“Helping Communities and Organizations Create Their Best Futures”

Founded in 1988, we are a multi-disciplinary strategy and analysis firm providing integrated, creative and analytically rigorous approaches to complex policy and planning decisions. Our team of strategic planners, policy and financial analysts, economists, cartographers, information designers and facilitators work together to bring new ideas, clarity, and robust frameworks to the development of analytically-based and action-oriented plans.
# Contents

## Volume 1: Strengthening Our Unique Community and Economy

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>1</td>
</tr>
<tr>
<td>Overarching Themes</td>
<td>7</td>
</tr>
<tr>
<td>Summary of Goals and Strategies</td>
<td>8</td>
</tr>
<tr>
<td>The Plan</td>
<td>9</td>
</tr>
<tr>
<td>Goal I</td>
<td>9</td>
</tr>
<tr>
<td>Goal II</td>
<td>15</td>
</tr>
<tr>
<td>Goal III</td>
<td>17</td>
</tr>
<tr>
<td>Goal IV</td>
<td>19</td>
</tr>
<tr>
<td>Goal V</td>
<td>21</td>
</tr>
<tr>
<td>Appendix</td>
<td>27</td>
</tr>
</tbody>
</table>

## Volume 2: Technical Annex

**Principal Inputs**
- Economic Development Profile
- Stakeholder Interview Results
- Fiscal Implications of Land Use Alternatives
- Public Comment

**Summaries of Existing Documents and Policies**
- North King County Economic Survey - Executive Summary
- Existing Policy Direction for Economic Development
- Downtown and Little Bear Creek Corridor Master Plan
- Development Economics of Mixed-Use with Higher Density
- Quality of Life Issues
- Vacant and Redevelopable Land Use Data

**Summaries of Findings and Potential Related Strategies**
- Situation Assessment
- Key Issues and Potential Strategies
- Key Findings and Corollary Strategic Themes
INTRODUCTION

Scope and Objectives

Woodinville’s future health and identity are strengthened by a strong economic base and are intertwined with the values that define us as a community.

The Economic Development Strategic Action Plan (EDSAP) embodies the collective effort and insight of stakeholders from across the Woodinville community who have generously dedicated their time and expertise to create a framework upon which the economic strategy – and all derivative and related work that arises in the City of Woodinville – should subscribe. The EDSAP recognizes that a strong economy, powered by an engaged and civic-minded private sector, will generate the resources and participative climate necessary to stimulate public economic development, as well.

The EDSAP is designed to lay out, in clear and unequivocal terms, the vision, goals, and defining values of the Woodinville community in the context of economic development. At the same time, the EDSAP is not intended to be a comprehensive action project plan. While the EDSAP does establish, both explicitly and implicitly, a prioritized order of actions requiring immediate attention, it is understood that specific action items will be developed, refined and executed as follow-up activities.

Plan Purpose and Desired Outcomes

This primary goal of this Plan is to facilitate a viable, stable, healthy and diversified economy for Woodinville. Recognizing the links between the City’s economy (the vitality of existing and future businesses), its community character and livability (Downtown vibrancy, transportation, housing, schools, parks, environment, the arts), and the City’s image and identity (as a tourism destination, a business location, and a residential community), the Plan’s recommendations encompass much more than purely economic issues. For Woodinville’s economy to function optimally, strategies related to the City’s residential quality of life and attractiveness as a tourism destination are crucial.

The diagram on the following page illustrates the interconnected nature of these elements.
Plan Introduction

With implementation of this Plan through the concerted efforts of the City of Woodinville and community partners, it is hoped that the following outcomes will be seen over the coming years:

- A vital and diverse mix of businesses drawing from historic strengths and targeting desirable new sectors
- An array of strong locally owned small- and medium-sized businesses, with active civic participation by business owners
- A high quality of life for City residents, with heightened attention to transportation, parks, recreation opportunities, schools and a respected natural environment
- A vibrant, pedestrian-oriented, neighborhood-scale Downtown with environs and retail uses that complement the Tourist District
- High quality development with a distinct Woodinville character consistent throughout the City
A network of parks, open spaces and trails connecting the City’s different districts and attractions including Downtown, the Tourist District, residential neighborhoods, wineries and other attractions.

A fiscally sound City government that is customer-service oriented, innovative and facilitates development supportive of the City’s Vision.

Everyone who works here should be able to live here; everyone who lives here should be able to work here.

An active and engaged community that is a welcoming and thriving place for families.

An expanded tourism sector, drawing on the City’s strengths in wine, agriculture, active recreation, and dining establishments, that benefits local businesses and the fiscal health of the City.

A cohesive community identity and coordinated messages used to represent the City as a family-friendly hometown, a thriving business community and an attractive tourist destination.

A healthy and active array of partnerships between the City and community partners.

**Economic Development Planning Process**

Woodinville’s Economic Development Task Force was established and charged by the City Council to make recommendations to improve Woodinville’s economy, acting in an advisory capacity to the Planning Commission. The Task Force began work in April, 2005, and brought forward its final recommended Plan for Council consideration in December, 2005.

Task Force members included:

- Cherry Jarvis (Chair), Planning Commission Vice-Chair
- Michael Corning, Planning Commission
- Les Rubstello, Planning Commission
- Ed Anderson, Mead Gilman & Associates
- Victor Orris, Retired Navy Engineer
- Barbara Grube, Woodinville Weekly
- Dan Ramirez, Woodinville Chamber of Commerce
- Paul Sabado, Banner Bank
- Jay Soloff, DeLille Cellars
- Tom Waithe, Willows Lodge
- Susan Webster, Gathering Fabric Quilt Shop
- Gary Whitsell, Miller Rieke Whitsell & Co
The Task Force was supported by Carl Smith, Woodinville City Planner, and Brian Murphy of Berk & Associates, as well as other City and Berk & Associates staff.

The Goals and Strategies encapsulated in the following pages are based on a wealth of quantitative and qualitative information presented to the Task Force. Throughout the body of this Plan, the analytic support for key strategies is presented in exhibits housed in this document’s Appendix.

