

CITY OF
Lynnwood 1959-2009

HAPPY 50TH BIRTHDAY



FINAL REPORT
FALL 2010

LYNNWOOD MOVING FORWARD:

Our Community Vision

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For additional information visit
www.ci.lynnwood.wa.us/VisioningLynnwood

Cover photo courtesy of Norm Nesting

Acknowledgement

Thank you to our fellow residents and citizens who worked hard creating our community vision.

Mayor Don Gough for his vision of and commitment to a truly citizen-based Community Visioning process.

Citizens Visioning Task Force

Bob Larsen, Chair
Kris Hildebrandt, Co-Vice Chair
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Nick Aldrich	Judy Groom	Carol Oshima
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Elected Officials

Mayor

Don Gough

Council Members

Kimberly Cole, Ted Hikel, Kerri Lonergan, Loren Simmonds, Jim Smith, Mark Smith, and Stephanie Wright

Office of Neighborhoods & Community Affairs

Emily Yim, Director
Julie Moore, Administrative Assistant

City Department Heads

Bill Franz – Public Works, *Paula Itaoka* – Human Resources
Steve Jensen – Police Department, Chief, *David Kleitsch* – Economic Development
Paul Krauss – Community Development, *Vicki Heilman* – Administrative Services,
Jill O’Cain – Court Administration, *Gary Olson* – Fire Department, Chief
Lynn Sordel – Parks, Recreation and Cultural Arts, *Emily Yim* – Community Affairs

Task Force Intent

On January 9, 2009 a Citizen's Visioning Task Force was created by Mayor Don Gough for the City of Lynnwood. The Task Force assisted with the establishment and implementation of the city-wide Vision – Lynnwood Moving Forward. It is in force until December 31, 2010. Members of the Task Force are volunteers who participated throughout the visioning procedure beginning in June 2007. They helped develop the final language of the city's Visioning statement and the corresponding seven core statements. The city's Vision was adopted by the Lynnwood City Council on January 26, 2009.

The Task Force was inspired by the fact that the newly created Vision was adopted as a guiding force for the city government decision makers.

Each city council member was contacted by the Task Force. Plans for how the Vision could become a guide for shaping the city were shared with them. The Task Force also learned how the Vision could play a role in the City Council's format.

In 2009, a series of neighborhood informational meetings were held to define the Vision for the citizens and see if it resonated with them. The Task Force was pleased with the outcome of these meetings and felt that feedback received from the community showed the Vision was on target with their hopes for Lynnwood's future.

All of these events moved the Task Force in the direction of planning for the Vision's future and to develop the following questions:

How can the Task Force make sure the Vision is used constructively and consistently to guide policy and everyday decisions? What can the Task Force do to help our governing bodies align planning processes with the Vision? What process should be implemented to ensure that the Vision stays relevant and that the Vision's goals are met?

This report provides a presentation of the Task Force's recommendations to answer the previous questions. The Task Force has a strong desire to watch Lynnwood progress and become the best city ever imaginable. It will take partnership between City Administrators, the City Council and citizens to achieve the city's Vision. Developing those partnerships in a meaningful way will take Lynnwood forward, a very big step toward attaining the desired future. In the spirit of partnership, it is hoped that this report provides the opportunity for all stakeholders to invest and take ownership of the city's Vision: Lynnwood Moving Forward – Our Community Vision.

Lynnwood Moving Forward: Our Community Vision - What It Means to Our Community

The City of Lynnwood, Washington is experienced by each of us in many different ways. For many, Lynnwood has been a great place to raise a family and provide an affordable and comfortable way of life. For others it is a shopping Mecca with a multitude of conveniences. It is close to three of our region's largest cities and has wonderful freeway access. But, in recent years Lynnwood has not had a clear sense of identity as a community and has suffered because of this on-going situation.

When citizens were called to provide input to a Visioning process for Lynnwood the response was overwhelming. The result is a Vision that guides our city toward becoming a more community-centered place to live, work and play in the long term.

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.

Taking Immediate Steps Toward Our Vision

Engaged Citizens and Accountable Government

Citizen engagement and government accountability are optimized when activities that bring people and city representatives together are prioritized. This was a central theme of the Vision and the focus of much of the Task Force’s subsequent work. We created working definitions of each concept (called Consensus Commentaries, which are detailed in the Task Force’s Interim Report), making clear what was meant by “engaged citizens” and “an accountable government”:

Accountable Government means that elected officials and all city employees are informed of and responsive to the people they serve. And, that they manage the city on behalf of all citizens.

