
January 2021
ECONOMIC ALLIANCE SNOHOMISH COUNTY

Economic Alliance Snohomish County is a non-profit serving as a combined economic development organization and countywide chamber of commerce. We bring together private-public partners to create a unified voice for Snohomish County.

We are committed to growing and nurturing a vital regional economy that is globally competitive. We achieve this by expanding partnerships, developing key resources and building the infrastructure systems creating local and regional employment centers.

808 134th St SW, Suite 101 Everett, WA 98204
EconomicAllianceSC.org

THANK YOU

SNOHOMISH COUNTY OFFICE OF ECONOMIC RECOVERY AND RESILIENCY

The Office of Economic Recovery and Resiliency will work with local and regional partners to stabilize our economy, plan for economic recovery, build resiliency for our local employers and workforce.

SNOHOMISH COUNTY ECONOMIC AND WORKFORCE RECOVERY TASKFORCE

Snohomish County Economic and Workforce Recovery Task Force is a Blue Ribbon panel of public, private, and non-profit sector officials will be tasked to provide strategy advice to support economic stabilization, recovery, and resiliency of businesses in Snohomish County and those workers who have been laid-off as a result of the pandemic. This Task Force will work closely with Governor Inslee’s recently formed Task Force to support Washington state businesses.

ADVISORY GROUP TO THE SNOHOMISH COUNTY ECONOMIC WORKFORCE RECOVERY TASK FORCE

The Advisory Group is comprised of a broad cross-section from business, government, labor, tribes and non-profits, and provides critical information to the Task Force to support strategy advice.
A MESSAGE FROM THE SNOHOMISH COUNTY ECONOMIC AND WORKFORCE RECOVERY TASKFORCE:

The COVID-19 pandemic has had a profound impact on businesses and workers within our local Snohomish County communities, across our region, state, country, and globe. The Economic and Workforce Recovery Task Force was established by Snohomish County Executive Dave Somers and Snohomish County Council Chair Nate Nehring to understand the impact of COVID-19 pandemic to Snohomish County employers and employees and support County’s economic recovery and resiliency building.

The Task Force, working closely with Council District Advisory Groups, understands the hardships of small businesses and workers across Snohomish County as a result of the pandemic. This project report from the Economic Resiliency Planning for the Future project supports a recommendation developed by Task Force at their meeting on October 21, 2020, to develop strategies that support greater resiliency building for the County’s economy. In addition to responding to immediate impacts caused by COVID-19, the report also provides details related to completed local community and countywide projects that have been funded and implemented to support economic resiliency, and recommendations for how to grow jobs in districts and communities throughout Snohomish County and support equitable outcomes for those whose jobs were lost as result of the COVID-19 pandemic.

We would like to thank Economic Alliance of Snohomish County for their tremendous work in developing this report that provides a path for the County’s economic recovery and resiliency building. And, we look forward to working together so that every resident and business in Snohomish County has the opportunity to prosper.

Dave Somers, Snohomish County Executive
Nate Nehring, Snohomish County Council Chair
Amy Drewel, Economic & Workforce Recovery Task Force Co-Chair
Ray Stephanson, Economic & Workforce Recovery Co-Chair
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INTRODUCTION

PURPOSE

The COVID-19 pandemic continues to pose a profound challenge to Snohomish County’s economy. The recovery of local small businesses and global industry leaders alike has been checked by spikes in COVID-19 activity and the policy measures designed to contain it. “Healthy Washington,” the state’s new phased reopening plan, extends many restrictions initially set to expire on January 11, 2021 although regions can move into a less restrictive phase once certain criteria is met. Other governments have employed similar containment measures, depressing international demand and exerting a sustained negative impact on the county’s globally competitive industries. The intertwined crises of health and unemployment have impacted residents and workers unequally, compounding the need for inclusive actions that ensure that all can take part in economic recovery.

Economic Alliance of Snohomish County (EASC) was requested by the Snohomish County Economic & Workforce Recovery Task Force to develop and write an Economic Resiliency Strategy for the Future to support economic recovery work in the face of the COVID-19 pandemic, and to fortify businesses and workers against future economic crises. A significant number of the strategies within this report have been implemented; the report also contains additional strategies for communities to consider in their resiliency building and recovery efforts.

All implementation activity supports Task Force recommendations and serves as examples that can be leveraged and scaled for wider use by other cities, chambers of commerce, associations, and partners.

Funding for the strategy was provided by U.S. CARES Federal Funds.

METHODS

This strategy relies upon data produced by various government agencies, such as Washington State Employment Security Department, the U.S. Census, and the U.S. Bureau of Labor Statistics to gauge the impact of the pandemic on Snohomish County’s businesses, workforce, and residents. It also makes use of secondary research, including reports and articles.

To initiate the implementation process, EASC conducted widespread outreach to cities and chambers of commerce within each council district. A suite of 21 projects throughout Snohomish County were implemented to support economic resiliency building in communities throughout Snohomish County as well as countywide.

ORGANIZATION OF THIS REPORT

Impacts of COVID-19 on Snohomish County

Impacts on industries and workers, and how businesses and individuals have been impacted unequally.

Countywide Strategy for Building Economic Resiliency

Strategy overview; projects implemented and accomplishments detailed, and additional opportunities for accelerating economic recovery and building resiliency for all.

District Level Strategies for Building Economic Resiliency

Tailored recommendations for each Council District drawing from the overall Countywide Strategy.

Measuring Outcomes

How each strategy and project contributes towards a broader vision of enhanced economic strength and resiliency for all.
## PROJECTS IMPLEMENTED TO SUPPORT RESILIENCY BUILDING

A significant portion of the strategy has been implemented by cities, chambers, industry associations, and additional partners throughout Snohomish County. All projects support Task Force recommendations and were funded by federal CARES Act resources.

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<th>PARTNER</th>
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<td>5G Open Innovation</td>
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<td>Business Resiliency Partnership</td>
<td>Economic Alliance Snohomish County, Snohomish County</td>
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<td>Craft Beverage Trail</td>
<td>Craft Beverage Guild of Snohomish County</td>
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<td>Darrington Community COVID Recovery Strategic Plan</td>
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<td>Downtown Waterfront Revitalization</td>
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<td>Shop Local Marysville</td>
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<td>SnoCoWork</td>
<td>Snohomish County; Arlington Cascade Industrial Center; Sno-Isle Libraries; Workforce Snohomish; the Innovation Center Project, Economic Alliance of Snohomish County; WSU Snohomish County extension</td>
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<td>Snohomish County Aerospace Resiliency Plan</td>
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<td>Snohomish County Competitive Analysis and Target Industry Identification</td>
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<td>Tech Training Academy</td>
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<td>Technology Implementation Plan for Job Seekers</td>
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<td>Tourism Research and Marketing</td>
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<td>Training and Certification Implementation Plan</td>
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IMPACTS OF COVID-19 ON SNOHOMISH COUNTY
The economic impact of the COVID-19 pandemic on Snohomish County and greater Seattle was initially experienced by industries embedded in global supply chains. Lockdown measures enacted in China to contain the virus sharply curtailed factory production, slowed cargo distribution, and curbed demand from China. These developments impacted shipping activity at greater Seattle ports, curbed manufacturing activity, and depressed demand for exports such as agriculture and seafood.

By March of 2020, many governments had issued travel restrictions, and Snohomish County was in the middle of an outbreak. Washington State Governor Jay Inslee issued a statewide stay at home order, resulting in the closure of all non-essential consumer-facing businesses. Nearly all business activity halted, and unemployment grew to levels not seen since the Great Depression. Snohomish County’s unemployment rate grew from 2.8% to 19.2% between February and April 2020.

While the county’s unemployment rate declined to 4.8% by November 2020, 2,946 initial unemployment claims were filed at the end of December, over three times the number of initial unemployment claims filed in the same period in 2019. In some cases, the virus has accelerated existing challenges, such as the decline in aerospace manufacturing activity that took place in 2019, and the ongoing impact of e-commerce on local retail and small businesses. The pandemic has also highlighted the critical importance of the county’s agricultural and food producers to the local food system and to helping solve food insecurity.

While the pandemic has impacted all businesses, small businesses face additional challenges, particularly Black and Latinx owned companies. A report by the Federal Reserve Bank of New York highlights the structural issues facing Black and Latinx owned businesses, contributing to disparities in funding and financial health. A recent study by the Bureau of Economic Research shows a general 22% decrease in active U.S. business ownership between February and April 2020, with substantially larger declines amongst Black and Latinx owned businesses.

Structural inequities such as lower income levels and poorer health outcomes have rendered Black and Indigenous People of Color (BIPOC) acutely vulnerable to the negative health and economic impacts of the virus. The virus also stands to exert unequal impacts on low-income workers: according to the Federal Reserve Bank, lower-income workers were laid off in higher numbers at the start of the pandemic and were less likely to have returned to work in the same job.

A recovery timeline is closely tied to the ability to contain the virus and avert the need for additional lockdowns. At this point, the Centers for Disease Control and Prevention estimate that mass vaccination of U.S. adults will not occur until later in 2021. In the meantime, businesses are operating in an uncertain environment and live with the possibility of cyclical closures.
**INDUSTRIES**

**INTRODUCTION**
Snohomish County’s major industries have struggled to return to pre-pandemic employment levels, leading to continued dislocation for large pools of workers. The statewide extension of restrictions that were imposed in November 2020, including the probation of indoor dining and social gatherings, stands to impact many of the consumer-facing industries that were early and severely impacted by virus containment measures, including food services, leisure and hospitality, and retail.

**AEROSPACE MANUFACTURING**
The aerospace manufacturing industry was already coping with cuts to production due to troubles with the 737 MAX in 2019 when the pandemic hit the global economy. Aerospace manufacturing employment in Snohomish County declined by around 7,800 jobs between February and October of 2020, impacted by the decrease in demand for global air travel. Companies such as Boeing, Aviation Technical Services, and Cadence Aerospace announced layoffs across Snohomish County and the Puget Sound region, and industry wide employment was 18% below pre-pandemic levels as of October 2020.

The industry will continue to experience challenges. Boeing announced plans to move the rest of its 787 Dreamliner production to South Carolina in 2021, and announced that significant cuts to its global workforce would take place in 2021. In July 2020, Boeing estimated that it would take around three years to return to 2019 passenger levels.

**FOOD AND BEVERAGE MANUFACTURING; WOOD PRODUCT MANUFACTURING**
The pandemic has impacted the livelihoods of food and beverage manufacturers across Snohomish County that rely on the hospitality industry and face-to-face contact for business. The food manufacturing industry was particularly impacted in the early stages of the pandemic when over 270 initial unemployment claims were filed in April 2020 compared to February, when no claims were filed.