A comprehensive analysis of the City’s demographic, economic, market and land use conditions was encapsulated in a report titled Woodinville Economic Development Profile. The City’s fiscal conditions and the impacts of various land use choices were captured in another report titled Fiscal Implications of Land Use Alternatives. Another important input for consideration by the Task Force was the summary of 30 interviews with a diverse range of stakeholders, including City staff, developers, local business owners, residents and representatives of various community organizations. Additional public input was gained at a Public Open House held on August 17, 2005.

In addition to the original research described above, summaries of existing documents and reports were also presented to the Task Force, including the 2005 North King County Economic Survey, existing policy direction for economic development (including the Woodinville Vision Statement and Mission Statement; the City Council’s 2005-2006 Economic Development Goal; and the Economic Development Element of the City’s Comprehensive Plan), the Downtown and Little Bear Creek Master Plan, Development Economics of Mixed-Use with Higher Density, quality of life issues (including current and future plans for parks and recreation facilities), and land use data related to vacant and redevelopable lands.

The information contained in the many sources listed above was compiled into a small number of summary documents which helped to focus Task Force discussion and the eventual development of the Plan’s Goals, Strategies and priorities. The results of these reports are included in this Plan’s Volume 2, the Technical Annex.
Next Steps: Plan Implementation

The success of this Economic Development Plan will require a broad-based team of players to take ownership of the Plan and provide enthusiastic and committed leadership to implement specific actions spurring and directing Woodinville’s economic development.

City actions on the Plan are anticipated to be coordinated by the Community Development Department, working in conjunction with the Planning Commission and City Council. Active participation by other City agencies and by community partners will be vital to the Plan’s success as well.

While implementing partners may change over time, an initial list of such key players includes at least the following organizations:

**Community Partners**
- The Greater Woodinville Chamber of Commerce
- Woodinville Wine Country
- The Woodinville Farmers’ Market
- The Friends of the Woodinville Farmers’ Market
- The Sammamish Valley Farmland Trust
- The Sammamish Valley Alliance
- The Sammamish Valley Grange
- The Northshore School District
- Woodinville Garden Club
- Woodinville Rotary Club
- Woodinville Heritage Society
- Seattle’s Convention and Visitor’s Bureau
- Woodinville Senior Center

**Volunteer Boards and Commissions**
- Planning Commission
- Parks & Recreation Commission
- Tourism Task Force
- Tree Board
Picture a city, in a valley, along a river, nestled among parks, hills and fields.

Picture a pedestrian-friendly village of mixed uses linking a robust Downtown to a historic and attractive tourism district through working farms and picturesque fields by a network of interpretive trails and various modes of transportation.

So well-designed, this is a place where everyone who works here can live here and everyone who lives here can work here.

Imagine the possibilities of a city government working in partnership with an enthusiastic citizen base and resourceful business partners to grow the city and its resources in a unified, sustainable and responsible fashion.

Here, Woodinville becomes a place where the natural meets the innovative, where residents, visitors and businesses alike are encouraged to share their lives, build their community and exchange the benefits of commerce.
Overarching Themes

• Woodinville, as a community, values integrity above all principles. We take pride in our heritage, and we do not tolerate dishonest acts or words in commercial interaction with our City government. We proactively safeguard our integrity by insisting on truthful discourse and the prevention, to the greatest extent possible, of the appearance of impropriety.

• Maintaining an environment that is attractive and high-quality, with a strong, consistent Woodinville identity throughout the City is key to achieving the City’s best possible future. This implies both consistent and complementary uses in the City’s different districts, connected by a network of attractive roads, pedestrian pathways and open spaces.

• Future development should be consistent with the City’s Comprehensive Plan Vision.

• Preserving and enhancing the City’s existing identity is vital, while at the same time ushering in and integrating 21st Century technologies and businesses.

• Build on the City’s existing strengths: celebrate and support wineries, floral and landscaping businesses, agribusiness and the rural environment and small town character that currently define the City’s image.

• Contributions to the City’s quality of life, including investments in parks and open spaces, community building, and other efforts are important for both business attraction and enhancing the City’s livability.

• Woodinville should provide live, work and play opportunities for a wide range of people.

• Transportation options are imperative for residents, visitors, and workforce.

• Fiscal well-being of the City is critical: consider fiscal impacts to the City and sales tax streamlining implications when considering business attraction and business retention efforts and consider City operating costs before adoption of plans.

• Partnerships with community groups and other entities are desirable to leverage limited City resources with a wide range of perspectives, talents and resources.
## Summary of Goals and Strategies

### I. Grow the City’s Diverse and Vital Mix of Businesses

- **Priority 1.** Focus business attraction and retention efforts on target sectors
- **Priority 2.** Invest in basic infrastructure and quality of life enhancements appropriate to targeted sectors
- **Priority 3.** Continue to improve the City’s business climate
- **Priority 4.** Expand Woodinville’s unique retail position
- **Priority 5.** Connect businesses and developers with vacancies
- **Priority 6.** Support small business, professional businesses, and business that serve minority populations
- **Priority 7.** Support workforce development activities

### II. Ensure Future Development Advances the City’s Vision

- **Priority 1.** Encourage Downtown development that promotes the established Vision: higher density, high quality, well-designed mixed-use development with upscale retail and pedestrian-oriented streetscapes
- **Priority 2.** Practice “proactive zoning”: reevaluate and modify land use zoning to meet City fiscal goals and Vision

### III. Enhance Woodinville’s Livability for a Range of Residents

- **Priority 1.** Increase housing options for residents and workers
- **Priority 2.** Ensure that City policies are family-friendly
- **Priority 3.** Enhance the City’s parks, trails and “green canopy”
- **Priority 4.** Engage local businesses as strategic partners in making Woodinville a better place to live and work
- **Priority 5.** Build community and promote neighborhood cohesiveness

