business Recruitment Program: enhancing Stanwood's employment base

Years 1-6	Years 7-20
------------------	-------------------

D. Proactively Recruit Light Industrial and Manufacturing Businesses	 
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Mid-Term Actions

- 1. Target the attraction of firms such as construction businesses and transport and distribution companies that require convenient access to the I-5 corridor to service their customer base**
- 2. Join regional economic development efforts focused on primary industries**



As part of this effort, the City should participate in Snohomish County initiatives to strengthen the aerospace cluster and monitor Skagit and Island County efforts to expand regional boat-building industries. The City's efforts should focus on recruiting supporting firms associated with these regional clusters rather than targeting primary firms.

E. Seek to Expand the City's Office-Based Employment Over the Long-Term	 
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Ongoing Strategies

- 1. Accommodate continued growth of the professional service sector as the regional population expands**
- 2. Seek to expand the City's medical services sector**
 The City should support the geographic concentration of health-related services and supporting businesses and proactively recruit additional medical facilities, to grow the scale of the sector over time.
- 3. Engage in outreach and relationship-building with local entrepreneurs and recruit locally-owned firms to establish their headquarters in Stanwood**

XI. Community Marketing Program: Raise Stanwood's profile in the region

By communicating a consistent and positive identity, Stanwood can change how individuals outside of the community perceive the City. This Programmatic Strategy outlines ways to do this modestly in the short- and medium-term, with a recommendation for a more ambitious community marketing campaign over the long-term.

Marketing messages for Stanwood should focus on the residential attractiveness of the City, highlighting its strong community feel, attractive demographics, quality schools and parks, excellent access to the outdoors, and vibrant, walkable Downtown. These messages should be combined with targeted outreach to members of the development community. Messages that speak directly to the City's economic development goals and facilitative development climate, will serve to attract visitors, residents, and employers as well.

Desired Outcomes

- Enhance Stanwood's identity as a unique and high-quality small town
- Raise Stanwood's profile and enhance Stanwood's image in the region

Summary of Action Strategies

- A. Develop an Image Library to Support Community Marketing
- B. Promote the Community's Special Events
- C. Establish a Community Marketing Campaign



Stanwood's Downtown Fourth of July parade

Community Marketing Program: raising Stanwood’s profile in the region

Years 1-6	Years 7-20
------------------	-------------------

A. Develop an Image Library to Support Community Marketing 

Ongoing Actions

1. Maintain a library of images for use on the City’s website, in City documents, and in promotional materials 

Collect pictures that represent a diverse perspective of the community, ensuring the City’s multiple geographies are represented, as are big and small businesses, community events, and Stanwood residents. Collect images related to environmental sustainability in particular. 

B. Promote the Community’s Special Events  

Short-Term Actions

1. Define the City’s role in supporting community events

Consider establishing a grant program to support events that draw visitors from outside the area.

Mid-Term Actions

2. Advertise and highlight existing special events to build community and attract visitors year round 

- Eagles Easter Egg Hunt (Spring)
- 4th of July Parade (Summer)
- Twin City Idlers Car Show (Summer)
- Stanwood/Camano Fair (Summer)
- Harvest Festival (Fall)
- Snow Goose and Birding Festival (Winter)
- Shop Stanwood Holiday Event (Winter)

3. Use athletic events to draw participants to town and highlight Downtown and the natural beauty of the surrounding area

Encourage tournaments to be held in Stanwood or consider hosting a marathon, triathlon, or cycling race

C. Establish a Community Marketing Campaign  

A successful community marketing campaign would likely involve the collaboration of the City, the Stanwood and Camano Island Chamber of Commerce, the School District, and key private sector partners. Each of these players would agree to an annual contribution to support marketing efforts, and to participate in a stakeholders group that would oversee the effort. A marketing firm to would be needed to develop and manage the campaign, from brand and message development to promotional tactics.

1. Identify major institutional stakeholders and develop a community marketing campaign 

XII. Tourism Program: Enhance Stanwood's tourism draw

Stanwood is well-positioned to serve as the launch point for tourism destinations in the region, including Camano Island, Warm Beach, the estuary, and rural lands to the north and south of the City. The City can enhance its role as an urban hub for tourists to the area, providing shopping, dining, and other services. In addition, Stanwood has a network of tourism attractions of its own which can be better promoted and grown over time.

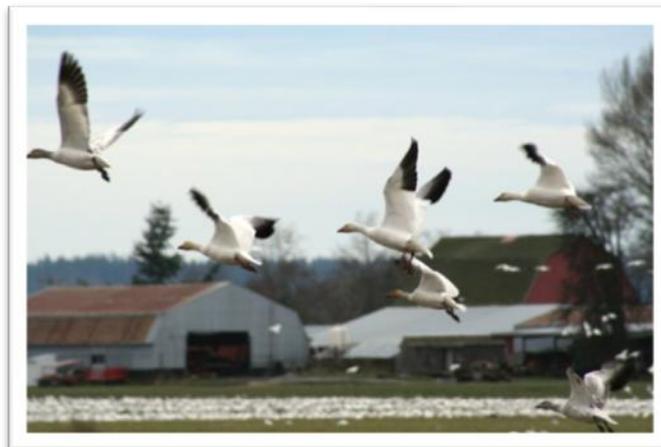
The strategies presented here strive to integrate Stanwood in the regional network of tourism destinations and elevate its role as both a launch point and destination unto itself. These efforts are best addressed regionally, as they will contribute to the critical mass of attractions that draw visitors to the area.

Desired Outcomes

- Enhance the infrastructure to support visitors to Stanwood
- Increase visitation and spending by out-of-town guests, targeting those who currently pass through town on the way to Camano Island
- Restore the community's connection to the waterfront, creating public access for residents and visitors

Summary of Action Strategies

- A. Make it Easy for Visitors to Discover, Plan for, and Experience Stanwood Attractions
- B. Continue to Seek Opportunities to Reconnect the Community to the River



Snow Geese take flight in farmer's field

Tourism Program: enhancing Stanwood’s tourism draw

Years 1-6	Years 7-20
------------------	-------------------

A. Make it Easy for Visitors to Discover, Plan for, and Experience Stanwood Attractions	
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Short-Term Actions

- 1. Promote Stanwood events, including art shows and small performances regionally**



Mid-Term Actions

- 2. Strengthen the connection and coordination between Stanwood and Camano Island, building a foundation for joint Stanwood-Camano tourism promotion**



Engage in dialogue with the Camano Island tourism interests, including the Whidbey & Camano Island Tourism Committee, to include Stanwood as a partner and regional attraction

- 3. Work with business and property owners in these areas to communicate the economic benefits of increasing visitation by out of town travelers**
- 4. Review and refine how the City is represented in State and regional tourism marketing, including on *Experiencewa.com* and in promotional materials for Whidbey and Camano Islands**

