

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.

August 5, 2026 - 6:00 PM

Hybrid - In-Person at The Mill or Remote via Zoom

[Zoom Link](#)

or call in at: 253-215-8782 Meeting ID: 89484451135 Passcode: 274463

- 1. Call to Order**
- 2. Roll Call**
- 3. Guest Business**
- 4. Action Items**
 - A. Approve Minutes of July 15, 2026 Planning Commission Meeting
- 5. Discussion Items**
 - A. Public Engagement Guide Christi Schmidt,
Alicia McAfee
- 6. Commissioner Report**
- 7. Planning Director's Report**
 - A. Planning and Community Development Second Quarter Report Russ Wright
- 8. Adjourn**

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, 48 hours prior to this council meeting 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: 8/5/2026

Subject: Approve Minutes of July 15, 2026 Planning Commission Meeting

Contact Person/Department: , Community Development

Budget Impact:

Legal Review: No

RECOMMENDATION(S)/ACTION REQUESTED:

SUMMARY/BACKGROUND:

APPLICABLE CITY POLICIES:

ATTACHMENTS:

1. 7-15-26 Planning Commission Meeting minutes

PLANNING COMMISSION MEETING MINUTES



HYBRID/REMOTE AND IN-PERSON AT THE MILL

July 15, 2026

CALL TO ORDER: 6:00 PM by Chair Bruce Morton

MEMBERS PRESENT: Chair Bruce Morton, Vice-Chair Mike Duerr, Commissioner Janice Huxford, Commissioner Amy Lewandowski

MEMBERS ABSENT: Commissioner Jennifer Davis, Commissioner Connor Davis

STAFF PRESENT: Planning Manager Christi Schmidt, Senior Planner Troy Davis, Planning & Community Development Director Russ Wright, Administrative Assistant Dawn Erickson

OTHERS PRESENT: None

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

Roll Call: As noted above. Commissioner Huxford moved to excuse Commissioners Jennifer and Connor Davis; Vice-Chair Duerr seconded the motion, which passed unanimously.

Guest business: None.

Approval of Minutes: The June 17, 2026 meeting minutes were unanimously approved as written, with Chair Morton making the motion and Commissioner Lewandowski seconding.

Discussion Items: Senior Planner Davis provided an update on the Subareas Plan, including a review of the background and the 2026 docket resolution, which was ratified in February 2026. He stated there had been an addendum in 2022, but no updates since.

After the presentation, Senior Planner Davis asked the commissioners if they had any further modifications to propose, any language recommendations, or wished to make any changes to the development thresholds. It was agreed that it was difficult for the Commissioners to respond to modifications or language recommendations until the “placeholders” are replaced with the final proposed text. It was also commented that since none of the development thresholds appear to have been met, no changes were warranted at this time. Director Wright said that when the 20th St Plan is brought to the Commissioners, they will see that we have reached the residential plateau. He agreed that there is a need to review the recently updated transportation plan, look at those numbers, do a deep dive, and correlate those to the subareas. This will probably provide some guidance on whether any thresholds need to be modified. He pointed out that even though a residential project might be

exempt from SEPA within the subarea, development outside the subarea still impacts the subarea. It was noted that lending to developers and investors also seems to be on pause, so perhaps the question of potential threshold changes to residential units can be discussed later, as long as we meet the deadline. Planning Manager Schmidt said staff are working on ideas to reduce barriers to residential development, and are open to suggestions.

Commissioner Reports: Everyone commented that Aquafest was a huge success and expressed appreciation for the amenities available within the city. Chair Morton asked about the city's adoption of AI. Planning Manager Schmidt said staff use it as much as possible for many things (research, graphics, etc.) and have moved to as much automation (a form of internal AI) as possible.

Director's Report: Director Wright said the Planning Commission vacancy will soon be filled. He mentioned capital projects – the museum construction is progressing on schedule, and the city awarded the contract for the Civic Campus project, so city offices will be moving early next year, which will allow for downtown corridor projects.

Adjourn: Commissioner Huxford moved, and Vice-Chair Duerr seconded, to adjourn the meeting. The motion passed unanimously, and the meeting was adjourned at 6:47p.m.

Respectfully,

Dawn Erickson, Administrative Assistant

PLANNING COMMISSION STAFF REPORT



Agenda Date: 8/5/2026

Subject: Public Engagement Guide

Contact Person/Department: Christi Schmidt, Alicia McAfee, Community Development

Budget Impact:

Legal Review: No

RECOMMENDATION(S)/ACTION REQUESTED:

Discuss with staff and provide any additional changes for the Guide before consideration by the Council.

SUMMARY/BACKGROUND:

At the [June 23, 2025](#) Planning Commission meeting, city staff discussed engagement strategies with the Planning Commission, as part of the 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. This project was put on hold to process the 2025 and 2026 Comprehensive Plan Dockets.

Now that the 2025 docket is completed and the 2026 docket is underway. With the hiring of the Planning and Community Development (PCD) intern, staff has prepared a revised version of the Public Engagement Guide (Guide) that 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 goal of this public engagement finalizing the Guide, we seek feedback from the Planning Commission on the following:

1. Is the document easy to use and understand?

2. Additional ideas, resources, templates or concepts for public engagement and tools that would be beneficial and practical to implement?
3. Are there parts of the plan that feel too detailed or not detailed enough?
4. Are there any additional city stakeholders that can be added to the list?
5. Any other changes you would like to see?

Next steps, based on the Planning Commission's feedback, city staff plan to finalize the Guide and bring the document forth to the City Council for review and approval in August or early September.

APPLICABLE CITY POLICIES:

ATTACHMENTS:

1. Final Public Engagement Guide July 2026



City of Lake Stevens

PUBLIC ENGAGEMENT GUIDE 2026

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Acknowledgment

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

Civility Cultivates Sustainability. (2012, March 6). Integral City.

