



CITY OF  
Lynnwood

WILCOX PARK

**LYNNWOOD MOVING FORWARD:**  
*Our Community Vision*



## Dedication

This Visioning Report is dedicated to: our children, their children, our great-grand children, for children are the face of the future and the embodiment of tomorrow!

## Elected Officials

### Mayor

Don Gough

### Council Members

Ted Hikel, Mark Smith, Ruth Ross, Lisa Utter, Loren Simmonds, Stephanie Wright and Jim Smith

## City Department Heads

*Bill Franz* – Public Works, *Robin Hall* – Human Resources

*Steve Jensen* – Police Department, Chief, *David Kleitsch* – Economic Development

*Paul Krauss* – Community Development, *John Moir* – Administrative Services,

*Jill O’Cain* – Court Administration, *Gary Olson* – Fire Department, Chief

*Lynn Sordel* – Parks, Recreation and Cultural Arts, *Emily Yim* – Community Affairs





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# Acknowledgements by the Citizen Representative

– Bob Larsen

**A SPECIAL THANK YOU** – Special thanks are offered to Mayor Don Gough for his vision of, and commitment to, a truly citizen-based community visioning process. The mayor’s continuous support and leadership have been invaluable. A hearty thank you is also due to our city council for their frank honesty and openness from their first vote of support for a visioning process in the spring of 2007, until the adoption of “Lynnwood Moving Forward: Our Community Vision” on January 26, 2009. A sincere thank you to the city department directors who offered constructive suggestions, and especially the Office of Neighborhoods and Community Affairs which offered many hours of direct support for the process and to all participants. And, most important, a thank you to each of the hundreds of citizens who attended and very actively participated in the visioning meetings. All of you helped give Lynnwood a common focus that will guide our city through very challenging times ahead.

## thank you to our fellow residents and citizens who worked hard creating our community vision

### Citizens Visioning Task Force:

Bob Larsen

*Task Force Chair*

Beth Woolley

*Task Force Co-Vice Chair*

Jackie Locke

*Task Force Co-Vice Chair*

Chad Braithwaite

*Task Force Communicating Secretary*

Jerry Alder

Nick Aldrich

Janice Ashenbrenner

Van AuBuchon

John Austvold

Jim Balch

Joan Baumann

Gary Bowers

Jennifer Braithwaite

Dolores Braun

Pat Brown

Charlie Buchalter

Richard Burtis

Ronald Cantu

Diana Chan

Sang Chong

Linda Cognato

Marty Collins

David Cullen

Luke Determan

Doris Devine

Pam Eastman

Rolf Eckmahn

Randy Elder

Jack Eschrich

Muriel Fagan

Don Foreman

Theresa Fowler

Peter Foy

Ivy Fung

Troy Giesker

David Gilbertson

Phyllis Goodwin

Susie Grant

Judy Groom

Adrienne Grossman

Debbie Hayes

Mary K Hervol

Kris Hildebrandt

Sharon Horswill

Douglas Jackson

Dawn James

Patricia Kresek

Mark Lester

Bill Lindsay

Judi Martin

Jim McConville

Michael Megill

Chris Monson

Shelly Moquin

Todd Morrow

Richard Olson

Carol Oshima

Ron Oshima

Bob Payette

Bill Pearson

Kathy Person

Heidi Phillips

Dee Sanwick

Steve Saunders

Marc Skiffington

Paul Smidansky

Marcia Smith

Elizabeth Stevenson-Collins

Arline Swanby

Besrat Tensae

Pia Thrasher

Barbara Wagenaar

Anna Marie Webb

Penny Wight

# Introducing our Lynnwood Vision Statement

*There is no more powerful engine driving an organization toward excellence and long-range success than an attractive, worthwhile and achievable vision of the future, widely shared.*

If we want a city and community that really moves towards excellence and long-range success, then our city and community must decide what the future should look like – what is preferred, not just what happens. We must take action to achieve it starting now and over the long term. There is no more important citizen and stakeholder responsibility, or leadership duty, than setting our city on the path towards an attractive, worthwhile and achievable future.

We have used the following definition to help us establish our overall city and community vision.

*A ‘vision’ is a realistic, credible, attractive future for our city. It articulates a destination toward which our city should aim. A future that in important ways is better, more successful, or more desirable, for our city than is the present.*

Please take a few moments now to read our city and community overall vision statement and its seven core statements on the next page.

We firmly believe that if we begin taking action now to accomplish our vision over the next 20 years, that our future city and community would in fact be better, more successful, and a more desirable place in which to live, work and play.

The key to having an effective future vision is when residents, stakeholders, city officials and employees, and city elected leadership, all consciously choose to accept and embrace the vision, and then, all city officials and employees start to use the vision as direct guidance when making program, service, budget and decisions. This wide range of decisions must be brought into concert with, directly linked to, and aligned with accomplishing the future vision. City residents and stakeholders must choose to work to monitor, measure, and ensure that city decision-makers are held accountable for making progress towards achieving the vision.

We believe it’s time to get to work. Please join in.

The rest of this report explains how Lynnwood arrived at the vision statement. Read on. It was (and still is) quite a journey. Please actively join in the journey.



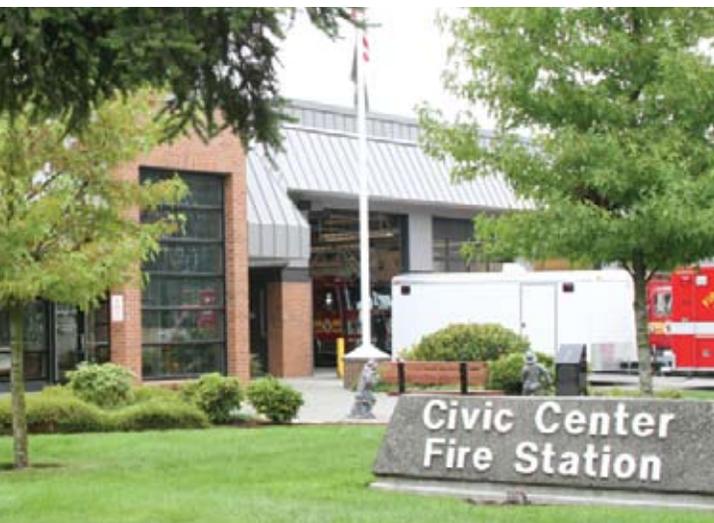


## Our Community Vision

The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

### *Our vision is...*

- To be a welcoming city that builds a healthy and sustainable environment.
- To encourage a broad business base in sector, size and related employment, and promote high quality development.
- To invest in preserving and expanding parks, recreation, and community programs.
- To be a cohesive community that respects all citizens.
- To invest in efficient, integrated, local and regional transportation systems.
- To ensure a safe environment through rigorous criminal and property law enforcement.
- To be a city that is responsive to the wants and needs of our citizens.