### IV. Grow and Benefit from the City’s Tourism Sector

- **Priority 1.** Focus on a range of tourism draws including wine, agritourism, food, and active recreation
- **Priority 2.** Connect wine tourism, agritourism and active recreation uses to Downtown
- **Priority 3.** Encourage complementary tourism and retail uses in the Tourist District and Downtown respectively
- **Priority 4.** Enhance the City’s attractiveness as an extended destination

### V. Promote the City’s Image and Identity

- **Priority 1.** Adopt and implement a compelling and cohesive Woodinville brand, emphasizing the special qualities that residents, businesses and visitors find attractive
- **Priority 2.** Launch a marketing campaign building on the City’s brand
Goal I. Grow the City’s Diverse and Vital Mix of Businesses

Woodinville is in a strong economic position, with a diverse and robust mix of businesses. In addition to proactive recruitment of businesses in identified target sectors, the City’s greatest influence can be in creating an environment which is attractive to these desired businesses and industries. Important elements of this environment include City investments in basic infrastructure and amenities including the City’s parks, open space and trail system and transportation into and within the City. Another important element is the business climate itself: how the City facilitates and supports development and business creation and success. The target sectors listed under Priority 1 below provide focus and coordination for these efforts, allowing the City to build on its strengths, adapt to changes in the environment and marketplace, and proactively shape its mix of businesses into the future. Among the benefits of these efforts, it is hoped that all Woodinville residents will have the opportunity to work locally if they so desire.

Priority 1. Focus business attraction and retention efforts on target sectors [See Appendix, Exhibit 1-1]

Targeted sectors include:

- Businesses that support wine-making and agritourism [see sidebar on the next page]
- Professional services firms [see sidebar to the left]
- Firms that play supporting roles to the region’s industry leaders including high-tech and biotech
- Mid-sized, locally-owned firms
- Firms that will contribute to the City’s image as an attractive, entrepreneurial market
- Anchor tenants for multi-tenant commercial development

A. Dedicate staff resources to business attraction and retention efforts *

B. Develop marketing materials, leveraging the Economic Profile, and deliver consistent messages *

C. Use a strategic mix of amenities and incentives to facilitate the expansion of existing businesses and the location of targeted businesses [see sidebar on the next page] *
A Strategic Mix of Amenities and Incentives to Retain and Attract Desired Business

Woodinville can draw on many tools to retain existing businesses and attract businesses in the target sectors described on the prior page. While the City must evaluate each opportunity individually, weighing benefits and costs and selecting the most strategic tool to employ, this Plan establishes the overarching principle that the provision of amenities – in the form of an attractive environment and a high quality of life – is preferable to the use of incentives such as reductions or waivers of development fees and regulations.

Woodinville’s most valuable and attractive asset is its quality environment. Amenities such as parks, open spaces, trails and recreation facilities; quality schools; efficient vehicular and non-vehicular circulation; a cohesive built environment and a beautiful natural environment; and excellent public safety services are attractive to both residents and businesses. Moreover, these amenities depend on significant investments from business in the form of fees and compliance with development regulations.

Retaining businesses and attracting new businesses by maintaining a high quality community requires balancing the provision of these amenities with the limited use of incentives which reduce the costs that growth or development would otherwise pay. Such incentives may include permitting process assistance or expedited permitting; flexibility in permitting or impact fees; flexibility in development regulations, particularly height limits; and City investments in site improvements, transportation infrastructure or utilities.

By offering a quality environment with attractive amenities, a friendly community, a welcoming business climate (addressed in Goal I, Priority 3 and elsewhere), the opportunity for synergistic clustering of similar businesses, and a “Vision” that establishes a clear understanding of the City’s future, Woodinville is in a strong position to attract desired businesses without overly relying on incentives.

From Wineries to a Woodinville Wine Cluster

Woodinville’s wineries are one of the City’s greatest assets – and one of its principal opportunities. This Plan establishes strategies to expand the City’s wine-based tourism, and to connect winery visitors to the City’s existing and future retail businesses.

The City has, as well, an opportunity to cultivate a cluster of wine- and agritourism-related businesses. The Woodinville area currently features more than 20 wineries, but few of the services that support these wine makers. As the scale of its wine industry expands, the City will be an attractive location for a wine-based cluster of businesses that provide the inputs and supports the industry depends on, and which it now imports from elsewhere.

The following businesses should be targeted as part of the City’s business attraction efforts and be considered in supportive strategies such as infrastructure investments, workforce development and marketing and promotion:

• Producers and distributors of barrels, wine making equipment, bottles, corks, labels, boxes and other inputs
• Downstream distributors and marketers
• Businesses in related industries such as wine-related research and education, restaurants, catering companies and cooking schools

To support this cluster, relevant educational and workforce training opportunities should be made available. These opportunities should be encouraged through partnerships with local educational institutions, with a local college becoming a partner in Washington State University’s Viticulture and Enology Education Consortium.
D. Partner with local organizations where appropriate, including but not limited to the Greater Woodinville Chamber of Commerce, Seattle’s Convention and Visitor’s Bureau, Woodinville Wine Country, the Woodinville Farmers’ Market, the Friends of the Woodinville Farmers’ Market, the Sammamish Valley Farmland Trust, the Sammamish Valley Alliance, the Sammamish Valley Grange, the Northshore School District

E. Collaborate with nearby cities when appropriate
   i. Coordinate City efforts with the Regional Economic Development Strategy and regional and sub-regional economic development efforts
   ii. Develop regional transportation strategies
   iii. Participate in discussions about the future of the Burlington Northern Santa Fe rail corridor, considering economic development impacts of alternatives *
   iv. Explore opportunities to share economic development resources *

Priority 2. Invest in basic infrastructure and quality of life enhancements appropriate to targeted sectors

A. Support the City’s CIP process to prioritize improving traffic access into and within the City
   i. Support heavier industrial and distribution businesses by managing traffic impacts and access for commercial vehicles
   ii. Identify and evaluate funding alternatives for road improvements