<https://integralcity.com/2012/03/06/civility-cultivates-sustainability/>

IAP2 Spectrum for Public Participation - Civic Canopy. (2025, April 30). Civic Canopy.

<https://www.civiccanopy.org/iap2-spectrum-for-public-participation/>

International Association for Public Participation. (2018). Core Values, Ethics, Spectrum – The 3 Pillars of Public Participation - International Association for Public Participation. In www.iap2.org.

<https://www.iap2.org/page/pillars>

Public Participation Guide: Internet Resources on Public Participation | US EPA. (2014, March 10). US EPA.

<https://www.epa.gov/international-cooperation/public-participation-guide-internet-resources-public-participation#inform>

Introduction and Purpose

The City of Lake Stevens values citizen involvement when developing programs and projects that enrich residents' lives, provide safe infrastructure, promote cultural enrichment and ensure healthy natural spaces. Civic engagement helps create an educated and engaged community. The goal of this public participation plan is to provide tools for staff to clearly communicate all aspects of city projects to the public early, receive 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 conduct effective and meaningful public engagement that aligns with the city's mission, values and strategic plan. The guide will help staff:

- Determine the appropriate level of public engagement
- Identify key stakeholders
- Choose appropriate outreach methods
- Develop realistic timelines
- Share successful tools and methods

The results that emerge from engagement processes provide valuable insight for decision-makers when considering policy or funding decisions.

Considerations

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. The identified strategies can help you achieve your goals. Effective engagement starts with evaluating the potential impact and concern when choosing appropriate methods. When designing your outreach program, keep the following ideas in mind:

- **EFFECTIVE PLANNING:** Establish a clear purpose and take into account the needs of all participants.
- **INCLUSION:** Incorporate diverse voices, ideas and information for quality outcomes.
- **COLLABORATION:** Encourage participants, government and community groups to work together to advance the common good.
- **OPENNESS:** Help stakeholders listen, explore new ideas and learn together to achieve the project goals.
- **TRANSPARENCY:** Be clear and open about the process, range of expressed ideas, outcomes and any decisions made.
- **ACTION:** Allows participants to share their perspectives and identify how these will be incorporated into the project.

Level of Public Participation

There are many different ways to engage the public, but it is important for city staff to be intentional about the level of engagement they are looking for. Before deciding which engagement techniques to use, answer these questions about the project:

- What feedback are you seeking?
- What will be done with the feedback?
- How will the feedback be reported back to the community?
- What is the anticipated level of conflict or concern of controversy on this project?
- How significant are the potential impacts to the public?
- How much do the major stakeholders care about this project?
- What degree of involvement does the public appear to desire?

The answers to these questions help gather enough information about your project to identify the most appropriate level of public participation, as well as assist in using the tools provided below.

The International Association of Public Participation (IAP2) created the Public Participation Spectrum, which is a framework designed to assist with selecting the suitable level of participation that matches the intended role of the public in a final decision.

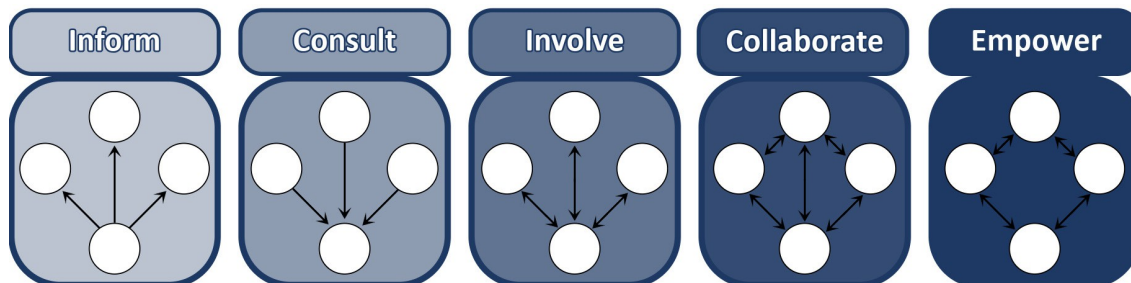
The City of Lake Stevens has created a modified version of both the IAP2 and The Civic Canopy versions of the Public Participation Spectrum table to have a resource that provides more information and guidance. Additionally, the city adopted a flowchart created by the United States Environmental Protection Agency (EPA), that provides further assistance in matching the intent of the public participation with the level of participation needed.

It is recommended that the Determining the Right Level of Public Participation flowchart (See Figure 2) is used before the Public Participation Spectrum table (See Table 1).

There are five different forms of public participation this framework recognizes. These forms include:

- **INFORMING** the public by providing information to understand the issues, options, and solutions.
- **CONSULTING** with the public to receive feedback on options or decisions.
- **INVOLVING** the public to ensure their concerns are considered throughout the process.
- **COLLABORATING** with the public to ensure they are actively involved in every step and decision.
- **EMPOWERING** the public by placing the final decision on them.