Exhibit 1. Unemployment Rate (Monthly), Snohomish County (2020)

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**IN 2020, THE UNEMPLOYMENT RATE IN SNOHOMISH COUNTY GREW FROM 5.9% IN MARCH TO 19.2% IN APRIL.**

A third wave of COVID-19 cases hit Washington state over the autumn, leading Governor Jay Inslee to announce new statewide restrictions that took effect on November 17, 2020. While some jobs have been added to the economy, the county’s unemployment rate was 4.8% as of November 2020, two percentage points higher than it was in the same period in 2019.
At the same time, the county – and region – are navigating food security issues. More families are in need of food and many foodbanks and pantries have witnessed shortfalls. A recent report from the University of Washington points to significant levels of food insecurity (57-65%) in lower-income Snohomish County households and in households with children.

Employment in Snohomish County’s well-established and innovative wood product manufacturing industry remained relatively stable during 2020, likely because the industry is shaped by different market forces and employment patterns than other forms of manufacturing.

**RETAIL**

Prior to the pandemic, the retail industry was already undergoing significant transformation due to the rise of online retail. The pandemic and the containment measures that followed may have accelerated this transformation, as non-essential businesses were required to close their physical storefronts and many customers preferred to stay home, prompting retailers to move online.

Retail establishments are significant employers in Snohomish County, with many relying on local customers for business. As of October 2020, employment remained 6.1% below February levels, and over 600 initial unemployment claims were filed in the retail industry over the holiday season in December 2020, compared to just over 239 claims filed in February.

The prospect of a longer-term recovery is particularly concerning for dislocated retail workers as well as workers within leisure and hospitality and tourism industries, where average annual wages fall well below the county average.

**SERVICES**

The pandemic has impacted services industries unevenly. Employment within the financial services industry was 2.9% below February levels as of October 2020. Employment

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**Exhibit 2. Employment by Industry, January 2020 – present (monthly), Snohomish County**

![Graph showing employment by industry from January 2020 to present, monthly, in Snohomish County. The graph displays data for various industries including services, retail trade, wholesale trade, government & education, construction & natural resources, transportation & utilities, aerospace product & parts mfg., and other manufacturing (not incl aerospace).](image-url)
also recovered somewhat within the professional, scientific, and technical services industry, although employment remained 3.6% below February levels. For industries including leisure and hospitality; arts, entertainment, and recreation, and companies providing educational and health services, recovery has been a more challenging prospect.

By October 2020, employment in the leisure and hospitality industry remained 5.6% below February levels, impacted by stay-at-home orders, travel restrictions, and other virus containment measures. Businesses providing accommodation and food services continue to struggle, and nearly 1,100 initial unemployment claims were submitted in December 2020 alone.

While the arts, entertainment, and recreation industry appeared to have recovered pre-pandemic employment levels, this likely underestimates the pain facing the industry. Employment estimates include workers whose hours have been cut; these same workers may also be receiving unemployment benefits. Over 280 initial unemployment claims in the arts, entertainment, and recreation industry were filed in December 2020 alone, while no claims were filed in January and February.

According to covered employment estimates provided by the Employment Security Department, educational and health services combined – including local schools and state colleges and universities - sustained significant job loss, potentially due to the initial closure of educational institutions and the financial impact of cancellation or postponement of elective health procedures on hospitals and healthcare institutions. Employment in the two industries combined was 8.7% below pre-pandemic levels as of October 2020.

Exhibit 3. Industries by Employment as a Percentage of February Employment Levels, February 2020 - present (monthly)
IMPACTS OF COVID-19 ON SNOHOMISH COUNTY

EXPORTS

Snohomish County is a major trade hub. The Port of Everett, which is the third largest container port in Washington state, handles imports including aerospace parts and machinery. Exports from Washington state and around the U.S. flow through the port as well, encompassing forest products, machinery, and agricultural products. The county is also the location of choice for industry leaders, such as Boeing, Fluke, Panasonic, and Philips, which count the world to be their customer.

The pandemic has significantly impacted global trade. Virus containment measures such as travel restrictions and limitations on in person activity have impacted the demand for air travel; constrained production capacity, and interrupted shipping and freight activity through Snohomish County and greater Seattle ports as well as airports. While the World Trade Organization has noted that global trade flows show signs of rebounding, it cautions that recovery is fragile, and stands to be disrupted by any new spikes in COVID-19 activity.

Exports are significant contributors to jobs and business in Snohomish County and throughout Washington state. In 2019, the state exported $60.3 billion dollars in goods, including those originating in the state as well as products consolidated but not produced in Washington state. Exports support jobs in multiple areas of manufacturing, as well as food production, natural resources, and maritime, shipping, and transportation and distribution industries.

Merchandise exports out of Washington state began to falter in 2018 after nearly a decade of growth. This trend accelerated in 2020 as state exports values dropped 36.3% year-to-date (September) compared to the same period in 2019. Nationwide, export values have also decreased, posting declines of 16.4% year-to-date.

INTERNATIONAL STUDENTS

The pandemic has also impacted another Snohomish County export – the educational services that are provided to international students who study at colleges and universities within the county. A recent report found that new international student enrollment in U.S. colleges and universities dropped by 43% in the fall of 2020. Around 1,176 international students studied at Edmonds Community College in the 2018/2019 academic year, making it the fourth largest destination for international students in Washington state. Everett College is also a significant destination.

SERVICES EXPORTS

While the pandemic has posed challenges to merchandise exporters, it has also surfaced potential opportunities for businesses that export services – intangible offerings such as software and legal and financial services. Enhanced global demand for technologies that facilitate remote working and learning, instruction, online entertainment, and e-commerce may serve to connect local companies working in these areas to new international opportunities.

Exhibit 4. Washington State Merchandise Exports (by dollar value) 2010 - 2019

WASHINGTON STATE MERCHANDISE EXPORT VALUES DROPPED 36.3% YEAR-TO-DATE (SEPTEMBER 2020) COMPARED TO THE SAME PERIOD IN 2019.

Source: International Trade Administration (2020)
TRENDS

Several trends have coincided with the pandemic, including a significant uptick in new business applications, as well as an accelerated adoption of certain business practices and activities. At this point, it is difficult to know how long lasting these changes will be, and how significantly they stand to disrupt economic activity.

REMOTE WORKING

Remote working was a feature for many businesses before the pandemic, leveraging the same technologies that fuel it today. When the number of U.S. employees working remotely doubled to nearly 100 million within the span of three weeks in mid-March of 2020, the pandemic accelerated this practice. Since then, major tech companies, including Dropbox, Twitter, and Square – have announced they would be letting employees work remotely indefinitely.

Since the start of the pandemic, remote work has allowed companies that can offer it the ability to sustain operations while protecting employee health, while illuminating industries that are unable to move all work online. Many businesses involved in manufacturing, retail, leisure and hospitality, and other industries that involve person to person interaction have had to adopt new business practices to align with public health guidelines. Businesses have invested in employee and customer safety, restaurants and retail have pivoted to providing outdoor services and options for online commerce, and the pandemic may have accelerated the adoption of virtual healthcare.

The shift of work from an in person to a virtual experience stands to impact downtowns, real estate, nearby businesses that rely upon large campuses, and issues of equity. It also stands to impact local government revenue, particularly if workers and businesses choose to leave high-cost areas. However, if demand for large, centralized offices declines, businesses may choose to operate smaller satellite offices throughout a region, which could benefit outlying areas. Remote work could also further entrench systems of inequity and privilege, benefitting classes of highly paid workers whose jobs allow them to work remotely.

NEW BUSINESS APPLICATIONS

The number of new business applications in the U.S. remained relatively consistent from 2004 into the first several months of 2020. This changed when new business applications shot up from 883,018 in the second quarter to 1,566,373 in the third quarter. Washington state posted similar gains, with new business applications growing from 15,851 to 23,611 in the same period.

This data does not represent actual new businesses that have been created, only those that have completed the initial process of filing for a Federal Tax Identification Number (EIN).

Industry profiles tied to these new business applications are not available and is too early yet to fully understand the factors contributing to this growth or how long it will last. Tracking businesses beyond initial applications will provide a more complete picture of companies that have actually been formed.

Source: U.S. Census Bureau, Business Formation Statistics, October 14, 2020
EQUITY

The COVID-19 pandemic, historic levels of unemployment, and protests against police brutality following the police killings of Breonna Taylor, Ahmaud Arbery, and George Floyd have all disproportionately harmed Black, Indigenous, and People of Color (BIPOC), compounding the urgency for addressing and dismantling structural racism and discrimination.

SNOHOMISH COUNTY

Snohomish County’s population has grown increasingly diverse since 2010. According to the U.S. Census Bureau, the percentage of the total population that is mixed race or nonwhite grew from 25.7% in 2010 to 32.2% in 2019, led by population increases among Asians and individuals of Hispanic or Latino origin. While poverty rates for Blacks and Hispanics have declined nationwide, Black and African American and Hispanic and Latino households continue to have lower median household incomes than whites both in Snohomish County and the U.S.

HEALTH

BIPOC have experienced a disproportionally higher numbers of COVID-19 related deaths compared to whites in the U.S., particularly among Hispanics. Inequities in housing, occupation, income, and education have all been identified as contributing factors that have rendered BIPOC acutely vulnerable to the negative health impacts of COVID-19.

According to the Center for Disease Control, some racial and ethnic minority groups have been found to be overrepresented in front-line or essential work settings such as healthcare facilities, factories, accommodations and food services, and retail. These settings often involve significant face to face contact, leading to a greater likelihood of being exposed to the virus.

IMPACTS ON BUSINESS AND EMPLOYMENT

Multiple racial and ethnic groups have been disproportionately impacted by unemployment in 2020. According to the Bureau of Labor Statistics, the seasonally adjusted unemployment rate for Black or African Americans jumped from 5.8% to 16.8% between February and May 2020 before dropping to 10.3% in November. By contrast, seasonal unemployment for whites grew from 3.1% to 14.2% in the same period and dropped to 5.9% by November.

It is estimated that COVID-19 will also disproportionately impact BIPOC-owned small businesses. A recent report from the Service Corps of Retired Executives (SCORE) notes that Black and Hispanic business owners were more likely to apply for forms of financial assistance than whites but less likely to receive it, and more likely to report negative business impacts as a result of remote work measures compared to whites. A report from the Federal Reserve Banks shows that BIPOC-owned businesses were nearly twice as likely to be classified as “at risk” or “distressed in 2019, pointing to structural barriers that influence issues such financial health and if a business is able to accumulate significant cash reserves.