For further information and more detail on the vision statement see Appendix 1. Adopted unanimously by the Lynnwood City Council on January 26, 2009.

## Letter from the Citizen Representative

To the Citizens of the City of Lynnwood,

Thank you for your interest in the Visioning Lynnwood process.

My initial role as Citizen Representative was to attend as many of the 29 public visioning sessions as I could. During that time I acted as “validator” of the process. I state with confidence that our city’s visioning process was open and fair. City residents, business people, civic groups and other stakeholders who shared their ideas for a better Lynnwood were open, candid and they clearly cared about this community.

During the summer of 2008, volunteers from the original vision sessions stepped forward to refine the ideas, suggestions and constructive criticism gathered in that first phase which were turned into 4,000+ items for developing the vision contained in this report. It was during this second phase of the visioning process that I began to see what a great service volunteers bring to our community.

In my case, before this all happened, I had always thought I would volunteer “someday” for my community. But I just never got around to it; too much to do, not enough time. Then, in the fall of 2007 I watched an interview with one of our Federal Supreme Court Justices as he talked about volunteerism. He stated as if he was staring right at me, that volunteer work is a civic duty of all citizens in the U.S. Constitution. My thought at the time was, “Can I expect to pay someone else to keep me free? I had to admit, the justice’s word rang true to me. I can only speak for myself, but at that moment I felt the call to serve.

My wife Jan and I have lived in Lynnwood for 20 years. We raised our kids here. We used city’s services. We helped pay for them. We planned on staying. You get the picture. So, I said to myself, “Why not step up and see what I can do?” I got turned down in my bid to get on the City Planning Commission but about a month later I got a call from Mayor Gough, “asking if I would come in for a little chat?” The Mayor asked me to serve as the Citizen Representative to Visioning in January of 2007 and I agreed. The rest of this still unfolding story is history.

Since then, the rewards of volunteering are far more than I could have imagined. As our working group finalized the Vision Document over the summer of 2008, and the city council adopted it in January 2009, I have felt at every step of the way that I am surrounded by a great group of hard working, caring people. In a way we are all strangers but our common bond, community visioning, has joined us together into a smooth functioning hard working team.

Since adoption of the Lynnwood Moving Forward: Our Community Vision, Mayor Gough recognized the extensive hard work by volunteers and appointed a Citizens Visioning Task Force to keep the effort focused and people participating in how our city vision is communicated to citizens, and to encourage general citizen oversight of vision implementation. Also, in keeping the process open, transparent, and accessible. There are many vision documents to be found around the country, but few are truly citizen-created and fewer still are carried forward to actually effect how an organization is run.





At the time the task force was formed, my fellow volunteers kindly nominated me as task force chair. Named as co-chairs were Jackie Locke, Beth Woolley and Chad Braithwaite, now also a Lynnwood Planning Commissioner, was named communicating secretary. My thanks to them for all their able help and leadership. There's plenty more to do!

So, as one of many volunteers serving the great City of Lynnwood, I will close with a statement and an invitation. There are no rewards associated with volunteering other than knowing you did the right thing, for yourself, your family and your community; perhaps most importantly, for your loved ones' future. That's not the measurable stuff we often hear and think about, but it's quite valuable none the less. And there is the reward of making new friends, meeting other people who immediately fall to the task at hand, and in so doing, get to know and respect each other along the way. It's a truly great experience.

If you have not yet volunteered in our city and community, the place where you have chosen to live and raise your family, I suggest you give it a try. I bet once you do it, once you know that feeling of honest pride that giving of yourself can bring, you will never stop volunteering. Now I have seen it first hand. Now I know.

And so, I and my fellow volunteers offer this vision and this report to you. Please use it in furthering your own interests and those of the City of Lynnwood. May all of us, now and in the future, and our good city, be made better through its use.

May it serve you well.

Robert Larsen – Citizen Representative

# Letter from the Mayor

Dear Lynnwood Residents, Citizens, and Business People:

*A city is a journey of ideas and values - made real or not.*

More than 50 years ago, our city's founding mothers and founding fathers had an idea — a very good idea called “Lynnwood.” A city is not created instantaneously. As we all know, every journey, short or long, begins with a single step. But before it begins, a destination must be determined. If not, as former Yankee and now social commentator, Yogi Berra would say:

*“If you don't know where you are going — you might end up someplace else.”*

A city is a journey of ideas and values, and building a city does begin with one step. However, a step to where? In which direction? Justice Oliver Wendell Holmes advised decades ago that:

*“The greatest thing in this world is not so much where we are, but in what direction we are moving.”*

During 2007 and 2008 hundreds of Lynnwood residents, citizens, and business people met in 29 meetings and brainstormed over 4,000+ ideas and comments about our city as it is, what should change, what its direction and future could be and should be, and how we might achieve that future. They re-examined today, and re-imagined tomorrow. In January 2009 the city adopted, “Lynnwood Moving Forward: Our Community Vision” which states:

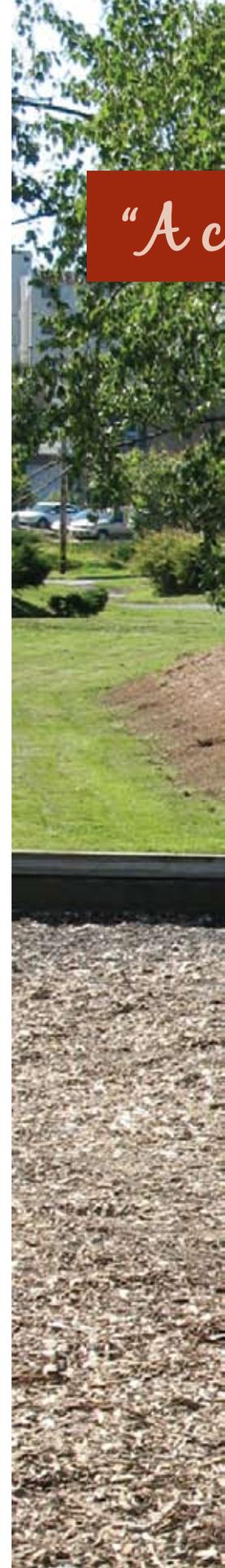
*“The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.”*

There are also seven “core” statements which accompany this overall vision. They call for building a healthy and sustainable environment; encouraging a broad business base; high quality development; investing and preserving recreation and community programs; a cohesive and respectful community; quality transportation systems; a safe public environment; and a responsive city government.