Engaged Citizens means those people who live and work in Lynnwood who actively participate in our community by listening, asking questions of their government, volunteering their time and otherwise acting to improve the community. We further believe that having engaged citizens is a sign of a healthy city.

The following priorities for actions that enhance citizen engagement and an accountable government are recommended by the Visioning Task Force. Our recommendations were influenced by our city’s expected budget shortfall, focusing in the near term on no-cost or low-cost actions that will result in the most impact.

Recommendations

1. Citizen Communication Plan
2. Maintain and enhance in-person connections with citizens
3. Focus efforts on building and enhancing the trust of citizens
4. Support and encourage citizen-to-citizen engagement

1. Citizen Communication Plan

The goal of the proposed citizen communication plan is to inform citizens of the impacts and opportunities of government that influence their lives.

Just about every decision made by city employees and leaders impact citizens. That makes it difficult for our government to know what needs to be communicated and when. We recommend that the city develop a citizen communication plan that addresses what, when and where information is routinely reported. This will help citizens by giving them relevant information for making informed decisions about their own participation (including voting behavior). It will help the city by clarifying expectations and creating a communication pathway that's easy to follow. The development of a citizen communication plan also gives the city an opportunity to consider and learn what citizens find most important and the best ways to reach them.

Many of the things we see as priorities in such a plan are already communicated in some venues. What we suggest is taking the city's communications to citizens to the next level through a more concerted approach. Here are the Task Force's recommendations for some important components of the plan:

- Information about key concerns. In addition to publishing some things in full, we also request that a top-level summary be provided to make some information more accessible to the average citizen (like strategic plans). The following is a list of priorities for communication that were identified by the task force and through its outreach efforts.
 - o Strategic plans: city-wide and departmental
 - o Budgets: city-wide and departmental
 - o Outcome measurements: city-wide and departmental as related to strategic plans and budgets
 - o Calendar of specific events where city officials meet with citizens
 - o Code enforcement progress and major impacts
 - o Project updates
 - o City-sponsored citizen surveys
 - Online participation via website link
 - Results: data summary and high-level analysis
 - o Volunteer opportunities
- Provide information and reinforce its availability across all the communication vehicles the city currently has at its disposal
- Explore other community newspapers, such as Korean and Spanish-language papers
- Write in friendly style using words that are understandable by a wide audience
- See Appendix 2 for more details.

Implementation timeframe

- Assign plan to a single accountable department or individual and work with citizens to determine what is covered in the plan.
- The Office of Neighborhoods and Community Affairs Strategic Plan 2009-2011 addresses this

need in their City-wide Outreach section (Improving Communications).

- Create, submit a plan for approval by City Council no later than 12/31/10
- Plan implementation:
 - Quarterly review for impacts, refine as needed
 - Report to City Council by 12/31/11 on success and areas for refinement

For future implementation

- Develop social media plan for purpose of engaging more citizens
 - Consider Facebook presence for city or specific groups, such as Police Explorers
- Redesign Lynnwood city website to accomplish the goals of this section

2. *Maintain and Enhance In-Person Connections With Citizens*

Engaging citizens through meaningful in-person activities builds connections, a sense of community and trust in government.

The task force recommends that the City of Lynnwood continue to:

- Include people as government participants and advisors through
 - Lynnwood University and Citizens Academy
 - Boards, commissions, task forces, and committees
 - Visioning
- Reach out to all citizens through well-planned services and programs such as those currently administered by the Office of Neighborhoods and Community Affairs, including:
 - Maintaining the city's connections with service groups
 - Creating opportunities for in-person government-to-citizen encounters within our neighborhoods
 - Making our city services and government more accessible to groups that are currently under-represented
 - Prioritizing city-wide events that appeal to a wide range of citizens
- Dedicate a City Council representative for every board, commission and task force
- Provide real-person service for people who telephone the city for help

The task force also recommends the following new activity:

- Deepen its partnership with the Edmonds School District to substantially engage our children and youth in learning about and participating in government
 - City personnel offered as speakers on government in classes
 - Job shadowing opportunities within city government for students