### Exhibit 6. Percentage of Population by Race/Ethnicity (2010-present) Snohomish County

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>2010 Estimate</th>
<th>2019 Estimate</th>
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<tbody>
<tr>
<td>White alone, not Hispanic or Latino</td>
<td>80%</td>
<td>60%</td>
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<tr>
<td>Non-White or Mixed Race</td>
<td>20%</td>
<td>40%</td>
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Sources for Exhibit 6 and 7: U.S. Census Bureau, 2020

### Exhibit 7. Median Household Annual Income and Number of Households by Race/Ethnicity (2019) Snohomish County

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th># of Households</th>
<th>Median Household Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>White alone, not Hispanic or Latino</td>
<td>223,109</td>
<td>$88,946</td>
</tr>
<tr>
<td>Asian</td>
<td>32,021</td>
<td>$120,612</td>
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<tr>
<td>Hispanic or Latino origin (of any race)</td>
<td>22,378</td>
<td>$74,050</td>
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<tr>
<td>Two or more races</td>
<td>11,510</td>
<td>$79,819</td>
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<tr>
<td>Black or African American</td>
<td>8,591</td>
<td>$70,107</td>
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<td>American Indian and Alaska Native</td>
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<td>$102,511</td>
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<tr>
<td>Native Hawaiian/Other Pacific Islander</td>
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<td>*</td>
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<tr>
<td>TOTAL HOUSEHOLDS</td>
<td>299,827</td>
<td>$89,260</td>
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COUNTYWIDE STRATEGY FOR BUILDING ECONOMIC RESILIENCY
OVERVIEW OF COUNTYWIDE STRATEGY

As described in the Introduction, EASC conducted widespread outreach to cities, non-profit organizations, and chambers of commerce within each council district to identify 21 projects supporting economic resiliency building, both countywide and in specific communities. In addition to ensuring projects serve communities throughout the county, the strategies align with the specific impacts identified in the Impacts section of this report.

The strategies presented and implemented in the following section address the impacts as follows:

- The county’s aerospace workforce is served directly through the Aerospace Future’s Alliance (AFA) work. Their efforts connect to the supply chain and manufacturers throughout the county.

- Other manufacturers, including food and beverage and also wood manufacturers, are served through the Business Resiliency Partnership, the Employment Land Opportunities, Craft Beverage Trail, and others.

- Small Business, Equity and inclusiveness goals are furthered by the work with WEDA and the Small Business Equity & Resiliency work.

- Strategies that address retail and tourism, hit hard in the pandemic with great worker displacement in the county, include countywide shopping and visitor promotion in the Support SnoCo campaign, as well as several local strategies that cover each and all of the five Council Districts in Snohomish County.

Many other projects were implemented to address impacts and recovery needs, organized by Goals and Strategies in the following sections.

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<th>IMPLEMENTED PROJECTS</th>
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<tr>
<td><strong>Strategy 1.1:</strong> Align industry with innovation ecosystems to fortify businesses and workers and help navigate change.</td>
<td>• Project ReInvent (Northwest Innovation Resource Center) – All Districts</td>
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<td>• 5G Food Resiliency (5G Open Innovation) – All Districts</td>
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<td><strong>Strategy 1.2:</strong> Strengthen business retention and expansion efforts to support business vitality and fortify the economy with new opportunities.</td>
<td>• Snohomish County Aerospace Resiliency Plan (Aerospace Futures Alliance and Snohomish County) – All Districts</td>
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<td></td>
<td>• Business Resiliency Partnership (Economic Alliance Snohomish County and Snohomish County) – All Districts</td>
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<td>• Employment Land Opportunities (Economic Alliance Snohomish County and community partners) – All Districts</td>
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<td>• Snohomish County Target Industry Identification (Prager Team) - All Districts</td>
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<td>GOALS AND STRATEGIES</td>
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<td><strong>GOAL 2: ACCELERATE SMALL BUSINESS RECOVERY.</strong></td>
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<td><strong>ALIGN HOLIDAY “BUY LOCAL” PROMOTIONAL EFFORTS</strong></td>
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<td><strong>WITH SUPPORT SNOCO, A COUNTYWIDE PROJECT</strong></td>
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<tr>
<td>SUPPORTING LOCAL CITIES AND BUSINESSES</td>
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<td><strong>Strategy 2.1:</strong> Support the recovery of restaurants and taverns, strengthening</td>
<td>• Local Business Promotion &amp; Resiliency (Nyhus Communications LLC) – All Districts</td>
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<td>businesses with new opportunities.</td>
<td>• Craft Beverage Trail – District 4 and All Districts</td>
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<td>• Lynnwood Restaurant Showcase (Lynnwood Chamber of Commerce) – District 3</td>
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<tr>
<td></td>
<td>• Shop Local Strategy (Marysville/Tulalip Chamber of Commerce) – District 1</td>
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GOAL 1: ACCELERATE BUSINESS RECOVERY AND GROWTH IN EMERGING AND ESTABLISHED INDUSTRIES.

STRATEGY 1.1

Align industry with innovation ecosystem to fortify businesses and workers and help navigate change.

OPPORTUNITIES

- Connect and build out networked hubs that accelerate startups and entrepreneurial activity, connecting them with established industries to develop new markets and businesses.

- Support the development of a generation of “born global” businesses. Collaborate with local and international education and industry partners to identify and solve for global crises and stumbling blocks.

- Partner with Pacific Northwest National Laboratories to test-bed new technologies to support business growth.

- Support digitalization efforts in established industries, encouraging efficiencies and identifying new opportunities for rapid response in emergency situations.

PROJECTS IMPLEMENTED

PROJECT REINVENT
(Northwest Innovation Resource Center) – All Districts

5G FOOD RESILIENCY
(5G Open Innovation) – All Districts

OVERVIEW

Project ReInvent helped to address the economic impact of the COVID-19 pandemic by fortifying dislocated workers and small businesses with virtual training important to innovation and idea validation, with the goal of helping them successfully navigate today’s uncertain economic climate. Project ReInvent represents a collaborative effort between Northwest Innovation Resource Center (NWIRC) together with Snohomish County and Workforce Snohomish County.

STRATEGIES

- Countywide outreach to chambers of commerce, city governments, economic development connections, and other partners to promote Project ReInvent to dislocated workers and small businesses.

- Responding to and evaluating initial program applications, identifying individuals who would be candidates for StartupNW, a separate NWIRC effort established during the pandemic in partnership with Snohomish County that helps individuals with all aspects of starting a new company.

- Providing virtual training related to innovation and idea validation – important skills for future employment.

ACCOMPLISHMENTS AND OUTCOMES

Project ReInvent increased the availability of innovation skills for dislocated workers key elements of future job skills. It also allowed small businesses and individuals to receive assistance evaluating their business for adapting or pursuing ideas for establishing a new business or reinventing a current business. Ultimately, the project supported efforts to reboot the local economy with revitalized companies, new ventures, and upskilled workers.

5G FOOD RESILIENCY

5G Open Innovation | All Districts

OVERVIEW

The Purpose of 5G Food Resiliency was to address the significant impact the COVID-19 pandemic has had on Snohomish County’s agriculture sector, affecting businesses, workers and consumers.
STRATEGY AND ACTIONS

Because suppliers and customers of agricultural businesses have been forced to abandon traditional face-to-face business practices to address social distancing requirements, the agricultural business community requires access to technology and bandwidth to adapt to a marketplace more reliant on technology. The COVID-19 pandemic has negatively impacted face to face sales opportunities for local farmers which is a local food source for many Snohomish County residents. Moreover, there is a strong need to increase production of food on each local farm as the demand for a stable local food source continues to increase due to food demand caused by the COVID-19 pandemic.

STRATEGIES

This project established a virtual and physical agriculture space. The space strengthened food resiliency for Snohomish County by bringing together growers and distributors impacted by COVID-19 with 5G technology companies and independent software application developers to collaboratively develop new capabilities to strengthen food chain resiliency. This project’s use of new technology addressed the negative impact the COVID-19 pandemic has had on food distribution between the farmer and customer while working to increase per acre productivity through information acquired from the testbed.

ACCOMPLISHMENTS AND OUTCOMES

The project established two test-bed facilities for the 5G network to support food resiliency.

STRATEGY 1.2

Strengthen business retention and expansion efforts to support business vitality and fortify the economy with new opportunities.

OPPORTUNITIES

- Partner on harnessing data and research to identify industry trends, focusing on aerospace and commercial space, food and wood products manufacturing, tourism, IT, maritime, biotechnology, medical devices, health care, and renewable energy. Explore making research publicly available, and align with business retention, attraction, and recruitment efforts.
- Collaborate with partners on building a comprehensive, coordinated system for responding to business needs.
- Create an “rapid response” task force for deployment to address urgent industry needs.

PROJECTS IMPLEMENTED

SNOHOMISH COUNTY AEROSPACE RESILIENCY
(Aerospace Futures Alliance and Snohomish County) – All Districts

BUSINESS RESILIENCY PARTNERSHIP
(Economic Alliance Snohomish County and Snohomish County) – All Districts

EMPLOYMENT LAND OPPORTUNITIES
(Economic Alliance Snohomish County and community partners) – All Districts

SNOHOMISH COUNTY COMPETITIVE ANALYSIS AND TARGET INDUSTRY IDENTIFICATION
(Prager Team) – All Districts

SNOHOMISH COUNTY AEROSPACE RESILIENCY
Aerospace Futures Alliance | All Districts

OVERVIEW

The COVID-19 pandemic has profoundly impacted Snohomish County’s aerospace economy. The sudden decline in air travel slackened demand throughout the aerospace supply chain, impacting Snohomish County aerospace companies and workers. The Snohomish County Aerospace Resiliency project was designed to preserve businesses and jobs within Snohomish County’s aerospace industry by providing companies with actionable strategies for near-term recovery.
The primary deliverable of the project was to provide direct support to Snohomish County aerospace employers negatively impacted by COVID-19 pandemic through the development and implementation of business solutions plans as well as additional elements of support.

**STRATEGIES**

The Snohomish County Aerospace Resiliency project leveraged the following strategies to support the county’s aerospace businesses.

- Provide businesses with resources and expertise to sustain operations in the near-term and address impacts due to COVID-19.

- Develop a comprehensive Aerospace Business Solution plan for companies that included:
  - Identifying the core capabilities of each business and target markets for diversification
  - Identifying strategic technology needs, capability gaps, and opportunities to foster collaborative product development or R&D with other businesses.
  - Identifying product solutions needed to operate or expand business.
  - Recommendations to strengthen the resiliency of the company as a result of the impacts associated with the COVID-19 pandemic.

- Facilitate business-to-business matchmaking.

- Coordination of business strategies with a countywide assessment of new markets and revenue opportunities (e.g., commercial space) to support the resilience of aerospace businesses.

- Provide businesses solution support to small, mid-size, and women and minority-owned aerospace employers at risk from the impacts of COVID-19.

**ACCOMPLISHMENTS AND OUTCOMES**

The project preserved and potentially expanded businesses and jobs within Snohomish County’s aerospace industry while identifying new markets and revenue opportunities.