The future will belong to those who, former first lady Eleanor Roosevelt said, “believe in the beauty of their dreams.” I ask you to bring your passion, your willingness to work hard, your ideas, and let us believe in and to get to work creating, our city's future — a future equal to the beauty of our dreams.

For Lynnwood the best it can be,

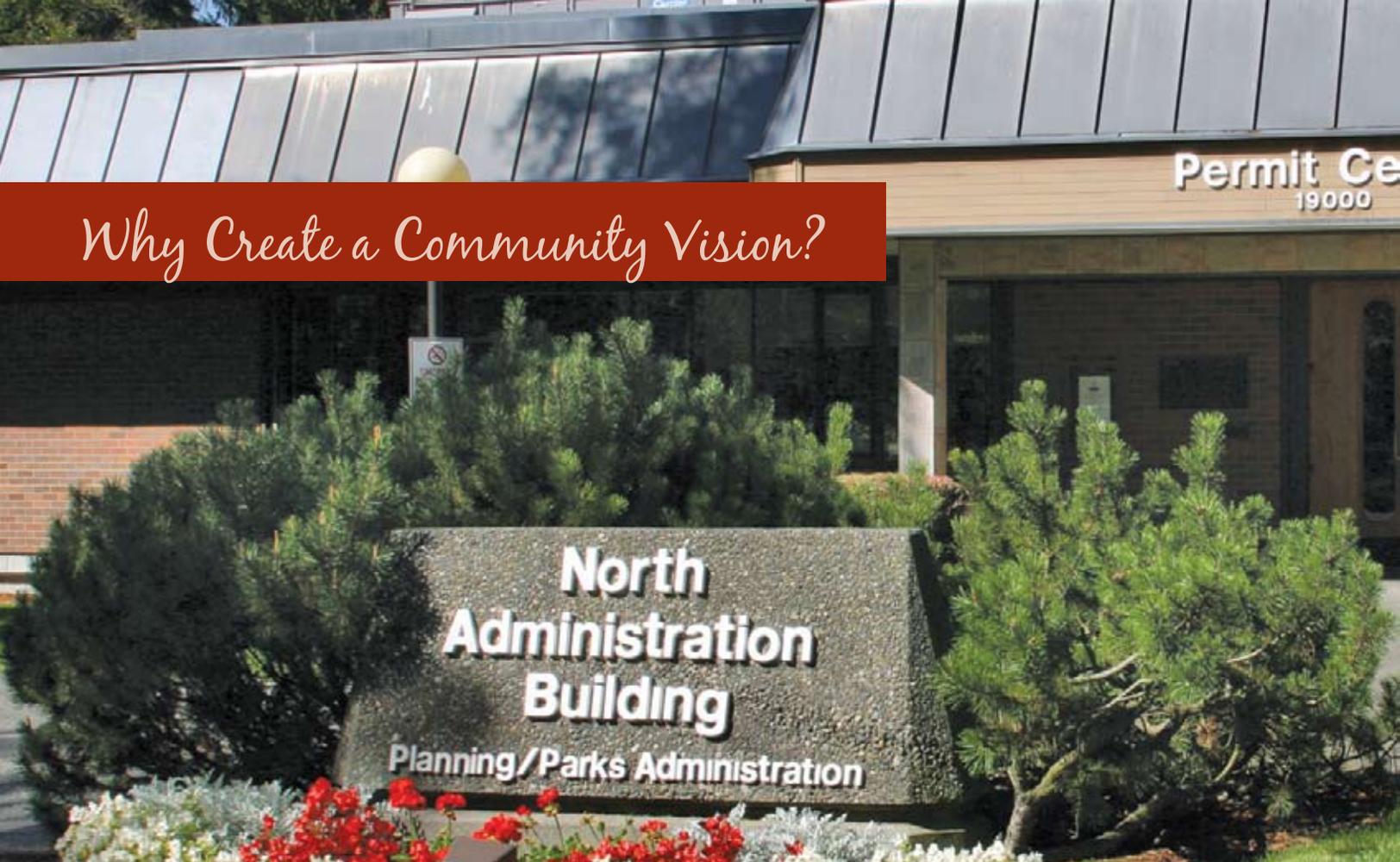
Don Gough, Mayor



*ity is a journey of ideas and values - made real or not."*



# Why Create a Community Vision?



The progress of the world has always begun with dreams.

Vision statements offer a common framework for action and focus among decision makers, whether they serve in the public arena, civic clubs, or the business community, as to where an organization is headed over the coming years. How it will get there (its mission). How it will use its limited resources to maximum effect. Once an appropriate and achievable vision is in place, the organization's decision makers can work together toward a set of informative and widely shared goals. The time frame for accomplishing an organizational vision can take many years, but it is essential to review and update the vision as necessary, thus, the term "living document." However, this does not mean numerous and/or frequent changes will be made to the vision. Consistency is key to getting started on a path of action that is linked to, and in alignment with, the adopted city vision.

When a community's residents and its elected leaders share a common vision, everyone gains confidence in a brighter future. This leads to a spirit of cooperation and efficient use of resources.





## *The Rise of Community Visioning*

Over the past few decades the public sector has been trying to become more productive; to get ahead of change and shape change to the advantage of citizens. In various ways, state and local governments have attempted to create a larger context for their plans, budgets, and programs.

In the 1970s, many state governments began long range planning programs called futures projects. These programs generally involved working with citizens to plan for the future by setting long-term goals and objectives. Over the decades, such efforts became more sophisticated in analyzing trends and choosing alternative futures.

