

CITY OF  
Lynnwood

1959-2009

HAPPY 50<sup>TH</sup> BIRTHDAY



INTERIM REPORT  
JULY 2009

LYNNWOOD MOVING FORWARD:

*Our Community Vision*

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For additional information visit  
[www.ci.lynnwood.wa.us/VisioningLynnwood](http://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                      Chad Braithwaite, Communicating Secretary  
Jackie Locke, Vice Chair          Kris Hildebrandt, Strategic Advisor  
Beth Woolley, Vice Chair

Jerry Alder	Doris Devine	Patricia Kresek	Ron Oshima
Nick Aldrich	Luke Determan	William Lindsay	Stephen Saunders
Janice Ashenbrenner	David Gilbertson	Judi Martin	Marc Skiffington
Van AuBuchon	Judy Groom	Michael Megill	Arline Swanby
Charlie Buchalter	Mary K Hervol	Todd Morrow	
Sang Chong	Dawn James	Carol Oshima	

## Elected Officials

### Mayor

Don Gough

### Council Members

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

## Office of Neighborhoods & Community Affairs

Emily Yim, Director  
Julie Moore, Administrative Assistant

## 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

## Introduction

The purpose of this Interim Report is to accomplish two tasks:

- 1) Supplement the Vision document through a process called Consensus Commentary, where certain words and phrases in the Vision document that could be considered unclear to readers, are called out and discussed by the Visioning Task Force, and
- 2) Begin the process of validation and renewal of the Vision document by conducting outreach meetings with members of the public over the months of May and June. At the meetings, Task Force members presented the overarching Vision for the city and the seven Vision statements. Feedback from the public is recorded in this report.

This Interim Report is the second of a series of three Visioning Reports produced and written by residents of Lynnwood with support from the city. The first Report, issued in April 2009 contains the Vision document, a discussion of how the Vision was created and the Mayor's Directive that created the Citizen's Visioning Task Force.

The Visioning Task Force and the city's Office of Neighborhoods and Community Affairs are the authors of this Interim Report. At the publication of this Interim Report, the Task Force has already begun taking steps toward creation of the Final Report, slated for completion in June of 2010. The Final Report will contain recommendations on how to implement Visioning and how to keep it up to date as time progresses and situations change.

The two noted sections, Consensus Commentary and Outreach, will become 'chapters' in the Final Report. Indeed, the Final Report is in fact the first of what will become a long-term process where citizens and our city government engage each other in a constructive dialog regarding the city's long-term future. As with the Outreach program, Final Reports must and will be updated on a regular schedule that will be discussed in the first 'Final Report' that will be presented to the Mayor and City Council next spring, in June 2010.

## Background

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 an important way is better; more successful, or more desirable, for our city than is the present.

The key qualities of a Visioning process and the resulting Vision Statement:

- Creates a dialogue that promotes a 'whole-of-the-community' perspective,
- Is open and not just a set of answers to questions selected by city hall officials,
- Allows for timely, meaningful, and continuous participation of residents and stakeholders,
- Is sustainable over the long-term,
- Reflects core community values,
- Responds to emerging issues and trends, and
- Achieves long-term goals through focus on near-term action.

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 that is widely shared. If we begin taking action now to accomplish our vision over the next 20 years, our future city and community will in fact be better, more successful, and a more desirable place to live, work, raise your children and play.

*Visioning Lynnwood* is a three-part project with citizens city-wide suggesting and gathering their best ideas for our community's future. The first phase, also called the "Listening Phase," focused on getting residents and stakeholders to talk and brainstorm about what they value about Lynnwood today, what should be changed, what could be our city's preferred future, and to suggest the steps we can take to move toward that future.

The city hosted 29 face-to-face brainstorming sessions between late 2007 and early spring of 2008, involving approximately 400 residents, as well as business people, civic groups and city staff. People also submitted written input using the Visioning Guide Pamphlet and online through the city's Visioning website. Over 4,000 ideas, comments, suggestions, and constructive criticisms were captured. This community input served as the basis of the Vision Statements.