- 5. Make sure attractions are “visitor ready”: well-signed, easily identifiable, accessible, and safe**

- 6. Develop overnight accommodations and additional tourism destinations**

Steps include:

- Identifying appropriate sites for overnight accommodations and encouraging these uses, including hotels and bed and breakfasts
- Encouraging eco-tourism and natural resource education sites that capitalize on the natural environment

- 7. Create tools to attract and engage visitors**

Opportunities include:

- A walking tour with a map and possibly an audio tour
- A scavenger hunt of historic and cultural sites near Downtown
- A map and website highlighting historic, cultural, agricultural, and natural attractions in Stanwood and the surrounding area

Tourism Program: enhancing Stanwood’s tourism draw

Years 1-6	Years 7-20
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	<p>8. Partner with Camano Island tourism interests to create and promote pre-packaged day and weekend trips with different themes such as the arts, the outdoors, and local history</p> <p>Promote these options via the web, at Stanwood Station, and at regional points of departure in Seattle, Bellingham, Anacortes, and Vancouver</p>
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<p>B. Continue to Seek Opportunities to Reconnect the Community to the River</p>	 
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<p>Short-Term Actions</p> <p>1. Build on the City’s existing land holding to increase public access, including trail use and active recreation</p> <ul style="list-style-type: none"> Evaluate public access opportunities during the Shoreline Management Program update in 2010-11 	<p>2. Work with conservation organizations to establish publicly accessible open spaces along the river </p> <p>3. Establish a long-term vision and plan for further public access to the river</p> <p>Opportunities for public access include a boat launch, a fishing dock, walkways and trails along the water, picnic spaces, and potentially small-scale commercial establishments.</p>
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Ongoing Actions

- 4. Enhance public access to the riverfront as properties redevelop**

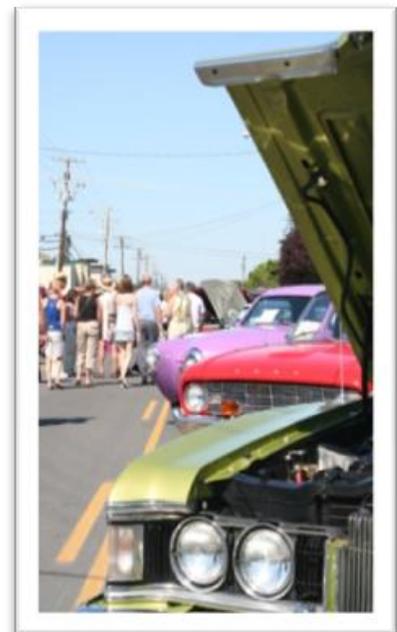
ACTION PLAN PART II: DISTRICT CORRIDOR RECOMMENDATIONS

Within Stanwood’s designated Uptown and Downtown Centers are several distinct districts that have unique opportunities based upon their location and function within the community. These areas occur along major roadways, and at the intersection of major transportation networks. The land bordering them has several zoning classifications with diverse building standards. The success of each of these areas can be best supported by coordinating planning, infrastructure investment, design requirements and allowed uses according to an agreed upon vision. Within these areas a coordinated approach will need to involve multiple programmatic strategies to be effective.

Programmatic Strategies that are especially important for implementation of the desired outcomes in the District Corridors are indicated with the symbol shown at right throughout the Programmatic Strategies.



The maps on the following pages are conceptual in nature and are not intended to imply precise District Corridor boundaries or indicate whether an individual parcel is included.



Twin City Idler’s Classic Car and Motorcycle Club Car Show in Stanwood

Downtown Center Districts

Stanwood's Downtown Center includes several districts that function differently and deserve specialized treatment to foster the most desirable evolution. The three Downtown Corridor Districts frame and define the boundaries of the traditional downtown, but also border vacant and redevelopable land.

271st Street District Corridor

This Corridor includes the area on both sides of 271st Street, the historic Main Street connection east and west Stanwood.

Desired Outcomes for the 271st Street Corridor District include:

- Develop the 271st Street as an attractive and walkable main street that showcases Stanwood's history and local business sector
- Increase residential density to support a vibrant Downtown with a variety of options for shopping, dining, and recreating
- Fill the gap between east and west Stanwood to promote one integrated Downtown

Recommendations:

- Develop a 271st Street Corridor Plan that addresses street system, landscape standards, building setbacks, design, location of parking, connection between businesses
- Address refinements to the 2003 Design Stanwood work on this area
- Consider increases in multi-family zoning and/or multi-family density in the Corridor
- Develop a public street plan, and create a downtown street grid with 271st Street as its spine



SR-532 District Corridor

This Corridor extends from the entry of the City at the West (coming from Camano Island) to the hillclimb that separates historic downtown from the Uptown Center. It forms the southerly boundary of the City and the edge of the Downtown Center. The rural area to the south, while not part of the City or the Urban Growth Area, is part of the greater Stanwood Community and includes important agricultural resources. A particular challenge in this corridor is the fact that the State of Washington right-of way extends along both sides of SR 532 and there is no City right of way in this area. Consequently enhancements within this corridor can only occur with the agreement of the State within the right of way, or on private property.

Desired Outcomes for the SR-532 District Corridor include:

- Enhance the entry to the City from the west (Camano Island) side
- Have the Corridor function as part of the City rather than as a highway through the City
- Achieve consistent design standards along the Corridor

Recommendations:

- Develop a landscape plan for both the controlled access and limited access portions of the State right of way
- Develop a signage plan/program for private development within the Corridor
- Evaluate zoning regulations for setbacks, access, signage and architectural standards to ensure consistent treatment of development on the north and south sides of the Corridor