As the pace of change accelerated in this time, planning for the future gained growing recognition as an important element of the governing process. Strategic planning, a method first used in the private sector to assess and organize the operating environment and develop strategies for change, became increasingly popular in government. During this time, more local jurisdictions and communities became involved in planning for the future. Blending elements of state future projects and strategic planning, community planners developed new activities specifically tailored for long range planning at the local level. By the 1990s, these efforts evolved into what has come to be known as “visioning.” Visioning provides communities with better tools to navigate an environment of rapid change.



# The Definition of a Vision Statement



What is visioning? It is a fun citizen participation process through which “a community creates a shared vision for its future and then plans to achieve that vision over time.” It is important to define what a vision statement is. The definition used to guide our city’s visioning process is as follows:

**Definition of a Visioning Statement:** A ‘vision’ is a realistic, credible, attractive future for our city. It articulates a destination toward which our city should aim. A future that in important ways is better, more successful, or more desirable, for our city than is the present.

The American Planning Association provides this overall guidance about visioning:

Visioning is simply a process by which a community envisions the future it wants, and plans how to achieve it. It brings people together to develop a shared image of what they want their community to become. Once a community has envisioned where it wants to go, they can begin to consciously work towards that goal.

A vision is the overall image of what the community wants to be and how it wants to look at some point in the future. A vision statement is a formal expression of that vision. It picks in words and images what the community is striving to become. The vision statement is the starting point for the creation and implementation of action plans.

The most important principle to remember in designing the visioning process is it should be tailored to the unique needs, resources and capabilities of your community.



The key qualities of a visioning process, and the resulting vision statement, should:

- Promote a “whole-of-the-community” dialog
- Be open and not just a set of answers to questions selected by city hall officials
- Allow for timely, meaningful, and continuous participation of residents and stakeholders
- Be sustainable over the long-term
- Reflect core community values
- Respond to emerging issues and trends
- Be long-term, but focused on near-term action

It was this desire to identify, unify, and establish a predictable future for Lynnwood that the visioning effort titled, “Visioning Lynnwood: Building Our City’s Future with Your Ideas” was launched in 2007.

# Building our City's Vision with your Ideas

## How We Did It

Visioning was (and still is) a fun and exciting process where participants gave ideas and made suggestions which were used to create our vision statement. Talking, thinking, sharing and discussing ideas amongst participants directly came together to create the vision statement now entitled, "Lynnwood Moving Forward: Our Community Vision." It is the key starting point from which to:

- Develop a city-wide plan to move our city forward into the future and to meet the challenges of today and tomorrow.
- Set priorities for our city based on our most broadly held and shared values.
- Build upon our best creative ideas from throughout the community.
- Have an on-going method for meaningful citizen participation and involvement now and in the future.
- And, to turn our shared dreams into reality.

There was one central principle when we began: Citizens are the experts about how they feel, what they know, and what they want as a future for their city.

With a city vision in place, those who rely on our city for services can take a measure of comfort in knowing what to expect over the coming years. Decision makers can set budgets and measure progress based on a set of metrics and base-line measurements established with citizens as part of the visioning process, and those added or adapted later, too.

This explanation in no way reduces the value of divergent opinions in a decision making body. Just as the public holds diverse views and opinions, so too should decision makers. At the same time, key service areas such as public safety, transportation, and other infrastructure such as parks, etc. need consistent, focused priorities for sound budgeting decisions and setting staff priorities. Therefore, as with majority votes to gain firm decisions for budgeting and short-term priority setting, so too can majority votes guide longer term, if less focused, vision statements.

The ultimate success of community visioning lies in the hands of many people representing many points of view and holding diverse responsibilities. Relationships must be built; credibility must be earned. Residents must be willing to meet often, discuss complex issues, and work as a team towards a common purpose. Our city council must be willing to consider guidance from the community. Residents need to see that the work being done is realistic and attainable. City departments and the mayor must not only support the vision concepts, but they must also chart the paths to implement the vision, or it will not take form. Each step, each level of support is indispensable.

All these things happened, or are happening now, in Lynnwood. Residents, stakeholders, City Council, department directors and the mayor, are coming together and working to make our vision a reality in Lynnwood. We can now proudly say that this is just the beginning!



### **The “Visioning Lynnwood” Process Takes Form**

Before the visioning process began Mayor Gough first stated in his 2007 State of the City Address, the need for our city to have a city-wide vision to guide decision making and development of our future. The idea of truly resident-citizen based visioning process took hold. The foundation is that it stays truly citizen focused and citizen driven.

Early on an invitation was extended to Bob Larsen to consider the role as Citizen Representative and citizen spokesperson to the Visioning Lynnwood effort and an independent voice in the planning, execution, and unfolding of the process.

We designed a way to reach residents within nine specific geographic neighborhood areas of the city. To get people involved, the city sent invitations to every address in Lynnwood that receives mail. The invitations asked people to attend a neighborhood visioning meeting within their geographical area. Volunteers and the Mayor also personally distributed door hangers on residences.

During this first “listening” phase we also reached out to civic clubs, business organizations, seniors, city staff, and other volunteer and business groups in order to establish a broad base of participation and input. This phase introduced the visioning process guide and questions. See Appendix 2.

## Phase 1 - “Listening” to Citizen Brainstorm Ideas

Phase 1 was all about getting residents and stakeholders to talk, and to brainstorm about four visioning questions. And, most important, to *listen* to what they had to say. To gather all of their ideas, suggestions, comments, and yes – in some cases tough but constructive criticism about our city.

We as a city needed to learn what citizens and stakeholders like you:

Valued about Lynnwood today, felt should be changed about Lynnwood, believe could be our city’s preferred future, and suggest for the steps we can take to build that future.

The city hosted 29 face-to-face brainstorming sessions between late 2007 through early Spring of 2008, involving approximately 400 residents, business people, civic groups and city staff. See Appendix 2. People also submitted ideas through written answers to four visioning questions in the visioning guide pamphlet. Some preferred to share their ideas online through the portion of the city website dedicated to the visioning process.

