

PLANNING COMMISSION MEETING AGENDA



City of Lake Stevens Vision Statement

We are a thriving community that promotes a vibrant economy, preserves natural beauty, and supports an exceptional quality of life for all.

June 23, 2025 - 6:00 PM
Hybrid at the Mill or Remote Via Zoom

[Join Zoom Meeting](#)

or call in at: 253-215-8782 Meeting ID: 842 100 24949 **Passcode:** 758549

- 1. Call to Order**
- 2. Roll Call**
- 3. Guest Business**
- 4. Action Items**
 - A. Approve Planning Commission Meeting Minutes of June 2, 2025
- 5. Discussion Items**
 - A. Streets & Parking Code Amendment Process Update
 - B. Public Engagement Guide
- 6. Commissioner Report**
- 7. Planning Director's Report**
- 8. Adjourn**

Christi Schmidt,
Russ Wright

THE PUBLIC IS INVITED TO ATTEND

The City of Lake Stevens strives to provide accessible opportunities for individuals with disabilities. Please contact Human Resources, City of Lake Stevens ADA Coordinator, (425) 622-9400, at least five business days prior to any City meeting or event if any accommodations are needed. For TDD users, please use the state's toll-free relay service, (800) 833-6384, and ask the operator to dial the City of Lake Stevens City Hall number.

PLANNING COMMISSION STAFF REPORT



Agenda Date: 6/23/2025

Subject: Approve Planning Commission Meeting Minutes of June 2, 2025

Contact Person/Department: , Community Development

Budget Impact:

Legal Review: No

RECOMMENDATION(S)/ACTION REQUESTED:

SUMMARY/BACKGROUND:

APPLICABLE CITY POLICIES:

ATTACHMENTS:

1. 6-2-25 Planning Commission Minutes

PLANNING COMMISSION MEETING MINUTES



HYBRID/REMOTE AND IN PERSON AT THE MILL

June 7, 2025

CALL TO ORDER: 6:00 PM by Chair Janice Huxford

MEMBERS PRESENT: Chair Janice Huxford, Commissioner Nathan Packard, Commissioner Bruce Morton, Commissioner Mike Duerr, Commissioner Murika Matz, Commissioner Connor Davis, Council Liaison Ryan Donoghue (remote)

MEMBERS ABSENT: Vice-Chair Jennifer Davis was absent. Commissioner Duerr moved to excuse the absence, and Commissioner Connor Davis seconded the motion. The motion passed unanimously.

STAFF PRESENT: Principal Planner David Levitan, Planning Manager Christi Schmidt, Administrative Assistant Dawn Erickson

OTHERS PRESENT: No additional attendees

Chair Huxford called the meeting to order at 6:00 p.m. and led the Pledge of Allegiance.

Roll Call: As noted above.

Guest business: None.

Approval of Minutes: The meeting minutes of May 21, 2025, were approved as written. Commissioner Packard made the motion, and Commissioner Morton seconded; the motion was carried unanimously.

Discussion Items: Principal Planner Levitan provided a summary of the last meeting's discussion of STEP housing, reviewing the different types of housing involved in STEP housing, and making the distinction between emergency housing and shelter, which are more temporary in nature, and transitional and permanent supportive housing, which tend to be longer-term solutions.

HB 1220 required cities to update zoning codes to allow for these housing types. Emergency housing and shelters must be allowed in any zone where hotels are permitted, and transitional and permanent supportive housing must be allowed in any zone where hotels or residential units are permitted. Cities may limit occupancy, spacing and intensity of use as long as it is related to public health and safety and doesn't prevent the city from reaching growth targets. Principal Planner Levitan also reviewed the Department of Commerce's Guidance/Best Practices for STEP housing.

He then discussed the feedback from the Commissioners at the last meeting, noting that there was a diverse set of ideas, but a general consensus that transitional and permanent supportive housing should

be treated differently from emergency shelter and housing. He also discussed some suggestions from the Department of Commerce when developing the public engagement plan and provided examples of STEP housing integrated into existing neighborhoods throughout the region.

A summary of permanent supportive and transitional housing regulations from different cities in north King and south Snohomish counties was presented, noting different local requirements imposed on the facilities. A separate summary of emergency housing and shelters illustrated how requirements for these housing types can differ from those for permanent supportive and transitional housing.

Discussion after the presentation focused on:

- Commissioner Matz asked where Section 8 housing fits into these housing types. Principal Planner Levitan stated that Section 8 is a funding type, as opposed to a housing type, and it is not addressed.
- Commissioner Connor Davis asked about data indicating what and where the need exists and expressed concern over the potential impact of property crime concentration. Planning Manager Schmidt said she would find the homelessness statistics report for Snohomish County (no direct Lake Stevens data available).
- Commissioner Duerr talked about Claire's Place (Everett), which had to be closed due to phytanyl and meth contamination, to illustrate the need for a strong plan/set of regulations and conditions.
- Commissioner Matz stated that parking and transportation availability are as essential considerations as housing and supportive services.
- Commissioner Morton noted that laws are in place to address crime concerns.
- General discussion about requiring annual inspections as part of permitting requirements

Commissioner Reports:

No commissioner reports

Director's Report

No Director's report, as Director Wright was not in attendance. Planning Manager Schmidt stated that staff would send out the Snohomish County Point-in-Time annual study results for 2024. Results for 2025 should be available soon and will be disseminated when available.

Adjourn: Motion by Commissioner Connor Davis, with a second by Commissioner Packard, to adjourn the meeting at 6:54 p.m. The motion carried unanimously.

Respectfully,

Dawn Erickson, Administrative Assistant

PLANNING COMMISSION STAFF REPORT



Agenda Date: 6/23/2025

Subject: Streets & Parking Code Amendment Process Update

Contact Person/Department: , Community Development

Budget Impact:

Legal Review: No

RECOMMENDATION(S)/ACTION REQUESTED:

SUMMARY/BACKGROUND:

APPLICABLE CITY POLICIES:

ATTACHMENTS:

1. 6-23-25 PC Staff Report Update on Streets and Parking
2. Attach 1 _SB5184

Staff Report

City of Lake Stevens Planning Commission

June 23, 2025

Subject: Update on Streets and Parking Code Amendment Process

Contact Person/Department: Christy Schmidt, Planning Manager

ACTION REQUESTED: No formal action is required. Staff will provide an update on the Streets and Parking Code Amendments.

BACKGROUND/ HISTORY:

On February 19th, staff introduced the Streets and Parking Code Amendments project and the code sections to be amended. On March 5th, staff held a work session with the Planning Commission and presented proposed revisions to LSMC 14.110 Concurrency Management System and LSMC 14.112 Traffic Impact Mitigation. The Planning Commission reviewed strike-out versions and provided comments to staff.

On April 17th the state passed [Senate Bill \(SB\) 5184](#), which limits how much parking local governments can require for certain residential uses and commercial spaces, including childcare facilities. Local governments can no longer require a minimum number of parking spaces for childcare centers (as defined in [RCW 43.216.010](#)) that are licensed or certified by the Washington State Department of Children, Youth, & Families. This bill does not affect family home-based childcare providers. For these home-based facilities, many cities require a space for non-resident staff and choose not to require additional on-site parking.

Cities and counties with a population between 30,000 and 50,000 must implement the requirements by July 27, 2028, and cities with a population of 50,000 or greater must do so by January 27, 2027. The bill allows a city or county to submit an empirical study, prepared by a credentialed transportation or land use planning expert, to the Department of Commerce that clearly demonstrates if parking limitations will be significantly less safe for vehicle drivers or passengers, pedestrians, or bicyclists considering the proposed state parking requirements. The city intends to take a hybrid approach, assess and modify our parking standards as needed, like the model used in the subarea plans, and apply for relief from the state.