Transit District Corridor

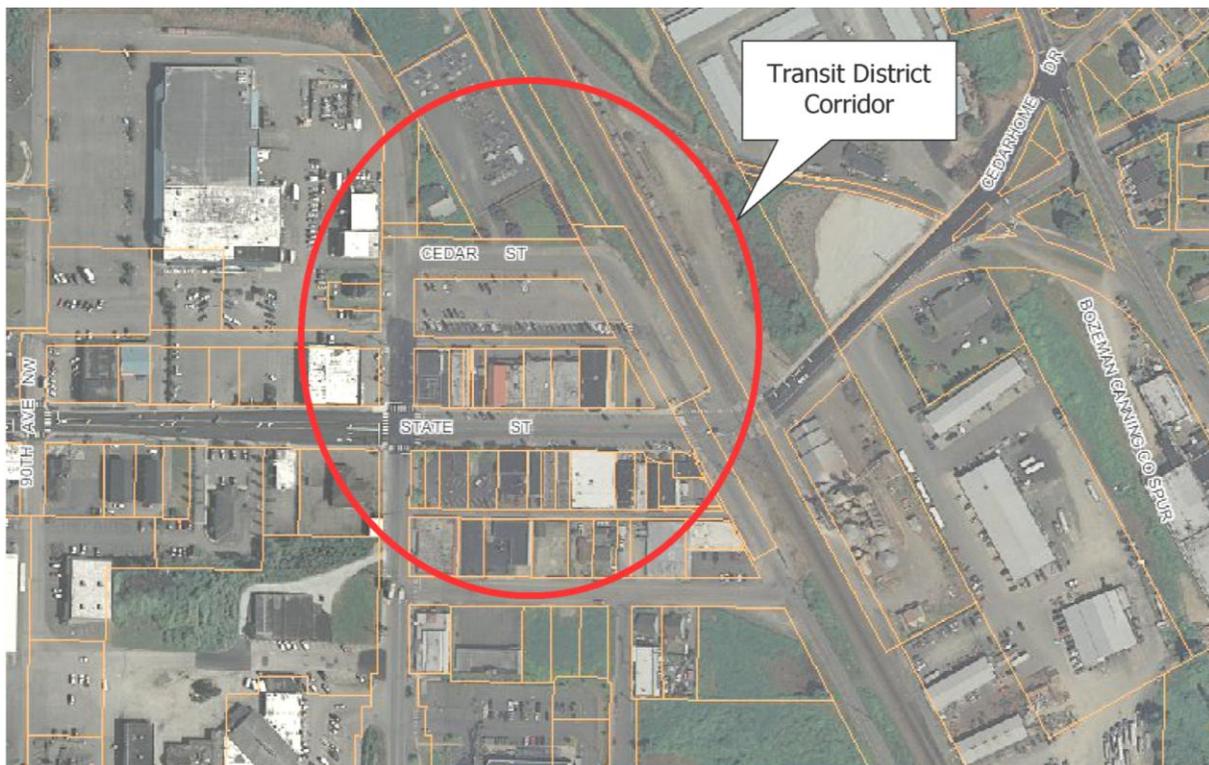
This District occurs in east Stanwood in the vicinity of the Stanwood Train Station and includes several downtown blocks and properties with good pedestrian access to the train station. The District also includes a number of older and historic structures, including the City Police Station, and the Chamber of Commerce office. The street system in the District is a grid with on street parking, alleys and a large City owned parking lot used for general public parking. Economic development opportunities within the District will be enhanced by the opening of the Stanwood Station in fall 2009. Two northbound and two southbound daily trains will provide service via the Cascade line between Stanwood, Vancouver BC and Portland.

Desired Outcomes for the Transit District Corridor include:

- Create a more cohesive downtown area around the Train Station by encouraging private and public actions to identify and strengthen the District

Recommendations:

- Develop a Transit Corridor Sub-Area Plan to address uses, parking location, store front improvements, signage, bicycle and bus access, and short and long term uses for the City parking lot
- Evaluate zoning regulations in the Main Street Business I zone to ensure that they implement the Transit Overlay objectives

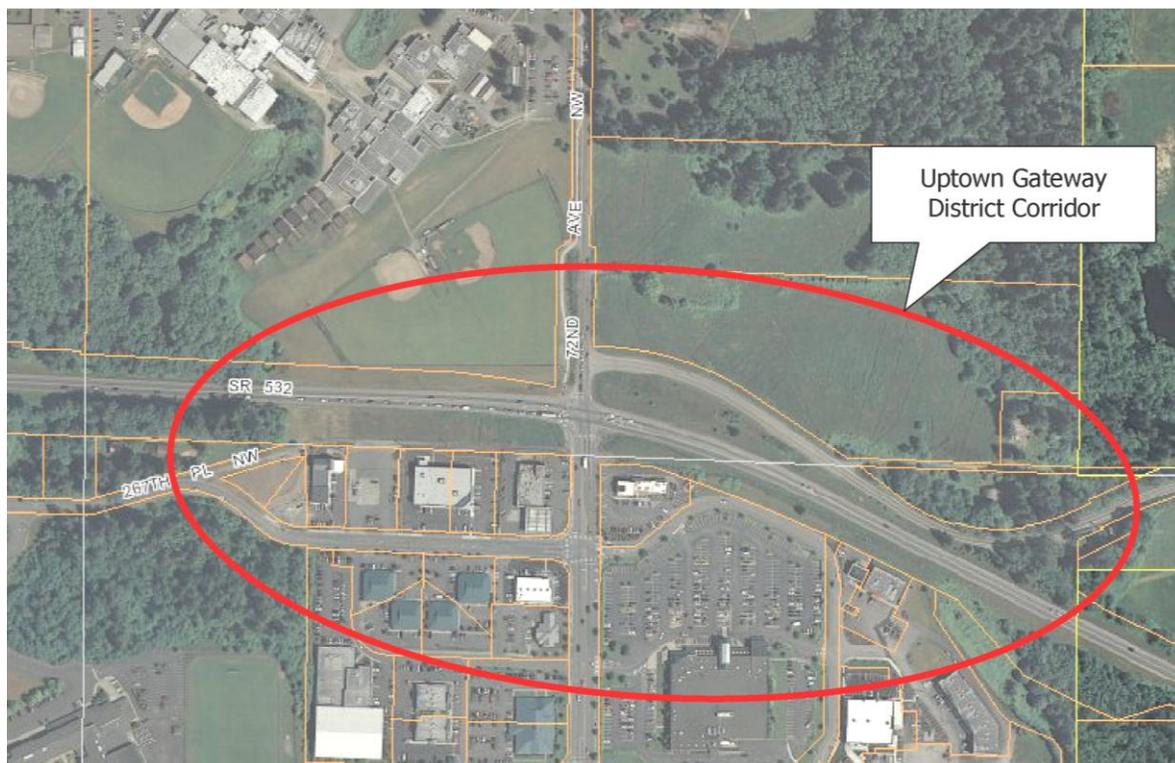


Uptown Gateway District Corridor

Stanwood's modern Uptown Center features the commercial and residential Stanwood-Camano Village development. The Uptown Gateway District Corridor is the entry to the City from Westbound SR 532 and I-5. This entry into Stanwood is important for the impression it makes upon visitors to the community.

Desired Outcomes for the Uptown Gateway District Corridor include:

- Establish an attractive and distinct demarcation of the entry into Stanwood
- Create standards for signage, landscaping, building entrance treatment, and pedestrian and bicycle access that ensure subsequent development is appropriate and aesthetically aligned with the functioning of the gateway
- Increase walkability, including pedestrian connections across the highway, to ensure that nearby residents can easily and safely access district business
- Enhance visual cohesion
- Increase residential population in the vicinity to support the commercial district, considering mixed use development, town homes, and perhaps traditional neighborhood development



ACTION PLAN PART III: OPPORTUNITY AREA ANALYSIS

The material presented in the following **Opportunity Area Analysis** refines the aggregate land availability information summarized on page 11 and presented in detail in **Appendix E**. It provides a closer examination of the City's land base to consider current uses and opportunities for new investment or redevelopment.