3. *Focus efforts on building and enhancing the trust of citizens*

An accountable government is both responsive to and trusted by its citizens. We see opportunities for trust-building through:

- Developing a service approach in our police department where citizens are recognized as the department's customer
- Leadership by safety officers (police and fire) at community events, with particular focus on school-aged children and youth
- Permission for safety officers and city officials to participate side-by-side with citizens at volunteer events in the community
- Through the support of the Office of Neighborhoods, continue to engage under-represented communities in communications and all aspects of government

4. *Support and encourage citizen-to-citizen engagement*

Recognizing that as citizens we are responsible for determining the character of our community, we recommend that the city's citizen communication plan and outreach emphasize and support citizens' efforts, such as:

- Neighborhood-based problem-solving that brings government in when needed, not as the only solution
- Volunteering in city-related activities and private organizations
- Attending City Council meetings
- Considering/participating in new approaches to organize community members around issues and in general

Conclusion

These recommendations are based on citizen input and validate existing initiatives already supported by City Council and City Administration. Specifically, what we learned aligns well with the priorities identified in the Office of Neighborhoods and Community Affairs' Strategic Plan and strongly suggests the need for continuing the activities of the department.

Monitoring Change Over Time

Our Responsibility

The first vision report, *Lynnwood Moving Forward: Our Community Vision*, (April 2009) described the key to having an effective future vision:

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 toward achieving the vision.

Alignment of City Department Strategic Plans with Lynnwood's Vision

The Visioning Task Force reviewed the 2009 City Department Strategic Plans to assess their alignment with Lynnwood's Vision statement and seven core statements. The Task Force designed a review process that can be replicated in future years. The outcome of the first review process was a baseline measure of alignment and the plan was to conduct biannual reviews to assess the alignment in future strategic plans.

The Process

In October 2009, the Task Force volunteers were invited to observe City Department Directors present their strategic plans to City Council and the Mayor during two work sessions. In February 2010, Task Force volunteers began reviewing each strategic plan, identifying evidence of alignment to the Vision statement, and assessing the degree of alignment. Volunteers reviewed the plans and completed a worksheet in advance of the meeting.

Each strategic plan was reviewed by up to 10 volunteers. Specific evidence of alignment was noted and recorded. Volunteers completed each department review and scored each statement with high, medium, low, or not applicable alignment for each department plan. High alignment equaled 3 points, medium equaled 2 points, low equaled 1 point, and not applicable equaled 0 point.

How well do the vision statement and 7 core vision statements align with city departments?

Vision Statement	High Alignment	Medium Alignment
The City of Lynwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government	<ul style="list-style-type: none"> • Police • Public Works • Neighborhoods & Community Affairs • Courts 	<ul style="list-style-type: none"> • Human Resources • Administrative Services • Fire • Parks & Recreation
1. To be a welcoming city that builds a healthy and sustainable environment	<ul style="list-style-type: none"> • Public Works • Neighborhoods & Community Affairs • Parks & Recreation 	<ul style="list-style-type: none"> • Police • Human Resources • Administrative Services • Fire • Court • Community Development • Economic Development
2. To encourage a broad business base in sector, size, and related employment and promote high quality development	<ul style="list-style-type: none"> • Administrative Services • Economic Development 	<ul style="list-style-type: none"> • Public Works • Human Resources • Neighborhoods & Community Affairs • Community Development • Parks & Recreation
3. To invest in preserving and expanding parks, recreation, and community programs	<ul style="list-style-type: none"> • Parks & Recreation 	<ul style="list-style-type: none"> • Public Works
4. To be a cohesive community that respects all citizens	<ul style="list-style-type: none"> • Public Works • Human Resources • Neighborhoods & Community Affairs • Courts • Parks & Recreation 	<ul style="list-style-type: none"> • Police • Community Development
5. To invest in efficient, integrated, local and regional transportation systems	<ul style="list-style-type: none"> • Public Works • Community Development 	
6. To ensure a safe environment through rigorous criminal and property law enforcement	<ul style="list-style-type: none"> • Police 	<ul style="list-style-type: none"> • Courts • Community Development
7. To be a city that is responsive to the wants and needs of our citizens	<ul style="list-style-type: none"> • Public Works • Neighborhoods & Community Affairs • Fire • Parks & Recreation 	<ul style="list-style-type: none"> • Police • Human Resources • Administrative Services • Courts • Community Development • Economic Development

Recommendations

1. Continue to require that strategic plans address the community vision.
2. Develop an evaluation tool to assess the extent to which the department followed through on its plan to align with the community vision and report findings in an annual report.
3. Encourage each department to set inspirational goals and seek to be a regional model.
4. Identify one consistent way to present the alignment between the vision and department goals in future strategic plans – either by sorting with the department goals or sorting with the vision statements.