NEXT STEPS:

Based on the recent passing of SB 5184 and staff discussions with the city's consultant Transpo for the Streets and Parking code updates, the city is reallocating the remaining budget in the contract to have Transpo focus on the technical updates to implement the comprehensive plan and SB 5184.

1. Prepare an empirical parking study to be submitted to the Department of Commerce
2. Update the Traffic Impact Methodology December 2012
3. Revise the [Traffic Impact Fee Program Developer's Workbook](#)

Staff will prepare the final code updates to the remaining chapters:

1. LSMC 14.38, Subarea Plans

2. LSMC 14.56 Streets and Sidewalks
3. LSMC 14.72 Parking

The draft chapters will be presented back to the Planning Commission prior to seeking public input.

Requested Action:

Discussion

Attachments:

Attachment 1 –SB 5184

CERTIFICATION OF ENROLLMENT

ENGROSSED SUBSTITUTE SENATE BILL 5184

Chapter 204, Laws of 2025

69th Legislature
2025 Regular Session

MINIMUM PARKING REQUIREMENTS

EFFECTIVE DATE: July 27, 2025

Passed by the Senate April 17, 2025
Yeas 36 Nays 13

JOHN LOVICK

President of the Senate

Passed by the House April 11, 2025
Yeas 64 Nays 31

LAURIE JINKINS

**Speaker of the House of
Representatives**

Approved May 7, 2025 1:22 PM

BOB FERGUSON

Governor of the State of Washington

CERTIFICATE

I, Sarah Bannister, Secretary of the Senate of the State of Washington, do hereby certify that the attached is **ENGROSSED SUBSTITUTE SENATE BILL 5184** as passed by the Senate and the House of Representatives on the dates hereon set forth.

SARAH BANNISTER

Secretary

FILED

May 12, 2025

**Secretary of State
State of Washington**

ENGROSSED SUBSTITUTE SENATE BILL 5184

AS AMENDED BY THE HOUSE

Passed Legislature - 2025 Regular Session

State of Washington

69th Legislature

2025 Regular Session

By Senate Housing (originally sponsored by Senators Bateman, Trudeau, Frame, Krishnadasan, Lias, Nobles, Pedersen, Salomon, Shewmake, and Stanford)

READ FIRST TIME 02/07/25.

1 AN ACT Relating to minimum parking requirements; adding a new
2 section to chapter 35.21 RCW; adding a new section to chapter 35A.21
3 RCW; adding a new section to chapter 36.01 RCW; adding a new section
4 to chapter 19.27 RCW; creating new sections; and repealing RCW
5 36.70A.620.

6 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF WASHINGTON:

7 NEW SECTION. **Sec. 1.** The legislature finds that predetermined
8 on-site parking requirements needlessly drive up the cost of
9 development, particularly housing; discourage walking and multimodal
10 transit usage; and encourage excessive reliance of automobiles with
11 attendant impacts on human health and greenhouse gas emissions. The
12 legislature further finds that the amount of parking that a project
13 actually needs should be determined on a case-by-case basis by permit
14 applicants sensitive to actual market conditions rather than a one-
15 size-fits-all regulation.

16 NEW SECTION. **Sec. 2.** A new section is added to chapter 35.21
17 RCW to read as follows:

18 (1) A city may not require more than 0.5 parking space per
19 multifamily dwelling unit or more than one parking space per single-
20 family home.

1 (2) A city may not require more than two parking spaces per 1,000
2 square feet of commercial space.

3 (3) A city may not require any minimum parking requirements for:

4 (a) Residences under 1,200 square feet;

5 (b) Commercial spaces under 3,000 square feet;

6 (c) Affordable housing;

7 (d) Senior housing;

8 (e) Child care centers as defined in RCW 43.216.010 that are
9 licensed or certified by the department of children, youth, and
10 families;

11 (f) Ground level nonresidential spaces in mixed-use buildings;
12 and

13 (g) A building undergoing a change of use from a nonresidential
14 to a residential use or a change of use for a commercial use.

15 (4) For purposes of this section:

16 (a) "Affordable housing" has the same meaning as in RCW
17 36.70A.030.

18 (b) "Commercial use" means use for nonresidential business
19 purposes, including retail, office, wholesale, general merchandise,
20 and food services.

21 (5) This section does not apply to requirements for parking
22 spaces permanently marked for the exclusive use of individuals with
23 disabilities in compliance with the Americans with disabilities act.

24 (6) The provisions of this section do not apply:

25 (a) To cities with a population of 30,000 or less, as determined
26 by the population estimate of the office of financial management
27 under RCW 43.62.030;

28 (b) If a city submits to the department of commerce an empirical
29 study prepared by a credentialed transportation or land use planning
30 expert that clearly demonstrates, and the department finds and
31 certifies, that the application of the parking limitations of this
32 section will be significantly less safe for vehicle drivers or
33 passengers, pedestrians, or bicyclists than the city's current
34 parking requirements; or

35 (c) To portions of cities within a one-mile radius of a
36 commercial airport in Washington with at least 9,000,000 annual
37 enplanements.

38 (7) Cities may require parking in excess of the limitations in
39 this section for religious organizations and parking requirements for
40 carpools.

1 (8) Cities are not prohibited from requiring temporary or time-
2 restricted parking. Cities are encouraged to consider the adequacy of
3 drop-off space, waiting space, and accessibility in the design review
4 process when considering the limitations on parking requirements.

5 (9) Cities that have adopted substantially similar policies to
6 the requirements established in this section may apply to the
7 department of commerce for a determination of compliance with the
8 requirements of this section. In determining what is substantially
9 similar, the department of commerce shall consider whether:

10 (a) The city's parking requirements as of July 2025 have the same
11 or lower parking minimums than the requirements of this section;

12 (b) The city's parking requirements are equal to the average
13 number of parking stalls required per residential unit and the
14 average number of parking stalls required per 1,000 square feet of
15 commercial space; and

16 (c) The city's parking requirements for affordable housing,
17 senior housing, housing for people with disabilities, and child care
18 facilities are equivalent to the requirements of this section.

19 (10) Cities may submit a request for a variance from the
20 requirements of this section to the department of commerce if
21 compliance with the requirements of this section would be hazardous
22 to the life, health, and safety of residents as confirmed by a
23 building official or fire marshal, or their designees. A request for
24 a variance may include requests to require additional parking spaces
25 permanently marked for the exclusive use of individuals with
26 disabilities beyond those required for compliance with the Americans
27 with disabilities act based on the planned or likely population,
28 location, or safety of a building, using objective standards.

29 (11) Cities with a population between 30,000 and 50,000 shall
30 implement the requirements of this section within three years of the
31 effective date of this act. Cities with a population of 50,000 or
32 greater shall implement the requirements of this act within 18 months
33 of the effective date of this act.

34 NEW SECTION. **Sec. 3.** A new section is added to chapter 35A.21
35 RCW to read as follows:

36 (1) A code city may not require more than 0.5 parking space per
37 multifamily dwelling unit or more than one parking space per single-
38 family home.

(2) A code city may not require more than two parking spaces per 1,000 square feet of commercial space.

(3) A code city may not require any minimum parking requirements for:

(a) Residences under 1,200 square feet;

(b) Commercial spaces under 3,000 square feet;

(c) Affordable housing;

(d) Senior housing;

(e) Child care centers as defined in RCW 43.216.010 that are licensed or certified by the department of children, youth, and families;

(f) Ground level nonresidential spaces in mixed-use buildings; and

(g) A building undergoing a change of use from a nonresidential to a residential use or a change of use for a commercial use.