Figure 1. Public Participation Relationship Visual

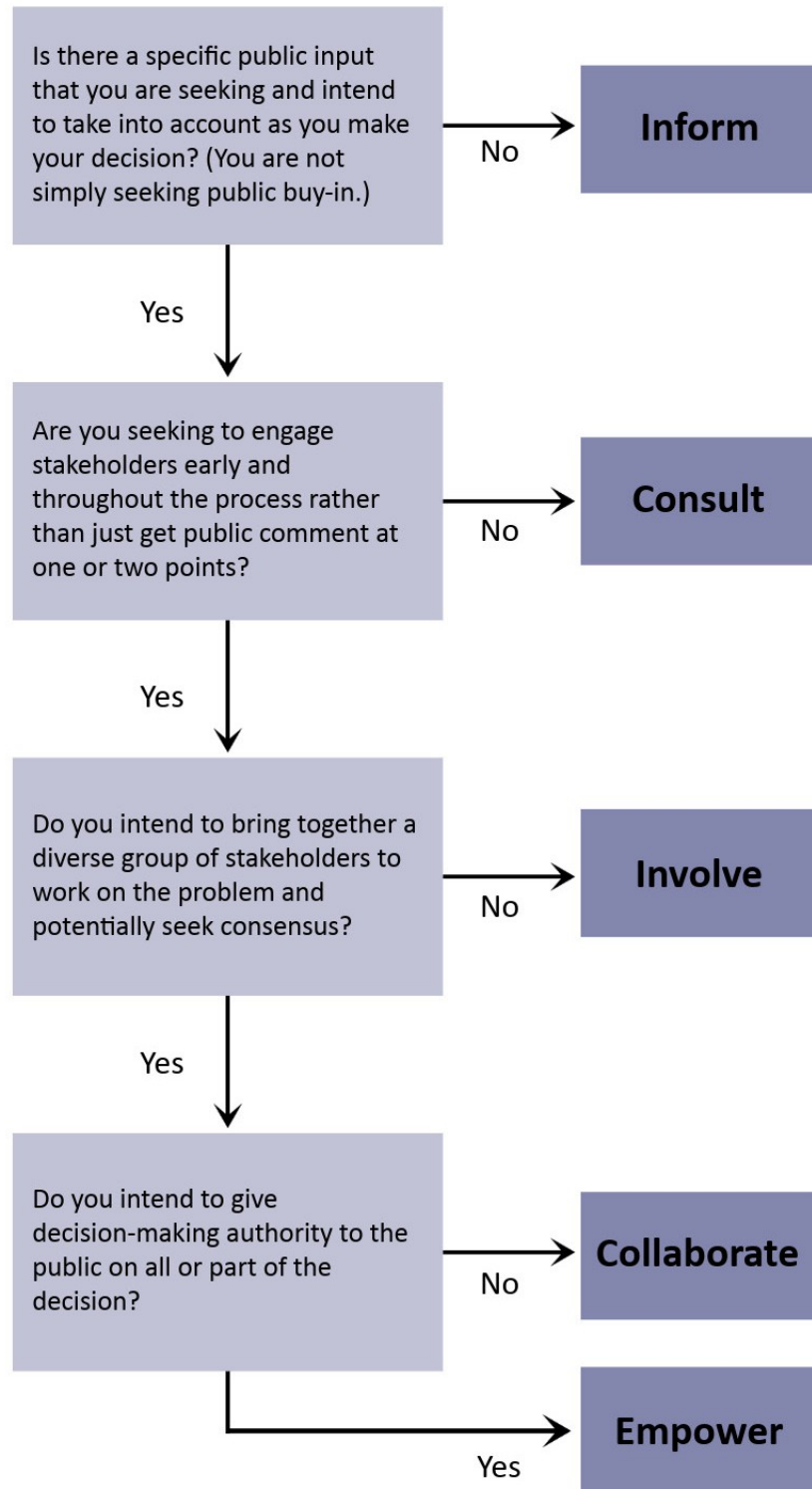


*This figure is adopted from The Civic Canopy IAP2 Spectrum of Public Participation Tool

Determining the Right Level of Public Participation

Figure 2. Flowchart that can assist in identifying the level of participation.

Use the flowchart by answering each question based on your project to see what would be the appropriate level of public participation.



*This flowchart is adapted from the U.S EPA Public Participation Guide

Public Participation Spectrum

Table 1. Modified Public Participation table.

	Inform	Consult	Involve	Collaborate	Empower
Goal	To provide the public with information to assist them in understanding the problem.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process so public concerns are consistently considered.	To partner with the public in each aspect of the decision.	To place final decision making in the hands of the public.
Promise	We will keep you informed.	We will keep you informed, listen and acknowledge concerns, and provide feedback on how public input influenced the decision.	We will ensure your concerns and goals shape the alternatives and show how your input informed the decision.	We will seek your advice and innovation and include your recommendations to the fullest extent we can.	We will implement what you decide.
Examples	Fact Sheets (FAQ) Website Open Houses Media Releases & Events	Surveys Public Meetings Focus Groups Public Comment	Workshops Deliberative Polling Charrettes Stakeholder Meetings	Citizens Advisory Committees Consensus-building Participatory decision-making	Citizens Juries Ballots Participatory Budgeting Delegated Decision
Strengths	- Efficient way to share clear, concise information. - Works within tight timelines or limited budgets.	- Can be done quickly and cheaply. - Gives participants a feeling of meaningful contribution.	- Creates more and deeper opportunities for engagement over time. - Gives participants a feeling of meaningful contribution.	- Participants develop a better understanding of the problem/project. - Participants have more decision-making power.	Greatest level of public participation and buy-in.
Challenges	- Lowest level of public participation. - Community may feel disconnected.	- No guarantee that feedback will be used. - Doesn't allow public to hear from differing perspectives. - Strong conflicting opinions complicates final decision.	- Participants do not make the final decision. - No negotiating room. - Public might not understand time/budget constraints.	- Takes more time and resources than the lower participation levels. - Slower results, which can be difficult for the public who is impacted.	- Most time and resource-intensive. - The public will need to be educated to make an informed decision.

*This table has been modified to include information from both the International Association of Public Participation version and The Civic Canopy version.

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.



Figure 3. Photo taken during a community open-house event.

Things to Remember

Public engagement is a valuable tool for involving the community in decision-making processes. It should be viewed as a dialogue where both the city and the public speak and listen, sharing ideas and thoughts.

- Consider an engagement strategy during initial project planning.
- Keep input open during early phases to help inform focus and research areas.
- To avoid participants feeling their contributions are ignored you must provide follow-up.
- Communicate why feedback is or isn't implemented.

Use public engagement thoughtfully and appropriately for it to be effective. Ensuring follow-through and maintaining open communication are key to successful public engagement.