Ensuring Lynnwood Stays a Visioning City

Recommendations

Articulating a vision for Lynnwood's future makes a lot of sense. Because it's an agreed-upon destination, a vision serves as a guidepost for everyday decisions that together shape our city. But what about the vision of our elected leaders—individually and collectively? It's the role of the Mayor and City Council to lead the city toward a better future and to inspire residents to support the city's efforts. Citizens express their support for a candidate's vision by voting for them. They also work together with elected officials and city staff to keep the city moving toward its goals.

Based on the experience gained since January of 2009, the Citizens Visioning Task Force has come to the following conclusions regarding the ongoing care-taking of Lynnwood's Vision and how it can be rejuvenated at appropriate intervals over time. We base the following recommendations on our belief that citizen participation in vision development is part of a vibrant government-citizen partnership and that having a clearly articulated vision will help organize the city's efforts toward an agreed-upon outcome—while leaving room for inspired leadership of elected individuals and our government as a whole to guide us.

Introduction

There are two aspects to visioning that need to be regularly monitored and revised as needed, they are performance monitoring and relevance. If either aspect is found to be below par, then the Lynnwood's Community Vision should be updated.

This section offers guidance on how to assess the Community Vision, in terms of viability and performance, and how it can be updated.

It is our hope that the process recommended here be codified into the Lynnwood Municipal Code to ensure this valuable document and community based process that produced it, will be carried forward into the future for the betterment of our community.

1. Performance Monitoring

The key issue facing any community vision is relevance of the vision and whether or not it is making a difference. Specifically, does it still fit public aspirations, and is it being implemented?

Monitoring Recommendation – Implementation of The Community Vision: It is recommended by the Visioning Task Force that once a year the Mayor give an assessment of the implementation of the Vision by the City Departments he or she is responsible for.

It is recommended that the Mayor's visioning implementation assessment be provided to the public and City Council during the annual State of The City address. See section 2.c. below.

In order to arrive at an accurate assessment of implementation, the Mayor should be directed to instruct his or her Department Directors to:

- a. Use the Vision document as their guide in development of their business plans, and
- b. State in text and with data, to what extent they have carried out each of the Vision statements in the previous year that are relevant to their function. Directors should be encouraged to compare their department's performance to other cities around the region.

2. Relevance of the Community Vision

It is anticipated that over time relevance of the Vision, in whole or in part, will fade. Eventually the time will come when the Vision will need to be revised in order to remain relevant to the public and its elected officials.

The Visioning Task Force recommends it should be the province of City Council to determine both the viability of the Community Vision, and when it should be updated.

In order to determine the viability of the Vision three areas of input should be considered:

- a. **Community Survey:** The Community Survey already goes a long way toward determining what the public wants and how it expects to pay for services. A comparison of the results of the Survey to the Vision would give an idea as to the Vision's relevance at the time of the review. It would help if specific questions relevant to the Vision were included in the Survey, if possible.
- b. **Department Directors Input:** The Directors know a great deal about how well their operations work in concert with (or not) the Vision Document. It is recommended the Directors be polled as to how well the Vision works for them as a guide. Would they recommend changes?
- c. **Mayor's Report:** At each State of the City address the Mayor should speak to the relevance of the over-arching Vision, and the 7 supporting vision statements for the City. Where he or she determines times have changed and the vision has not, then he or she should point that out, and make a recommendation as to how best to address deficiencies.

If it is deemed by the Mayor that an annual review of the relevance of Visioning is too frequent, then a bi-annual review could be substituted, which would occur in non-budget cycle years.

Within one month of the State of the City Address containing a review of the relevance of the Community Vision, and if after examination of the above noted Council review factors, any Council member finds reason to support an update of the Community Vision, then he or she should make a motion to that effect. And if after hearing the Mayor's view on the subject, the motion is supported by a majority of the Council, then the Vision should be deemed in need of an update.