(4) For purposes of this section:

(a) "Affordable housing" has the same meaning as in RCW 36.70A.030.

(b) "Commercial use" means use for nonresidential business purposes, including retail, office, wholesale, general merchandise, and food services.

(5) This section does not apply to requirements for parking spaces permanently marked for the exclusive use of individuals with disabilities in compliance with the Americans with disabilities act.

(6) The provisions of this section do not apply:

(a) To code cities with a population of 30,000 or less, as determined by the population estimate of the office of financial management under RCW 43.62.030;

(b) If a code city submits to the department of commerce an empirical study prepared by a credentialed transportation or land use planning expert that clearly demonstrates, and the department finds and certifies, that the application of the parking limitations of this section will be significantly less safe for vehicle drivers or passengers, pedestrians, or bicyclists than the code city's current parking requirements; or

(c) To portions of code cities within a one-mile radius of a commercial airport in Washington with at least 9,000,000 annual enplanements.

1 (7) Code cities may require parking in excess of the limitations
2 in this section for religious organizations and parking requirements
3 for carpools.

4 (8) Code cities are not prohibited from requiring temporary or
5 time-restricted parking. Code cities are encouraged to consider the
6 adequacy of drop-off space, waiting space, and accessibility in the
7 design review process when considering the limitations on parking
8 requirements.

9 (9) Code cities that have adopted substantially similar policies
10 to the requirements established in this section may apply to the
11 department of commerce for a determination of compliance with the
12 requirements of this section. In determining what is substantially
13 similar, the department of commerce shall consider whether:

14 (a) The code city's parking requirements as of July 2025 have the
15 same or lower parking minimums than the requirements of this section;

16 (b) The code city's parking requirements are equal to the average
17 number of parking stalls required per residential unit and the
18 average number of parking stalls required per 1,000 square feet of
19 commercial space; and

20 (c) The code city's parking requirements for affordable housing,
21 senior housing, housing for people with disabilities, and child care
22 facilities are equivalent to the requirements of this section.

23 (10) Code cities may submit a request for a variance from the
24 requirements of this section to the department of commerce if
25 compliance with the requirements of this section would be hazardous
26 to the life, health, and safety of residents as confirmed by a
27 building official or fire marshal, or their designees. A request for
28 a variance may include requests to require additional parking spaces
29 permanently marked for the exclusive use of individuals with
30 disabilities beyond those required for compliance with the Americans
31 with disabilities act based on the planned or likely population,
32 location, or safety of a building, using objective standards.

33 (11) Code cities with a population between 30,000 and 50,000
34 shall implement the requirements of this section within three years
35 of the effective date of this act. Code cities with a population of
36 50,000 or greater shall implement the requirements of this act within
37 18 months of the effective date of this act.

38 NEW SECTION. **Sec. 4.** A new section is added to chapter 36.01
39 RCW to read as follows:

1 (1) A county may not require more than 0.5 parking space per
2 multifamily dwelling unit or more than one parking space per single-
3 family home.

4 (2) A county may not require more than two parking spaces per
5 1,000 square feet of commercial space.

6 (3) A county may not require any minimum parking requirements
7 for:

8 (a) Residences under 1,200 square feet;

9 (b) Commercial spaces under 3,000 square feet;

10 (c) Affordable housing;

11 (d) Senior housing;

12 (e) Child care centers as defined in RCW 43.216.010 that are
13 licensed or certified by the department of children, youth, and
14 families;

15 (f) Ground level nonresidential spaces in mixed-use buildings;
16 and

17 (g) A building undergoing a change of use from a nonresidential
18 to a residential use or a change of use for a commercial use.

19 (4) For purposes of this section:

20 (a) "Affordable housing" has the same meaning as in RCW
21 36.70A.030.

22 (b) "Commercial use" means use for nonresidential business
23 purposes, including retail, office, wholesale, general merchandise,
24 and food services.

25 (5) This section does not apply to requirements for parking
26 spaces permanently marked for the exclusive use of individuals with
27 disabilities in compliance with the Americans with disabilities act.

28 (6) The provisions of this section do not apply:

29 (a) If a county submits to the department of commerce an
30 empirical study prepared by a credentialed transportation or land use
31 planning expert that clearly demonstrates, and the department finds
32 and certifies, that the application of the parking limitations of
33 this section will be significantly less safe for vehicle drivers or
34 passengers, pedestrians, or bicyclists than the county's current
35 parking requirements; or

36 (b) To portions of counties within a one-mile radius of a
37 commercial airport in Washington with at least 9,000,000 annual
38 enplanements.

1 (7) A county may require off-street parking if the county's roads
2 are not developed to the standards for streets and roads adopted by
3 the cities within that county.

4 (8) Counties may require parking in excess of the limitations in
5 this section for religious organizations and parking requirements for
6 carpools.

7 (9) Counties are not prohibited from requiring temporary or time-
8 restricted parking. Counties are encouraged to consider the adequacy
9 of drop-off space, waiting space, and accessibility in the design
10 review process when considering the limitations on parking
11 requirements.

12 (10) A county may submit a request for a variance from the
13 requirements of this section to require additional parking spaces
14 permanently marked for the exclusive use of individuals with
15 disabilities beyond those required for compliance with the Americans
16 with disabilities act based on the planned or likely population,
17 location, or safety of a building, using objective standards.

18 (11) Counties that have adopted substantially similar policies to
19 the requirements established in this section may apply to the
20 department of commerce for a determination of compliance with the
21 requirements of this section. In determining what is substantially
22 similar, the department of commerce shall consider whether:

23 (a) The county's parking requirements as of July 2025 have the
24 same or lower parking minimums than the requirements of this section;

25 (b) The county's parking requirements are equal to the average
26 number of parking stalls required per residential unit and the
27 average number of parking stalls required per 1,000 square feet of
28 commercial space; and

29 (c) The county's parking requirements for affordable housing,
30 senior housing, housing for people with disabilities, and child care
31 facilities are equivalent to the requirements of this section.

32 (12) Counties with a population between 30,000 and 50,000 shall
33 implement the requirements of this section within three years of the
34 effective date of this act. Counties with a population of 50,000 or
35 greater shall implement the requirements of this act within 18 months
36 of the effective date of this act.

37 NEW SECTION. **Sec. 5.** A new section is added to chapter 19.27
38 RCW to read as follows:

1 The state building code council shall research and, if necessary,
2 adopt by rule updated accessible parking space requirements in the
3 state building code promulgated under this chapter to align with
4 current research on disability rates among drivers.

5 NEW SECTION. **Sec. 6.** RCW 36.70A.620 (Cities planning under RCW
6 36.70A.040—Minimum residential parking requirements) and 2020 c 173 s
7 3 & 2019 c 348 s 5 are each repealed.

8 NEW SECTION. **Sec. 7.** This act may be known and cited as the
9 parking reform and modernization act.

 Passed by the Senate April 17, 2025.
 Passed by the House April 11, 2025.
 Approved by the Governor May 7, 2025.
 Filed in Office of Secretary of State May 12, 2025.

--- END ---

PLANNING COMMISSION STAFF REPORT



Agenda Date: 6/23/2025

Subject: Public Engagement Guide

Contact Person/Department: Christi Schmidt, Russ Wright, Community Development

Budget Impact:

Legal Review: No

RECOMMENDATION(S)/ACTION REQUESTED:

Discussion - no action required.