### How “Listening” and Brainstorming Sessions Worked

A visioning session was typically a two hour evening meeting. At each meeting, Mayor Gough and a facilitator welcomed the group. They explained the purpose for developing a city vision and the meeting process. Each participant had a copy of the visioning guide pamphlet containing the four (4) visioning questions and other information. See the visioning guide pamphlet in Appendix 2.

During Phase I, most of the participation in the visioning sessions came from Lynnwood residents in neighborhood meetings, Lynnwood University, the Senior Center, city volunteer groups, city boards and commissions. Visioning sessions were also conducted, for example, with the Lynnwood Rotary, the Lynnwood Tourism Advisory Committee, and members of the Korean Community Services Organization. Three meetings were held to allow city staff participation.

A trained staff facilitator led each session and another staff person wrote down the participant’s feedback. Each of the meeting facilitators established “fairness and openness rules” for conducting the brainstorming. Those rules, for example, included respect for all ideas and maintaining a positive and non-judgmental approach to sharing ideas.

Once the discussion and brainstorming began, participants were not interrupted. It was their opportunity to be heard. All city officials only listened to people brainstorm answers, suggest ideas, and develop comments to each of the four visioning questions. City officials, including the mayor, did not speak unless they were asked a factual question from a meeting participant.

During most of the sessions, Bob Larsen, the Citizen Representative was present. He was introduced but did not play an active role. The citizen representative’s self designated role was one of monitoring and ensuring the process was open to





everyone and that participant's ideas and comments, including some tough constructive criticisms, were all recorded. The facilitator led the group through each of the four questions in the Visioning Lynnwood pamphlet:

What do you value most about Lynnwood and why? What changes would you most like to see in Lynnwood right now? Imagine Lynnwood 20 years in the future and all your ideas for the city have been realized. What is different? How is our city a better place? As you imagine the Lynnwood you just described, what are the most important things we can do to get there?

At the end of each session there was an open question and answer period. Also, all participants who signed in and provided their contact information were mailed copies of all the information gathered during the Phase I and which began the Phase II envisioning process.

## *Statement from the Citizen Representative*

- Bob Larsen

Throughout the process of "Visioning Lynnwood" Phase I and Phase II, from the first visioning session, through the night of City Council adoption, and continuing to this date, resident input was free of outside influence. Ideas offered were unedited and taken in their "pure" form. From offering of original ideas, to creating the final vision statement for the city, it was the participating residents themselves who decided what was important, and what to offer the city council for its consideration.

## Phase 2 - Envisioning

To start with, there was a huge task to reduce the sheer mass of 4,000+ ideas, comments, suggestions, and constructive criticisms. First, those items which were virtually the same items were combined – but counted and shown. Items were edited for typographical and grammatical corrections. Each item was then coded using 32 categories, i.e. transportation, crime, code enforcement, etc. Those categories were grouped together into seven broad subject areas. A Visioning Focus Group Session was held on Saturday, May 31, 2008, at Meadowdale High School to extrapolate from those thousands of items, actionable statements. Forty-seven residents attended and selected one of four work groups in which to work:

- A. Parks Recreation      B. Traffic
- C. Public Safety         D. Community Development.

Those 47 residents gave over five hours of their weekend time as they sifted through all the thousands of ideas they had before them. The result was 31 actionable statements covering the seven subject areas. The result was the “merged” document found on the city visioning website.

It was at the Visioning Focus Group Session that those who participated started to see the potential that visioning offered the community. They were talking about what mattered: parks, traffic, business base, jobs, land use development, and clean/protected neighborhoods. Those who came to the session responded with enthusiasm and determination to see Lynnwood moving forward in a positive direction.

**An Important Note:** At all times during the Visioning Focus Group Session and the subsequent drafting work group, we were very careful to maintain the integrity of the 4,000+ comments gathered in Phase I. Only the original 4,000+ comments were used throughout Phase II. No new comments were allowed to influence the writing during Phase II.

*Summer 2008.* The merged document was then provided to a 30+ member visioning volunteer working group, who were attendees at the May 31 Visioning Focus Group Session. With the help of facilitator-consultant, three meetings were held in July 2008 to craft one overall vision statement and the seven core





statements. The first July meeting began with short presentations from department directors on their respective services, duties and tasks, that appeared directly related to that next step in the visioning process. From the larger group, a smaller “writing” group of five visioning volunteers met to polish and finalize the vision statement, seven core statements and associated bullet items. The final proposed draft of the vision was then shared with city department directors for their review and comment.

*Fall 2008.* After department directors returned their comments with a few minor suggested changes, the larger “summer” visioning volunteer work group met in September 2008 to consider those changes. The visioning work group accepted some changes and rejected a few others. Among the changes was the decision to drop subject headings used to organize items and material for the May 31, 2008 focus group meeting.

*September and October 2008.* Small groups composed of the citizen representative, plus one or two visioning volunteers, met with each city council member. Those meetings were to inform council members and on a one-on-one basis to determine how individual council members viewed the city visioning effort and to gain insights from them on the proposed vision and the consideration and adoption process.

*November 2008.* The city council met with the visioning volunteer work group at a regularly scheduled council work session on November 12, 2008. At the end of that session the city council gave the volunteer group a standing ovation for the work they had accomplished. The council decided to initially adopt the proposed community vision as a “working draft.” The council also decided to review and consider it for final disposition again in January 2009. (City Council minutes can be found at [www.ci.lynnwood.wa.us](http://www.ci.lynnwood.wa.us))

*January 2009.* The newly formed Citizens Visioning Task Force initially met on January 12, 2009, to form a strategy on how to approach the city council for the upcoming council work session(s). On January 20, 2009 the volunteer group met with the city council for the second time. Council members expressed support for the proposed vision statement as it stood and presented. The council then formally adopted the “Lynnwood Moving Forward: Our Community Vision” at its regular business meeting on January 26, 2009. The vision was adopted in its entirety without amendments.





## *Phase 3 - Taking Action*

*We've got  
Please join*

Now that the “Lynnwood Moving Forward: Our Community Vision” has been adopted – the real hard work begins. Now it’s time to start accomplishing and achieving it. The vision, together with the various department strategic action plans, and then follow-up budget decisions about priorities will form a road map for city decision-makers. There are now several major actions being taken to get our city on the road towards our vision.