B. Treat the City’s parks and open space system as a strategic economic asset
   i. Include analysis of economic benefits when planning future park and open space development *
   ii. Utilize the City’s parks and open spaces system to enhance the City’s attractiveness and create physical connections that encourage walking over driving
C. Develop a Woodinville Broadband Strategy, based on an assessment of unmet needs and desired outcomes and consistent with other municipalities and federal initiatives and policy [see sidebar]

Priority 3. Continue to improve the City’s business climate

A. Encourage economic development as a central or overarching City priority
   i. Establish a standing committee to focus exclusively on economic development initiatives, with high-level representatives from the City, Chamber of Commerce and other key stakeholders ✪
   ii. Actively engage the participation of City departments and partners needed for the implementation of this Plan
   iii. Maintain an attractive, informative website dedicated to promoting economic development ✪

B. Continue to reinforce a customer service orientation in all City services
   i. Continue to conduct periodic customer satisfaction surveys to gauge the City’s performance in providing public services ✪

C. Ensure regular and open City-business communications through proactive outreach; be responsive to business concerns

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**Strategic Options for the Future of Woodinville’s Broadband Strategy**

Strategy must guide any informed public policy, and assessment of unmet needs guides strategy. After this assessment is made and related priorities established, Woodinville’s Broadband Strategy will fall into one or more of the following strategic categories, none of which are mutually exclusive:

- **Maximize symmetric bandwidth**
  - This strategy maximizes the capacity of the network, supporting highly interactive applications
  - The laying of fiber optic cable throughout the City would be expensive and disruptive to, but would provide excellent access well into the future

- **Provide universal access**
  - In order to allow all citizens have equal access to information, this strategy uses new network technology that is compatible with current systems
  - King County’s $15 million wireless project in White Center is an example of this type of strategy

- **Enable ubiquitous computing**
  - By creating a Woodinville WIMAX network, free and seamless wireless connectivity would be enabled anywhere in the City
  - This is a very inexpensive network technology that requires no disruption of existing streets to lay fiber cables

Under any of the above strategies, it is important to evaluate the costs and benefits of installing such a network, and the appropriate role for the City. Public-private partnerships may be a very suitable mechanism by which to pursue this infrastructure investment.
Woodinville Economic Development Strategic Action Plan

D. Assess and modify existing incentives and regulations
   i. Analyze existing incentives and regulations to understand their net impact on development ✓
   ii. Modify incentives and regulations to ensure future development is in desired locations and of desired character ✓
   iii. Ensure City expectations of developers are clearly communicated ✓

E. Implement changes recommended by the 2005 evaluation of the City’s permitting and development services
   i. Streamline the permit and development review process ✓
   ii. Approve contractors that developers can hire to expedite process ✓
   iii. Evaluate and coordinate development policies and processes among the City, Woodinville Fire & Life Safety District, and Woodinville Water District ✓

Priority 4. Expand Woodinville’s unique retail position
   [Exhibit 1-2]

A. Improve access to retailers through traffic circulation improvements and parking strategies

B. Support existing retailers through traffic management, parking policies and other City services (street cleaning, infrastructure maintenance, others)

C. Support existing retail and encourage new quality retail in the Downtown core

D. Coordinate retail strategies with Tourist District activities for market cross-pollination [related to Goal IV, Priority 2, Strategy C on page 19]

Priority 5. Connect businesses and developers with vacancies

A. Maintain and make available inventories of vacant or redevelopable properties to aid in development investment decisions

B. Support the value of on-line information sources such as NWProperty.net
   i. Provide up-to-date zoning and comprehensive plan information ✓
   i. Provide up-to-date economic development information describing the City's development environment and providing web links and City contact information ✓
Goals and Strategies

Priority 6. Support small business, professional businesses, and business that serve minority populations

A. Preserve lower cost incubator space through zoning and incentives ∗

B. Partner with the Chamber and local educational institutions to provide business support programs
   i. Be a supportive partner in the development of a UW entrepreneurship center ∗
   ii. Work with the Chamber to create a business assistance center for small businesses ∗

C. Allow warehouse businesses to utilize more space for retail sales [see sidebar] ∗

D. Conduct regular business outreach to understand how the City can ease the challenges of local small businesses, responding to significant concerns ∗
   i. Assess impacts of the City’s sign ordinances on small businesses
   ii. Assess and mitigate the impact of transportation impact fees to small business viability
   iii. Assess difficulties facing minority-owned businesses, including language barriers and access to City services
   iv. Assess the workforce skills and education desired by local businesses

Priority 7. Support workforce development activities

A. Partner with Cascadia Community College; the University of Washington, Bothell; Lake Washington Technical colleges and other institutions to provide and promote workforce development programs appropriate to the targeted sectors established in Goal 1, Priority 1 (page 9) ∗

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Allowance for Additional Retail Uses in Industrial Zones

Business in the City’s industrially zoned land can currently use no more than 10% of their floor space for retail purposes. By allowing greater retail usage, the City allows these businesses, some of which are start-up wineries, to diversify their revenue streams. The City is also expected to benefit, as under anticipated implementation of Sales Tax Streamlining, tax revenues from retail uses will be greater than revenues from industrial uses. To address parking and traffic circulation concerns, greater retail usage may be made contingent on the availability of adequate traffic circulation and parking infrastructure.

Adopted January 2008
Goal II. Ensure Future Development Advances the City’s Vision

Land use policy and regulation are crucial foundations for the future economic well-being and quality of life for Woodinville. Guiding the physical development of the City in a manner that reflects the City’s Vision will enhance the community and economy by encouraging development patterns that are attractive and functional for citizens, businesses, workers and visitors. This goal also recognizes that the City has a well-thought out set of land use policies that should be implemented so that the Vision can be realized. The development of a vibrant, walkable, attractive Downtown is crucial to the future vitality of the City as an attractive place for businesses, families and tourists.