SUMMARY/BACKGROUND:

Earlier this year, staff discussed engagement strategies with the Planning Commission, considering the robust 2025 long-range work plan. The city staff **developed** a draft Public Engagement Guide (Attachment 1) to serve as a "one-stop" resource for city employees to use when facilitating public meetings and gathering community input on new projects. The plan **outlines** a purpose statement that aligns with the city's vision and strategic plan, identifies key stakeholders, and provides sample templates for each stage of the public engagement process.

The draft guide is **about 90% complete**, and we plan to **enhance** it by adding more templates and graphics, such as flowcharts. Before finalizing and implementing the engagement guide, we seek feedback from the Planning Commission.

APPLICABLE CITY POLICIES:

ATTACHMENTS:

1. Public Engagement Plan_6-18-2025_PC Draft

2025

Public Engagement Guide



City of Lake Stevens

6/18/2025

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Acknowledgement

The city of Lake Stevens would like to acknowledge much of the contents of this document were adapted from the following resources.

Introduction and Purpose

The city of Lake Stevens values citizen involvement when developing programs and projects designed to enrich the lives of residents; provide infrastructure like sidewalks, parks and roads; promote cultural enrichment; and ensure healthy natural spaces. Civic engagement helps create an educated and engaged community. The goal of creating a public engagement plan is to clearly communicate all aspects of city projects to the public early, receive their feedback, consider opinions and work toward solutions. Public engagement fulfills the city's commitment to implementing its mission statement.

Provide a safe and desirable community with open communication and dedicated public service.

This guide is a living document meant to help anyone within the city develop broad and effective public engagement plans that align with the city's missions, values and strategic plan. The information provided in this guide will enable all city departments to successfully manage meaningful public outreach when evaluating new actions or projects. The outcome of developing comprehensive engagement plans will help staff determine the appropriate level of public engagement, identify key stakeholders, consider appropriate outreach methods, develop realistic timelines, and share successful tools and methods with a goal of receiving quality community input. The results and recommendations that emerge from engagement processes become invaluable resources for decision-makers to consider when making policy or funding decisions.

Public Engagement Strategies

Public engagement is crucial for the success of any community project. Don't underestimate community interest in public projects. There is no perfect blueprint for public engagement but there are proven strategies that can help improve the likelihood of achieving your goals. Effective engagement starts with evaluating the potential level of impact and concern when choosing appropriate methods for public engagement. When designing outreach, consider the following strategies for productive results:

- **CAREFUL PLANNING AND PREPARATION:** Ensure the design, organization and process provide a clearly defined purpose statement and consider the needs of the participants.
- **INCLUSION AND DIVERSITY:** Incorporate diverse people, voices, ideas and information for quality outcomes.
- **COLLABORATION AND SHARED PURPOSE:** Support and encourage participants, government and community groups and others to work together to advance the common good.
- **OPENNESS AND LEARNING:** Help all stakeholders listen to each other, explore new ideas, learn and apply information in ways to achieve the project goals.
- **TRANSPARENCY CREATES TRUST:** Be clear and open about the process. Provide details about the range of expressed ideas, outcomes and any decisions made.
- **ACTION:** Ensure each public outreach effort allows participants to share their perspectives and how these will be incorporated into the project.

Increasing Impact or Perception of Impact on Public



	NOTIFY AND CONSULT	INVOLVE	COLLABORATE
CONSIDER THIS OPTION WHEN	• Routine matter • Time / budget • Clear legal process • Manageable level of controversy • Simple set of interests • Most issues have been addressed through earlier processes • Parties have tried but are unable to come to resolution	• Active & mobilized groups with competing views • Strong need for dialogue (not just input) • Multiple types of input designed for different groups • Greater amount of controversy • Complex issues	• Intense controversy • Organized competing views • Need for education and buy-in by key constituencies • Long-term, far-reaching effects • Multiple jurisdictions • Parties willing to meet & discuss • Recommendation likely to be followed by decision makers
MAY NOT BE BEST OPTION WHEN	• Unclear or competing jurisdictions • Policy matters with unclear effects • Strong controversy or polarized parties • Public input will have no effect • Need for two-way dialogue	• Intensive input will not satisfy the need of the public to influence the decision • Time and/or budget constraints	• Too expensive for the controversy • No negotiating room • Other groups or individuals may intercede to invalidate forthcoming proposals • Key parties unwilling to meet
POTENTIAL TOOLS & TECHNIQUES	• Fact sheets (FAQ) • Communication outlets • Media releases & events • Surveys • Presentations to stakeholders	• Workshops, charrettes • Stakeholder meetings • Focus groups • Techniques from Notify & Consult	• Citizen advisory committee • Participatory decision-making • Consensus-building
CITIZEN ROLE	• Residents engage to be informed and to influence	• Residents engage to help frame issues • Residents engage to understand technical issues • Residents engage to help find solutions	• Residents are collaborators • Residents engage to identify different stakeholder interests • Residents engage to influence informed decisions

*Source: Adapted from IAP2 and Fort Collins Public Engagement Guide

Effective public engagement requires careful planning, inclusion of diverse perspectives, collaboration, openness, transparency and action. By following these principles, the city can build trust and ensure community input is valued and considered when developing projects.

Things to Remember

Public engagement is a valuable tool for involving the community in decision-making processes. Public engagement should be viewed as a dialogue where both the city and the public speak and listen. Ideas are shared and discussed, creating a flow of information, insights and opinions.

- An engagement strategy should be considered during the initial stage of project planning.
- Input should remain open during the planning stages to help inform focus and research areas.
- Once feedback is received, there must be follow-through, or participants may feel that their contribution was ignored or pointless.
- Feedback is automatically implemented, but the reasons why or why not must be communicated.

While public engagement can be highly beneficial, it must be used thoughtfully and appropriately to be effective. Ensuring follow-through on feedback received and maintaining open communication are key to successful public engagement.

Civic engagement means working to make a difference in the civic life of our communities and developing the combination of knowledge, skills, values and motivation to make that difference – Thomas Ehrlich

Stakeholder Involvement

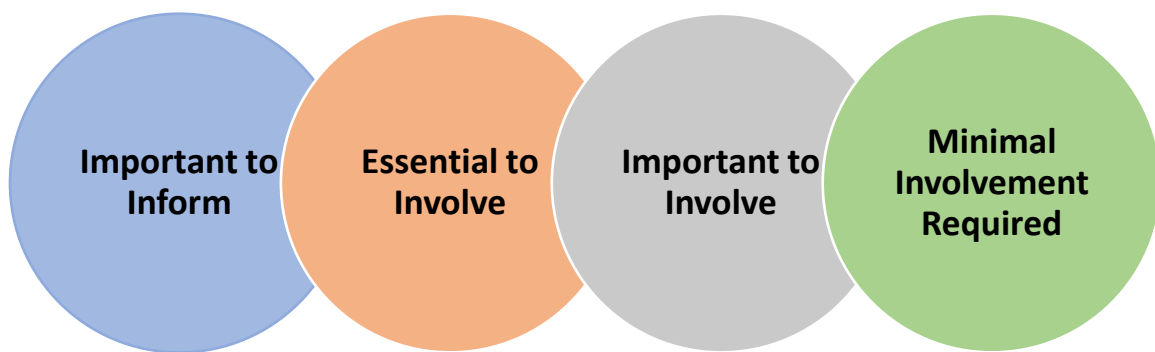
Public engagement does not mean you need to invite as many people as possible or push projects on every social media platform. Instead, it involves getting the right mix of stakeholders to participate meaningfully and help inform decision-making. The term “stakeholder” refers to anyone who has an interest in a project outcome, including those who may benefit from the project, people who may be impacted and those who are simply interested. Stakeholder lists will be different for every project and must be created. It is important that your audience knows and understands the decision-making process. To avoid false expectations, define the stakeholder’s role and clearly identify who makes decisions.