The second phase called "Envisioning," encompassed organizing and refining those thousands of ideas and comments and forming them into actionable statements for Visioning. In the summer of 2008, the Visioning volunteers took the refined, "percolated" phrases and used them to craft one overall Vision Statement and the seven core Vision Statements.

At all times, Visioning volunteers were very careful to maintain the integrity of the 4,000+ comments gathered in Phase I. No new comments were allowed to influence the writing during Phase II.

In fall and winter of 2008, Visioning volunteers met with each City Council member to learn their views on Visioning, the process to date, and how they felt about what had been done so far. Following that, the Visioning volunteers met with City Council during a work session on November 12, 2008 and again on January 20, 2009.

The reward for the work of the many people involved came when City Council formally adopted *Lynnwood Moving Forward: Our Community Vision* as a living document on January 26, 2009 in its entirety without amendments.

# *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.
- 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 I*

After the successful adoption of *Lynnwood Moving Forward: Our Community Vision*, the Visioning Task Force delivered an in-depth 30-page Visioning Report to fellow citizens, the Mayor and City Council on April 23, 2009 (available online at [www.ci.lynnwood.wa.us/VisioningLynnwood](http://www.ci.lynnwood.wa.us/VisioningLynnwood).) It provides an in-depth report of the creation of Lynnwood's Vision and the Phase I process.

Concurrently, an Outreach Subcommittee from the Visioning Task Force was formed to design and implement its city-wide outreach strategies that included door hangings, city-wide communications using *Inside Lynnwood*, direct mail, and five community outreach meetings during May and June of 2009.

Outreach and citizen input is an integral part and the foundation of the Visioning process. The objective of the outreach was to make a concerted and strategic effort to help keep Lynnwood residents informed of the Visioning process and results, and to encourage their future participation in the community-based Visioning process.

### *Outreach Background*

In March 2009, the Outreach Subcommittee met to determine the best ways to keep residents updated on the progress of Visioning. After much discussion, the group narrowed down its broad range of ideas and utilized the city-wide quarterly publication *Inside Lynnwood*, then distributed mailings and door hangers to invite residents to attend one of the five neighborhood outreach meetings offered where 102 people attended. About the same time, the Everett Herald also interviewed Visioning Task Force Chair, Bob Larsen, and subsequently ran an informative article on Lynnwood's Visioning process and where it was headed.

The following sites and dates were selected based upon familiarity for residents, availability, and geographic coverage of the city:

1. Lynnwood Elementary School, May 27, 2009
2. Utilities Maintenance Center, June 4, 2009
3. Meadowdale High School, June 6, 2009
4. Open Door Baptist Church, June 10, 2009
5. Trinity Lutheran Church, June 16, 2009

Three weeks prior to the neighborhood meetings, invitations to the meetings were mailed out to every address within Lynnwood city limits. In addition to the mailings, the Outreach Committee enlisted volunteers to hand-deliver flyers to individual homes during the weekends through the entire month of May and most of June, touching over 8,000 homes.

The tremendous task of personal door hanging of invitations to the community meetings could not have been done without the help of our volunteers who gave up many weekends to accomplish this:

- Janice Ashenbrenner
- Van Aubuchon
- Joan Baumann
- Chad Braithwaite
- Luke Determan
- Bob Larsen
- Jackie Locke
- Judi Martin
- Carol Oshima
- Ron Oshima

Special thanks go to Visioning Task Force Vice Chair, Jackie Locke, who headed the Outreach Subcommittee and its efforts.

The door hanging process allowed an opportunity for the Visioning volunteers to talk about Visioning, personally invite and connect with their neighbors, and informally gather feedback.

The outreach meetings were attended by Lynnwood residents as well as City Council members. The Visioning Task Force Leadership took turns facilitating and organizing the meetings as follows:

- Welcome by Mayor Don Gough and Visioning Task Force Chair Bob Larsen,
- Explanation of the Visioning Process and how it came to be adopted,
- Personal experiences of individual Visioning Task Force members, and its importance and value,
- Discussion of the overall Vision Statement and the seven core statements, during which comments and feedback were gathered,
- An invitation to all who came to act as Visioning ambassadors to their neighbors, and
- Next steps.

Special thanks go to Visioning Task Force Vice Chair, Beth Woolley, for developing the key subject areas to cover, the program agenda and flow.