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**BUSINESS RESILIENCY PARTNERSHIP**

**Economic Alliance Snohomish County | All Districts**

**OVERVIEW**

In addition to helping sustain companies through the pandemic, the work of attracting new companies and supporting the expansion needs of existing businesses represent important elements in Snohomish County’s resiliency building efforts.

The Business Resiliency Partnership offers economic development practitioners countywide the opportunity to develop shared resources for business retention and expansion services. One of the greatest assets and challenges for business retention is to inventory countywide businesses and get to know their needs and opportunities. EASC will host customer relationship management software (CRM) which partners in cities and organizations countywide can leverage and improve over time. This program is designed to improve collaboration and ensure Snohomish County businesses are served efficiently with business retention needs such as access to markets, facilities, workforce and more.

**STRATEGIES**

- Host a CRM that can be used by partners in the county that will improve collaboration and enhance the support provided to businesses.

- Conduct targeted outreach to prospective new and expanding businesses to support the rehiring of Snohomish County workers who were impacted due to the COVID-19 pandemic. Targeted outreach includes proposal responses to incoming State of Washington requests for information and direct outreach to targeted companies.

- Share best practices among economic development professionals in Snohomish County by leveraging multiple communications tools, including webinars and newsletters.

**ACCOMPLISHMENTS AND OUTCOMES**

The Business Resiliency Partnership is intended to strengthen existing companies in Snohomish County by enhancing collaboration within the economic development ecosystem.
EMPLOYMENT LAND OPPORTUNITIES

Economic Alliance Snohomish County and community partners | All Districts

OVERVIEW

The Employment Land Opportunities provided a common understanding of larger development sites and their readiness to accommodate economic growth. Inbound investment interests often struggle to piece together an understanding of potential expansion locations and their suitability for private investment. The Employment Land Opportunities is accessible to city representatives and real estate development partners, with detailed representation of infrastructure and site needs. The inventory and site is maintained and updated periodically to accommodate new business interests.

ACCOMPLISHMENTS AND OUTCOMES

The Employment Land Opportunities involved the creation of an employment lands inventory that identifies sites (property, buildings, and facilities) that are available for new private investment. The inventory is structured around Snohomish County’s target industries and aligned with workforce development goals.

A portal that allows users to access the employment lands inventory was also created. The portal displays information (property, buildings, and facilities) related to sites throughout Snohomish County that are available to new and expanding businesses.

SNOHOMISH COUNTY COMPETITIVE ANALYSIS AND TARGET INDUSTRY IDENTIFICATION

Prager Team | All Districts

OVERVIEW

The impact of COVID-19 has been dramatic and pronounced in Snohomish County, throughout the U.S. and around the world. The Prager Team embarked on an effort to evaluate Snohomish County’s economic development competitiveness and arrive at target industries for consideration in light of the impact of COVID-19. The Prager Team is comprised of corporate location specialists and economic development experts steeped in evaluating locations from the business investor perspective and guiding these important investment decisions. Their global expertise provides an understanding of Snohomish County competitiveness in economic recovery.

ACCOMPLISHMENTS AND OUTCOMES

This work produced two reports: Snohomish County Competitive Analysis and Target Industry Identification. These reports will be held in confidence for competitiveness strategies to be enacted by Economic Alliance Snohomish County (EASC), its partners countywide and regionwide. They will set the foundation, along with past work by EASC, for collaboration with Greater Seattle Partners for regional business attraction and targeted Snohomish County investments.

For Snohomish County, the presence of such a robust unemployed skilled workforce is both a competitive opportunity and a risk of skill erosion if alternative local employment cannot be found.
GOAL 2: ACCELERATE SMALL BUSINESS RECOVERY. ALIGN HOLIDAY “BUY LOCAL” PROMOTIONAL EFFORTS WITH SUPPORT SNOCO, A COUNTYWIDE PROJECT SUPPORTING LOCAL CITIES AND BUSINESSES.

STRATEGY 2.1

Support the recovery of restaurants and taverns, strengthening businesses with new opportunities.

OPPORTUNITIES

- Enhance or develop an integrated local business promotion strategy, marketing small businesses and eateries to local and regional communities as well as to out of state and international customers in collaboration with local partners.

- Collaborate with restaurants and taverns on a strategy to pivot services and retain jobs during crises.

PROJECTS IMPLEMENTED

LOCAL BUSINESS PROMOTION & RESILIENCY
(Nyhus Communications LLC) – All Districts

CRAFT BEVERAGE TRAIL
(Craft Beverage Guild of Snohomish County) – District 4 and All Districts

LYNNWOOD RESTAURANT SHOWCASE
(Lynnwood Chamber of Commerce) – District 3

SHOP LOCAL STRATEGY
(Marysville/Tulalip Chamber of Commerce) – District 1

SUPER SATURDAY CAMPAIGN
(Monroe Chamber of Commerce) – District 5

LOCAL BUSINESS PROMOTION AND STRATEGIC INITIATIVE
(Mukilteo Chamber of Commerce) – District 2

LOCAL BUSINESS PROMOTION & RESILIENCY

Nyhus Communications LLC | All Districts

OVERVIEW

Local small retail businesses and restaurants throughout Snohomish County have been adversely impacted by the restrictions directly related to the COVID-19 pandemic. By the fall of 2020, the rise in COVID-19 cases necessitated Washington State Governor Jay Inslee to reinstate the closure of indoor dining services at restaurants and limit patron capacity to 25% for retail businesses. These rollbacks were announced just as the holiday season began, typically the busiest and most profitable time of the year for local businesses.

The Local Business Promotion and Resiliency project was devised to support Snohomish County retail during the holiday season. The project involved executing promotion and marketing initiatives throughout the Puget Sound region, with a focus on the following strategies.

STRATEGIES

- Creation of a site to promote Snohomish County businesses and activities.

- Raising awareness of take-out and outdoor dining opportunities for local restaurants.

- Encouraging shopping at local businesses, particularly BIPOC and women-owned businesses.

- Supporting outdoor recreation activities such as hiking, biking, or visiting local farms in ways that conform to Washington State COVID-19 health and safety guidelines.
ACCOMPLISHMENTS AND OUTCOMES

A total of 329 local businesses were included on the site, and 13 videos were completed highlighting local businesses. A social media marketing campaign was also completed. Additional intended outcomes of this project include increased awareness of Snohomish County retail offerings, elevated website traffic, and the potential to drive additional revenue for local businesses in the 2020 holiday season.

LYNNWOOD RESTAURANT SHOWCASE
Lynnwood Chamber of Commerce | District 3

OVERVIEW
The local restaurant and dining community has been seriously impacted by COVID-19. Restaurants have lost a key source of business as movement, travel, and group gatherings have been restricted to curb the spread of the virus. Dining establishments can no longer rely on sidewalk traffic or passive marketing to secure business.

The Lynnwood Restaurant Showcase leverages technology to help restaurants diversify their marketing activity, helping them access a significant customer base.

STRATEGIES
• The Showcase involved the creation of a digital platform for showcasing local restaurants, providing current information on offerings as well as the ability to offer take-out and delivery services. The text-based platform ensured that information was accessible to all members of the community.
• The project included promoting the platform through partnerships with local media, marketing, and technology providers. The platform is intended to live on as a community asset.

ACCOMPLISHMENTS AND OUTCOMES
The Lynnwood Restaurant Showcase supported restaurants in their efforts to retain and potentially create new jobs. It also demonstrated the benefits of what for many may be new technologies.

SHOP LOCAL STRATEGY
Marysville Tulalip Chamber | District 1

OVERVIEW
Small retail and service-based businesses have been substantially impacted by COVID-19 and ensuing restrictions. The Shop Local Strategy leveraged e-commerce, online publishing, and skills development to help sustain local businesses while equipping them with new expertise.

STRATEGIES
• Business Listing
  • Business listings on the existing Shop Local website were maintained and updated with new content based on business specifications.
  • Businesses were engaged with to address and solve for issues.
• Training
  • The project trained new clients on the Shop Local platform.
• Outreach and customer engagement
  • Outreach was conducted to the business community for inclusion in Shop Local Online Marketplace, as well as proactively identifying businesses that could benefit by inclusion on platform. Promotional efforts included widespread community outreach.
  • Customer engagement on the platform was tracked and monitored; customers were solicited for feedback used to evaluate and refine offerings.
• Promotion and marketing
  • A robust marketing campaign was launched to build awareness of the platform within the business community, including development of video vlogs and multi-channel marketing efforts.

ACCOMPLISHMENTS AND OUTCOMES
The project provided training to new clients on the Shop Local platform; helped new businesses access an online customer base; increased awareness of the promotional opportunity among local businesses, and provided widespread promotion of local companies.
SUPER SATURDAY
Monroe Chamber of Commerce | District 5

OVERVIEW
The Super Saturday project was an economic driving force for Monroe, encouraging shoppers to get outdoors safely, buy local, and support the local economy. Initially planned to coincide with Small Business Saturday on November 28, 2020 the Monroe Chamber of Commerce extended Super Saturday to run through December 2020 in an effort to provide critical visibility for small businesses, many of which are concerned about long-term viability as the pandemic continues.

In addition to extending an online and print promotional campaign, the chamber added several events to raise awareness of local business offerings during the holiday season.

STRATEGIES
Super Saturday leveraged the following actions to promote and support local businesses:

- A multichannel marketing campaign that raised awareness of local businesses. Spotlights on local businesses were featured on the chamber website, social media platforms, newsletters, and printed postcards. This information was shared with local partners in an effort to boost posting signals and drive widespread awareness.

- “Takeout Tuesday” raffle drawings each Tuesday for customers who returned locally purchased receipts.

- A scavenger hunt that took place over the course of multiple weekends.

- Free shopping bags, reusable masks, and business passports were provided to shoppers; handwashing stations and social distancing signs were placed downtown to ensure that shopping activity complies with COVID-19 safety regulations.

ACCOMPLISHMENTS AND OUTCOMES
Super Saturday provided widespread awareness of local business offerings during the holiday season while supporting a safe in-person shopping experience for all.

LOCAL BUSINESS PROMOTION AND STRATEGIC INITIATIVE
Mukilteo Chamber of Commerce | District 2

OVERVIEW
Local companies in Mukilteo and surrounding communities have required ongoing support in their efforts to recover from the pandemic. Multiplier organizations such as chambers of commerce are uniquely positioned to provide short and long-term support to businesses through targeted services and advocacy.

The Mukilteo Chamber of Commerce identified several initiatives to create a solid base for achieving a quick and full economic recovery. The initiatives were designed to be used by the Chamber of Commerce, the City of Mukilteo, and Discover Mukilteo (Mukilteo’s tourism site) for maximum impact.

STRATEGIES
Stay at home orders and movement restrictions have left many local companies struggling for business. The chamber’s project leveraged several activities designed to raise the visibility of local companies, connect communities with resources for support, and provide direction for future support services.