Things to consider when developing a stakeholder list:

1. Who or what demographic is affected?
2. Who is the decision maker?
3. Who needs to know about this?
4. Who can or will contribute to this conversation?
5. Who is missing that could improve the conversation?
6. Who can complicate or stop the project?
7. What questions would I ask if I were a stakeholder?

Determining the accurate level of engagement is the foundation for your entire plan. The level of public engagement can range from keeping the public informed to involving the public's participation in the decision-making process. Think about both external and internal stakeholders. External stakeholders include other governmental agencies, non-profit community groups, special interest groups, businesses, individual residents and hard to reach groups. Internal stakeholders may be other city departments or committees that could be impacted or included. Remember some groups may need special accommodations to participate and you should be prepared to address common barriers such as access to technology, the need for user-friendly mobile apps, language / hearing barriers or access to venues. Time is precious – use it wisely and strategically.

Stakeholder Mapping: Where Does Each Stakeholder Group Land



Effective public engagement requires identifying the right stakeholders, understanding their needs and strategically using their time. By doing so, we can ensure that the community's input is considered, ultimately leading to better project outcomes.

Public Engagement Plan Steps

Public engagement is a structured process that involves six key steps to ensure meaningful participation, public education and informed decision-making. Before developing any public engagement plan, you should create a statement of purpose that outlines the overall goal of the project or program and provides a rough schedule. Create a system for collecting and managing the information you receive and conversations you hear. Start every plan by asking, 'Why are we doing this?' By following these steps, we can effectively gather and incorporate community input into our projects.

1. **OUTLINE:** Create a clear and complete project outline defining goals and outcomes.
 - Clearly identify what the project is.
 - Determine the level of public engagement based on the scope and impact of the project.
 - Determine which “public” to target and how to engage them.

- Identify who the decision makers are, project timelines and milestones.
 - Determine how public engagement results will be measured and managed.
 - Determine how the results will be shared with the public and decision-makers.
2. **NOTIFY:** Notify the public about the project. Sufficient notification requires getting the word out early, and to as many of your stakeholders as possible. Depending on the scope and type of project, initial notification may include:
- Project website
 - Social media
 - News releases
 - Postcards / Letters
 - Emails (through city and external distribution lists)
 - Temporary signage (e.g., roadway variable message signs)
3. **EDUCATE:** Educate the public about the project to allow meaningful discussion and dialogue.
- The public cannot provide input without a clear understanding of the project.
 - It is easy for a project manager who is involved in the project to forget that it may not be as easy for community members to grasp what is being proposed.
 - Take time to clarify the decision-making process, the scope and impacts of the project, and the variables and alternatives to be considered.
 - Develop a list of alternative approaches, including a do-nothing option, for the project along with their associated pros and cons.
 - Summarize key points in lay terms and provide opportunities for people to read entire reports/documents on your website for additional information.
4. **LISTEN:** Gather public input and show the public that you are listening to them. The methods you choose for obtaining public input will depend on the nature and scope of your project.
- Consider the costs and benefits of one-time, one-way input such as a survey versus involvement and dialogue over time.
 - Plan how the information will be managed i.e., where the information will be saved, how it will be organized, how verbal input will be recorded.
 - Consider what types of questions you will ask the public – include a mix of yes/no and open-ended questions.
 - Approach the public with an open and willing attitude.
 - Pay special attention to your nonverbal cues as some members of the public may believe public engagement is “just a formality” and that the proposed project will move forward regardless of public input.
 - It is important to show community members that you are listening by summarizing what you have heard, thanking them for their time, reassuring them that they were heard and all input will be considered.
5. **EVALUATE & ADAPT:** Regularly assess whether project goals and expectations are being met – revise the plan as needed.

- Did you satisfy the goals you set at the outset of the planning process?
 - Did you allocate sufficient resources (time, human, and financial)
 - This may require revising decision dates, creating additional education material to address issues that may have surfaced, additional community meetings for more discussion, meetings with additional stakeholders not previously identified, or expanding the public engagement process if the level of impact is greater than previously thought.
 - Be conscious of over-reach – View the city event calendar to see when other planned public events are scheduled and explore opportunities for collaboration.
6. **FOLLOW THROUGH:** Send public input to the decision-makers and provide the public with the rationale for the decision.
- Whatever input methods are used, communicate results to individuals and groups that you have heard them.
 - Consider developing and publishing frequently asked questions (FAQ) sheet.
 - Throughout the process, summarize questions and concerns that have been discussed.
 - Summarize the rationale for decisions considering all the facts, metrics and public views.
 - Provide rationale for why one alternative was chosen over others and why decisions moved forward considering opposition, if there was any.
 - Depending on the amount of public input received, you may need to summarize it for decision makers in a way that provides a succinct report while preserving the intent of individual comments. General categorization of individual comments is an effective way to communicate results.
 - If community groups provide unified opinions, write a brief explanation of the individuals who participated in forming that opinion including the number of people who were present. This will help decision makers gain an understanding of the strength and representation of a group's opinion.



Effective public engagement involves setting clear project objectives, notifying the public about available educational resources, offering alternative options, gathering and considering input, assessing the effectiveness of engagement activities and making necessary adjustments. By following these steps, we ensure that input is incorporated into the decision-making process, leading to transparent outcomes.

Successful Facilitation

Effective facilitation skills are crucial for successful public discussion, especially when addressing contentious issues. As a facilitator, your role is to guide productive conversations and ensure all opinions are heard, even if you also act as a technical expert during these discussions.

Facilitator means one that facilitates; especially: one that helps to bring about an outcome (like learning, productivity, or communication) by providing indirect or unobtrusive assistance, guidance, or supervision

Facilitators keep the discussion flowing smoothly and on topic.

1. Facilitators set and enforce ground rules. They design the conversation, set expectations for respect, and make it clear that all voices are equal. If someone is using disrespectful language, it is the facilitator's responsibility to ask them to stop. For example, you might say, "That term makes me uncomfortable and might be hurtful to others. Could you please refrain from using it?"
2. Facilitators allow everyone to speak. If someone is dominating the conversation, involve others by saying, "Those are good points. Let's be sure to hear what others have to say as well." Setting talk times or breaking the event into smaller groups can also help.
3. Skilled facilitators don't react to emotional responses but seek to uncover underlying interests, needs, or concerns. For instance, someone speaking loudly and seeming angry might be scared about how the project could change their life.
4. Room setup also plays a role in setting the tone of the event. Use smaller groups when possible and avoid isolating speakers by putting them on stage or behind podiums.
5. Attitude and context are everything! Maintaining neutrality is essential for facilitators. Avoid giving preferential treatment and use neutral statements like, "I hear what you're saying" or "That is an interesting perspective." Actively taking notes or recording conversations shows that responses are being considered and have a future purpose.
6. Asking purposeful questions is an art form. Use your outside perspective to see who isn't speaking and what's not being said to identify gaps in the conversation. Empower participants with open-ended questions like, "You have a great deal of experience in XXX. What do you think?" Summarize thoughts and issues by saying, "I'm hearing that the group is concerned about, or this is what I have heard from different members."

When a barrier is identified during the public engagement process it is important to find solutions to overcome them.

Effective facilitation involves setting ground rules, guaranteeing respectful communication, involving all participants, maintaining neutrality and asking purposeful questions. The facilitator also works to provide alternatives to overcome barriers or hurdles during the process. By following these guidelines, facilitators can guide productive conversations and ensure all opinions are heard.