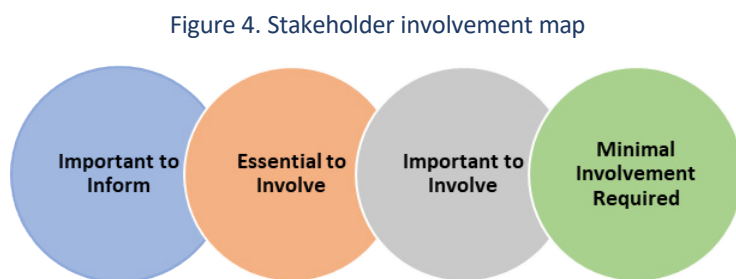
Civic engagement means working to make a difference in the civic life of our communities and developing the combination of knowledge, skills, values and motivation to make that difference. – Thomas Ehrlich

Stakeholder Involvement

Public engagement does not mean you invite as many people as possible or push projects through every platform. It means involving the right mix of stakeholders to help inform actions. Stakeholders refer to anyone interested in the project outcome such as those who may benefit, be impacted, or who are simply interested. Each project requires a unique blend of participants.

Things to consider when developing a stakeholder list: **Who is affected, who needs to know, who can contribute, who is missing, and who can complicate or stop the project?** It is important that stakeholders know their role and understand the decision-making process to avoid false expectations. You should also ponder what questions I would ask if I were a stakeholder?

Stakeholder Mapping: Where Does Each Stakeholder Group Land



Effective public engagement requires identifying the right stakeholders, understanding their needs and strategically using their time, leading to better project outcomes.

The level of engagement can range from keeping the public informed to direct public participation in project outcomes. Always include external (government agencies, community groups, businesses, residents) and internal (city departments, committees) stakeholders. Remember some groups may need special accommodation to participate. Be prepared to address barriers such as access to technology, language / hearing barriers and venue accessibility. Time is precious – use it wisely and strategically.

Public Engagement Plan Steps

Public engagement involves six key steps to ensure meaningful participation, public education, and informed decision-making. Start by creating a statement of purpose outlining the project's goal and schedule. Develop a system for collecting and managing information. Begin every plan by asking, “Why are we doing this?” Following these steps helps gather and incorporate community input effectively.

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.
 - Decide who 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:** 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 understanding the project.
 - Remember it may not be easy for participants to grasp what is being proposed.
 - Clarify the project scope, potential impacts, and the decision-making process.
 - Develop a list of project variables and alternatives, including a do-nothing option, along with their associated pros and cons.
 - Summarize key points in simple terms and provide an option for participants to access full reports/documents.
4. **LISTEN:** Gather public input and show the public that you are listening to them.
 - 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, and 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 attention to your nonverbal cues. Some participants may believe public engagement is “just a formality” and that the proposed project will move forward regardless of input.
 - Summarize what you hear, thank participants for their time, reassure 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 meet the identify goals?
- Did you allocate sufficient resources e.g., time, staff and financial?
- Do you need to revise the schedule, create extra educational materials to address new issues, add more discussion meetings, reach out to additional stakeholders not previously identified, or expand the engagement process if the 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.

- Communicate results to individuals and groups that you have heard them.
- Develop and publish frequently asked questions (FAQ) sheet.
- Summarize questions and concerns that have been discussed.
- Review the rationale for decisions considering all the facts, metrics and public views.
- Be clear why one alternative was chosen over others even with opposition, if there was any.
- Provide a concise report to decision makers 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, identify the groups who participated including the number of people present, to help decision makers understand the strength and representation of a particular view.



Figure 5. Photo of the community during the Historical Museum groundbreaking ceremony.

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. Following these steps, ensures input is considered into the decision-making process, leading to transparent outcomes.

Successful Facilitation

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

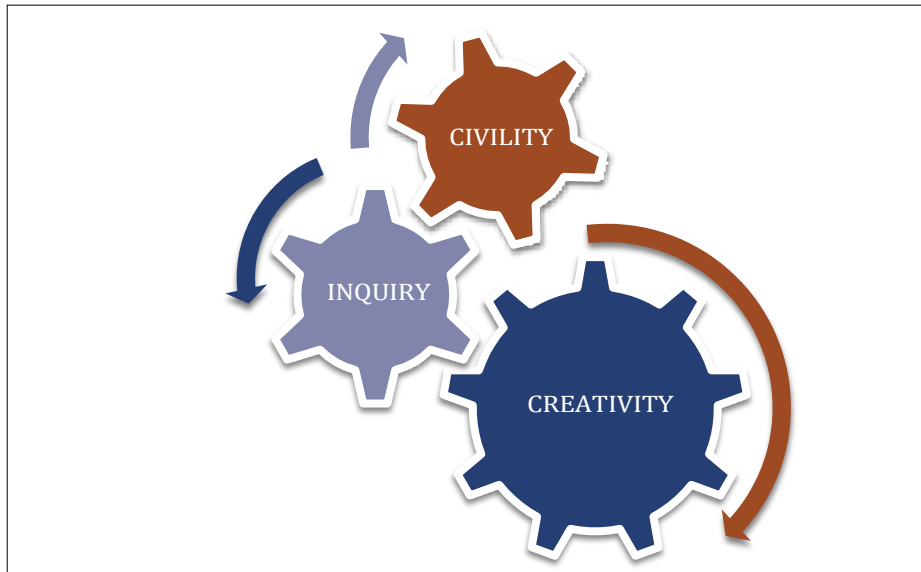
Facilitator means one that facilitates; especially: one that helps to bring about an outcome (like learning, productivity, or communication) by providing indirect or unobtrusive assistance, guidance, or supervision.

1. **FACILITATORS SET AND ENFORCE GROUND RULES.** 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 can also help.
3. **SKILLED FACILITATORS DON'T REACT TO EMOTIONAL RESPONSES.** Work 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. **When a barrier is identified, find solutions.**
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!** Maintain neutrality. Avoid giving preferential treatment and use neutral statements like, "**I hear what you're saying**" or "**That is an interesting perspective.**" Actively take notes or record conversations to build the record.
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...**"

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 voices are heard.