As mentioned before, in January 2009, Mayor Gough signed a Mayor’s Directive 09-01. It formed a Citizen’s Visioning Task Force until December 31, 2010. The Task Force is engaging in a process to recommend an informative set of commentaries for the overall vision statement and the seven supporting “core” statements. These commentaries will help clarify the meaning of several key terms and ideas in the adopted vision.

City departments will be revising and updating their department strategic plans to be linked to, and aligned with, the adopted vision.



The city council has begun the very important work of developing a six-year Strategic Budget which will be essential to setting a financial base for city programs, services, land use decisions, and a myriad of other actions, to begin to make discernable and measurable progress towards accomplishing our community vision.

Each of these three major processes must come together to begin the ultimate, ever lasting open dialogue necessary to not only achieve our city vision, but at appropriate times to review, revise, and update our community vision over the next 10, 15, and 20 years.

Likewise, this visioning report will need to evolve and grow to capture and share with all those concerned and involved, what the vision is, how it's to be accomplished and to record the adjustments and refinements as we go along the path.

### **Where Do We Go From Here?**

At our 50th birthday it is our belief that there is no greater gift we can give ourselves than a new community vision for our future. This gift will serve as the guiding light for achieving our preferred future for our children, their children and our great-grandchildren.

*... a lot of important hard work to do.  
... in this very important, fun, and exciting journey.*



## *Resources and Documents*

Besides the Appendices, please be aware that the following documents and resources are available for viewing at the Lynnwood Visioning Website at [www.ci.lynnwood.wa.us/VisioningLynnwood](http://www.ci.lynnwood.wa.us/VisioningLynnwood)

- The original four thousand (4,000+) lines of visioning comments
- Thirty-one (31) Actionable Statements in seven (7) subject areas – May 31, 2008
- The Merged Document: 31 Actionable Statements with Dominant Themes
- Lynnwood Municipal Code: Visioning, Strategic Planning and Performance Measurement
- Mayor's Directive 09-01 establishing the Citizens Visioning Task Force
- City Council Motion Adopting: Lynnwood Moving Forward: Our Community Vision, January 26, 2009

# Appendix 1 – Lynnwood Moving Forward: Our Community Vision

The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

## *Our vision is...*

*To be a welcoming city that builds a healthy and sustainable environment.*

- Safe and walk-able interconnecting residential and commercial neighborhoods
- Vibrant city center
- Promote Lynnwood as an affordable place to live, work, and play
- Aesthetic neighborhood quality through code enforcement
- Preserve and expand natural spaces, parks, and cultural diversity and heritage
- Integrate the built environment to support the natural environment
- Encourage economic development

*To encourage a broad business base in sector, size and related employment, and promote high quality development.*

- Promote high quality, sustainable development and

design (LEED)

- Balanced commercial development mindful of traffic management
- Convention center as an engine of economic growth and community events
- Protect residential areas from commercial use
- Communicate with the community on city plans, policies, and events

*To invest in preserving and expanding parks, recreation, and community programs.*

- Develop a network of pedestrian and bike trails for recreation and transportation
- Encourage business/organization partnerships and participation to create and promote community events
- Create civic pride through cultural arts, events, parks, and services
- Promote healthy lifestyles
- Provide diverse senior services creating a liveable community
- Establish a new signature event that creates civic pride
- Use parks and cultural arts to attract economic growth



*To be a cohesive community that respects all citizens.*

- A safe, clean, beautiful, small-town atmosphere
- Build and enhance a strong, diverse, integrated community
- Develop and identify physical neighborhoods
- Encourage citizens to be involved in community events
- Engage our diverse population through effective, inclusive communication
- Continue community communications and open process

*To invest in efficient, integrated, local and regional transportation systems.*

- Improve pedestrian and bike flow, safety, and connectivity
- Adaptive, safe, well-maintained, state-of-the-art traffic management infrastructure
- Support the needs of commuters and non-commuters
- Reduce traffic congestion

*To ensure a safe environment through rigorous criminal and property law enforcement.*

- Continue to provide good quality response times for fire, paramedics, and police
- Encourage support for police and fire department citizen

volunteer programs

- Become a benchmark city through technology and through neighborhood involvement
- Increase police presence through more patrol and bike officers
- Increase and support public education on public safety

*To be a city that is responsive to the wants and needs of our citizens.*

- Develop goals and objectives that benefit residents and businesses
- Create/enhance Lynnwood’s brand identity
- Govern and grow in a way to stay true to the city’s defined identity
- Develop and execute a measurable strategic plan (budget, timeline); involve community
- Fair and diverse revenue base
- Promote Lynnwood’s convenient location to maximize opportunities and benefits
- Be environmentally friendly – sustainable