DO

- Complete the project plan and answer the “Why?” before seeking public input to avoid confusion and poor results.
- Develop a public engagement strategy at the beginning of the process.
- Identify and involve key stakeholders as early as possible.
- Use plain language and relate information to the needs of your audience.
- Manage the expectations of residents, stakeholders, staff, and City leaders.
- Target your messages to a range of audiences.
- Use multiple methods to gather input and engage various audiences.
- Determine who will lead the engagement process.

DON'T

- Underestimate the level of interest in your project.
- Use technical jargon or acronyms that aren't generally understood.
- Forget to involve the City Council, boards, commissions and key stakeholders in conversations about the project and in invites to public meetings.
- Set unrealistic expectations about how input will be used

Tools and Methods

Getting the community truly involved may be one of the most challenging parts of a project, but it can also be the most fun. It offers endless room for new ideas and creativity. Engaging the community effectively requires selecting the right tools and methods based on the level of participation and the groups you aim to involve. Use your evaluation of the level of impact and the group's potential level of concern to prioritize your outreach and choose appropriate methods. Select the right tools and methods for community engagement based on the level of participation and the groups involved. Emphasize innovation and creativity. Don't forget to bring written material and handouts to events and decide how to track feedback. Finally, be conscious of how you will present the data and results.

The Public Engagement Plan includes a variety of tools and templates available to the city departments when building individual plans. These resources are included as appendices.

Tracks of Communication and Examples

Inform (One way out)	Compile (One way in)	Interactive (Revolving)
Press Releases	Surveys	Expert Panels
Fact Sheets	Comment Boxes	Online Meetings
Educational Resources	Public Forum	Focus Groups
Printed Materials	Interviews	Advisory Committees
Advertising	Telephone Polls	Social Media

Appendix A Stakeholder Information

Table of Documents

- A.1 Public Participation: Internal Expectation Worksheet**
- A.2 Questions to Consider When Creating a Stakeholder List**
- A.3 Stakeholder Assessment Worksheet**
- A.4 List of Common Stakeholders**

A1. Public Participation: Internal Expectation Worksheet

Check the appropriate boxes for each question then calculate the average score.

If internal staff and Council have differing opinions about the level of public participation, complete one worksheet from each group's perspective and discuss implications.

Assessment Questions	Very Low	Low	Moderate	High	Very High	Comments
1. What is the legally required level of public participation?						
2. To what extent do internal staff members believe the public could help improve the outcome of this project?						
3. At what level do internal staff members perceive public interest in this project?						
7. What is the anticipated level for controversy?						
4. What is the potential for the public to influence the decision-making process?						
5. What level of media interest do you anticipate?						
6. What levels of resources are likely to be available to support public participation?						
Total checks in each column						
Multiply number of checks by the weight	x1	x2	x3	x4	x5	
Enter column score						
Total all columns; divide total score by the number of questions	Total score ____ ÷ 7 = __ Average score					
Are we the right entity to address this issue? If not, who should?						

If Average Score = 1 – 2 “A” Level (Inform & Consult)

2 – 3 “B” Level (Involve)

3 – 5 “C” Level (Collaborate)

A.2 Questions to Consider When Creating a Stakeholder List

Questions	Factors
1. Who will be impacted positively or negatively?	Consider geography and demographics – who lives, works, or plays nearby?
2. Who NEEDS to know about this?	- Is there a legal requirement? - Is there a group with a strong interest in the topic?
3. Who can or will contribute to this conversation?	- Who are the experts? - Are there outside sources that discuss this same topic?
4. Who or what is missing?	Each stakeholder list should include: - Experts / Professionals - Clubs & Interest groups - Citizens - Affected Neighborhoods - Hard-to-reach populations
5. Who could stop this project?	Is there anyone who may oppose the idea or be impacted more?
6. Who could make it better?	- How could this be better received by the public? - Who has a unique perspective?
7. What questions would I ask as a citizen?	If you were on the outside of this issue, what would you want to know?
8. Whose life or schedule stands to be altered by an aspect of this project?	Who lives, works, or plays nearby?

From your answers, develop your Stakeholder Assessment Worksheet. This spreadsheet of organizations and individuals will also include up- to-date contact information. Though the public has a stake in the outcome and are considered stakeholders in the broad sense of the term, your stakeholders are a distinct list of people, businesses, and organizations that are affected by the project and should be strategically engaged. While the broader “public” should be informed and included on a project, the stakeholder groups generally spend more time and effort contributing throughout the project.

Think about both external and internal stakeholders. External stakeholders include other governmental agencies, non-profit community groups, special interest groups, businesses, and individual residents. Internal stakeholders may be other city departments or committees that could be impacted or included.

A.3 Stakeholder Assessment Worksheet

Project:

Level of Public Participation:

Internal Communications Lead (Interdepartmental questions):

External Communications Lead (Stakeholder contact and questions):

Purpose Statement (what do you intend to gain or share through outreach):

Interest Area	Level of Impact N = None L = Low M = Moderate H = High U = Unknown	Stakeholder Group	Level of Concern N = None L = Low M = Moderate H = High U = Unknown	Contact / Role	Email	Phone Number
<i>Property Values</i>	<i>M</i>	<i>Area Residents</i>	<i>H</i>	<i>Ann Smith HOA President</i>		<i>425-123-4567</i>

A.4 List of City Stakeholders

Internal Audiences	Stakeholder Groups	Contact
City Staff	• City Council • Parking and Recreation Board • Planning Commission • Community Advisory Committee	•
Audiences	Critical Perspectives	
General Community Groups	• Community • Local businesses • Senior residents • Volunteers • Youth/student residents	•
Other Government Agencies	• WSDOT • WA State Parks • WA Dept. of Ecology • WA Dept. of Fish and Wildlife • Tribes • Neighboring Cities	•
Environmental Community-Based Organizations	• Snohomish Conservation District • North Snohomish Watershed Council • Sound Salmon Solutions • Lake Stevens Economic Development • Lake Stevens Rowing Club • Cascade Bicycle Club • Futurewise	•
Housing Partners and Agencies	• Master Builders Association of King & Snohomish County • Snohomish County-Camano Association of Realtors • Housing Providers (HASCO, Housing Hope, Catholic Communities, Everett Housing Authority) • Burlington Industry Association of Washington • Washington Realtors	•

Community groups, clubs, HOAs, etc.	• Greater Lake Stevens Chamber of Commerce • Community groups identified by City • Lion's Club • Rotary • Kiwanis • Boys & Girls Club of Snohomish County • Senior Center • Food Bank • Sno-Isle Libraries
Utilities / Service Providers	• Lake Stevens Sewer District • Snohomish County PUD (Public Utility District) • Community Transit • Snohomish Regional Fire & Rescue • WSDOT • Ziplly Fiber • Waste Management
Leagues/Sports Affiliates	• Sports leagues identified by City
Faith-Based Organizations/Groups	• Faith-based groups identified by City
Schools	• Lake Stevens School District • Snohomish School District
Senior Adult Organizations	• Hawkins House • Elderberry Hill Care Home • Lake Stevens Senior Center

Appendix B Public Engagement Toolbox

B.1 Sample Public Engagement Plan

B.2 Sample Engagement Timeline

B.3 15 Participation Techniques

B.2 Sample Public Engagement Plan

PROJECT TITLE: Lake Stevens Industrial Area

PROJECT LEAD: John Smith

OVERALL LEVEL OF PUBLIC INVOLVEMENT: Collaborate

PROJECT STATEMENT: How should the LSIA look and what type of businesses does the community desire?