Priority 1. Encourage Downtown development that promotes the established Vision: higher density, high quality, well-designed mixed-use development with upscale retail and pedestrian-oriented streetscapes

A. Adopt and implement the Downtown Little Bear Creek Corridor Master Plan

B. Create a vibrant, attractive, pedestrian-oriented Downtown environment
   i. Use design standards and public investment in community spaces, public amenities and art to promote a high-quality, Northwest Woodland aesthetic
   ii. Establish neighborhood scale development which encourages walking rather than driving
      a. Develop north/south grid streets to facilitate traffic flow and create pedestrian scale streets
      b. Create central parking facilities, evaluating options for public investments or public/private partnerships
      c. Allow height limits that support structured parking
      d. Connect Downtown to neighborhoods, the Snohomish River Trail and the new farmers market site with convenient and attractive pedestrian pathways
iii. Encourage village scale mixed-use development with specialty retail, Class A office space, and multifamily housing
   a. Recruit businesses in targeted sectors to develop mixed-use facilities as satellite offices
   iv. Encourage development of small-scale office space above retail

Priority 2. Practice “proactive zoning”: reevaluate and modify land use zoning to meet City fiscal goals and Vision

A. Assess current land use zoning and permitted uses and their fiscal implications for the City given expected future trends, including sales tax streamlining [Exhibit 2-1]

B. Modify zoning as necessary to most appropriately respond to market demand given fiscal goals and the City’s Vision
   i. Consider expanded retail and tourism-related uses in the South Industrial area
   ii. Concentrate industrial and large-scale retail in the North Industrial area

C. Cultivate distinct but complementary district identities [Exhibit 2-2]
Goal III. Enhance Woodinville’s Livability for a Range of Residents

The future well-being of Woodinville’s community and economy are interdependent. Local businesses will benefit if the community can offer their employees Woodinville solutions to their needs for affordable housing, transportation options, excellent schools, parks and recreation opportunities, the arts, a clean and healthy natural environment, as well as the goods and services for daily life. This Goal recognizes that the same attributes that create a high quality of life for residents also contribute to a prosperous business environment by making Woodinville a desirable place to live, work, play, shop and visit for a diverse range of individuals.

Priority 1. Increase housing options for residents and workers [Exhibits 3-1,2]

A. Promote the development of a range of multifamily housing options including owner- and renter-occupied housing, market-rate and high-end units and transit-oriented development for residents and workers [Exhibit 3-3]
   i. Create incentives for the development of affordable housing [Exhibit 3-4] *
   ii. Market the City to developers who specialize in affordable housing *

Priority 2. Ensure that City policies are family-friendly [Exhibit 3-5]

A. Consider the prevalence of families in the City when evaluating business attraction strategies, infrastructure investments, design standards and other City policies

Priority 3. Enhance the City’s parks, trails and “green canopy”

A. Prioritize parks and open spaces in future Capital Improvement Plans

B. Support implementation of the Parks and Open Space Plan

C. Evaluate funding options to expand the City’s parks, open spaces and recreation facilities *

D. Improve motorized and non-motorized connections among the City’s neighborhoods, and Downtown
Priority 4. Engage local businesses as strategic partners in making Woodinville a better place to live and work

A. Involve the business community in civic duties, creating a culture of business participation
B. Recognize the contributions of local businesses
C. Enlist the support of local businesses to vigorously seek funding for a range of transportation options for Woodinville
D. Encourage innovative approaches by businesses for connecting employees with their workplaces, such as satellite offices, flexible work hours and telecommuting
E. Support businesses in adopting “Sustainable Development” [see sidebar] practices, with a broad goal of ensuring that community development not only enhances the local economy, but also the local environment and quality of life

Priority 5. Build community and promote neighborhood cohesiveness

A. Work with neighborhood groups to understand their priorities
B. Continue to provide Small Neighborhood Action Project (SNAP) grants
C. Hold City-wide and neighborhood events
D. Celebrate the diversity of the area through City-sponsored events
E. Use signs to enhance neighborhood identity
F. Promote use of the Community Center as the City’s central gathering place

According to the North King County Survey 84% of the leaders of local businesses live locally

Sustainable Development

Sustainable Development has many definitions. The following are a few examples:

- Development that meets the needs of the present without compromising the ability of future generations to meet their own needs
- Seeking improved public health and a better quality of life for all of a community’s residents by limiting waste, preventing pollution, maximizing conservation and promoting efficiency and developing local resources to revitalize the local economy
- The ability to make development choices which respect the relationship between the three “E’s”: economy, ecology and equity:
  - Economy: Economic activity should serve the common good, be self-renewing, and build local assets and self-reliance
  - Ecology: Humans are part of nature, nature has limits and communities can benefit from protecting and building natural assets
  - Equity: The opportunity for full participation in all activities, benefits and decision-making of society
Goal IV. Grow and Benefit from the City’s Tourism Sector

Woodinville is already an attractive tourist destination with many complementary strengths. By focusing on these strengths, including wine, agritourism, food and active recreation – and by creating complementary and well-connected environments in the Tourism District and Downtown – Woodinville can continue to benefit from visits by Puget Sound residents and individuals from more distant regions.