Ground Rules for Collective Creativity

Figure 6. Visual representing the core rules needed to achieve collective creativity.



*Adapted from *Ground Rules for Collective Creativity*, from the Pomegranate Center

Civility

- Balance speaking time between everyone.
- Assume we know more together.
- Reject the culture of blame.
- Put yourself in someone else's shoes and represent those not present.

Inquiry

- Open your eyes and ears.
- Educate yourself about the situation.
- Look for common solutions.
- Seek the community's highest good for both present and future.

Creativity

- The best ideas solve more than one problem at a time.
- New conditions demand new solutions.
- Turn opposition into proposition.
- Transform differences into creative solutions.
- Change your mind in light of new information.
- Maintain the balance between expertise and passion.

Tools and Methods

Getting the community truly involved is challenging, but it allows 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 involved. Evaluate 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 according to the level of participation and the groups involved and emphasize innovation and creativity. Remember 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.

DO

- Prepare a project plan and answer **"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 multiple methods to gather input and engage various audiences.
- Determine who will lead the engagement process.
- Use plain language and target your messages to a range of audiences.
- Manage the expectations of stakeholders.

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 on invites to public meetings.
- Set unrealistic expectations about how input will be used.



Figure 7. Photo during a public meeting about the city's comprehensive plan.

Tracks of Communication and Examples

Table 2. Lists specific forms of engagement that match the track of communication.

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

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.

Appendix A Stakeholder Information

- 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?						
4. What is the anticipated level for controversy?						
5. What is the potential for the public to influence the decision-making process?						
6. What level of media interest do you anticipate?						
7. 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 Common 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 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, Communities, Everett Housing Authority) • Washington Realtors	

Community Groups, Clubs, HOAs, etc.	• Greater Lake Stevens Chamber of Commerce • Lake Stevens Art & Parks Foundation • Lake Stevens Rotary • Kiwanis • Boys & Girls Club of Lake Stevens • 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 • Zipl 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 • Royal Home Care • Ashley Pointe Senior Living • Lakeshore Manor • Village Concepts of Lake Stevens

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: <https://lakestevenswa.gov/>
- 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 (located on the city 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)

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)

Online public comments begin. Link to comments are here xxx or e-mail comments to xxx (NOTIFY, EDUCATE, LISTEN)

February 2025

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

March 2025

Open House at City Hall. (EDUCATE, LISTEN)

Dialogue meeting with adjacent residents. (EDUCATE, LISTEN)

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

April 2025

Online public comments ends. (LISTEN)

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

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

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 phones - Very inexpensive or free way to directly reach stakeholders	- Do not overuse social media platforms - 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 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			
Video creation shared through TV, YouTube, and other social media	- Video creation and recording are openly available to you through Cable 14 but must be paid for by your department or project - Videos are easily accessible through cell phones	- Can reach several stakeholder groups and areas at once - Many people will take the time to watch rather than read - Can post about/during significant events	- 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

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 involvement and co-creation • Benefit from existing networks and relationships • Enhances project credibility	• Can be difficult to control information flow • Extra effort is needed to maintain expectations
Interviews			
• One-on-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 time in formulating questions and have several people review them • 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, underrepresented” • 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 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 - Make sure adequate resources are available - Think of the thought process and interest of your stakeholders – what would make them see themselves at your event	- Focuses public attention on one element - Conducive to media coverage - Allows for different levels of information sharing - Good opportunity for interactive activities	- The public must be motivated to attend - Can be expensive - 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	- Works best if multiple groups work at the same time in different locations and then come together to share - Structured around an actual study guide	- Large numbers of people are involved without having them all meet at the same time and place - A diverse group of people agree on opportunities for action - Allows for strategic discussion of targeted information	- Participants may find that the results are hard to assess or feel that the process didn't lead to concrete action - May be difficult to get segments of the community to commit
Symposia			
A meeting or conference to discuss a particular topic involving multiple speakers	- Opportunity for presentations by experts, professionals, and others involved - Requires upfront planning to identify speakers - Needs strong publicity	- Learn new and diverse information - Foundation for informed participation and discussions - Great tool early in 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 how many to accommodate for • Include refreshments and transportation options if possible • Can be self-guided with additional tools (e.g. recordings or maps) • ALWAYS consider safety precautions	• Often seen as a special treat or “reward” for extra involvement • Opportunity to provide rapport and a feeling of being an “insider” • Reduces outrage and misinformation by making choices more familiar	• The number of participants can be limited logistically • Potentially attractive to protesters • Transportation and liability come into play

B.4 Additional Resources

Source	Description
City of Lake Stevens LEAN Principals https://www.lakestevenswa.gov/682/Lean-Six-Sigma-Training	The Lean Six Sigma is a problem-solving methodology that helps teams to work more efficiently and effectively, while better meeting the needs of their customers.
City of Lake Stevens Strategic Plan https://www.lakestevenswa.gov/775/Strategic-Plan-and-Values	The Strategic Plan is the city's long-term goals and vision. The plan creates a unified and clear direction the city wants to go in.
Municipal Research Services Center https://mrsc.org/about/about-mrsc	The Municipal Research Services Center (MRSC) is a non-profit organization that provides policy and legal guidance to local governments across Washington State.
Resource Guide on Public Engagement - National Coalition for Dialogue & Deliberation https://www.ncdd.org/resource-guide.html	This guide includes tools, resources, and case-studies to help you address contentious problems in your community.
The Public Engagement Evaluation Toolkit - Research to Action https://www.researchtoaction.org/2024/04/the-public-engagement-evaluation-toolkit/	This toolkit is a comprehensive guide to help individuals evaluate their own public engagement. The toolkit is useful for both one-off engagement events and longer-term project.
Measuring the Success of Local Public Engagement - Institute for Local Government https://www.ca-ilg.org/document/measuring-success-local-public-engagement	Questions that guide an evaluation of a communities' public engagement efforts.