KEY STAKEHOLDERS:

- Affected neighborhoods / residents
- Property Owners
- Business owners / tenants
- Planning Commission
- City Council
- Developers
- Chamber of Commerce
- State Agencies
- Various city departments

TIMELINE: June 2025 – March 2026

GRAPHICS: Insert your project name/logo

PHASE 1: Document Existing Conditions – Collaborate

TIMEFRAME: June–September 2025

KEY MESSAGES:

- Between now and March 2025, City staff will engage specific stakeholders to help determine the future of the city of Lake Stevens corridor.
- Citizens have an opportunity to weigh in on the improvements, usage, and key aspects of the corridor.

TOOLS AND TECHNIQUES

- Focus Group meetings—invited via email and phone calls
- Targeted stakeholder survey sent via email and available on the project’s website
- Attend standing board meetings
- Website: [Lake Stevens, WA - Official Website](#)
- New Flash
- Weekly Splash

PHASE 2: Develop Design Alternatives – Collaborate

TIMEFRAME: October 2025– December 2025

KEY MESSAGES:

- The City of Lake Stevens Industrial Area plan and vision is in the process of being developed.

- City staff want to hear from all citizens about their desires for what this area should include, how it should function, the types of businesses desired and how it should look.

TOOLS AND TECHNIQUES

- Online survey, Lake Stevens, WA - Official Website
- Community workshop
- Internal team design charrette (staff and consultants)

PHASE 3: Draft and Finalize Plan – Inform

TIMEFRAME: January – March 2025

KEY MESSAGES:

- The City of Lake Stevens seeks to complement current and forthcoming investment by developing a vision and associated land use tools to guide the design of future redevelopment and identify opportunities to further enhance streetscapes and multi-modal connectivity.

TOOLS AND TECHNIQUES

- Online survey once draft plan has been created for public comment/feedback
- City Council Work Session on January 8 to review elements of the plan
- Present plan to the public in an open house format
- Submit final plan to City Council for adoption, allowing for public comment at the Regular Meetings

B.2 Sample Engagement Timeline

This sample project timeline is a rough sketch of a process that requires Planning Commission input and a decision by the City Council.

A timeline such as this may be made available to the public to provide an overview of project timing and opportunities for public education and input. The basic public engagement steps from this guide are noted in parentheses at the end of each item to illustrate the generally linear, but sometimes repetitive and circular progression of the steps throughout the process. A project timeline like this can be made during the PLAN step and modified through the project as you implement the 5 Lean principles.

January 2025

Initial meeting with stakeholders. Additional meetings to be held throughout the process. (NOTIFY)

January 2025

Notify the public about the project and timeline. Initial meeting with community groups to describe the purpose of the project and the public engagement effort. (NOTIFY)

January 2025 – April 2025

Online public comments begin. Visit Open City Hall atslsgov.com or e-mail comments to mayor@slcgov.com (NOTIFY, EDUCATE, LISTEN)

February 2025

Presentations to neighborhoods directly affected and other community groups upon request. (EDUCATE, LISTEN)

March 2025

Open House at City Hall, 451 S State Street, 1st floor hallway. (EDUCATE, LISTEN)

March 2025

Dialogue meeting with adjacent residents. (EDUCATE, LISTEN)

March 2025

Focus groups with stakeholders and residents. (EDUCATE, LISTEN)

April 2025

Planning Commission briefing, public hearing, and decision on recommendation. (LISTEN)

April 2025

Public input summarized and transmitted to the mayor. (FOLLOW THROUGH)

April 2025

Staff report with Administration recommendation and Planning Commission recommendation sent to the City Council. (FOLLOW THROUGH)

May 2025

City Council briefing, public hearing, and decision. (May include additional public engagement and discussion) (EDUCATE, LISTEN, FOLLOW THROUGH)

B.3 Participation Techniques

Internal Co-creation – We’re on the Same Team

These 15 techniques were chosen strategically from the dozens available. The list is far from exhaustive, but these were chosen because they fit the goals of the city, are innovative, and/or under-utilized.

Please consider broad methods when planning outreach. Also review the calendar to see if there is an event that covers a similar topic or involves the same stakeholders. We need to work together more than compete for the community’s time.

Technique	Consider	Why it Works	Potential Issues
Briefings			
Use existing meetings of social groups, clubs, and organizations to provide information, education, and have discussions Groups often need speakers and look for ways to be more involved. Which groups are stakeholders for your project?	KISS – Keep It Short and Sweet Be engaging, include visual aids, props and opportunities for interaction Excellent tool using the “go-to- them” approach	Control of information Reaches wide variety of individuals who may not have been attracted to another format Opportunity to expand mailing lists Similar presentations can be used for different groups Excellent relationship-building tool	Can get mixed groups of stakeholders, so need to speak to multiple interest areas and concerns Some organizations have tight agendas, so time may be limited
Expert Panels			
Public meeting designed in “Meet the Press” format Panel of media or communications staff interviews experts from different perspectives Can be conducted by a neutral moderator and include the option for the community to submit questions beforehand	Agree on ground rules beforehand Be clear about the topics that will be discussed Choose your “experts” wisely – Can they answer a variety of questions? Are they comfortable with public speaking? Be sure questions are unbiased and include difficult topics	Encourages education to a diverse audience and potentially the media that will cover the story Presents opportunity for balanced discussion of key issues Provides a chance to display the facts, showcase the complexities of an issue, and dismiss misinformation	Requires substantial preparation and organization May enhance public concerns by increasing visibility of issues Success easily affected by participating parties

Electronic Forums, Social Media Groups, and E-mail			
Utilization of electronic mailing lists and social media platforms that members can easily join and leave Provides access to an array of information formats such as video, photos, and links to more resources	Online resources are useful but should be supplemented with printed versions The Internet is saturated and competitive Extra effort needs to be taken for messages to stand out or for stakeholders to read an email	Easily accessible for most people including hard-to-reach populations such as low income and homeless – these groups often rely heavily on their mobiles because they do not have access to full computers. Take this into account when writing emails and creating social media content Very inexpensive or free way to directly reach stakeholders	Be careful not to overuse social media platforms People can easily suffer from “over-outreach” and not all projects warrant groups, emails, or social media posts Substantial effort is needed to maintain accurate email addresses and engagement Won’t attract older generations or people that aren’t tech savvy
Response Summaries			
An ongoing form of documentation that provides feedback to the public regarding comments received and how they are being incorporated	May be used to comply with legal requirements for comment documentation Use publicly and openly to announce and show how all comments were addressed	Strongly supports the City’s goals of transparency and co-creation Demonstrates active listening and how responses are being incorporated Can also address why some ideas would not work	Can be time consuming to stay on top of comments and keep stakeholders up to date, especially if there is a large audience or social media comments are included
Television – Cable			
Television programming and video creation to be shared through television and online platforms such as YouTube	Video creation and recording are openly available to you through Cable 14 but must be paid for by your department or project Video is the fastest growing method of information – the brain interprets images much	Our team at Cable 14 is creative and highly experienced Can be used in multiple areas and reach several stakeholder groups at once Many people will take the time to watch rather than read	Difficult to gauge impact on audience Needs several layers of involvement and planning Cable 14 is available, but their schedule often fills quickly, be sure to reach out well in advance if you

	more quickly than it does text Capability to access is video through mobiles has made it even more effective	Provides opportunity for positive media coverage at ground breakings and other significant events	plan to use their services
Community Facilitators			
Use qualified individuals in local community organizations to conduct project outreach	Define roles, responsibilities, and limitations up front Select and train facilitators carefully	Promotes community-based involvement and co-creation Capitalizes on existing networks and relationships Enhances project credibility	Can be difficult to control information flow Extra effort is needed to maintain expectations
Interviews			
One-to-one meetings with stakeholders to gain information for developing or refining public participation and consensus-building programs	Conduct in person, when possible, is particularly useful when considering candidates for committees Plan your questions well	Provide in-depth and personalized information in a non-threatening environment Build deeper relationships to give interviewees a sense of empowerment	It can be time consuming and difficult to schedule multiple interviews Extra efforts needed to accurately record conversations and thoughts
Charrettes			
Intensive session where participants design project features	Best used to foster creative ideas Be clear about how the results will be used	Promotes co-creation and problem solving Opportunity for innovation and pilot projects	Participants may not be seen as representative by larger public — don't assume their opinion is representative of entire group