Within two months of the Council's vote to update the Community Vision, the Mayor should submit for Council's consideration names of individuals who would form a committee tasked with the update of the Vision. The Committee would be made up of residents and city employees who would meet as needed to produce update recommendations. The Committee would eventually meet with City Council to discuss its findings and recommendations. This meeting or meetings with Council would begin at a date determined by the Mayor and Council President, but not to exceed 1 year following the vote to update.

It is recommended that updates not take place during election cycles, if possible.

The Vision Update Committee should be made up of four or more residents at large, an Administration representative, a member of the City's Diversity Commission (counted as a fifth resident), preferably the Chair of the Commission, and a volunteer Council liaison, approved by a majority vote of the Council. Leadership of the Committee would be left to the group to determine, so long as a spokesperson / point of contact for the Committee is identified.

The Vision Update Committee could then study the same input Council reviewed, as well as hold resident input sessions similar to those held during the first phase of the original Vision, when it was being formed. Indeed, it is recommended the same set of four questions be asked to residents during the update phase.

At such time as the Update Committee deems it has arrived at a recommendation, it would then meet with City Council to discuss its findings and recommendations. It is expected that this meeting(s) would be collaborative in nature, and that City Council would influence the outcome of those discussions in such a way as to encourage their buy-in to this valuable process.

Ideally the Community Vision should not be allowed to age more than 7 years without being updated. However, for up to two years after the 7th year since the last update, and voting within one month of the State of the City Address, the Council could give a one year extension to the current adopted City Vision. After that point the Community Vision would have to be updated by default. Any and all updates should follow the preceding recommendations. Therefore, the next update of the Community Vision should be undertaken in the spring of 2016, if not sooner. A non-action default would require the Vision to be updated no later than 2018.

The following table provides an overview of significant actions that led to the creation of Lynnwood's Vision and taken by the Citizen's Visioning Task Force since then. The Task Force published two reports as part of our work. The reader is encouraged to reference those documents for more detailed information about the history and efforts related to Visioning and the basis for the Task Force's conclusions in this report.

Date	Visioning Milestones
Jun 2007	Listening Phase began – Over 400 Lynnwood residents, business people, civic groups, and city staff responded with more than 4,000 ideas and comments in 29 public visioning sessions and two visioning surveys
May 2008	Envisioning Phase began – 47 vision volunteers and city staff refined the 4,000 ideas and comments gathered in the first phase into 31 actionable statements
Jul 2008	City department directors met with vision volunteers; 30 vision volunteers crafted one vision statement and seven core statements from the actionable statements over the course of three meetings
Aug 2008	Vision volunteers attended a workshop where the vision was shared with city department directors for their review and feedback which was included in the final Vision draft.
Sept - Nov 2008	Vision volunteers met with city council members; the city council met with the vision volunteers at a council work session; and the city council adopted the proposed community vision as a working draft
Jan 2009	City council unanimously adopts the community vision as a living document in its entirety without amendments; the mayor signed a Mayor's Directive forming the Citizen's Visioning Task Force charged with recommending an informative set of commentaries for the vision statement and the seven core statements
Mar - May 2009	Task Force prepared a Consensus Commentary where certain words and phrases in the Vision document were called out and defined
May - Jun 2009	Volunteers conducted an outreach campaign with door hangings, mailings, and Inside Lynnwood articles
Apr 2009	Task Force and city staff produced the first vision report: Lynnwood Moving Forward: Our Community vision presented at Lynnwood's 50th Birthday Celebration
May - Jun 2009	102 Lynnwood residents attended five community outreach meetings
Jul 2009	Interim Report produced by Task Force and city staff, which summarized the findings of the outreach meetings and reported the Consensus Commentaries related to each vision statement
Sept 2009	Oversight, and Outreach Phase began – Task Force was charged with developing recommendations to ensure that the Vision guides decision-making and budget making within city government, progress is measured, the Vision is periodically reviewed, two-way communication about the Vision continues to occur, and a recommendation be made to insure Lynnwood's citizens remain an active part of the city's Visioning process
Oct 2009	City department directors presented strategic plans aligned with vision statement to City Council and the Mayor while Task Force volunteers observed from the audience
Feb - May 2010	Volunteers begin reviewing department strategic plans to identify examples of strong alignment and best practices
May 2010	City council used the vision statement to inform their work during a Priorities of Government work session that preceded passage of the 2011-2012 budget
Jun 2010	Task Force and city staff produced the third vision report
Dec 2010	Task Force scheduled to cease operations