Source	Description
Public Participation in Land Use Planning - Institute for Local Government https://www.ilgplanninghandbook.org/public-participation-planning	This article reviews the types of engagement, how to review potential barriers, and how to push public engagement further.
Public Participation Guide - United States Environmental Protection Agency https://www.epa.gov/international-cooperation/public-participation-guide-introduction-guide	This guide was created to assist government agencies with tools for public participation and outreach for decision-making. This guide specifically focuses on environmental decision-making, but can be relevant for other focuses.
Guide to Engagement Methods - Community Places https://www.communityplaces.info/wp-content/uploads/2023/12/Community-Places-Guide-to-Engagement-Methods-2022.pdf	This guide provides details on methods of public engagement and when each method would be the most appropriate for achieving the desired level of participation.
Strengthening and Sustaining Public Engagement: A Planning Guide for Communities - Public Agenda https://publicagenda.org/resource/strengthening-and-sustaining-public-engagement-a-planning-guide-for-communities/	This guide is aimed at helping decide what kinds of engagement would be best suited for the situation. Focuses on creating an overall system for engagement that represents everyone.

Appendix C Templates and Resources

- C.1 **Project Board Template**
- C.2 **Poster / Sign**
- C.3 **Project Paper Template #1**
- C.4 **Project Paper Template #2**
- C.5 **Project Paper Template #3**
- C.6 **Public Participation Spectrum Table**



PROJECT TITLE

Goal: Revitalize the city's industrial center and increase employment opportunities by enhancing key infrastructure

BACKGROUND

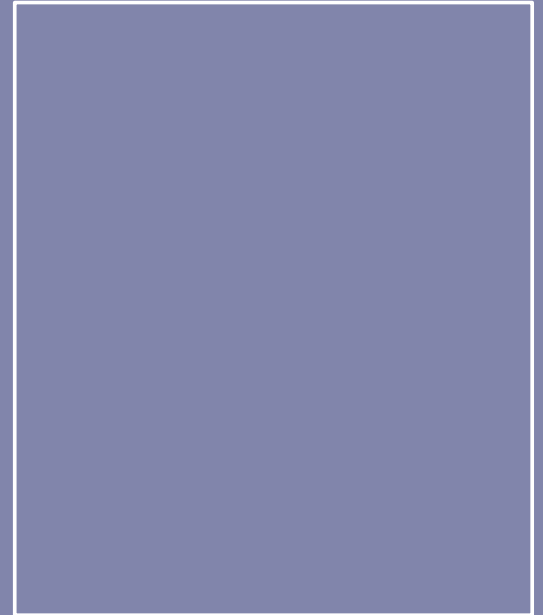
The city completed an infrastructure and market analysis for the Lake Stevens Industrial Center (LSIC), which covers approximately 280 acres, in 2023. The report analyzed sewer, stormwater, communications and transportation needs. The market analysis considered how the LSIC can complement the surrounding regional market as a local job center.

- Current development patterns include low-intensity uses.
- Historic shortcomings include sub-standard access to utilities such as stormwater, sewer and transportation.

PROJECT DESCRIPTION

Based on this initial planning effort, **the city has received two design grants** for infrastructure improvements from the WA State Department of Commerce and the Community Economic Revitalization Board.

Lake Stevens Industrial



Project Phases

Phase 1 — Title

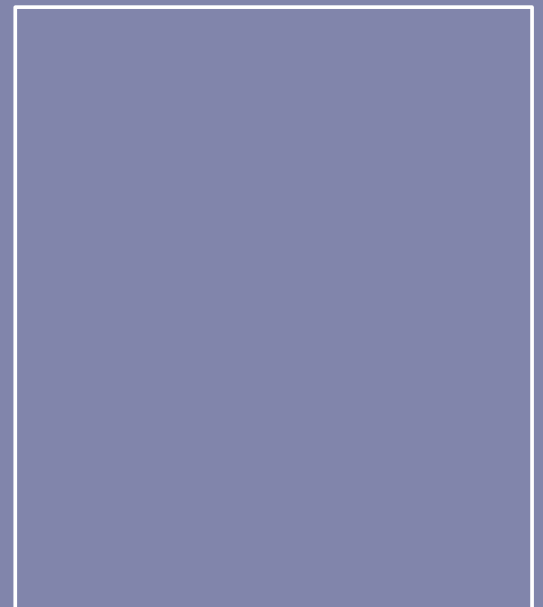
- Budget: **\$5 million**
- Funding: **Describe where the funding is coming from**
- Actions: **What is going to be accomplished**

Future Phases

- Add
-

INSERT QR Code or link to
project website

Project Contact information



PROJECT BENEFITS

- LSIC becomes a **job center for eastern Snohomish County** for small to mid-sized companies
- The proximity to rural communities would make Lake Stevens an ideal location for **expanded industrial job growth**

This area can accommodate more than **500 new jobs**



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



PROJECT TITLE

PROJECT TYPE

INSERT ADDITIONAL GRAPHIC(S)

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

Phases

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

Additional Information

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

Staff contact and title

Telephone No.