Citizen Juries			
Small groups of citizens learn about an issue, cross-examine witnesses, and make a recommendation ALWAYS non-binding with no legal standing	Requires skilled moderator Commissioning body must follow recommendations or explain why not Be clear about how the results will be used and that it is NOT a vote	Great opportunity to develop deep understanding Pinpoint fatal flaws or gauge public reaction	Resource intensive Extra emphasis is needed to manage expectations
Surveys and Polls			
Questions created to gather a sampling of opinion for targeted feedback City does not externally use the term “survey” unless it is statically valid Externally say questionnaire, feedback form, poll, etc.	If you need statically valid results, a consultant is needed, which can be expensive Take great care in formulating the questions – have several people review them to ensure they are clear, won’t be misinterpreted, and will gather useful information Most suitable for general attitude gauging	Provides input from individuals who would be unlikely to attend meetings Gathers input from cross- section of the public Higher response rate than mail-in surveys Easily shared and can be very engaging and fun	Statically valid surveys are expensive and time consuming “Over-surveyed, under-represented” is a common phrase or thought from some groups within City of Lake Stevens so be sure to thoroughly consider if you need a survey, what is the purpose of the questions, and how the results will be used
Coffee Klatches – Kitchen Table Meetings			
Small meetings within a neighborhood usually at someone’s home or welcoming communal space	Be sure to be extra polite, appreciative, and supportive	Relaxed setting is conducive to open dialogue Maximizes two-way communication	Often need existing relationships and trust to organize

Fairs and Events			
Central event with multiple activities to provide project information and raise awareness	All issues – large and small – must be considered	Focuses public attention on one element	The public must be motivated to attend
	Make sure adequate resources are available	Conducive to media coverage	Can be expensive
	Think about the thought process and interest of your stakeholders – what would make them picture themselves at your event	Allows for different levels of information sharing Good opportunity for interactive activities	Can quickly lose a crowd if not done well
Study Circles			
A highly participatory process for involving numerous small groups in making a difference in their communities	Work best if multiple groups work at the same time in different locations and then come together to share	Large numbers of people are involved without having them all meet at the same time and place	Participants may find that the results are hard to assess or feel that the process didn't lead to concrete action
	Structured around an actual study guide	A diverse group of people agree on opportunities for action to create social change Allows for strategic discussion of targeted information	May be difficult to get segments of the community to commit
Symposia			
A meeting or conference to discuss a particular topic involving multiple speakers	Provides an opportunity for presentations by experts, professionals, and a variety of people highly involved Requires upfront planning to identify appropriate and interesting speakers Needs strong publicity	People learn new and diverse information Educational foundation for informed participation and discussions Great tool for early in your outreach or at points of contention	Experts might not represent different perspectives Controversial presenters may draw protests or negative views

Tours and Field Trips			
Provide tours for key stakeholders, elected officials, advisory groups, and the media	Know the number of participants to accommodate and plan	Often seen as a special treat or “reward” for extra involvement	The number of participants can be limiting logistically
	Include refreshments and transportation options when possible	Opportunity to provide rapport and a feeling of being an “insider”	Potentially attractive to protestors
	Can be self-guided with additional tools such as recordings or maps	Reduces outrage and misinformation by making choices more familiar	Transportation and liability come into play
	ALWAYS consider safety precautions		

B.5 Additional Resources&Motivation Tips

City of Lake Stevens LEAN Principles ([need link](#) asked LE on 5-14-25)

City of Lake Stevens Strategic Plan https://lakestevens.sharepoint.com/:w:/s/CityofLakeStevens-StrategicPlanning/EYPLkE96NvxKlZXZlBj9HIB1JidN1dFtT13Bkf0gX_20Q?email=cschmidt%40lakestevens.wa.gov&e=3BN4XI

Municipal Research Services Center

[MRSC - Community Engagement Resources](#)

Resource Guide on Public Engagement by the National Coalition for Dialogue & Deliberation
ncdd.org/files/NCDD2010_Resource_Guide.pdf

Colorado Chapter of the International Association of Public Participation
iap2usa.org/Colorado

Video: How to Manage Stakeholder Expectations
youtube.com/watch?v=0EkufUCo5qI

Video: Difficult People and How to Deal
youtube.com/watch?v=Rx6Abkn—Zc

Public Engagement Evaluation Toolkit
[The Public engagement evaluation toolkit - Research to Action](#)

Measuring the Success of Local Public Engagement
[measuring success of public engagement march 2015.pdf](#)

6 Steps of Public Participation Process Explained / How to Conduct a Successful Public Participation
[Bing Videos](#)

Appendix C Templates and Resources

Press Release

Public Invitation

Webpage

Project Paper

Survey (how to use MS Forms)



EVENT DATE

EVENT TITLE

Event Description Heading

To replace any tip text with your own, just tap it and start typing.

To replace the photo or logo with your own, on the Insert tab of the ribbon, just select the option you need.

**Add Key Info About
Your Event Here!**

**COMMUNITY
PARTICIPATION IS THE
KEY TO SUCCESS**

**One More Exciting
Point Here!**

**Add Another
Important Point Here!**

Location and Time

CITY OF LAKE STEVENS

Staff contact
Telephone No.
Email address

Project Web Address



PROJECT TITLE

PROJECT TYPE

INSERT GRAPHIC(S)

Background

The city of Lake Stevens' population has grown by 45% since 2010 – as of 2025 the current population exceeds 42,000 and will increase to 50,000 over the next decade.

To meet the needs of this rapid growth, the city has increased

- In XX, the city ...
- In XX, the city...
- Identify if the project is a Legal, Economic, Environmental, Infrastructure or Safety Initiative

Request / Call for Action

Lake Stevens requests XX dollars from (organization) to develop ... or

Lake Stevens is assessing the ...

Project Benefits

(Add bullets that support the project from the following sources)

- Comprehensive Plan / Subarea Plan
- City Vision / Mission Statement
- Strategic Plan
- Other adopted plan or policy

(Add bullets that show benefits of the project e.g., safety improvement, streamlined process, fiscal savings, etc.)

Project Outcomes

Example: Lake Stevens will use funds immediately if received. The city will identify matching funds and use local dollars to complete the remaining phases.



PROJECT TITLE

PROJECT TYPE

INSERT ADDITIONAL GRAPHIC(S)

Phases

- In Phase 1, the city will ...
- In Phase 2, the city will ...
-

Project Schedule and Budget

Phase 1 – Description / Budget
(\$100,000) - Summer 2024

Phase 2 – Description / Budget
(\$500,000) - Fall 2024

Phase 3a – Description / Budget
(\$50,000) - Summer 2024

Phase 3b – Description / Budget
(\$375,000) - Fall 2024

Phase 4 – Description / Budget
(\$300,000) - Winter 2024

Additional Information

The city has ... The project will help
the city ...

Staff contact and title

Telephone No.

Email address

Project Web Address