In addition to informing this Plan's **District Corridor Recommendations** and **Programmatic Strategies**, this description of Opportunity Areas will be useful in marketing efforts that promote development opportunities in the City.

Methodology

City staff used Snohomish County buildable lands data to identify parcels with development opportunity, organizing clusters of developable or redevelopable parcels into initial Opportunity Areas. Maps and parcel-level data were aggregated from the County Assessor's online property information database.

A subjective assessment of the development potential of each Opportunity Area was then conducted, drawing on the opinion and expertise of City staff, BERK staff, and the Citizen Advisory Committee.

Opportunity Areas Map

City of Stanwood, Washington

JUNE 2009



LEGEND

- OPPORTUNITY AREAS
- COMMERCIAL
- RESIDENTIAL
- CITY LIMITS
- STANWOOD UGA
- PARCELS
- BNSF RAILROAD
- USDA SLOPE STABILITY (EROSION POTENTIAL)
- STEEP (GREATER THAN 25%)
- COUNTY WATERBODY
- SEWAGE POND
- WATERBODY
- WATER COURSE
- WATER FEATURE BUFFER (50 TO 150 FEET)
- POTENTIAL AND CONFIRMED WETLANDS
- WETLAND BUFFER (50 to 150 FEET)

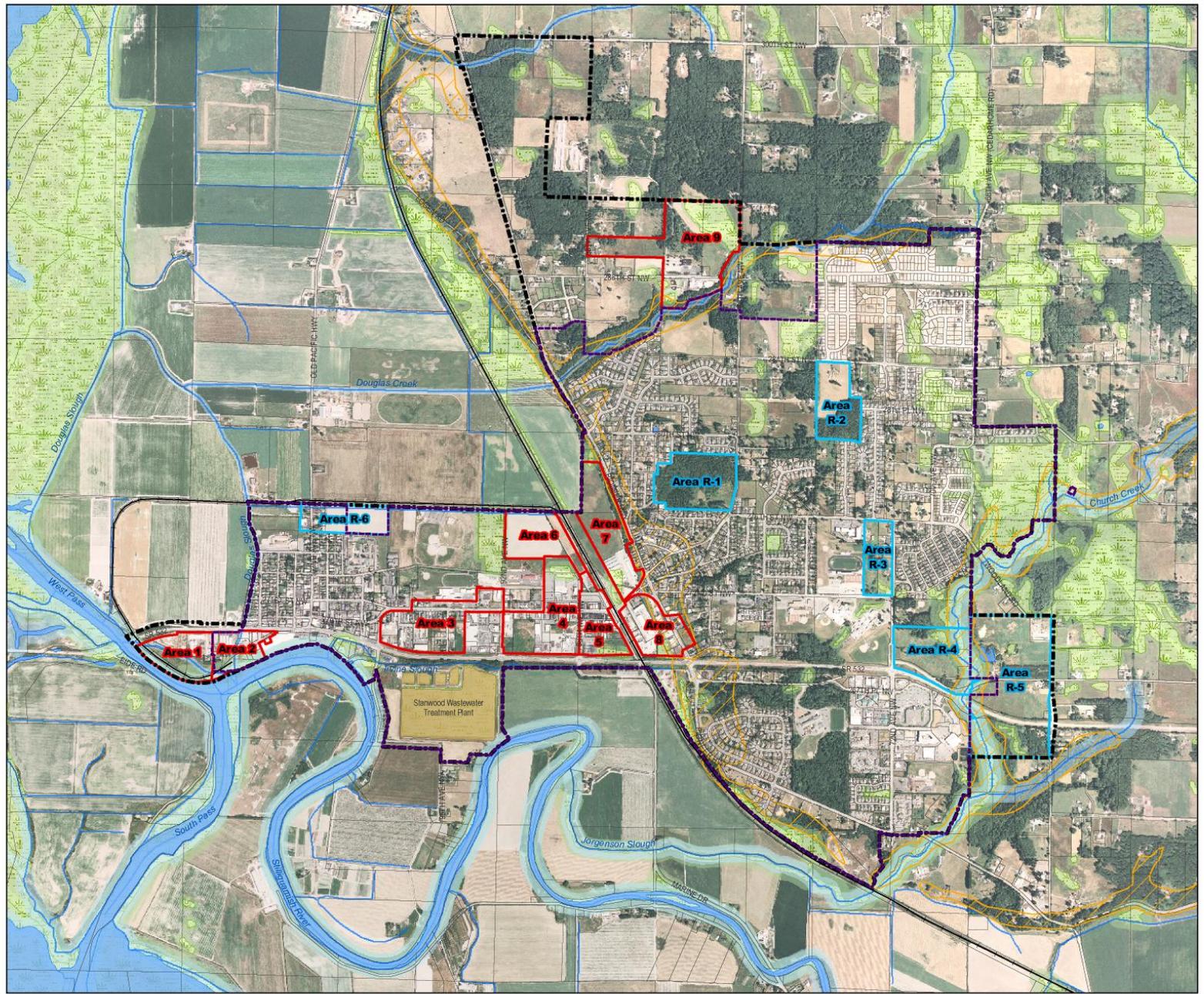


1 INCH = 1,600 FEET

0 800 1,600
FEET

DRAWING IS NOT TO SCALE
IF BAR IS NOT 1" LONG

DIGITAL DATA SOURCES WERE OBTAINED FROM THE CITY OF STANWOOD, SNOHOMISH COUNTY, WASHINGTON DEPARTMENT OF NATURAL RESOURCES, WASHINGTON DEPARTMENT OF FISH AND WILDLIFE SERVICE, US GEOLOGICAL SURVEY AND THE US ENVIRONMENTAL PROTECTION AGENCY. THE AERIAL IMAGE SHOWN WAS FLOWN IN 2006 BY THE USDA AS PART OF THEIR NATIONAL AGRICULTURAL IMAGERY PROGRAM (NAIP).



J:\DATA\STAI108-004508 - LAND USE MAPS\OPP AREAS JUN09.MXD DATE REVISED: JUNE 5, 2009 BY ALS

Area 1

	Acres	Current Zoning	Current Use	Contiguous Ownership
1	23.0	General	Open Space Agric.	
2	1.4	Commercial	Open Space Agric.	
3	28.8	(Master Plan	Open Space Agric.	
4	1.0	Overlay)	Single family	
Total			Undeveloped or Open Space Ag	Contiguous
	54.1		53.1	0.0

Assessment of Potential and Desired Uses

Land prices best support retail or higher end residential uses. Light industrial uses would be easiest from a development perspective given soil conditions. Difficult access and challenging environmental issues would make retail uses difficult.

Most desirable feasible uses include a hotel/casino/recreation, office development, or dense residential units such as townhomes. Recreation options for residents and visitors would also be attractive on this site.