Email address

Project Web Address

Public Participation Spectrum Table

	Inform	Consult	Involve	Collaborate	Empower
Goal	To provide the public with information to assist them in understanding the problem.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process so public concerns are consistently considered.	To partner with the public in each aspect of the decision.	To place final decision making in the hands of the public.
Promise	We will keep you informed.	We will keep you informed, listen and acknowledge concerns, and provide feedback on how public input influenced the decision.	We will ensure your concerns and goals shape the alternatives and show how your input informed the decision.	We will seek your advice and innovation and include your recommendations to the fullest extent we can.	We will implement what you decide.
Examples	Fact Sheets (FAQ) Website Open Houses Media Releases & Events	Surveys Public Meetings Focus Groups Public Comment	Workshops Deliberative Polling Charrettes Stakeholder Meetings	Citizens Advisory Committees Consensus-building Participatory decision-making	Citizens Juries Ballots Participatory Budgeting Delegated Decision
Strengths	• Efficient way to share clear, concise information. • Works within tight timelines or limited budgets.	• Can be done quickly and cheaply. • Gives participants a feeling of meaningful contribution.	• Creates more and deeper opportunities for engagement over time. • Gives participants a feeling of meaningful contribution.	• Participants develop a better understanding of the problem/project. • Participants have more decision-making power.	• Greatest level of public participation and buy-in.
Challenges	• Lowest level of public participation. • Community may feel disconnected.	• No guarantee that feedback will be used. • Doesn't allow public to hear from differing perspectives. • Strong conflicting opinions complicates final decision.	• Participants do not make the final decision. • No negotiating room. • Public might not understand time/budget constraints.	• Takes more time and resources than the lower participation levels. • Slower results, which can be difficult for the public who is impacted.	• Most time and resource-intensive. • The public will need to be educated to make an informed decision.

*This table has been modified to include information from both the International Association of Public Participation version and The Civic Canopy version.

PLANNING AND COMMUNITY DEVELOPMENT (PCD) 2026 Q2 REPORT

***Department Goal:** Maintain A Unique and Vibrant Community that Promotes Economic Growth and Healthy Neighborhoods with Sustainable Development and Environmental Protection.*

Who We Are

Planning Division – The Planning Division manages the city’s long-range growth strategy, land-use policy and review of development proposals.

- Maintain the **Comprehensive Plan**, including annual docket items.
- Zoning, development regulations and subarea plans.
- Conduct **environmental review** on development and policy projects.
- Coordinate regional planning efforts with state and county agencies.
- Review land use applications such as subdivisions, conditional use permits, and zoning changes.
- Oversee economic development activities.



Building Division – The Building Division ensures new construction, remodels and development activity comply with building, structural, mechanical, electrical and life-safety codes.



- Review building plans for compliance with **local and international building codes**.
- Issue building permits and coordinate permit conditions.
- Conduct building inspections throughout all phases of construction.
- Support safe occupancy by issuing Certificates of Occupancy after final approval.
- Provide technical guidance to contractors, designers and residents.

Code Enforcement Division – The Code Enforcement Division supports community health, safety and livability by ensuring compliance with adopted municipal codes.

- Investigate complaints related to property maintenance, zoning, nuisance, junk vehicles and environmental issues.
- Work with residents and businesses to achieve voluntary compliance.
- Issue warnings, notices and civil violations when necessary.
- Coordinate abatement actions when violations remain unresolved.
- Track complaint activity and monitor compliance trends.

Reporting period: April 01st- June 30, 2026

Permitting Division – The Permitting Division team are the primary points of contact for development services and they manage the full permit lifecycle.

- Intake and process all permit applications (e.g., building, land use, engineering, fire, etc.).
- Route applications to internal departments / divisions and partner agencies.
- Provide customer service at the front counter, by phone and online.
- Track permit status, issue permits and manage fees.
- Maintain digital records, respond to public records requests and report permit activity.



Long-Range Planning Overview

In the second quarter, PCD staff worked with the Planning Commission and City Council toward City Council approval of the 2026 Comprehensive Plan docket and advancing items in the 2026 Work Plan.

2026 Work Program

Planning Commission Q3 Focus

- Complete the critical areas update.
- Subarea plan updates.
- Review the streets and parking revisions.
- Begin scoping for the Industrial Area Plan.
- Assist Parks & Recreation in processing sign code amendments to allow for park sponsorship.
- Coordinate with Police Department and Code Enforcement to complete updates to animal regulations to eliminate pet tags and encourage micro-chipping to improve owner and pet unification rates and to regulate roosters within city limits.

Development Review & Permit Process Improvements

Innovation and Process Improvements – PCD continually works on process improvements, automation and efficiency. A few highlights from Q2 follow below:

- **Pre-Application Meeting Process** staff is now expediting Capital Improvement Projects pre-application meetings by holding them at a standing bi-monthly meeting with city and outside agencies to improve collaboration and reduce review time.
- **Workflow Streamlining** to update intake procedures, return incomplete applications sooner, clarify sequencing of reviews to reduce circular and conflicting comments and refreshed staff templates to promote consistency and reduce overall comment length.
- **Internal Coordination & Tracking Improvements** added concurrency and planned action and city-wide LOS tracking matrix (annual report to council).
- **Permit Center & Customer Interface Enhancements** to update online portal language and improve submittal instructions for different uses, including the addition of a "frequently missing items" and standardized email templates with clear next steps.

- **Forms and Handouts Improvements** include an [Washington State Requirements for Acting as Your Own Contractor](#), a [Contractor Withdrawal Form](#), Pasture Plan Submittal and Process Checklist, Bond FAQ Tip Sheet, Concurrency Reservation Certificate, [Concurrency Reservation Certificate Application](#), and an updated [Fireworks Stand Requirements Submittal Checklist](#)
- **Data & Metrics** permit specialists and planners monitor permit processing timelines and new tracking fields to identify bottlenecks such as applicant response times, second-review delays and inter-department / agency handoffs.
- **Master Land Use Permit** implemented a single master application to allow one set of submittals documents, reducing customer and staff time during project input and setup and improving project management.
- **Firework Stand Permitting:** This year the permitting team assisted Snohomish Regional Fire & Rescue (SRFR) by processing seven temporary firework stand permits, Which include complete applications, review of the required information, conditions of approval, installation of the stand, inspections-meeting compliance and once completed the removal and restoration/removal of the stand and restoration of the firework stand site, all meeting the state required timeframes.