We were fortunate to have participants represent many perspectives at the meetings. We heard from a group of young adults, young parents, long-time residents, new-comers and retired citizens. We heard both support and concerns about Lynnwood's present and future.

## *Outreach Key Findings*

At the conclusion of these meetings, there was a sense of support for the Vision and for the Citizens Task Force's work to help integrate the Vision into city government. Participant feedback tended to be about how to achieve parts of the Vision and about being even more specific about goals within the Vision. Many people spoke about things that currently need attention. Those things mentioned that were not related to the Vision were documented and provided to the city for follow up.

Below is an analysis of what transpired across five community meetings during which the city's Vision was presented and discussed, providing insight into what people are concerned about as it relates to the Vision.

**Neighborhoods:** Strong interest in protecting the integrity of Lynnwood's neighborhoods in the face of business and high density residential development, economic pressures leading to an increase in rental properties and fewer families to keep neighborhood schools intact.

**Code Enforcement:** Frustration about what is considered a lack of enforcement of residential codes. Outreach attendees expressed a desire to protect the integrity of neighborhoods as well as pride in resident-owned property and protection of individuals' investments in their homes. While "code enforcement" is a key issue, the underlying concerns appears to be about protecting home values, aesthetics and neighborhoods.

**City Center/Downtown:** Desire for and curiosity about having a true city center. This was expressed as a destination as well as a way of linking us together.

**Non-Motorized Transportation:** People generally do not feel safe walking or riding their bikes in many areas, particularly along busy roads and at intersections. Many wish for more sidewalks and differently managed and safer crosswalks.

**Connectivity:** City Center, recreation and transportation comments were often expressed in terms of being able to move freely about the city so that we can be better connected and have more shared experiences. The idea of “roads” began to be replaced with the idea of “corridors.”

**Human Diversity:** Support for creating connections among, and trust between the diverse cultures (ethnic, religious, economic and otherwise) represented within Lynnwood.

**Community Building:** Pride in one’s neighborhood, having a downtown to walk to and around, and being more connected to our neighbors all relate to the idea of building a stronger Lynnwood community. This is about the personal side of life and is complementary to the concept of citizens being engaged in their city government.

**Green Spaces:** Park stewardship, preservation of trees and existing green spaces and creation of new spaces, such as community gardens, are desirable.

**Sustainability:** For some, this concept of nurturing and preserving resources goes beyond the natural environment and includes human and economic activity.

In addition, ideas for future consideration and action around Visioning included:

- Develop influence on educational system/Lynnwood schools
- Track & Field event as signature Lynnwood event
- More frequent Neighborhood Night Out events
- Investigate what assets Lynnwood has that are being underutilized (ex.: Lynndale Park restrooms always locked)
- Off-leash dog park
- Information process, more real-time information on Lynnwood website about Visioning and city initiatives
- Ask school kids to design their ideal neighborhood/future

These meetings seemed to generate a lot of interest among attendees particularly because of the citizen-driven aspect of our Community Vision, and because Visioning holds the promise of a future that in important ways is better, more successful, or more desirable for our city than is the present.

### *Purpose*

The Visioning Task Force has determined it is important to ensure that certain words and phrases found in the Vision document are understood among readers both in, and outside of City Hall. The Task Force believes that developing commentaries and clarifications is important work to begin the task of building a broad understanding of the Vision. Critical people, groups and institutions, will use the Vision document in their strategic planning, and in some cases, all the way down to designing day-to-day actions. Therefore, it is important that all users of the document have access to unambiguous discussions of words and phrases that in some cases could be construed to have broader than intended interpretations.

Special thanks go to Visioning Task Force Chair Beth Woolley for developing and guiding the implementation of the Consensus Commentaries process.

### *Consensus Commentaries*

It is the intent of the Citizens Visioning Task Force that the underlined words will have the following definitions (words not defined below shall use their common dictionary defined meanings):

#### **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.
- 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.

**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.

*Next Steps*

VISIONING OVERSIGHT

City residents and stakeholders must work to monitor, measure, and ensure that city decision-makers are held accountable for making progress towards achieving the Vision. The Visioning Task Force is charged with creating recommendations for making this happen.