- Local business promotional video
  - Production of video highlighting local businesses in Mukilteo and the surrounding area with the ultimate purpose of driving traffic to small businesses, along with key messages that drive home the importance of “buying local” and the economic impact that local spending has on our community.

- Microsite creation and website redesign
  - The chamber’s website was redesigned to focus on business recovery and information for members and the community at large. Support SnoCo, an effort of Snohomish County to support local businesses, linked to the website to boost the visibility of Mukilteo’s businesses. The project also included the creation of a microsite that provides a directory of local Mukilteo businesses with current hours of operation and product/service availability. Businesses are able to edit information, and the site links to/from the city’s tourism site and the City of Mukilteo’s website.
STRATEGY AND ACTIONS

• Collateral and Signage Production
  • Current collateral and printed materials were redesigned to focus on recovery and resiliency for small businesses. The collateral also highlights where businesses can find recovery and relief information.

ACCOMPLISHMENTS AND OUTCOMES

These strategies were designed to support and retain local businesses, helping them recover as quickly as possible and allow employers and employees to return to their livelihoods.

CRAFT BEVERAGES TRAIL

Craft Beverages Guild of Snohomish County | District 4 and All Districts

OVERVIEW

The craft beverage industry in Snohomish County is a diverse community of breweries, wineries, distilleries, meaderies, cideries, coffee roasters, and kombucha makers. Demand for these locally produced wares has declined with the closure of restaurants, bars, and entertainment venues, the cancellation of public events, and decreased demand from hotels and resorts and that depend on the travel industry for business. Many craft beverage makers in Snohomish County are struggling to stay afloat.

The Craft Beverages Trail project was launched to support companies in Snohomish County’s craft beverages industry in their efforts to accessing customers, ultimately helping beverage makers sustain business operations and retain jobs while allowing local communities to experience “made in Snohomish County” offerings.

STRATEGIES

• A publicity campaign involving the creation of a “craft beverages trail” that featured Snohomish County beverage makers was launched. Print collateral was developed and distributed throughout the county to beverage makers, restaurants, and stores. An online version of the trail was also created and posted on Local Liquid Arts’ website, which was enhanced to feature giveaways, craft beverage related wares, and promotion of events coordinated with local beverage makers.

• A series of promotional campaigns in collaboration with local taprooms, breweries and restaurants was designed to help craft beverage makers expand and be introduced to different areas of the county. Local campaigns featured 5-10 businesses and made products available for purchase during specified periods. Pre-purchased products could be delivered to the retailer, with assistance provided in helping distribute items to the end customers. Venues were set up with a “pickup station” and outdoor tasting area designed to meet public health guidelines.

At campaigns where the guild was not be able to sell alcohol, it instead offered gift cards, shirts, hats, and other promotional items to help drive revenue for the brewery, winery, or distillery.

ACCOMPLISHMENTS AND OUTCOMES

The events and promotional activity promoted and facilitate sales for an estimated 5-10 businesses with the goal of driving revenue for local craft beverage makers.

STRATEGY 2.2

Help small businesses access new customers by localizing e-commerce and building new skills.

OPPORTUNITIES

• Conduct market assessment of locally run delivery services aimed at small businesses.

• Develop “future skills” strategy for small businesses with their input and feedback to identify needs and barriers. Conduct outreach to industry and education partners to identify skills critical for tomorrow’s job market.

• Conduct ongoing “resiliency building” virtual events or skills building activities for small businesses, highlighting processes and techniques used by the startup sector.

• Build resiliency by exposing small businesses to exporting and the ability to broaden their customer base.

PROJECTS IMPLEMENTED

LOCAL DELIVERY SERVICE (City of Snohomish) – District 5
LOCAL DELIVERY SERVICE
City of Snohomish | District 5

OVERVIEW
The pandemic has impacted the City of Snohomish's small businesses in myriad ways. Businesses are coping with additional pandemic-related expenses, such as medical supplies and safety equipment. Travel restrictions and mandatory closures have severely impacted sales. The pandemic has also caused a rapid change in how local companies operate, forcing business owners to think of new ways to reach customers.

Stay at home orders and travel restrictions have sparked significant interest from consumers in home delivery services, and retailers want to offer local delivery of their products to meet this demand. Rather than send shoppers to large e-commerce websites, the city's vision is to encourage buyers to shop local.

STRATEGIES
The Local Delivery Service tapped into local demand by launching e-commerce and local delivery services for Snohomish businesses as a collective. The project involved several elements:

- The creation of a web app built on Shopify with Circuit as the delivery scheduling platform.
- Vehicle leasing services provided by Bickford Ford, used for merchandise delivery.
- Multichannel marketing efforts to promote the new service, consisting of earned and unearned media ad spending on social platforms and print newspapers.
- In addition to the delivery service, the project supported the rental of canopies that were used as outdoor dining shelter for various bars and restaurants in Snohomish that were unable to provide indoor dining service in accordance with state-wide public health guidance.

The project gives customers the ability to buy directly from Snohomish merchants on Shopify, who then use Circuit to schedule the driver. The delivery system connects businesses to residents in the 98290, 291, and 296 zip codes, with the potential of having community hubs like the Lake Roesinger General Store serving as drop off points to accommodate customers who live outside of the delivery zone.

The city is handing off the system to the Snohomish Chamber to maintain the service into 2021.

ACCOMPLISHMENTS AND OUTCOMES
This project resulted in numerous deliverables including a web app on Shopify for online ordering used by local businesses; widespread awareness of the delivery service; the ability for local businesses to access additional customers through the online app, and enhanced ability for local restaurants and bars to access and serve customers while confirming to health guidelines.

STRATEGY 2.3
Strengthen small businesses by providing access to on-demand resources, guidance, and training.

OPPORTUNITIES
- Conduct needs assessment of local business community to identify pain points that could be addressed in the context of an online portal.
- Explore aligning small business services with the innovation ecosystem and education to develop resources that help small businesses pivot and identify new target markets.

PROJECTS IMPLEMENTED
EDMONDS BUSINESS ACCELERATOR
(City of Edmonds and Edmonds Chamber of Commerce) – District 3

EDMONDS BUSINESS ACCELERATOR
City of Edmonds and Edmonds Chamber of Commerce | District 3

OVERVIEW
The Edmonds Business Accelerator represented a collaboration between the City of Edmonds and Edmonds Chamber of Commerce designed to support local businesses, entrepreneurs, and startups, catalyzing business vitality in the Edmonds community.
STRATEGIES
An online, publicly available portal was developed to serve as a resource hub supporting local businesses, startups, and entrepreneurs in their recovery and business building efforts. The portal provides business support services, as well as listings of agencies and organizations that serve as one-stop-shops for existing businesses, startups, and entrepreneurs who seek support or guidance. The portal also features listings of relevant classes, training opportunities, and lectures that align with business needs.

The portal was promoted extensively to the business community to build awareness and help ensure that businesses, startups, and entrepreneurs alike received the support they need. Community members including institutes of higher education and multiplier organizations have expressed keen interest in participating in the project.

ACCOMPLISHMENTS AND OUTCOMES
The Edmonds Business Accelerator project developed a publicly available portal aimed at supporting and accelerating business recovery in Edmonds as well as supporting and strengthening startups and entrepreneurial activity.

STRATEGY 2.4
Support BIPOC and women-owned small businesses.

OPPORTUNITIES
- Engage in community outreach to catalogue existing efforts and identify opportunities for alignment.
- Conduct outreach to immigrant owned small businesses and startups to provide language specific assistance.
- Provide direct business support services to struggling BIPOC and women-owned businesses, helping businesses identify funding opportunities, navigate cash flow issues, and connecting businesses with additional tools and training opportunities.

PROJECTS IMPLEMENTED
SMALL BUSINESS EQUITY & RESILIENCY
(Washington Economic Development Association) – All Districts

SMALL BUSINESS EQUITY & RESILIENCY
Washington Economic Development Association | All Districts

OVERVIEW
Minority and women-owned small businesses are important sources of employment in the U.S. As of 2017, one million minority-owned businesses employed over 8.9 million workers; women-owned small businesses employed over 10 million.

Women and minority owned small businesses have been found to be disproportionately impacted by the COVID-19 pandemic, a result of long-standing structural challenges.

STRATEGIES
The purpose of the Small Business Equity & Resiliency project was to address the economic damage done by the COVID-19 health emergency to women and minority owned small businesses in Snohomish County. The Small Business Equity & Resiliency project engaged in several activities:

- Development of a Snohomish County Small Business and Microenterprise recovery strategy that leveraged existing resources while building new partnerships through virtual meetings and workshops.
- An analysis of the impacts of COVID-19 on Women- and Black Indigenous and People of Color (BIPOC) owned businesses. This analysis was then used to inform an action plan that identified the strengths and gaps in the delivery of small business services in Snohomish County and addressing equity, inclusion, and opportunity gaps. The plan includes a strong focus on early implementation. Ultimately the project will work with cities, chambers, associations, and subdistricts within Snohomish County to identify qualifying projects that support the strategy.

ACCOMPLISHMENTS AND OUTCOMES
The analysis and action plan serves as a mechanism for sustaining community engagement and facilitating change for Snohomish County businesses and communities.
STRATEGY AND ACTIONS

GOAL 3: SUPPORT MORE EQUITABLE COUNTYWIDE PARTICIPATION IN INVESTMENTS THAT ADVANCE OPPORTUNITY.

STRATEGY 3.1

Support sustainable growth countywide by investing in industry-aligned training and economic diversification efforts.

OPPORTUNITIES

• Identify communities and commerce centers lagging in private investment and over index strategies to serve those areas.

• Collaborate with government and business leadership to identify areas of opportunity and connect them to regional efforts for alignment.

• Support strategic efforts to identify opportunities for industry diversification based on workforce capabilities, market demand, and alignment with existing strategic planning framework. Develop or enhance existing efforts to identify pandemic informed market trends or significant industry pivots and evaluate for possible alignment with Snohomish County’s strategic vision.

PROJECTS IMPLEMENTED

DARRINGTON COMMUNITY COVID RECOVERY STRATEGIC PLAN
(Glacier Peak Institute + Partners) – District 1

TOURISM AND RECRUITMENT RESEARCH AND MARKETING
(City of Monroe) - District 5

DARRINGTON COMMUNITY ECONOMIC RESILIENCY PLAN
Glacier Peak Institute and Partners | District 5

OVERVIEW

Darrington has struggled with economic malaise for a number of years. The local economy has been characterized by depressed household incomes that are less than half the county average; higher than average poverty rates, and the loss of local family wage jobs.

The pandemic has significantly aggravated these challenges. Employment opportunities are even more scarce, with youth in competition with adults even for entry-level jobs. Food insecurity in Darrington skyrocketed in 2020, with the number of individuals served at the local food bank soaring 340% from 318 to 1,084 monthly.