*Adopted by City Council 1/26/09*



## Appendix 2 – Visioning, Council and Citizen Task Force Meetings

### *Phase I Listening and Brainstorming Meetings (29 meetings)*

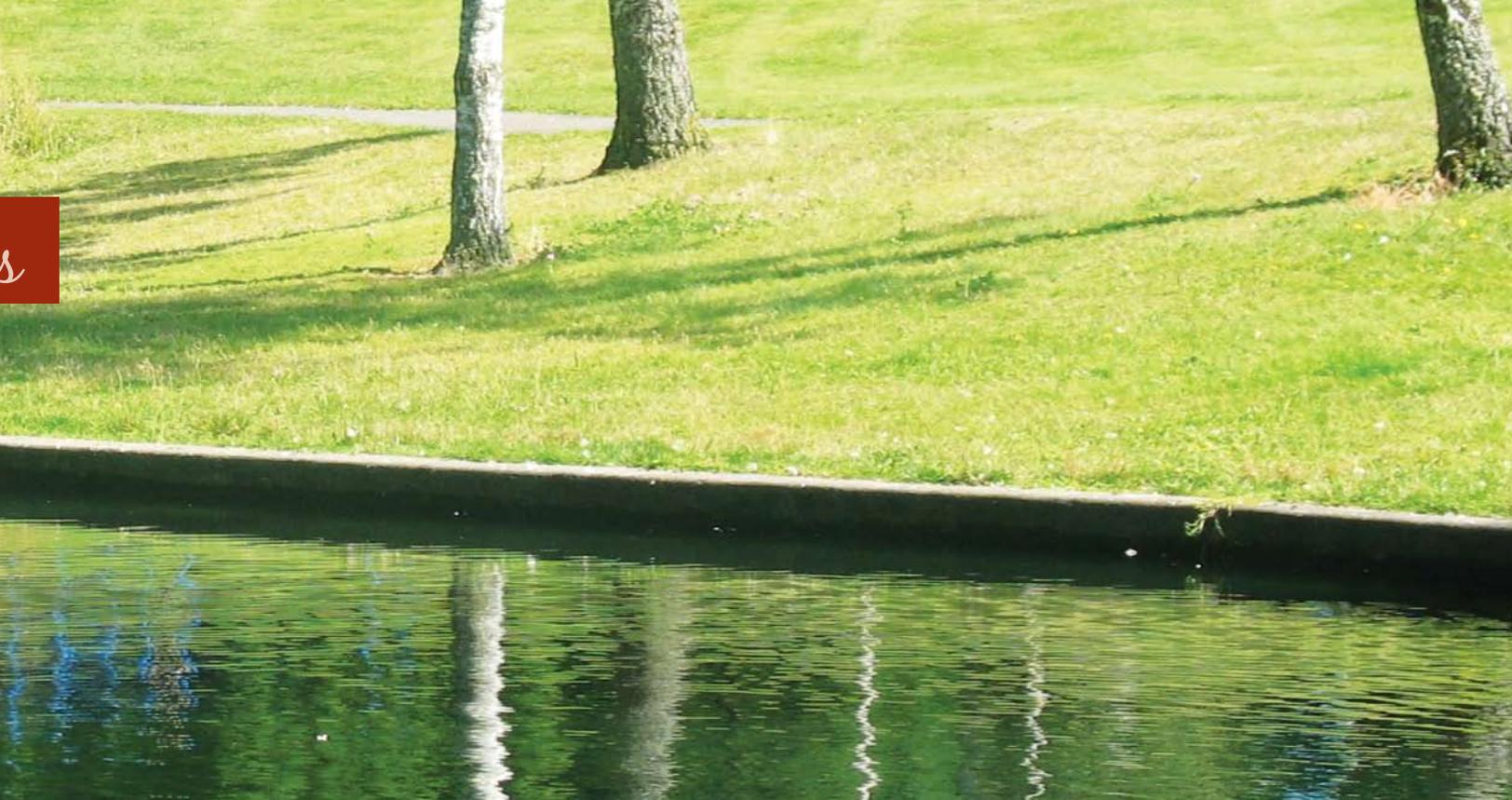
<i>June 5, 2007</i>	Parks and Recreation Board
<i>June 21, 2007</i>	Tourism Advisory Committee (TAC)
<i>July 27, 2007</i>	Senior Center Members
<i>October 12, 2007</i>	Rotary Club of Lynnwood
<i>November 8, 2007</i>	Lynnwood University
<i>November 8, 2007</i>	Lynnwood University
<i>November 14, 2007</i>	Fire Station #15, Neighborhood Meeting 1 of 9
<i>November 14, 2007</i>	Volunteers In Public Safety (VIPs),
<i>November 15, 2007</i>	Trinity Lutheran Church, Neighborhood Meeting 2 of 9
<i>November 28, 2007</i>	Edmonds School District, Neighborhood Meeting 3 of 9
<i>December 4, 2007</i>	Open Door Baptist Church, Neighborhood Meeting 4 of 9
<i>December 5, 2007</i>	City of Lynnwood Employees
<i>December 5, 2007</i>	Fire Station #15, Neighborhood Meeting 5 of 9
<i>December 6, 2007</i>	City of Lynnwood Employees
<i>December 6, 2007</i>	City of Lynnwood Employees
<i>December 6, 2007</i>	Fire Station #14, Neighborhood Meeting 6 of 9
<i>December 11, 2007</i>	Eunia Plaza, Korean Community
<i>December 12, 2007</i>	Meadowdale High School, Neighborhood Meeting 7 of 9

<i>December 13, 2007</i>	Spruce Elementary, Neighborhood Meeting 8 of 9
<i>December 17, 2007</i>	City of Lynnwood Employees
<i>January 7, 2008</i>	City of Lynnwood Employees
<i>January 8, 2008</i>	Arts Commission
<i>January 8, 2008</i>	Citizens Patrol
<i>January 8, 2008</i>	City of Lynnwood Employees
<i>January 9, 2008</i>	City of Lynnwood Employees
<i>January 15, 2008</i>	Historical Commission
<i>January 22, 2008</i>	Lynnwood Teen Advisory Group
<i>January 23, 2008</i>	Business Advisory Group,
<i>April 10, 2008</i>	Utilities Maintenance Center, Neighborhood Meeting 9 of 9

### *Phase II – Envisioning*

Six (6) Focus Work Group, Drafting and Writing Workshops

<i>May 31, 2008</i>	Focus Work Group
<i>July 24, 2008</i>	Vision Drafting Workshop
<i>July 29, 2008</i>	Vision Drafting Workshop
<i>July 31, 2008</i>	Vision Drafting Workshop
<i>September 3, 2008</i>	Final Writing Workshop
<i>October 30, 2008</i>	Workshop on City Dept. Director suggestions



### *Meetings with Council members*

- September 15, 2008* Council President Loren Simmonds
- September 24, 2008* Council Vice President Ruth Ross
- October 1, 2008* Council Member Stephanie Wright
- September 23, 2008* Council Member Jim Smith
- September 30, 2008* Council Member Mark Smith
- September 16, 2008* Council Member Ted Hikel
- September 26, 2008* Council Member Lisa Utter

### *City Council Related Meetings*

- November 12, 2008* Vision Drafting Workshop volunteers meet with City Council at a work session to discuss the draft Lynnwood Moving Forward: Our Community Vision. The draft was accepted as a working draft by the City Council pending further consideration in January 2009.

- December 3, 2008* Vision Drafting Workshop volunteer meeting and celebration.
- January 16, 2009* Citizens Visioning Task Force initial meeting, update, and strategy discussion for the city council Work Session on January 20, 2009.
- January 20, 2009* Citizen Visioning Task Force meets with city council.
- January 26, 2009* City council unanimously adopts Lynnwood Moving Forward: Our Community Vision as the city's vision statement in its entirety and without amendment.