In September 2009 Phase 3 begins, Ongoing Oversight and Outreach. The Task Force will develop recommendations for ensuring that the Vision guides decision-making and budget making within city government, that progress is measured, that the Vision itself is periodically reviewed and refreshed and that two-way communication about the Vision continues to occur within all our communities of interest. It is also our duty to recommend how Lynnwood's citizens will remain an active part of the city's Visioning process.

# 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

# Lynnwood's Vision

- ❖ Regional Model
- ❖ Engaged Citizens
- ❖ Vibrant Community
- ❖ Accountable Government

Join us for a meeting  
in your neighborhood!

## You're Invited!

Learn about our City's Vision and why  
Lynnwood's future is in your hands

• • • • •

Over 4,000 comments and ideas were collected from Lynnwood residents, organizations and business owners resulting in Lynnwood's Vision, formally adopted by City Council on January 26, 2009

### **Our Community Vision:**

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

Find out how this Vision will help shape our City  
and move us into the future!

#### Upcoming Neighborhood Meetings

Wed May 27	7 pm	Lynnwood Elementary - Library, 18634 44 <sup>th</sup> Ave W
Thurs June 4	7 pm	Utilities Maintenance Center, 20525 60 <sup>th</sup> Ave W
Sat June 6	10 am	Meadowdale High - Great Hall, 6002 168 <sup>th</sup> St SW
Wed June 10	7 pm	Open Door Baptist Church, 17014 44 <sup>th</sup> Ave W
Tue June 16	7 pm	Trinity Lutheran Church, 6215 196 <sup>th</sup> St SW

Look for an invitation to the meeting in your neighborhood!

Questions?

Call 425.670.5023

Or visit [www.ci.lynnwood.wa.us/VisioningLynnwood](http://www.ci.lynnwood.wa.us/VisioningLynnwood)



## Consensus Commentaries brainstorm from Visioning Task Force Meetings on May 6 &amp; May 14, 2009

**Regional**

- NW States
- Greater Puget Sound
- Region (comparable standard)
- North Puget Sound – King County line to Canadian border
- Defined local area, i.e. North Puget Sound
- Any affected by Lynnwood sphere of impact / influence
- How we compare ourselves, benchmark
- Local sphere of influence / impact
- Similar budget & population (20-40%) within the 4 counties of King, Pierce, Snohomish and Skagit.

**Model**

- Best practices
- Example
- System that can be evaluated
- Standard
- Pattern / blue print
- Paradigm
- Criteria
- Leadership / cohort
- Prototype
- Benchmark

**Sustainable**

- Continuous
- Renewable
- Enduring / lasting
- Capable of being maintained
- Non-extinguishable
- Self-sufficient
- Doable
- Energy flow – energy replaced
- Environmental & economic vitality / life – every aspect, everything the city does
- Reinforcing our model – what we have been doing
- Ongoing
- Maintain or prolong
- Self renewing
- Keeping in existence
- Durable
- Living as in living document

**Vibrant**

- Energetic
- Passionate
- Involved
- Livable
- Dynamic
- Alive
- Perceptive
- Inspiring
- Vivacious
- Quality of life, healthiness, positive impact of lives
- Moving
- Exciting
- Set in motion
- Invigorating
- Throbbing with life and activity

**Engaged Citizen**

What can citizens do?

- Participate
- Be involved
- Ask questions
- Be concerned
- Vote
- Give input & feedback
- Recruit others
- Exercise civic responsibilities
- Listen to other citizens
- Enlist
- Taking risks – not what is comfortable, outside of the comfort zone for the good of the community
- Get involved in your own neighborhood
- Positive & negative feedback
- Inquire
- Be welcoming to new neighbors, reach out to new neighbors, those who are different (ethnically)
- Respectful of diversity
- Cooperative
- Engagement outside the city, not just within the City of Lynnwood
- Volunteer for causes you believe in
- Volunteer for civic causes, schools, kids, community

*What should the government do?*

- Responsive to needs of citizens.