Priority 1. Focus on a range of tourism draws including wine, agritourism, food, and active recreation

Priority 2. Connect wine tourism, agritourism and active recreation uses to Downtown

A. Make it easy to travel between the Tourist District and Downtown by motorized and non-motorized means
   i. Evaluate convenient and attractive public transportation options that have visitor appeal such as shuttle buses, trolleys, and a river barge; support privately-owned ventures if appropriate *
   ii. Provide convenient pedestrian access with clearly signed and attractive trail connections linking Downtown, the Farmers Market, wineries, the proposed GardenWalk and the Tourist District *
   iii. Work with King County to use the Burlington Northern Santa Fe rail corridor to provide additional pedestrian connections to wineries and other points of interest *

B. Encourage users of the Sammamish River Trail to access Downtown, providing convenient and attractive pedestrian access, good signage and public art *

C. Conduct market analysis of tourists and recruit Downtown retail businesses and restaurants attractive to this population [related to Goal 1, Priority 4, Strategy D on page 13] *
Goals and Strategies

Priority 3. Encourage complementary tourism and retail uses in the Tourist District and Downtown respectively

A. Promote the development of additional wineries and food-oriented businesses

B. Encourage family-friendly tourism uses in the Central Business District
   i. Attract artisans to Downtown as well as the Tourism District
   ii. Promote the use of and explore the expansion of athletic fields

C. Promote agritourism by actively partnering with the Farmers Market, the Sammamish Valley Farmland Trust, the Sammamish Valley Alliance, and the Sammamish Valley Grange

D. Evaluate expanding the Tourism Overlay into the South Industrial Zone to promote the expansion of tourism uses *

Priority 4. Enhance the City’s attractiveness as an extended destination

A. Actively recruit the development of independently owned mid-level lodging and a variety of food related industry (cooking schools, catering, etc.) options *
Goal V. Promote the City’s Image and Identity

Woodinville’s image and identity can successfully be promoted through branding and marketing. Utilizing a Woodinville brand to enhance the city character and sense of place can provide a coordinated and complementary message to attract tourists and desired businesses while knitting the community together through a consortium of our strengths and special qualities. Marketing the Woodinville brand will help place Woodinville in a distinct regional advantage, building on the iconic themes of the City including family living, agri-tourism, wine country tourism, festivals, arts, music, recreation and dining. Successfully promoting Woodinville to potential residents, visitors and businesses will benefit the City’s fiscal position, allowing for further investments to secure the City’s goals.

Priority 1. Adopt and implement a compelling and cohesive Woodinville brand, emphasizing the special qualities that residents, businesses and visitors find attractive

A. Establish a timeline and process for developing Woodinville’s brand
   i. Solicit citizen groups to build the brand with City oversight
   ii. Involve stakeholders from the tourism industry, a range of businesses, citizen groups and the residential community
   iii. Earmark resources from the lodging tax and the Chamber of Commerce for development of the brand by a professional

B. Use the City name in a tagline such as “We’re Woodinville, growing a community for life”

C. Use themes of the region in development of the brand: wine country tourism; agriculture; families living and growing; festivals; cohesiveness; country living, city style; etc. [see sidebar]
Goals and Strategies

Priority 2. Launch a marketing campaign building on the City’s brand

A. Develop a City Marketing Plan to coordinate complementary messages to key audiences
   i. Draw from stakeholder input received during creation of the Economic Development Plan
   ii. Involve City staff, the private sector, the Chamber of Commerce and citizen committees
   iii. Seek partnerships and grants to support implementation of the Marketing Plan

B. Reinforce the City’s core strengths in marketing messages
   i. Name the infrastructures, facilities, services, telecommunications, cultural landscape and entertainment amenities we have to offer as a City and region
   ii. Reinforce elements of quality of life and sustainable development in all strategies

C. Market Woodinville as an interesting and accessible tourism destination
   i. Incorporate Woodinville’s multiple complementary tourism draws: wine, agritourism, food, and active recreation
   ii. Partner with Seattle and Bellevue hotels
   iii. Coordinate with Eastside cities to promote the sub-region as a tourism destination
Exhibit 1-1
Woodinville Areas of Specialization and High Job Counts

- Woodinville has smaller employment base than its peers and neighbors.
- Woodinville’s biggest employment sector is Services (3,600 jobs).
- Construction and Resources is a large share of Woodinville’s employment base (22%), more than twice any comparable city or the Region.
- Together, Manufacturing and Construction and Resources equal 42%, nearly three times the share for Incorporated King County.
- While the Service sector is Woodinville’s largest employment category, it is a smaller share relative to peers, neighbors, and the Region.
Share of Jobs by Sector, 2003

Source: Puget Sound Regional Council, Washington State Employment Security Department, 2005
Woodinville excels as a regional retail center. On a per capita basis, only Issaquah has more retail sales than Woodinville among comparable communities.

Taxable retail sales per capita in Woodinville were over three times as much as the North King and regional averages.

Woodinville retailers capture 3.5 times as many sales as would be expected, based on population and adjusting for higher incomes.

Performance among retail sectors vary:
- Building materials capture more than 15 times the amount expected;
- Apparel stands out as another retail leader;
- Home Furnishings, General Merchandise and Restaurants and Bars all are strong.
- Only Auto-Oriented sales lag expectations

Taxable retail sales for Woodinville retailers increased 12% in 2004, compared to 6% for the three-county region.

Prior to 2004, retail growth had only kept pace with regional growth from 1999 through 2003.
Retail Sales Index, 2004

<table>
<thead>
<tr>
<th>Category</th>
<th>2004 Sales Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apparel/Accessories</td>
<td>6.4</td>
</tr>
<tr>
<td>General Merchandise</td>
<td>3.3</td>
</tr>
<tr>
<td>Furniture &amp; Furnishings/Equip</td>
<td>3.2</td>
</tr>
<tr>
<td>Misc. Retail Stores</td>
<td>3.0</td>
</tr>
<tr>
<td>Food</td>
<td>2.1</td>
</tr>
<tr>
<td>Auto Dealers/Gas Stations</td>
<td>0.7</td>
</tr>
<tr>
<td>Total Retail</td>
<td>3.3</td>
</tr>
</tbody>
</table>

Source: Department of Revenue, 2005

Taxable Retail Sales Per Capita, 2004*

<table>
<thead>
<tr>
<th>Location</th>
<th>2004 TRS Per Capita</th>
</tr>
</thead>
<tbody>
<tr>
<td>Woodinville</td>
<td>$24,559</td>
</tr>
<tr>
<td>Bothell</td>
<td>$8,164</td>
</tr>
<tr>
<td>Redmond</td>
<td>$16,170</td>
</tr>
<tr>
<td>Kirkland</td>
<td>$19,191</td>
</tr>
<tr>
<td>Edmonds</td>
<td>$7,570</td>
</tr>
<tr>
<td>Mill Creek</td>
<td>$6,896</td>
</tr>
<tr>
<td>Monroe</td>
<td>$12,457</td>
</tr>
<tr>
<td>Issaquah</td>
<td>$38,568</td>
</tr>
<tr>
<td>North King County</td>
<td>$7,716</td>
</tr>
<tr>
<td>Inc. King County</td>
<td>$11,832</td>
</tr>
<tr>
<td>Central Puget Sound</td>
<td>$8,637</td>
</tr>
</tbody>
</table>