### *Citizen Visioning Task Force Meetings:*

- January 16, 2009* Initial meeting and organization
- January 28, 2009* General meeting and work
- February 12, 2009* General meeting and work
- February 25, 2009* General meeting and work
- March 25, 2009* General meeting and work



# Appendix 3 - Visioning Guide Pamphlet

## Building Our Vision for Lynnwood's Future Begins Right Here

- 1. What do you value most about Lynnwood and why?
- 2. What changes would you most like to see in Lynnwood right now?
- 3. Imagine Lynnwood 20 years in the future and all your ideas for the city have been realized. What is different? How is our city a better place?
- 4. As you imagine the Lynnwood you just described, what are the most important things we can do to get there?

## How Can We Best Keep You Informed and Involved?

We want to share with you the ideas suggested by other citizens from this "Listening" Phase I. And, we want to *invite* you to *participate* in Phase II of Visioning-Lynnwood when together we'll work on refining those ideas and values into a complete future vision for our city. To do this, we need to be able to contact you. Please tell us how best to keep in contact with you.

**Please fill out the following information:  
PLEASE PRINT!!**

Name: \_\_\_\_\_

**I would like to be contacted in the following manner:**

Mail Address: \_\_\_\_\_

City: \_\_\_\_\_ Zip: \_\_\_\_\_

E-mail: \_\_\_\_\_

Phone H: \_\_\_\_\_ Cell: \_\_\_\_\_

W: \_\_\_\_\_

Other : \_\_\_\_\_

Organization: \_\_\_\_\_

**Please fold along the dotted line to seal and mail for free!**

**Thank you!!  
For being an active Citizen  
& helping create our city's future.**



## Visioning Lynnwood: *A Three Part Project*

*Visioning Lynnwood* is a *three-part project* with citizens city-wide suggesting and gathering their best ideas for our community's future to develop a presentation to the city council in 2008.

### I. Listening (Phase I)

We're listening!! To get the visioning process done right we need to learn:

- What you **value** about Lynnwood today;
- What you'd like to **change** about Lynnwood;
- What you'd like for our city's **future**; and
- What **steps** can we take to build that future?

This questionnaire is one method for "listening." Local meetings in your **neighborhood**, with your **organization** or group are other ways we'll be listening to you.

### II. Envisioning (Phase II)

This fall we'll gather together to **share** with you the ideas we've heard. We want to **invite** you to sit down and **work with other citizens** to refine those ideas into a framework of vision statements. Those vision statements will lead our city into the future.

### III. Taking Action (Phase III)

After the vision is developed and adopted by the council the real work begins -- to make it happen! The **vision**, **plan**, and **priorities** form a "roadmap" for city decision-makers when they create strategic plans, make policy decisions, develop regulations, or budget for programs or services.

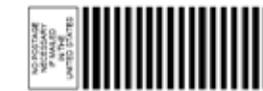
For More Information Visit Your City Website at:  
[www.ci.lynnwood.wa.us/VisioningLynnwood](http://www.ci.lynnwood.wa.us/VisioningLynnwood)  
Or Call: 425.670.6613

**We're listening. Your voice counts.**

← Please open & speak-up!

Your City of Lynnwood  
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Lynnwood, WA 98036

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## Visioning Lynnwood: *Building Our City's Future with Your Ideas* *By Community Visioning*

### How Does Community Visioning Work?

It is an exciting process where you give ideas and suggestions which are used to create our community's future. We call this process: *Visioning Lynnwood*. Talking, thinking, and sharing ideas, together, will help:

- Make a **Community Vision & Plan** for our city's future;
- **Prioritize issues** based on our most broadly held shared values, and build upon our best creative ideas, so we can turn our shared dreams into reality; and
- An **On-Going Method** for meaningful citizen participation and involvement now and in the future.

To get started, please answer the four questions on the inside of this pamphlet. Then fold, seal it, and mail to, or drop it off at, city hall: 19100 - 44th Avenue West.

*This is your opportunity to make a difference! For more information or to fill this form out online please go to :*  
[www.ci.lynnwood.wa.us/VisioningLynnwood](http://www.ci.lynnwood.wa.us/VisioningLynnwood)

***We're listening. Your voice counts.***

**To Help Shape Lynnwood's Future  
We Need to Hear from You** →

## Appendix 4 - Visioning Invitations

# Lynnwood's Future is in your hands...



vision

Leave your mark on  
Wednesday, December 12th  
Meadowdale High School

## References

Burt Nanus, *Visionary Leadership* (1995), at 3.

See Mayor Don Gough's State of the City Speech, March 14, 2007 at Frame #40; and March 19, 2007, at Frame #7, "What is a Community Vision." For further information and additional detail in the vision statement please see Appendix 1. A Guide to Community of Visioning: Hands-On Information for Local Communities." Ames, and American Planning Association (1998), at 3. Cited hereafter as "Guide - AAPA." Guide - AAPA at 3-4. Guide - AAPA.

See Mayor Don Gough's State of the City Speech, March 14, 2007, at Frame #40; and March 19, 2007, at Frame #7, "What is a Community Vision."

Guide - AAPA at 7.

Guide - AAPA at 7. For example, the Oregon Futures Model had five core questions and associated concepts, and those questions were: (1) "Where are we now?" (Assessment, values); (2) "Where are we going?" (Trends and analysis); (3) "Where do we want to be?" (Visioning); (4) "How do we get there?" (Action planning); and (5) "Are we getting their?" (Measuring progress).

Guide - AAPA, bold emphasis in original text.

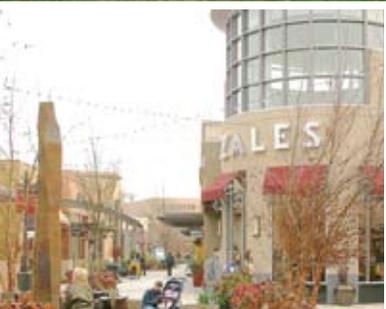
A consultant, Art Frohwerk of Clearpath LLC, assisted in the design the operation of the focus group meetings.

Andrew Ballard of Marketing Solutions, was engaged to actually facilitate the final working group of about 30+ participants who worked on drafting the overall vision statement and the associated seven core statements.





**LYNNWOOD MOVING FORWARD:**  
*Our Community Vision*



CITY OF  
 Lynnwood