- Listen to the needs in community
- Transparency – fee access to government activities and info
- Promote / solicit engagement
- Government to change to the wants and needs of community
- Answerable
- Responsible
- Liable
- Able to show results
- More than a not, nudge and a wink
- Act according to the citizens vision statement
- Frequent reports
- Accessible
- Communicate
- Answerable
- Meeting people where they are – physically, in language, etc
- Public presence – council meetings, city reps engaging with us – publicly engage

**Accountable Government**

- Elected officials willing to change with the wants and needs of the citizens
- Openness
- Honest, reputable, trustworthy
- Disseminate information to citizens in an understandable fashion
- Informed government – aware. Laws, health, welfare, crime, what individuals / neighborhoods do, go through, like.
  - Stay on top of it
  - Stay in step / times – generations change
- Making tough decisions and explaining why. Don't take the easy road out, keep a sense of the larger plan.

**Welcoming**

- Sympathetic
- Friendly – like what it was 40 years ago!
- Signs of shaking hands and smiles

(visuals)

- Reputation – waving, smiling (i.e. Lopez Island)
- Community gathering ‘place’ (picnic, blanket, music)
- Lack of red tape (go here, then there, permits, etc) – streamline processes
- Having an outreach to reach out
- Welcoming baskets
- Cordially, open to all
- Hospitable – everyone should have a smile
- Think about the little things that make life easier – legitimate needs such as physical and language needs
- Understanding other people – acting on it
- Integrated – far reaching – coordinated
- Public gathering spaces – inviting, encourage to gather together – city center.
- Sense of community
- Waving hello – engage, connect

### **Healthy**

- External factors – air, water
- Wholesome
- Low crime activity
- Thriving
- Kept up neighborhoods
- Encourages physical activity: gym, places to walk
- Abundance of energy
- Promoting health in humans and native plants and animals – healthy environment (i.e. river, fish)
- Beneficial (overall)
- Promote citizen interactions

### **Broad Business Base**

- Diverse, different kinds
- Wide in range
- Business climate for small and large in size, diversity of sector (retail, high tech, etc)
- Supporting infrastructure – buses
  
- Commercial flights (Paine field)
- Base (timing, closing time, etc)

### **High Quality Development**

- Great caliber of growth – rating system
- 99 corridor development – around hospital
- Good influence on surrounding areas – radiate
- Non-noise polluting
- Reducing negative impacts – mitigate
- Non polluting, paying livable wages
- Non-commercialized development of Paine field
- Preserving neighborhoods
- Architecture is aesthetically pleasing to the eyes
- Landscaping

### **Cohesive Community**

- Developing a culture within the city that brings it together
- Mutually coordinated – complimentary – balanced
- Cooperative
- Grievance procedure, ombudsman, arbitration
- Grandma power
- Gaps in one area are filled by another area / person – matrix
- Stick together
- Unity among citizens
- Commons, like that brings people together
- Harmonize citizens
- Mutual respect others, cultures, ideas
- Neighborly
- Ways to connect with each other – look for opportunity to create community where it doesn’t exist

### **All Citizens**

- Anyone who benefits from the city
- Residents as well as visitors and business owners
- All persons are entitled to rights and privileges

### **Local**

- Point to point within the community or City
- Bike paths, walking paths

- Confined to particular place

### **Safe**

- Free from damage, danger or injury – or a sense of it
- Environment – surroundings
- Sense of security
- Safe from law enforcement
- Be able to go out in the evening – safe feeling
- Non-threatening (timeframe is threatening – QFC hours?)
- Protection from unreasonable risk of harm

### **Rigorous**

- Accurate and inflexible
- Non-tolerant (zero tolerance)
- Meticulous (taking care of the details)
- Contentious
- Effective execution

### **Responsive**

- Receptive
- Pro-active
- Effective action
- Interactive
- Sensitive

### **Wants & Needs**

- Realistic (do you really need to do it?)
- Something the community as a whole can benefit from
- Mutually agreed upon
- Consensus
- Limits – balance between individual & community wants & needs
- Reasonable
- Affordable
- Necessities – basics – essentials
- Community enriching
- Ensure people have the clay to mold a basic life and additional options “basic needs”
- Requirements for basic living
- Opportunity to be a contributing member of the community
- Desires