Source: Department of Revenue, Berk & Associates, 2005

* Lumber and Other Building Materials (SIC code 521) is excluded from all TRS totals. Inclusion of this sub-category would skew the results given the substantial level of wholesale sales in this sub-sector in Woodinville. Additional wholesale activity is likely represented in other sub-sectors, which may cause minor skewing.
Woodinville Economic Development Strategic Action Plan

Exhibit 1-3
Size of Woodinville Businesses

- Woodinville has a large concentration of mid-sized employers. About 60% of Woodinville jobs are provided by establishments with 11-100 employees.
- The majority of Woodinville businesses are small businesses with 25 or fewer employees (85%).
- A large proportion of Woodinville’s jobs are in small and mid-sized businesses (54% in businesses of 50 or less employees). This is a higher proportion than the King County average (36%), Bothell (33%), and Issaquah (39%).
- About 25% of Woodinville’s jobs are businesses of 100 or more employees, which is about half as much as the King County, Bothell and Issaquah, averages, which all have concentrations close to 50%.

Distribution of Jobs by Size of Business, 2003

<table>
<thead>
<tr>
<th>Size of Business (Jobs)</th>
<th>Woodinville</th>
<th>Bothell</th>
<th>Issaquah</th>
<th>King County</th>
</tr>
</thead>
<tbody>
<tr>
<td>100+</td>
<td>25%</td>
<td>52%</td>
<td>48%</td>
<td>51%</td>
</tr>
<tr>
<td>51-100</td>
<td>18%</td>
<td>15%</td>
<td>13%</td>
<td>13%</td>
</tr>
<tr>
<td>26-50</td>
<td>19%</td>
<td>13%</td>
<td>12%</td>
<td>11%</td>
</tr>
<tr>
<td>11-25</td>
<td>16%</td>
<td>14%</td>
<td>14%</td>
<td>12%</td>
</tr>
<tr>
<td>1-10</td>
<td>17%</td>
<td>11%</td>
<td>14%</td>
<td>13%</td>
</tr>
</tbody>
</table>

* These data under-represent smaller businesses because they only include those employees covered by the State’s unemployment insurance program and those that could be geocoded by the PSRC.

Source: Puget Sound Regional Council; Washington State Employment Security Department, 2005

Woodinville Employment Establishments by Size, 2003

<table>
<thead>
<tr>
<th>Establishment Size</th>
<th>Number of Establishments</th>
<th>Total Jobs</th>
<th>Percentage of Establishments</th>
<th>Percentage of Total Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-10</td>
<td>516</td>
<td>1,975</td>
<td>67%</td>
<td>17%</td>
</tr>
<tr>
<td>11-25</td>
<td>139</td>
<td>2,316</td>
<td>18%</td>
<td>19%</td>
</tr>
<tr>
<td>26-50</td>
<td>63</td>
<td>2,203</td>
<td>8%</td>
<td>18%</td>
</tr>
<tr>
<td>51-100</td>
<td>36</td>
<td>2,524</td>
<td>5%</td>
<td>21%</td>
</tr>
<tr>
<td>100+</td>
<td>16</td>
<td>2,931</td>
<td>2%</td>
<td>25%</td>
</tr>
<tr>
<td>Total</td>
<td>770</td>
<td>11,949</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Puget Sound Regional Council, Washington State Employment Security Department, 2005
Exhibit 1-4

In January, 2004, the Planning Commission recommended to the City Council a draft Downtown and Little Bear Creek Corridor Master Plan. The draft Plan contains recommendations to implement the City’s vision to “create a vibrant, compact downtown Woodinville that is an inviting place to work, shop, live and socialize.”

Key features of the Plan include recommendations for:

- “Mixed-use” development and multi-family housing to encourage a more pedestrian-oriented environment
- New permitted uses in the General Business zone to encourage business and employment opportunities that are well-designed and built in an environmentally friendly way
- New grid streets to improve traffic flow
- New pedestrian and bicycle pathways to connect downtown with other areas and provide non-motorized transportation options
- Environmental enhancements for Little Bear and Woodin Creeks
- Additional parks and open space

The complete draft Plan can be viewed at the City’s website:

http://www.ci.woodinville.wa.us
Woodinville Economic Development Strategic Action Plan

Exhibit 2-1
Woodinville Retail Trade Capture

- Woodinville's primary retail trade area extends to Duvall in the east and north into Snohomish County.
- Population growth in this area will continue to drive demand for additional retail space in Woodinville.

Woodinville Retail Trade Area
Exhibit 2-3
Employment Distribution

- Most Woodinville employment is located in the North Industrial, Town Center, and Valley Industrial neighborhoods.
- The largest employers are located in the two industrial neighborhoods.
- A smaller cluster of employment is located in the Tourist District.

Neighborhood Employment Distribution, 2003

Source: Puget Sound Regional Council, 2005
Exhibit 3-1
Quality of Life in Woodinville

In 2004, the City conducted a telephone survey of Woodinville residents to gauge public views on a range of topics, including satisfaction with City government services, growth and development policy and overall assessment of the quality of life. The interviewees were asked to respond by ranking their satisfaction to the various questions on a scale from 0 to 10, with 10 being the highest. The chart below presents an excerpt from the responses.