Records Management

- **SharePoint Organization & Cleanup** – IT is working directly with department liaisons to complete file clean-up, starting with Teams shared files, and an eventual relaunch of SharePoint.
- **Digitization & Paper File Cleanup** – the team is making progress with a systematic cleanup of old paper files for digital transfer, or disposition according to retention requirements, to improve accessibility and to eliminate paper records.
- **Intake & Filing Process Improvements** – the team has been working on improved routing for new permits to ensure consistent placement in SharePoint libraries and implementing naming conventions to reduce filing errors.

Development Review Statistics

- The total permit count reached 653, an increase of over 14% percent for Q2 2025.
- Project Valuation increased by almost 55%.
- Fee revenue is down when compared to Q2 2025, due to smaller-scale project types and major projects that are still in review.
- Review comments and inspection comments both increased by almost 20%.
- Scheduled inspections also increased (14%).
- Active permits are very high, showing an increased ongoing workload.

Notable Projects



- Home Goods retail store is set to open in August 2026

- The new Hillcrest gymnasium and Elementary School No. 8 are under construction. Staff are reviewing Skyline Elementary and LS Middle School modernization projects, and tenant improvements for six other schools were reviewed and issued for construction.



- Grade Road Storage facility is nearly finalized and anticipates opening in early August.



- Soper Hill - Vintage Housing is in its final stages (e.g., painting, cabinets, carpet, and appliances). Grand opening is expected by summer's end. Village Concepts is now open.



- The 91st Ave SE sidewalk project Phase II is well underway.



- Creative Hands Art Studio and North Lake Industrial Business Park are approved and ready for construction.
- 20th St NE Mixed-Use project with 200 apartments and 13,500 sf of retail is under review.

Code Enforcement

- 17 new cases have been opened and 54 active cases remain open to be resolved.
- PCD is working with PD and held a work session with Council on [July 14, 2026](#) to update the pet licensing and animal control regulations to go back to Council after the summer recess in August.
- Hand-delivered clean-air regulation reminders to approved grow and processing facilities.

Special Projects

Beautification / Wayfinding – Installed four vertical gateway signs around the city.



The city partnered with America 250, and additional banners, road stencils, and other materials were designed, received, and installed for the Fourth of July and America's 250th.

The Arts and Parks Foundation selected an artist for the Market Place Mural, and work is expected to begin this summer.



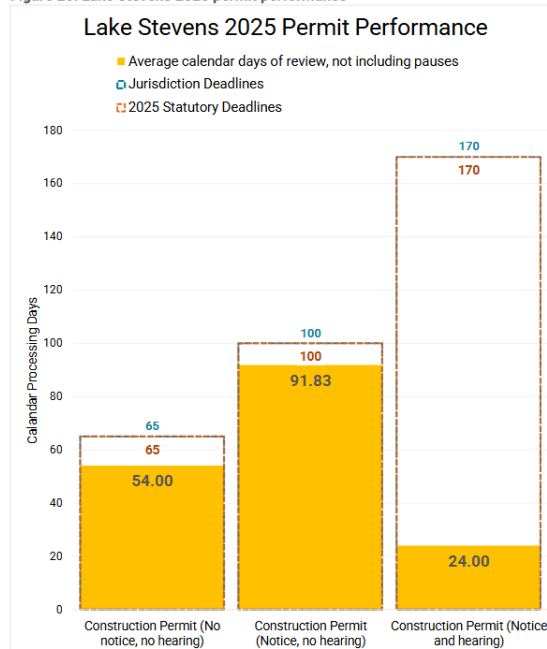
Capital Projects – Mill Spur Yard's construction continued, with wall frame assembly, structural beam installation, and utility prep work done during the second quarter.

The Civic Campus renovation project was put out for bid, with sealed bids due July 1, 2026. Two building permits for this project are approved.

Reporting

- The city of Lake Stevens has met all its statutory permit requirements, taking an average of 53 days to process permits without pauses and 159 days with pauses, which means we have processed permits in less time than the requirement established in SB5290.

Figure 25. Lake Stevens 2025 permit performance



- April 1, 2026 release of Office of Financial Management housing unit and population estimate official State and City growth rates. The most recent ranking data from the U.S. Census from 2024-25 showed Washington was one of the fastest growing states in the nation in terms of population growth. At the time, we ranked #6 in terms of numeric growth, and #7 in terms of highest percent of growth. These rankings are expected to be updated again in December 2026. [Snohomish County ranked third in the state for growth](#) behind King and Pierce Counties. The city ranked 25 in the state for numeric population change with [15,336](#) 2026 Postcensal Estimate of Total Housing Units and a population of 42,620.

Table 4.1. Top 25 Cities by Numeric Population Change

Municipality	Numeric Change 2025-26	Numeric Change Rank	Change Due to Annexation 2025-26
Seattle	6,800	1	0
Tacoma	2,600	2	0
Pasco	2,570	3	0
Vancouver	1,900	4	0
Kennewick	1,430	5	0
Richland	1,360	6	0
Yelm*	1,340	7	0
Port Orchard	1,240	8	0
Spokane	1,200	9	0
Marysville	1,180	10	0
Kirkland	1,010	11	0
Shoreline	970	12	0
Redmond	940	13	0
Battle Ground	780	14	5
Bellingham	690	15	0
Liberty Lake	680	16	0
Olympia	660	17	0
Spokane Valley	600	18	0
Lynnwood	530	19	0
Ridgefield	530	19	7
Camas	520	21	43
Deer Park	430	22	0
Moses Lake	430	22	0
Bremerton	420	24	0
Lake Stevens	410	25	1

Grant Funding

- PUD rebates for Mill Spur Yard and the Civic Campus are anticipated
- We have applied for a federal grant for capital improvements in the Industrial Area

Real Estate and Economic Development

- Signed one lease with a new tenant (Snohomish Pie Company) for Mill Spur Yard – continuing the search for an additional tenant.
- Signed two leases at 10519 20th Street SE, a fitness center and a medical facility, in the vacant suites.
- The Council approved the surplus of city owned properties at 2211 Grade Road and 12301 North Lakeshore Drive.
- Coordinated Mill Spur Yard construction.