Recommended Policy Changes or Strategies

Consider public access, design requirements, and strategies to annex into the City. Consider rezoning as Light Industrial (which would support office, hotel, light industrial uses) or creating a Business Park zone. Strong design requirements should be in place to ensure development is appropriate given the site's visibility and prominent location on the river.



Area 2

	Acres	Current Zoning	Current Use	Contiguous Ownership
1	1.2	GI	Open Space Agriculture	
2	2.0	GI	Mini-warehouse/ storage	
3	0.4	GI	Agriculture Processing	
4	0.2	GI	Auto Repair & Services	✓
5	0.4	GI	Auto Repair & Services	✓
6	0.1	GI	Undeveloped	✓
7	0.3	GI	Gasoline Service Station	
8	0.1	GI	Other Business Service	
9	0.3	GI	Undeveloped	✓
10	1.7	GI	Agricultural Processing	✓
11	0.5	GI	Auto Repair & Services	
12	0.5	GI	Railroad Transport	
13	0.6	GI	Single Family	
14	4.2	GI	Railroad Transport	
15	1.6	GI	Single Family	
	Total		Undeveloped or Open Space Ag	Contiguous
	13.8		1.5	2.6

Assessment of Potential Uses

These parcels are currently zoned General Industrial, with the primary user being Twin City Foods. Long-term redevelopment of this site should feature general commercial uses in a way that takes advantage of river access.

Recommended Policy Changes or Strategies

Consider rezoning to General Commercial, which would allow retail, office, and light industrial uses. Promote opportunities for infill commercial development and encourage water-dependent and/or water-related uses over the long term.



Area 3

Acres	Current Zoning	Current Use	Contiguous Ownership	Acres	Current Zoning	Current Use	Contiguous Ownership	
1	0.3	MBII	Single Family	29	0.4	MBII	Single Family	
2	0.3	MBII	Single Family	30	0.0	MBII	Undeveloped	
3	2.1	MBII	Lumber	31	0.2	MBII	Other Retail Trade	
4	0.6	MBII	Real Estate	32	0.1	MBII	Undeveloped	
5	0.5	MBII	Real Estate	33	0.2	MBII	Single Family	
6	0.2	MBII	Undeveloped	34	0.1	MBII	Single Family	
7	0.5	MBII	Medical	35	0.1	MBII	Undeveloped	
8	0.4	MBII	Medical	36	0.1	MBII	Single Family	
9	2.7	MBII	Medical	37	0.3	MBII	Single Family	
10	0.4	MBII	Single Family	38	0.2	MBII	Single Family	
11	1.9	MBII	Other Professional Sv	39	0.5	MBII	Other Retail Trade	
12	0.7	MBII	Undeveloped	40	1.1	MBII	Multi Family 5-7 units	
13	0.6	MBII	Banking	41	0.2	MBII	Undeveloped	
14	0.2	MBII	Medical	42	2.3	MBII	Single Family	
15	0.1	MBII	Undeveloped	43	0.3	MBII	Medical	
16	0.3	MBII	Sporting Goods	44	0.1	MBII	Automobile Parking Lot	
17	0.2	MBII	Undeveloped	45	0.1	MBII	Undeveloped	
18	0.1	MBII	Undeveloped	46	0.1	MBII	Medical	
19	0.3	MBII	Beauty & Barber	47	0.3	MBII	Single Family	
20	0.4	MBII	Beauty & Barber	48	0.1	MBII	Undeveloped	
21	0.1	MBII	Undeveloped	49	0.1	MBII	Single Family	
22	0.4	MBII	Undeveloped	50	0.1	MBII	Undeveloped	
23	0.3	MBII	Furniture	51	16.0	SR 9.6	School	
24	0.2	MBII	Undeveloped	52	0.5	MBII	Undeveloped	
25	0.1	MBII	Single Family	53	0.7	MBII	Sports Activities	
26	0.3	MBII	Single Family	54	1.3	SR 9.6	Postal Services	
27	0.3	MBII	Single Family	55	0.1	SR 9.6	Undeveloped	
28	0.4	MBII	Two Family Res.	56	0.2	LI	Undeveloped	
Total				Undeveloped or Open Space Ag				Contiguous
40.0				23.4				26.7

Assessment of Potential Uses

Some parcels face SR-532, others face 271st Street, and connect to both corridors. The market potential of individual parcels within this area varies considerably. In general, given good visibility, but poor access from SR-532, these parcels lend themselves to uses other than convenience-oriented retail such as grocery stores or providers of daily goods. Desirable and feasible uses include professional services and housing.

Recommended Policy Changes or Strategies

Policies should be developed to support infill development, encouraging multifamily residential in particular. Policy development and infrastructure investment should be designed to encourage contiguous development along 271st that strengthens the connection between the eastern and western nodes of Downtown. Additionally, walking connections to the QFC shopping complex should be encouraged when development occurs.

Recently updated policies in the Comprehensive Plan encourage higher floor/area ratios.



Area 4

	Acres	Current Zoning	Current Use	Contiguous Ownership		Acres	Current Zoning	Current Use	Contiguous Ownership
1	3.0	LI	Undeveloped	✓	18	0.5	MBI	Gasoline Service Station	
2	0.5	LI	Undeveloped	✓	19	0.8	MBII	Religious Activities	
3	5.0	LI	Other Retail Food	✓	20	3.7	MBII	Liquor	✓
4	0.1	LI	4 Unit	✓	21	1.5	MBII	Other Retail Trade	✓
5	0.7	MBI	Other Retail Food	✓	22	0.5	MBII	Undeveloped	
6	0.6	MBI	Hardware & Farm Equip	✓	23	0.6	MBII	Eating Places	
7	0.3	MBI	Other Retail Food	✓	24	0.4	MBII	Automobile Repair	
8	0.1	MBI	Other Retail Food	✓	25	1.2	MBII	Hardware & Farm Equip	
9	0.7	MBI	Other Retail Food	✓	26	0.3	MBII	Telephone Comm	
10	0.1	MBI	Medical	✓	27	0.3	MBII	Undeveloped	✓
11	0.6	MBI	Other Cultural, Entertainment	✓	28	0.2	MBII	Undeveloped	✓
12	0.3	MBI	Eating Places		29	0.3	MBII	Other Retail Trade	
13	0.2	MBI	Fourplex	✓	30	0.4	MBII	Other Professional Svc	
14	0.2	MBI	Fourplex	✓	31	2.3	MBII	Electric Utility	
15	0.2	MBI	Undeveloped	✓	32	0.4	MBII	Undeveloped	✓
16	0.7	MBI	Banking	✓	33	4.8	MBII	Undeveloped	✓
17	0.2	MBI	Medical	✓	34	0.1	MBII	Electric Utility	
					Total		Undeveloped or Open Space Ag		Contiguous
					31.4		9.6		23.6

Assessment of Potential Uses

This Opportunity Area features three sites suitable for significant redevelopment projects. The assessment below does not constitute a detailed assessment of the development potential of these individual parcels, which would require additional analysis and consideration.