This version of the recommended Citizen Communication Plan contains all the priority items identified by the Task Force through its outreach efforts. Here are the Task Force's recommendations for some important components of the plan:

- Information about key concerns. In addition to publishing some things in full, we also request that a top-level summary be provided to make some information more accessible to the average citizen (like strategic plans). The following is a list of priorities for communication that were identified by the task force and through its outreach efforts.
 - Strategic plans: city-wide and departmental
 - Budgets: city-wide and departmental
 - Annual financial reports
 - Outcome measurements: city overall and departments as related to strategic plans and budgets
 - Calendar of specific events where city officials meet with citizens
 - City Council meetings and notice of television broadcasts
 - City Council, including Mayor
 - Semi-annual forums with citizens for open discussion, questions and answers
 - Mayor - ?
 - Department directors -?
 - Code enforcement progress and major impacts
 - Project updates
 - Construction
 - Closure of city services, including alternative resources (ex.: Recreation Center)
 - City-sponsored citizen surveys
 - Online participation via website link
 - Results: data summary and high-level analysis
 - Volunteer opportunities
- Provide information and reinforce its availability across all the communication vehicles the city currently has at its disposal:
 - City website
 - Everett Herald community announcements
 - Event and meeting notices
 - Event and meeting outcome summaries
 - Inside Lynnwood
 - Develop a set of subjects included in every issue, in addition to spontaneous announcements and news stories
 - Existing committees with citizen participants
- Explore other community newspapers, such as Korean and Spanish-language papers
- Write in friendly style using words that are understandable by a wide audience

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 & 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

Consensus Commentaries

ACCOUNTABLE GOVERNMENT means that elected officials and all city employees are informed of, and responsive to the people they serve. And, that they manage the city on behalf of all citizens.

ALL CITIZENS means all persons who live, work or play in the City of Lynnwood.

BROAD BUSINESS BASE means a set of businesses of diverse size and type including retail, light industry, offices, services and entertainment.

COHESIVE COMMUNITY means all individuals and groups in Lynnwood are unified through common interests, while maintaining mutual respect and understanding of our differences.

ENGAGED CITIZENS means those people who live and work in Lynnwood who actively participate in our community by listening, asking questions of their government, volunteering their time and otherwise acting to improve the community. We further believe that having engaged citizens is a sign of a healthy city.

HEALTHY means encouraging citizens to connect with each other and promoting an active lifestyle. Establishing and enforcing policies that promote clean air, clean water, and public safety as well as caring for the condition of our neighborhoods.

HIGH QUALITY DEVELOPMENT means public and private development that is aesthetically pleasing, has a positive influence on the immediate surroundings, promotes sustainable construction practices, and prohibits all forms of pollution and negative impacts.

LOCAL means Lynnwood will promote an intra-city transportation system with excellent connectivity through the use of all readily available transportation choices.

REGIONAL MODEL means in comparison to the cities and communities of the Puget Sound area, Lynnwood will set a standard of excellence by which other communities compare themselves. In establishing ourselves as a model, Lynnwood will create and use a system for evaluating progress in achieving our vision.

RESPONSIVE means city government will elicit public input and participation and will act in accordance to the needs and desires of the community by identifying issues and actively providing solutions.

RIGOROUS means active, judicious, effective law enforcement. Laws should be enforced through assertive actions while being mindful of citizens' rights.

SAFE means Lynnwood will be a place that provides security to all persons and their property throughout the city.

SUSTAINABLE means using decision-making processes that promotes and reflects outcomes that are self-renewing and reinforces a strong business base that is compatible with a self-sufficient, ecologically balanced community.

VIBRANT means a quality of life that is inspiring, exciting and accepting of individual thoughts, ideas, cultures and the arts.

WANTS & NEEDS means meeting necessities and enhancing the quality of life.

WELCOMING means an environment where all aspects of the community including citizens, businesses, as well as public and private facilities, radiate a sense of community. Lynnwood will have a reputation as a friendly and hospitable place to live, work, and play.