STRATEGIES

The primary objective of the Resiliency Plan was to identify a recovery path for Darrington that supports sustainable long-term growth. The plan includes several elements, including the creation of employment and training opportunities for Darrington youth and the diversification of Darrington’s economy.

• Development and distribution of a survey to assess the needs of local community members, with the purpose of creating an outreach and training plan to help power the Darrington Wood Innovation Center (DWIC). With support from Snohomish County, the DWIC campus is currently being developed to house the next generation of high-tech, innovative wood product companies, and is anticipated to create a number of high-quality jobs. Currently there are no programs aimed at developing the talent needed for these jobs.

• Development and distribution of a survey to assess local business needs (capital) and assets. Results helped inform a strategic plan for building outdoor recreational tourism.

• Creation of career and technical education resources, and work-integrated projects for teachers (in collaboration with educational partners).

• Development of the Strategic Plan and program guide.

The implementation of the strategic plan is anticipated to strengthen Darrington’s economy by providing new career opportunities, diversifying the economy, and opening up opportunities for new entrepreneurial activity as a result of these economic development efforts.
ACCOMPLISHMENTS AND OUTCOMES

A survey was distributed to identify community member needs related to outreach and a training program (approximately 200 individuals). A business survey was also distributed to approximately 15 businesses, and educational resources were created together in collaboration with partners.

Anticipated outcomes by 2022:

• Support of employment opportunities through the DWIC (10 jobs provided through the pipeline).
• Development of tourism marketing kits for local businesses (approximately 15).
• Grant applications to support infrastructure identified by local businesses in earlier business survey (three grants).
• Preparation of youth and adults with the training needed for jobs in the new economy (approximately 30 students per year).
• Diversification of the economy by attracting outdoor recreation visitors (1,000 visitors at events).
• Capture of a larger share of discretionary income spending at local businesses.
• Creation of local guide, trail, or outdoor recreation jobs (5 jobs).
• Increased capacity for local stakeholders to implement strategic plan (10 community organizations).

Anticipated outcomes by 2030:

• Integrate with ongoing efforts to invest in outdoor recreation infrastructure along the Mountain Loop Highway, which provides access to hiking, camping, and rafting opportunities in addition to agritourism. Efforts are being driven by the Innovative Finance for National Forests (IFNF). program, National Forest Foundation, Washington Trails Association, and Mount Baker-Snoqualmie National Forest. Support inclusion of businesses and jobs in gateway communities.
• Technical support for new business entrepreneurs that organically arise as a result of these economic development efforts (10-20 entrepreneurs).
• Local Darrington Investment Network (10-20 investors investing in revolving funds that support 10-20 entrepreneurs).
• Identify and pursue infrastructure improvements needed to support long-term growth ($1 million in support applied for).

TOURISM AND RECRUITMENT RESEARCH AND MARKETING

City of Monroe | District 5

OVERVIEW

Monroe’s industry mix and geography make it a prime tourist destination. The area is home to year-round events at the Evergreen State Fairgrounds; agritourism; NASCAR and demo events at the Evergreen Speedway; watersports activities, and multiple opportunities for outdoor hiking and recreation. Monroe is also a stopping point for visitors going to and from the Cascades.

Monroe’s tourism industry has witnessed a dramatic decline in revenue over the course of the pandemic. Tourism facing businesses– including hotels, restaurants, diners, small businesses, local farms, museums and artists – have little to spare for marketing budgets.

The Tourism and Recruitment Research and Marketing project identified an opportunity to support the local tourism industry and business community by promoting Monroe’s recreational and leisure assets to the regional market, preparing to capitalize on what is expected to be a large, post pandemic demand for leisure travel and recreational activities.

STRATEGIES

The project involved several activities:

• Creation of an online dashboard providing a readout on the City of Monroe featuring data from federal, state, and local agencies. The dashboard provides the city with baseline data on the community, as well as the ability to detect economic and demographic trends.
• Providing tutorials on how to use the data to market and promote offerings to tourism and service industry businesses in Monroe that have been particularly impacted by COVID-19. Businesses were also provided with collective marketing opportunities directed at potential visitors.
• A regional demand analysis to inform a city campaign aimed at increasing visitations and helping local businesses make up for lost revenues during the COVID-19 restrictions. The demand analysis provides multiple assessments:
  • Overall growth projections for the region.
  • Economic opportunities tied to tourism.
STRATEGY AND ACTIONS

- Estimated consumer and household demand.
- Extent to which this demand may support growing purchases of goods and services in Monroe, such as dining and other consumer and recreational services.
- An inventory of key economic development assets and an evaluation of growth potential and related opportunities.

ACCOMPLISHMENTS AND OUTCOMES

The project resulted in the creation of an online dashboard as well as tutorials that were provided to Monroe businesses on how to use the data for promotional purposes. A regional demand analysis was also produced.

STRATEGY 3.2

Re-imagine and promote the development of underutilized spaces

OPPORTUNITIES

- Identify and align available office space with the needs of businesses to develop distributed office nodes.
- Identify and support infrastructure development (such as broadband) in underserved areas.

PROJECTS IMPLEMENTED

DOWNTOWN WATERFRONT REVITALIZATION

(City of Marysville) – District 1

DOWNTOWN WATERFRONT REVITALIZATION

CITY OF MARYSVILLE | DISTRICT 1

OVERVIEW

The small businesses within Marysville’s downtown waterfront district have been significantly impacted by physical distancing measures designed to prevent the transmission of COVID-19. Businesses are primarily retail and personal service providers.

Strategic direction is needed to support the district and fortify the downtown waterfront area against future economic shocks. The Downtown Waterfront Revitalization project provided a strategic plan for accelerating local business recovery and supporting business attraction and retention efforts, as well as short and long-term approaches to increasing activity, visitation, and customers.

STRATEGIES

A strategic plan for revitalizing the downtown waterfront area was developed and written. The plan contains several elements designed to boost recovery and facilitate long term resiliency for local small businesses:

- Key recommendations for enhancing the area’s image and identity, helping attract new visitors and customers.
- Identification of opportunities for strengthening business attraction and retention efforts in the waterfront district.
- Identification of a vision and direction for marketing developable properties on the waterfront.

The plan was reviewed by and input provided from the City’s Diversity Advisory Committee, which works to prioritize support and ensure that the diverse character of the community is represented in decision-making processes with regards to diversity and inclusion.

ACCOMPLISHMENTS AND OUTCOMES

The plan serves the 225 businesses currently located in the downtown area and the 1549 workers that they employ. Once implemented, the plan is intended to strengthen the dynamic downtown business community, as well as increase the number of businesses operating within the downtown area.
GOAL 4: ALIGN WORKFORCE DEVELOPMENT AND INNOVATION ECOSYSTEM WITH EQUITABLE AND INCLUSIVE OUTCOMES, ENSURING THAT ALL WORKERS CAN TAKE PART IN ECONOMIC RECOVERY.

STRATEGY 4.1

Develop workforce training opportunities for in-demand occupations, targeting dislocated workers and those who have been disproportionately negatively impacted by the COVID-19 pandemic.

OPPORTUNITIES

- Support existing community informed career development services aimed at individuals experiencing long-term dislocation and those who have left the workforce.

PROJECTS IMPLEMENTED

TRAINING AND CERTIFICATION IMPLEMENTATION PLAN
(Sno-Isle Libraries) – All Districts

TECHNOLOGY IMPLEMENTATION PLAN FOR JOB SEEKERS
(Sno-Isle Libraries) – All Districts

TECH TRAINING ACADEMY
(Washington Technology Industry Association) – All Districts

TRAINING AND CERTIFICATION IMPLEMENTATION PLAN

Sno-Isle Libraries | All Districts

OVERVIEW

The COVID-19 pandemic has dislocated thousands of workers across Snohomish County. Sno-Isle Libraries (SIL) are uniquely positioned to provide access to knowledge and resources to these workers in communities throughout the county. Communities are rural, urban, suburban, and located on Tribal land. The CompTIA A+ certification program offered by SIL is a virtual job training program designed to help workers prepare for new careers in information technology. The program was conceived by SIL as a remedy to those who lost their jobs in the service industry during the pandemic and resulting confinement, with priority given to BIPOC as well as those who are excited about careers in IT and whose current careers have been impacted by COVID-19.

STRATEGIES

Completion of the SIL program positions participants to take the CompTIA A+ exam. Candidates with CompTIA A+ credentials continue to be in high demand within the IT industry throughout Snohomish County and the Puget Sound area. The Training and Certification Implementation Plan has involved several activities:

- Training SIL staff to serve as course facilitators.
- Identification of materials and resources for use in the class.
- Promotion of the course and recruiting participants.
STRATEGY AND ACTIONS

- Development of study groups.
- Exam facilitation.

The program will also be evaluated in an effort to inform the launch of future programs.

ACCOMPLISHMENTS AND OUTCOMES

The Implementation Plan provided staff training and identified course materials, in addition to promoting the program and facilitating study groups and exams.

TECHNOLOGY IMPLEMENTATION PLAN FOR JOB SEEKERS

**Sno-Isle Libraries | All Districts**

**OVERVIEW**

The COVID-19 pandemic has highlighted the very real presence of the digital divide in Snohomish County. Communities face hurdles of affordability and accessibility; the geographic makeup of the county’s service area presents significant roadblocks to providing enough bandwidth in people’s homes to support functions such as video calls- which are critical for appointments such as job interviews. Recognizing that it is only one part of an overall digital access and equity solution, the Technology Implementation Plan for Job Seekers connected job seekers with the resources they needed to access employment opportunities.

**STRATEGIES**

The Technology Implementation Plan for Job Seekers represented the soft launch and implementation of a new LapTop To Go program at Sno-Isle Libraries (SIL). This program supplemented SIL’s existing laptop and internet hotspot checkout programs but also allowed job seekers to take laptops home. Existing SIL programs restrict the use of library laptops to the parking lot.

The Implementation Plan encompassed resource procurement and laptop configuration; promotion and marketing of the new program to the community, and a soft launch in December. The plan also included an evaluation of the program, allowing areas for process improvement to be identified.

ACCOMPLISHMENTS AND OUTCOMES

A soft launch of SIL’s new Laptop To Go program was conducted, enhancing the ability of participating clients to identify and apply for jobs, regardless of their geographic location.

TECH TRAINING ACADEMY

**Washington Technology Industry Association | All Districts**

**OVERVIEW**

The purpose of the Tech Training Academy is to support dislocated workers whose jobs were impacted by the COVID-19 pandemic in their pursuit of careers in high-demand occupations in the information technology industry. The project will also match dislocated workers to businesses that need talent.

**STRATEGIES**

The Academy created pre-apprenticeship and/or apprenticeship training programs for dislocated workers who are over 18 years of age in Snohomish County. The training programs targets women, veterans, and people of color, and will recruit dislocated workers whose jobs were impacted by the COVID-19 pandemic. Pre-apprenticeship training focuses on high demand software programming skills for high wage job placement support with small, medium, and large technology firms.