Thrifty Foods site may be suitable for a range of different uses, including retail, office, industrial, or residential. Preferred uses likely include retail or office given the site's proximity to Downtown.

Properties with good visibility from and access to SR-532 hold potential for significant retail development. The location of high traffic retail uses (potentially including big box retail) here would likely be beneficial for neighboring commercial uses by drawing additional shoppers to the downtown core commercial area.

Properties along 271st Thrifty Food are well-connected to the more established development in the eastern downtown node, but are relatively difficult to access from 271st. Existing buildings may be converted for light industrial uses if improvements are modest enough to not trigger floodplain development requirements. Destination retail, which draws shoppers based on the reputation and quality of the shopping experience, or mixed use development may be possible under a more ambitious redevelopment project. Convenience retail or daily goods providers would be more difficult here given access.

Recommended Policy Changes or Strategies

It is important that development along SR-532 and 271st contributes to the aesthetic appeal and visual continuity of these corridors. Parcels at this juncture along SR-532 function as a gateway into the Downtown Center, and development along 271st should be targeted to create a stronger connection of the eastern and western nodes of downtown.

Recently updated land use policies in the Comprehensive Plan call for higher floor/area ratios in this area, development of the street grid, and urban style infill.



Area 5

Acres	Current Zoning	Current Use	Contiguous Ownership	Acres	Current Zoning	Current Use	Contiguous Ownership
1	1.2	GI	Electric Utility	30	0.1	MBI	Book & Stationary
2	0.2	LI	Single Family	31	0.1	MBI	Eating Places
3	0.0	LI	Undeveloped	32	0.0	MBI	Auto Parking Lot
4	0.1	LI	Undeveloped	33	0.2	MBI	Funeral & Crematory
5	0.4	MBI	Undeveloped	34	0.1	MBI	Funeral & Crematory
6	0.7	MBI	Auto Parking Lot	35	0.2	MBI	Funeral & Crematory
7	0.1	MBI	Banking	36	0.2	MBI	Undeveloped
8	0.1	MBI	Drug & Proprietary	37	0.1	MBI	Single Family
9	0.0	MBI	Drug & Proprietary	38	0.1	MBI	Single Family
10	0.0	MBI	Beauty & Barber	39	0.1	MBI	Lumber
11	0.1	MBI	Beauty & Barber	40	0.2	MBI	Lumber
12	0.2	MBI	Hardware & Farm Equip	41	0.1	MBI	Heating & Plumbing Equip
13	0.1	MBI	Family Clothing	42	0.1	MBI	Undeveloped
14	0.1	MBI	Dept Stores	43	0.2	MBI	Other Misc
15	0.1	MBI	Dept Stores	44	0.4	MBI	Protected Functions
16	0.1	MBI	Undeveloped	45	0.1	MBI	Undeveloped
17	0.1	MBI	Undeveloped	46	0.2	MBI	Undeveloped
18	0.1	MBI	Banking	47	0.2	GC	Auto Repair & Service
19	0.1	MBI	Banking	48	0.2	GC	Single Family
20	0.1	MBI	Banking	49	0.7	GC	Lumber
21	0.1	MBI	Banking	50	1.0	GC	Lumber
22	0.1	MBI	Bakeries	51	0.8	GC	Undeveloped
23	0.1	MBI	Other Retail Trade	52	0.8	GC	Undeveloped
24	0.1	MBI	Drinking Places	53	0.7	MBII	Other Misc
25	0.1	MBI	Other Retail Trade	54	0.2	MBII	Other Primary Metal Ind
26	0.2	MBI	Other Retail Trade	55	0.2	MBII	Furniture
27	0.1	MBI	Drinking Places	56	1.0	MBII	Other Retail Trade
28	0.1	MBI	Drinking Places	57	0.1	MBII	Undeveloped
29	0.1	MBI	Radios, TV, supplies	58	0.2	MBII	Medical
				Total	Undeveloped or Open Space Ag		Contiguous
				13.1	3.0		6.2

Assessment of Potential Uses

This Opportunity Area includes the transit station and Transit Overlay. Retail and service uses with pedestrian-oriented site planning and mixed use development are desired in the overlay. Reuse of existing buildings and the City parking lot should be encouraged to support success of the new Stanwood Station and surrounding businesses. This site has potential for a mixed use project.

Outside of the Transit Overlay, parcels with the greatest potential in this Opportunity Area are those accessible from 87th Drive, 270th, and 84th. These parcels' relatively indirect access and proximity to the rail line indicate that flex tech or light industrial uses would be most appropriate.

Recommended Policy Changes or Strategies

Consider expanding the Transit Overlay after Stanwood Station is established. Pursue strategies to encourage the redevelopment of existing buildings and the City-owned lot in order to create additional activity and support the success of Stanwood Station and surrounding businesses.



Area 6

	Acres	Current Zoning	Current Use	Contiguous Ownership
1	15.5	LI (CCO)	Undeveloped	
2	4.0	GI	Open Space Agric	
Total	19.5		Undeveloped or Open Space Ag	Contiguous 0.0

Assessment of Potential Uses

Zoning is currently Light Industrial with a Civic Overlay and General Industrial. Reconsideration of the Civic Overlay is warranted as office/community facilities will be unlikely given soil conditions. The development potential of these parcels is seen to be primarily light industrial.

Recommended Policy Changes or Strategies

Evaluate eliminating the Civic Overlay and promoting light industrial development.



Area 7

	Acres	Current Zoning	Current Use	Contiguous Ownership
1	9.7	GI	Undeveloped	
2	17.3	GI	Misc Services	
3	0.0	GI	Construction Trade	
4	0.2	GI	Undeveloped	
5	0.9	GI	Undeveloped	
Total	28.0		Undeveloped or Open Space Ag	Contiguous
			0.0	0.0

Assessment of Potential Uses

Parcels between Pioneer Highway and the rail line feature good access and potential development opportunities for medium- to larger-scale industrial uses. An Adult Entertainment Overlay exists on the northern portion of this Area. Preferred uses include light industrial and attractive flex tech development compatible with residential uses to the east.

Parcels at the southern end of this Opportunity Area benefit from proximity to the transit center and the eastern node of Downtown. Use of these properties may evolve over time to take greater advantage of this transportation infrastructure. Parking for Downtown businesses and the transit center may be appropriate short- to medium-term uses.

Recommended Policy Changes or Strategies

- Opportunities related to proximity to the transit center need to be better understood and promoted to property owners and potential developers.
- Development of parcels along Pioneer Highway may benefit by the City playing a facilitative role in conversations with nearby residents.
- Strategies to strengthen the walking and driving connection to Downtown will facilitate development of properties in this Opportunity Area.