The full results are available at the City’s website: http://www.ci.woodinville.wa.us

Quality of Life Components

<table>
<thead>
<tr>
<th>Component</th>
<th>Satisfaction Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Place to Raise Children</td>
<td>8.05</td>
</tr>
<tr>
<td>Crime and Safety</td>
<td>7.50</td>
</tr>
<tr>
<td>Natural Environment</td>
<td>7.10</td>
</tr>
<tr>
<td>Parks and Recreational Opportunities</td>
<td>6.83</td>
</tr>
<tr>
<td>Government Services</td>
<td>6.60</td>
</tr>
<tr>
<td>Job and Economic Opportunities</td>
<td>5.87</td>
</tr>
<tr>
<td>Building and Design Regulations</td>
<td>5.79</td>
</tr>
<tr>
<td>Affordability of Housing in the City</td>
<td>4.81</td>
</tr>
<tr>
<td>Traffic Access and Circulation</td>
<td>4.42</td>
</tr>
</tbody>
</table>
### Historic Population Growth and Population Forecasts

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>OFM</td>
<td>7,833</td>
<td></td>
<td>9,915</td>
<td></td>
</tr>
<tr>
<td>US Census</td>
<td>9,809</td>
<td></td>
<td></td>
<td>13,222</td>
</tr>
<tr>
<td>PSRC Based Forecast</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average Annual Growth Rate</td>
<td>3.3%</td>
<td>0.3%</td>
<td>1.1%</td>
<td></td>
</tr>
</tbody>
</table>

Exhibit 3-3
Housing in Woodinville

- Multifamily housing as a percentage of all housing in Woodinville (32%) represents a smaller percentage than Incorporated King County (43%), but the same as the region.
- Neighboring cities all have a larger share of housing devoted to multifamily housing.
- Within multifamily, the percentage of units that are owner-occupied is relatively high in Woodinville (35%) compared to other cities and to incorporated King County (18%).
Multifamily Housing Units as a Percentage of All Housing Units, 2000

Source: Office of Financial Management, 2004

Owner Occupied Multifamily Housing Units as a Percentage of All Multifamily Housing Units, 2000

Source: US Census, 2000
Exhibit 3-4
Woodinville Household Incomes

- High median incomes ($68k in 1999); higher than all neighbors and regional medians.
- Low percentage of households in lower income brackets (19% with household incomes less than $35,000; compared to 32% for incorporated King and 33% for the region).
- Percentage of households (36%) in lower to middle incomes ($35,000 to $75,000) similar to comparable cities, County (37%) and region (38%).
- Woodinville averages more people per household (2.74) relative to most comparable cities and the Region (2.49). This is consistent with the large number of families in the City. Therefore, while Woodinville median household income is high relative to its peers and neighbors, its per capita income is lower.
Percentage of Total Households by Household Income, 1999

- Over 75K
- 50K to 75K
- 35K to 50K
- 25K to 35K
- 25K to 35K
- Under 25K

<table>
<thead>
<tr>
<th>Location</th>
<th>Over 75K</th>
<th>50K to 75K</th>
<th>35K to 50K</th>
<th>25K to 35K</th>
<th>Under 25K</th>
</tr>
</thead>
<tbody>
<tr>
<td>Woodinville</td>
<td>14%</td>
<td>24%</td>
<td>23%</td>
<td>21%</td>
<td>22%</td>
</tr>
<tr>
<td>Bothell</td>
<td>14%</td>
<td>22%</td>
<td>17%</td>
<td>17%</td>
<td>16%</td>
</tr>
<tr>
<td>Redmond</td>
<td>16%</td>
<td>22%</td>
<td>17%</td>
<td>13%</td>
<td>16%</td>
</tr>
<tr>
<td>Kirkland</td>
<td>14%</td>
<td>22%</td>
<td>19%</td>
<td>17%</td>
<td>16%</td>
</tr>
<tr>
<td>Edmonds</td>
<td>11%</td>
<td>11%</td>
<td>9%</td>
<td>9%</td>
<td>11%</td>
</tr>
<tr>
<td>Edmonds</td>
<td>14%</td>
<td>17%</td>
<td>14%</td>
<td>13%</td>
<td>11%</td>
</tr>
<tr>
<td>Monroe</td>
<td>16%</td>
<td>20%</td>
<td>16%</td>
<td>10%</td>
<td>11%</td>
</tr>
<tr>
<td>Issaquah</td>
<td>17%</td>
<td>23%</td>
<td>19%</td>
<td>17%</td>
<td>16%</td>
</tr>
<tr>
<td>North King County</td>
<td>14%</td>
<td>19%</td>
<td>16%</td>
<td>10%</td>
<td>11%</td>
</tr>
<tr>
<td>Incorporated King County</td>
<td>12%</td>
<td>20%</td>
<td>16%</td>
<td>9%</td>
<td>11%</td>
</tr>
<tr>
<td>Central Puget Sound</td>
<td>12%</td>
<td>22%</td>
<td>16%</td>
<td>16%</td>
<td>16%</td>
</tr>
</tbody>
</table>

Adopted January 2008
Exhibit 3-5
Age of Woodinville Residents

- Woodinville has a strong family presence with a relatively higher concentration of teenagers and children.
- Between 1990 and 2000 the number of young children in Woodinville aged 11 and under increased by 2,700.
  - Ages 1 to 5 dramatically increased indicating a number of births or family immigration from 1995 to 2000.
- Ages 25 to 44 decreased from 1990 to 2000.

Source: US Census, 2000
### Appeal of Woodinville as a Place to Visit

<table>
<thead>
<tr>
<th>Appeal of the city as a place to visit</th>
<th>North King County</th>
<th>Bothell</th>
<th>Kenmore</th>
<th>Lake Forest Park</th>
<th>Shoreline</th>
<th>Woodinville</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6.35</td>
<td>6.32</td>
<td>4.73</td>
<td>6.44</td>
<td>5.88</td>
<td>7.69</td>
</tr>
</tbody>
</table>

On a scale from 1-10, with 10 being the most appealing place to visit.
Source: North King County Economic Survey, Hebert Research, 2005