**INTENDED OUTCOMES**

The Tech Training Academy is anticipated to increase employment in high wage jobs in the technology industry amongst dislocated workers in Snohomish County, particularly amongst women, veterans, and people of color. The programs will also strengthen technology businesses of all sizes with new skills and talent.
STRATEGY AND ACTIONS

STRATEGY 4.2

Develop accessible job placement programs and support efforts to build an inclusive environment for entrepreneurs, ensuring all residents have access to innovation ecosystems.

OPPORTUNITIES

- Conduct assessment of existing support services and opportunities aimed at minority and women entrepreneurs. Identify opportunities to support existing efforts or unmet needs.
- Explore development of a community led and developed test bed, connecting BIPOC and women entrepreneurs with BIPOC and women industry leaders and business owners in an effort to solve specific industry problems and challenges.

PROJECTS IMPLEMENTED

SNOCOWORK PORTAL

Portal (Snohomish County, Arlington Cascade Industrial Center, Sno-Isle Libraries, Workforce Snohomish, the Innovation Center Project, Economic Alliance Snohomish County, and WSU Snohomish County extension) – All Districts

SNOCOWORK PORTAL

https://snocowork.com/

Snohomish County in partnership with Sno-Isle Libraries, Workforce Snohomish, Arlington Cascade Industrial Center, the Innovation Center Project, Economic Alliance Snohomish County, and Washington State University Snohomish County Extension | All Districts

OVERVIEW

While jobs have been added Snohomish County’s economy, employment has largely remained below pre-pandemic levels, particularly within the manufacturing industry. At the same time, businesses across the county are hiring, and it is expected that opportunities will continue to grow. The development of the Cascade Industrial Center (CIC) as a significant employment zone makes SnoCoWork particularly welcome.

SnoCoWork is an effort to sustain the county’s talent base while supporting business expansion needs: an investment in community and business vitality across Snohomish County. Launched in December 2020, SnoCoWork is an online, no-cost resource to employers for posting job openings and an opportunity for job seekers to directly connect with local companies.

STRATEGIES

- SnoCoWork involved the creation of a publicly available online jobs portal. Employers can create an account, post open positions, engage with local applicants, and identify promising candidates.
- Job seekers can create a profile, upload resumes, complete applications, engage with employers, and search for open positions. Only positions that are based in Snohomish County or can be performed from Snohomish County can be posted on the platform.

The portal provides a resource to employers who are in immediate need of workers and serves as an outreach resource for candidates struggling to find local work.

The portal was developed by Southam Creative, a small business based in Brier. SnoCoWork represents a cross-county collaboration between Snohomish County and Sno-Isle Libraries, Workforce Snohomish, Arlington Cascade Industrial Center, the Innovation Center Project, Economic Alliance of Snohomish County, and the Washington State University Snohomish County Extension.

ACCOMPLISHMENTS AND OUTCOMES

The SnoCoWork portal opened to employers the week of December 15, 2020 and to applicants the week of December 23, 2020.
DISTRICT LEVEL STRATEGIES FOR BUILDING ECONOMIC RESILIENCY

The council districts within Snohomish County represent distinct communities, each reflecting unique geographic attributes and industry compositions. This section draws from the strategies that are included in the Countywide Strategy section to provide tailored recommendations of recovery and resiliency building activities for each district, focusing on the key industries within each of them.
DISTRICT LEVEL STRATEGIES FOR BUILDING ECONOMIC RESILIENCY

COUNCIL DISTRICT 1: STANWOOD, DARRINGTON, ARLINGTON, GRANITE FALLS, MARYSVILLE, THE SAUK-SUIAATTLE RESERVATION, AND THE STILLAGUAMISH RESERVATION

EMPLOYMENT: 28,972
Combined city totals, does not include unincorporated areas

FIVE LARGEST INDUSTRIES BY SHARE OF EMPLOYMENT

- MANUFACTURING (15.5%)
- RETAIL TRADE (15.4%)
- EDUCATIONAL SERVICES (14.4%)
- HEALTH CARE AND SOCIAL ASSISTANCE (12.3%)
- ACCOMMODATION AND FOOD SERVICES (11.5%)

Council District 1 is comprised of all or parts of the cities of Stanwood, Darrington, Arlington, Granite Falls, Marysville, the Sauk-Suiattle Reservation, the Stillaguamish Reservation, as well as large areas of unincorporated areas in the northern half of the county. The Cascade Industrial Center and the Arlington Municipal Airport are attracting businesses and private investment at a fast rate.

The area serves industries including aviation, space, manufacturing supply chains, distribution and more.

- The Smokey Point area in Arlington is a major retail and commerce hub for the northern part of Snohomish County.
- Downtown Arlington and the City of Darrington connect the SR 530 corridor to wilderness areas for outdoor recreation and natural resource industries.
- The timber industry defines Darrington’s and Granite Falls’ past and opportunities for the future, such as cross-laminated timber (CLT) and more.
- Downtown Marysville and commercial areas in Lake Stevens serve nearby communities with consumer and business products and services.
- Agriculture is prevalent in the district, with export products and local food suppliers.

A diverse mix of longstanding, export-oriented industries and industries that primarily serve local communities power Council District 1’s economy. The Districts five largest industries - manufacturing, retail, education, health care and social assistance, and accommodation and food services continue to struggle to return to pre-pandemic employment levels.

ACCOMPLISHMENTS AND OUTCOMES

Partners within the district executed on several strategies to provide immediate support to local businesses and fortify communities with skills, economic diversification efforts, and strategic planning.

- **Darrington Community COVID Recovery Strategic Plan** (Glacier Peak Institute + Partners) developed an economic recovery plan aimed at creating training and job opportunities for youth within Darrington’s innovative wood manufacturing industry and growing the town’s tourism industry. The program was launched in December 2020 and included surveying business needs and assets and creating career and technical education resources. (Strategy 3.1)

- **The Shop Local Strategy** developed by the Marysville Tulalip Chamber increased the visibility of local businesses and helped them access a wider customer base by using the Shop Local platform. (Strategy 2.1)
DISTRICT LEVEL STRATEGIES FOR BUILDING ECONOMIC RESILIENCY

**The Downtown Waterfront Revitalization project** (City of Marysville) created a strategic plan for revitalizing the downtown waterfront area. Small businesses have been hit hard by the pandemic and the plan serves all 225 businesses located in the downtown waterfront. (Strategy 3.2)

**OPPORTUNITIES**

District 1 communities could execute on additional opportunities that are included in the Countywide Strategy section to fortify key industries, build up communities lagging in private investment, and accelerate small business recovery.

- Support recovery and growth within major established industries by engaging with innovation ecosystem and exploring new opportunities for redevelopment and growth (opportunities listed in strategies 1.1 and 1.2).
- Accelerate recovery efforts of local small businesses by helping them access new customers and pivot (opportunities listed in strategies 2.1 and 2.2).
- Support sustainable growth and industry diversification in communities lagging in private investment (see opportunities listed in strategies 3.1 and 3.2).
COUNCIL DISTRICT 2: EVERETT, MUKILTEO AND THE TULALIP RESERVATION

Combined city totals, does not include unincorporated areas

KEY INDUSTRIES BY EMPLOYMENT

- MANUFACTURING (37.2%)
- HEALTH CARE AND SOCIAL ASSISTANCE (14.3%)
- RETAIL TRADE (7.2%)
- PUBLIC ADMINISTRATION (4.9%)
- ADMINISTRATION & SUPPORT, WASTE MANAGEMENT AND REMEDIATION (4.8%)

Council District 2 includes the cities of Everett and Mukilteo, the Tulalip Reservation, and unincorporated areas north of Everett.

- Everett is home to major events at the Angel of the Winds Arena; Snohomish County government offices; an historic downtown; a working waterfront; and neighborhoods experience strong demand and growth in 2021.
- Paine Field is home to Boeing and other aerospace employers; commercial air services connect Everett directly to cities across the western U.S.
- The region’s rail system already connects Everett to Seattle via commuter rail, and light rail will create new station areas in the neighborhoods and at Paine Field.
- Washington State Ferries connects Mukilteo to Clinton on Whidbey Island, a critical link for Island County businesses, residents and visitors.

Countywide, workers in manufacturing filed the largest number of initial unemployment claims out of all large industries in 2020. The industry faces enduring challenges with Boeing’s announcement to move all 787 Dreamliner production to South Carolina in 2021. Health care and social assistance businesses as well as retail have also struggled to add jobs, and local small businesses and aerospace suppliers stand to be significantly impacted by declining production.

ACCOMPLISHMENTS AND OUTCOMES

Partners within District 1 executed a multi-pronged initiative to strengthen the local small business community, promoting and connecting companies with resources and support.

- The Local Business Promotion and Strategic Initiative (Mukilteo Chamber of Commerce) addressed the impact of the pandemic on local businesses by developing promotional videos and messaging featured on multiple websites, creating a resource hub where businesses can find recovery resources as well as an online business directory.

OPPORTUNITIES

Communities could consider the following opportunities to support the manufacturing industry and additional key industries, as well as the district’s significant pool of manufacturing talent.

- Revitalize established industries by forging connections with local and global industry and education partners, as well as partners in the innovation ecosystem (see opportunities listed in strategies 1.1 and 1.2).
- Accelerate small business recovery and strengthen the economy by fortifying small businesses and entrepreneurs with skills, training, and exposure to opportunity, particularly among BIPOC owned businesses and entrepreneurs (see opportunities listed in strategies 2.2, 2.3, and 2.4).
- Invest in and support home-grown talent, aimed at connecting dislocated workers who have been disproportionately impacted by the pandemic with opportunities in high-growth industries (see opportunities listed in strategies 4.1 and 4.2).
EMPLOYMENT: 44,713 (2018)
Combined city totals, does not include unincorporated areas

KEY INDUSTRIES BY EMPLOYMENT

- RETAIL TRADE (22.3%)
- HEALTH CARE AND SOCIAL ASSISTANCE (15.6%)
- ACCOMMODATION AND FOOD SERVICES (12.0%)
- EDUCATIONAL SERVICES (10%)
- PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES (8.3%)


- Lynnwood’s Alderwood Mall is a thriving mall and is the retail center of northwest Washington.

- Lynnwood’s City Center is receiving renewed investment with light rail coming in just three short years.

- Downtown Edmonds attracts visitors and serves the community with high quality dining and shopping. The city is also home to a vibrant arts community, and Edmonds Creative District is a hub for creative businesses.

- The Edmonds-Kingston ferry provides access to the Olympic Peninsula, a major destination for outdoor recreation and tourism.

A recent report released by the Washington Tourism Alliance (WTA) shows that the state’s tourism industry declined dramatically in 2020 due to the industry’s near shut down during the pandemic. Decreased numbers of visitors and tourists stand to substantially impact retail trade, the hotel industry, and restaurants and dining establishments that rely on visitors have all been impacted. The health care and social assistance industry has also been significantly impacted.