Area 8

	Acres	Current Zoning	Current Use	Contiguous Ownership
1	1.5	GI	Warehouse storage	
2	4.1	GI	Other Motor Vehicle	✓
3	0.8	GI	Vet	
4	2.5	GI	Primary Metal Industry	✓
5	1.5	GI	Undeveloped	✓
6	2.9	GI	Warehouse storage	✓
7	1.0	GI	School	
8	0.3	GI	Undeveloped	
9	0.5	GC	Undeveloped	
10	1.0	GC	Tire, Batteries	
11	1.2	GC	Undeveloped	
Total	17.0		Undeveloped or Open Space Ag 3.5	Contiguous 10.9

Assessment of Potential Uses

This Opportunity Area contains parcels with potential development opportunities for medium- to larger-scale industrial uses. Preferred uses include light industrial, flex tech development, and agriculturally-oriented industries. An Adult Entertainment Overlay exists on a portion of this Area.

Parcels in this Opportunity Area benefit from proximity to the transit center and the eastern node of Downtown. Use of these properties may evolve over time to take greater advantage of this transportation infrastructure. Office uses may be possible. Parking for Downtown businesses and the transit center may be appropriate short- to medium-term uses.



Recommended Policy Changes or Strategies

- Opportunities related to proximity to the transit center need to be better understood and promoted to property owners and potential developers.
- Strategies to strengthen the walking and driving connection to Downtown will facilitate development of properties in this Opportunity Area.

Area 9

	Acres	Current Zoning	Current Use	Contiguous Ownership
1	9.5	GI	Open Space General	
2	0.3	GI	Single Family	
3	18.6	GI	Open Space Agriculture	✓
4	15.7	GI	Open Space Agriculture	
5	0.5	GI	Manufactured Home	✓
6	4.2	GI	Meat Products	✓
7	4.9	GI	Undeveloped (Vacant)	✓
Total	53.8		Undeveloped or Open Space Ag 48.8	Contiguous 28.2

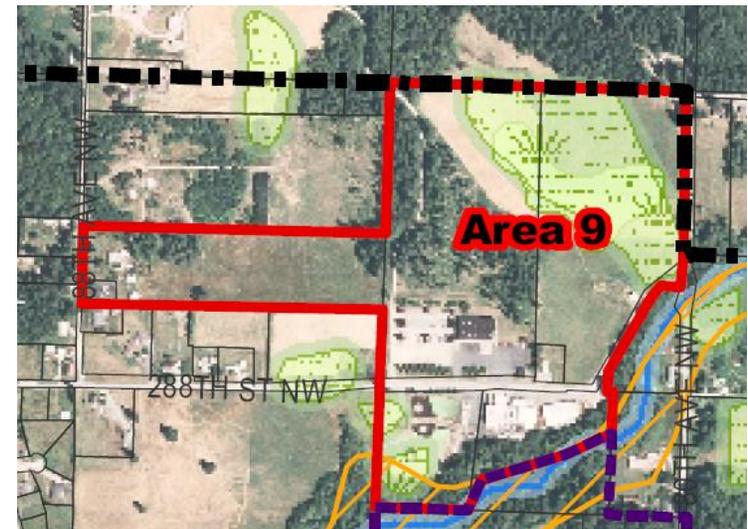
Assessment of Potential Uses

These properties are zoned for general industrial uses and feature good access to I-5 along 300th Street Northwest without going through the City.

Preferred uses would be agriculturally-oriented, to support Stanwood’s economic focus in this sector

Recommended Policy Changes or Strategies

None recommended until annexation occurs.



Residential Areas 1 and 2

R-1				
	Acres	Current Zoning	Current Use	Contiguous Ownership
1	27.6	Trad. N'hood	Undeveloped	✓
Total		Undeveloped or Open Space Ag		Contiguous
	27.6		27.6	27.6

R-2				
	Acres	Current Zoning	Current Use	Contiguous Ownership
1	20.1	Trad. N'hood	Open Space Agric.	✓
Total		Undeveloped or Open Space Ag		Contiguous
	20.1		20.1	20.1

Assessment of Potential Uses

The current zoning for this Opportunity Area allows, but does not require, commercial uses on 20% of the site. The remainder would accommodate medium density residential developed in a pedestrian-oriented development. Implementation of this concept is feasible given the larger parcel size and relative lack of critical areas.

Small scale retail development would be seen as an attractive amenity for nearby residents, allowing them convenient access to daily goods or services.

A master planned community would be a desirable development form for this Opportunity Area, leading to a carefully designed neighborhood with pedestrian connections and open spaces.

Recommended Policy Changes or Strategies

Implementation of a minimum density requirement would facilitate the development of various sized homes and lend more character and sense of place to the neighborhood.



Residential Area 3

	Acres	Current Zoning	Current Use	Contiguous Ownership
1	6.9	MR	Single Family	
2	1.1	MR	Undeveloped	✓
3	0.5	MR	Single Family	✓
4	0.8	MR	Single Family	
5	0.6	MR	Undeveloped	✓
6	1.0	MR	Single Family	✓
7	1.0	MR	Single Family	
8	2.6	MR	Undeveloped	
Total			Undeveloped or Open Space Ag	Contiguous
14.5			4.3	3.2



Assessment of Potential Uses

This Opportunity Area features opportunities for infill multifamily development.

Recommended Policy Changes or Strategies

Evaluation of whether existing multifamily density cap of 24 dwelling units per acre is sufficient and whether height and lot size standards impose restrictions that would discourage investment.

Residential Area 4

	Acres	Current Zoning	Current Use	Contiguous Ownership
1	9.8	SingFam7	Undeveloped	✓
2	10.4	SingFam7	Undeveloped	✓
3	0.9	SingFam7	Undeveloped	✓
4	1.4	SingFam7	Septic System	✓
Total			Undeveloped or Open Space Ag	Contiguous
22.5			21.1	22.5

Assessment of Potential Uses

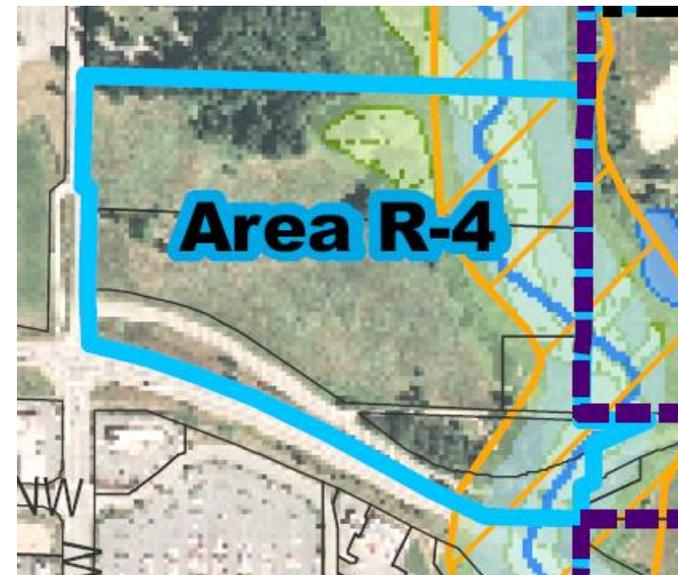
This Opportunity Area is the primary entrance into Stanwood and the aesthetic quality of any development at this location is particularly important. Development should be “gateway” quality and be compatible with commercial uses across the highway in the Stanwood Camano Village. Parcels with frontage on SR-532 would likely support retail development in the long-term; however, in the short-term, such uses would absorb commercial development that might otherwise address gaps in Stanwood’s existing commercial areas. It is important to phase development at this location to ensure that this land supply comes into the market at the right time to achieve quality development. The Area may also be an attractive location for relatively dense housing, particularly if safe and convenient pedestrian access across SR-532 can be provided.