ACCOMPLISHMENTS AND OUTCOMES

Partners in District 3 executed several projects to support local small business recovery, including online marketing and promotional activities that were boosted by Support SnoCo, as well as a virtual “accelerator” for businesses and entrepreneurs.

- The Lynnwood Restaurant Showcase (Lynnwood Chamber of Commerce) supported the local restaurant and dining community by promoting restaurant and dining options to customers online. A new, accessible digital platform was created to showcase restaurants, and partnerships with media and other partners were undertaken to publicize restaurants and the platform.

- The Edmonds Business Accelerator project (City of Edmonds and Edmonds Chamber of Commerce) involved developing an online portal to support local businesses, startups, and entrepreneurs in their recovery efforts. The portal connects users with recovery resources, business support services, and additional information relevant to business needs.

OPPORTUNITIES

The Countywide Strategy provides additional examples of projects that communities in District 3 could undertake to support and strengthen key industries, including the following below.

- Accelerate recovery of key industries such as health care by harnessing the power of innovation and connecting companies with new business opportunities (see opportunities listed in strategies 1.1 and 1.2).

- Strengthen restaurants and dining establishments by expanding their visibility, helping them access new customers, and building new skills (see opportunities listed in strategy 2.1).

- Support local retail establishments, small businesses, and the arts by introducing opportunities to build new skills and expand their customer base (see opportunities listed in strategies 2.2, 2.3, and 2.4).
DISTRICT LEVEL STRATEGIES FOR BUILDING ECONOMIC RESILIENCY

COUNCIL DISTRICT 4: BRIER, LYNNWOOD, MILL CREEK, MOUNTLAKE TERRACE AND BOTHELL

EMPLOYMENT: 45,464 (2018)
Combined city totals, does not include unincorporated areas or City of Lynnwood employment estimates.

KEY INDUSTRIES BY EMPLOYMENT

- FINANCE AND INSURANCE (10.9%)
- EDUCATIONAL SERVICES (10.7%)
- PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES (10.4%)
- MANUFACTURING (10.2%)
- HEALTH CARE AND SOCIAL ASSISTANCE (8.9%)

Council District 4 includes the cities of Brier, Lynnwood, Mill Creek, Mountlake Terrace, and Bothell.

- Mill Creek’s Town Center is a model of town center planning and provides a range of services, shopping and medical services and a civic center.
- Bothell’s downtown has undergone tremendous private and public investment. The city is also home to the Biomedical Device Innovation Zone
- Canyon Park is a hub for life sciences industries, including medical devices, genetic research and more.
- Mountlake Terrace spans from Highway 99 to its Town Center. The Mountlake Terrace Transit Center is already an established transit hub for the region, further connected with light rail in 2024.

District 4 is comprised of an array of professional services industries, aircraft design and manufacturing, medical device manufacturing, education, and health care and social assistance. Residents have easy access to outdoor recreational opportunities and nature trails as well as shopping hubs. The finance and insurance and professional, scientific, and technical services industries have not been impacted as severely by the pandemic as have customer facing industries such as health care and social assistance, and manufacturing. This is likely due to the work being inherently different in that it can be done remotely.

ACCOMPLISHMENTS AND OUTCOMES

The opportunities section that follows identifies strategies that District 4 communities could engage in to support key industries and workforce. Several projects that support these strategies have been implemented throughout Snohomish County.

- Project ReInvent (NWIRC) fortified dislocated workers and small businesses with virtual training important to innovation and idea validation. The project conducted countywide outreach and provided virtual training related to innovation and idea validation. Small businesses and individuals also received assistance evaluating their ideas for establishing a new business or reinventing a current one.

- Training and Certification Implementation Plan (Sno-Isle Libraries) conceived of the CompTIA A+ certification program as a remedy to those who lost their jobs in the service industry during the pandemic, helping prepare them for new careers in IT. Priority was given to BIPOC as well as those excited about careers in IT. The plan involved training staff, assembling course materials, recruitment, study groups, and exam facilitation. Completion of the program positions participants to take the CompTIA A+ exam.

OPPORTUNITIES

The Countywide Strategy contains opportunities that could serve to accelerate and enhance some of District 4’s key industries and workforce.

- Support and enhance manufacturing (including medical device and aerospace manufacturing) and health care and social assistance industries by connecting industry to the innovation ecosystem, both locally and through strategic outreach to potential global partners (see opportunities listed in strategy 1.1 and 1.2).
- Help accelerate recovery for dislocated workers by developing and supporting training for in-demand occupations and skills building, focusing on BIPOC (see opportunities listed in strategy 4.1).
- Strengthen and grow the district’s innovation ecosystem by ensuring that all residents have access to skills, tools, and support systems (see opportunities listed in strategy 4.2).
COUNCIL DISTRICT 5: GOLD BAR, INDEX, LAKE STEVENS, MONROE, SNOHOMISH AND SULTAN

EMPLOYMENT: 21,954 (2018)
Combined city totals, does not include unincorporated areas

KEY INDUSTRIES BY EMPLOYMENT

- EDUCATIONAL SERVICES (20.1%)
- RETAIL TRADE (15.8%)
- ACCOMMODATION AND FOOD SERVICES (11.4%)
- CONSTRUCTION (10.7%)
- HEALTH CARE AND SOCIAL ASSISTANCE (8.8%)

Council District 5 includes the cities of Gold Bar, Index, Lake Stevens, Monroe, Snohomish, and Sultan. It is home to significant outdoor recreation activities, many involving the local agricultural community, as well as local retail that serves the local community as well as visitors.

- The county’s agriculture preservation area runs through District 5, home to vital farms and agribusinesses, including agritourism bringing in visitors.
- Highway 2 connects Monroe’s economy to the Cascade mountain range and beyond.
- Monroe is home to the Evergreen State Fair and the fairgrounds provide events year-round.
- Monroe attracts visitors for amateur sports events and tournaments.

Travel restrictions and stay at home orders due to COVID-19 halted nearly all tourism activity in Washington state for portions of 2020. This in turn impacted the accommodations and food services industry, retail, arts and entertainment, and the many small businesses and organizations that have traditionally depended upon face-to-face interactions.

ACCOMPLISHMENTS AND OUTCOMES

Partners in District 5 executed a variety of projects to accelerate small business recovery, ranging from promotional activities and campaigns to launching new e-commerce and delivery services. Projects also included work to boost the local tourism industry and prepare to take advantage of a post pandemic demand for travel and recreation.

- **The Super Saturday Campaign** (Monroe Chamber of Commerce) promoted local businesses through advertisements and special community activities that complied with public health regulations over the holiday season, amplified by Support SnoCo.
- **Local Delivery Service** (City of Snohomish) allows customers to buy directly from local merchants, who then use an app to schedule delivery service.

The delivery system serves the 98290, 291, and 296 zip codes and has been handed off to the Snohomish Chamber to maintain into 2021.

- **The Tourism Research and Marketing project** (City of Monroe) supported the recovery of the local tourism industry by creating an online dashboard containing data relevant to the community. Local tourism and service industry businesses impacted by the pandemic were trained on how to use the data to market offerings. A regional demand analysis was also produced.

OPPORTUNITIES

The Countywide Strategy provides additional examples of projects that communities in District 5 could undertake to support and strengthen its key industries, including the following opportunities.
DISTRICT LEVEL STRATEGIES FOR BUILDING ECONOMIC RESILIENCY

- Support and strengthen the tourism industry, food service establishments, small businesses, and retail by equipping businesses with new skills to pivot (see opportunities listed in strategies 2.1, 2.2, 2.3, and 2.4).

- Accelerate the recovery of major industries such as health care, tourism and agritourism by engaging in strategic business retention and expansion efforts, including helping business pivot and diversity (see opportunities listed in strategies 1.1 and 1.2).

- Support dislocated workers and entrepreneurs by connecting them with inclusive training opportunities and business support services, ensuring that all workers can take part in and fuel economic recovery (see opportunities listed in strategies 4.1 and 4.2).
### POTENTIAL IMPLEMENTATION PARTNERS

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<thead>
<tr>
<th>ORGANIZATION</th>
<th>1.1 Align industry with innovation ecosystems to fortify businesses and workers and help navigate change.</th>
<th>1.2 Strengthen business retention and expansion efforts to support business vitality and fortify the economy with new opportunities.</th>
<th>2.1 Support the recovery of restaurants and taverns, strengthening businesses with new opportunities.</th>
<th>2.2 Help small businesses access new customers by localizing e-commerce and building new skills.</th>
<th>2.3 Strengthen small businesses by providing access to on-demand resources, guidance, and training.</th>
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### POTENTIAL IMPLEMENTATION PARTNERS

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<td>2.4 Support BIPOC and women-owned small businesses.</td>
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MEASURING OUTCOMES
The purpose of this strategy is to provide communities with actionable opportunities to enhance economic recovery efforts and fortify businesses and workers against future economic crises. The strategy is also intended to contribute to additional downstream outcomes for businesses and workers in Snohomish County.

Economic Alliance Snohomish County is tracking indicators related to many of these outcomes and will continue to provide updates as new data and information is released.

### Long Term Outcomes

- Increased Countywide Investment
- Increased Employment
- Increased Median Household Income
- Increased Revenues
- Increased Labor Force Participation Rate
- Decreased Number of Persons Living in Poverty

### Short Term Outcomes

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#### Strategy 2.2: Help small businesses access new customers by localizing e-commerce and building new skills.

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**Accomplished:** Local Delivery Service

#### Strategy 2.3: Strengthen small businesses by providing access to on-demand resources, guidance, and training.

- ✓
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**Accomplished:** Edmonds Business Accelerator

#### Strategy 2.4: Support Black and Indigenous and People of Color and women-owned small businesses.

- ✓
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**Accomplished:** Small Business Equity and Resiliency

#### Strategy 3.1: Support sustainable growth countywide by investing in industry-aligned training and economic diversification efforts.

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**Accomplished:** Darrington Community COVID Recovery Strategic Plan

**Tourism Research and Marketing**
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### Strategy 3.2:
Re-imagine and promote the development of underutilized spaces.

- ✔
- ✔

- Accomplished: Downtown Waterfront Revitalization

### Strategy 4.1: Develop workforce training opportunities for in-demand occupations, targeting dislocated workers and those who have been disproportionately negatively impacted by the COVID-19 pandemic.

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- Accomplished: Training and Certification Implementation Plan

### Strategy 4.2: Develop accessible job placement programs and support efforts to build an inclusive environment for entrepreneurs, ensuring all residents have access to innovation ecosystems.

- ✔
- ✔
- ✔
- ✔
- ✔
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- ✔
- ✔

- Accomplished: SnoCoWork Portal
THANK YOU

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