Preferred uses for these parcels would include mixed use development, with the opportunity for relatively dense housing and commercial convenience retail or professional services in later phases. This approach could potentially allow 4-5 acres of neighborhood scale commercial use with 17-18 acres of residential.

Recommended Policy Changes or Strategies

These parcels are currently zoned Single Family which prohibits commercial development. To facilitate mixed use development on these parcels, the City might consider zoning such as Mixed Use or Traditional Neighborhood to allow modest and appropriately scaled residential and commercial development.

Pedestrian access to Stanwood-Camano Village should be strengthened.



Residential Area 5

	Acres	Current Zoning	Current Use	Contiguous Ownership
1	3.0	MPO	Lumber	
2	27.7	MPO	Open Space Agriculture	
3	0.2	LI	Other Utilities	
4	1.6	LI	Undeveloped	
5	13.1	LI	Single Family	
6	0.3	LI	Electric Utility	
7	13.1	LI	Single Family	
8	13.5	LI	Undeveloped	
9	13.1	LI	Single Family	
10	13.5	LI	Undeveloped	
11	3.9	LI	Single Family	
Total			Undeveloped or Open Space Ag	Contiguous
102.9			56.2	0.0

Assessment of Potential Uses

These parcels are currently not within the City boundary, though they do lie within its Urban Growth Area boundary.

Desired uses are relatively high density residential similar to the current County zoning. Such residential uses will provide an attractive entrance into Stanwood and support nearby retail development in the Upper Center.

Recommended Policy Changes or Strategies

None recommended until annexation occurs.



Residential Area 6

	Acres	Current Zoning	Current Use	Contiguous Ownership
1	38.0	MBI	Single Family	
2	57.0	MBI	Single Family	
3	0.9	MBI	Commercial Medical	
4	0.3	MBI	Single Family	✓
5	0.3	MBI	Undeveloped	✓
6	0.3	MBI	Single Family	
7	0.2	MBI	Undeveloped	
8	0.6	MBI	Single Family	
9	0.5	MBI	Single Family	
10	4.2	MF	Farm	✓
11	7.7	MF	Farm	✓
Total	110.0		Undeveloped or Open Space Ag 0.5	Contiguous 12.6

Assessment of Potential Uses

Parcels in this Opportunity Area are currently zoned as Main Street Business I (MBI) or Multifamily. While MBI zoning allows a range of commercial uses, residential uses would be preferable for these parcels given their location on the edge of the Downtown and the variety of developable commercial parcels elsewhere in town.

Recommended Policy Changes or Strategies

Modify zoning to encourage higher density residential uses and/or allow residential uses on the bottom floor. Evaluate density, height, and maximum lot size standards. Consider incentives for townhomes and cottage development.



IMPLEMENTATION FIRST STEPS: A FOCUS ON THE FOUNDATION

Implementation Planning. This Action Plan establishes a foundation that can be used to coordinate economic development initiatives across the community, engaging the City and Community Partners in a collaborative effort to strengthen Stanwood's economy. Success will depend on the City's involvement of Community Partners in implementing this Plan because many key activities cannot or should not be led by the City. This may be because of City resource constraints, limitations on what a city can do, or because a Community Partner is better positioned to promote the effort.

While the Citizen Advisory Committee that developed this Action Plan benefited from the participation of individuals who belong to Community Partner organizations or represent the business community, these entities have not been fully briefed on this document. Follow-up conversations with multiple organizations will be important to begin Plan implementation. Beginning steps could include:

- Discuss the Vision and desired outcomes of this Action Plan
- Agree upon appropriate roles and responsibilities, using the recommended timelines and roles from this document as a guide to determine which organization will take responsibility for particular actions over a specific timeline
- Establish efficient ways to maintain ongoing coordination and communication among the City and Community Partners
- Develop simple and informative reporting mechanisms to ensure the City Council and the community as a whole remain up to date about the activities and results associated with this effort

Budget and Staff Implications. In implementing this Economic Development Action Plan, the City and Community Partners must balance limited funding and staff or volunteer time with other priorities. The following guidelines should be considered:

- Most recommended actions identified in this Plan can be accomplished in different ways, from elaborate and expensive approaches to more modest efforts; creative and strategic use of Stanwood's resources will be necessary to efficiently achieve the greatest impact
- All of the Plan's recommended actions come with costs, including time and/or dollar investments; as existing City and Community Partner staff and volunteers are already fully engaged, it will be necessary to apply additional resources or free up resources by reducing other efforts to achieve what is called for here
- The suggested timelines for implementation shown in this document are ambitious and will need to be considered carefully along with other potential priorities through normal budgeting and workplanning processes; some items will be shifted to a later timeline as dictated by resource availability

Short-Term Priorities. The following initiatives are recommended areas of focus over the short-term. By focusing on these foundational pieces in the short-term, Stanwood will be well-positioned to capture desirable growth as the economy improves, with a commonly held Vision, strong and efficient development regulations and processes, and energized business retention and recruitment efforts in place.

1) Development Regulations and Processes

- Continue to encourage staff who interact with businesses and potential investors to adopt a flexible, customer-service orientation, seeking solutions to problems and encouraging investment in the community
- Continue to improve and promote the efficiency of the City's development processes
- Ensure development regulations, including zoning, are aligned with desired investment

2) Community Awareness

- Promote awareness among key stakeholders about the importance of economic development. Key stakeholders include:
 - Businesses
 - Residents
 - City leadership
 - Community Partners such as the Chamber, Design Stanwood, and the School District

3) Business Retention

- Focus on retaining Stanwood's existing businesses by promoting efforts led by the business community such as a buy local campaign and other Chamber activities
- Increase communication among the City, Community Partners, and local businesses

4) Business Recruitment

- Build long-term relationships with economic development partners and developers active in the region, shaping Stanwood's image as an attractive place to do business
- Create promotional materials to promote Stanwood's economic development messages