



# HEALING WATERS STRATEGIC PLAN 2026 PROGRESS REPORT



*Building Community and Enhancing Quality of Life*

City of Medical Lake Elected Officials



Mayor  
Terri Cooper



Council #1  
Heath Wilbur



Council #2  
Ted Olson



Council #3  
Don Kennedy



Council #4  
Tony Harbolt



Council #5  
Lance Speirs



Council #6  
Lorin Ray-Abbott



Council #7  
Chad Pritchard

## A Message from Mayor Terri Cooper



I am pleased to share this progress report on the Healing Waters Strategic Plan, which serves as our community's roadmap for building a strong, resilient, and connected Medical Lake. Over the past year, we have made meaningful progress by focusing on dependable services, thoughtful planning, and investments that improve quality of life for our residents and businesses. This report highlights how City Council, staff, partners, and community members are working together to strengthen our local economy, preserve our natural environment, enhance safety and mobility, and expand opportunities for engagement and wellness. While there is more work ahead, our shared commitment to service, stewardship, and collaboration continues to guide Medical Lake forward.



## City of Medical Lake: Strategic Framework

The six targets forming the basis of our strategic planning inform the objectives and key results that staff are then organized and equipped to deliver desired outcomes.

### Vision:

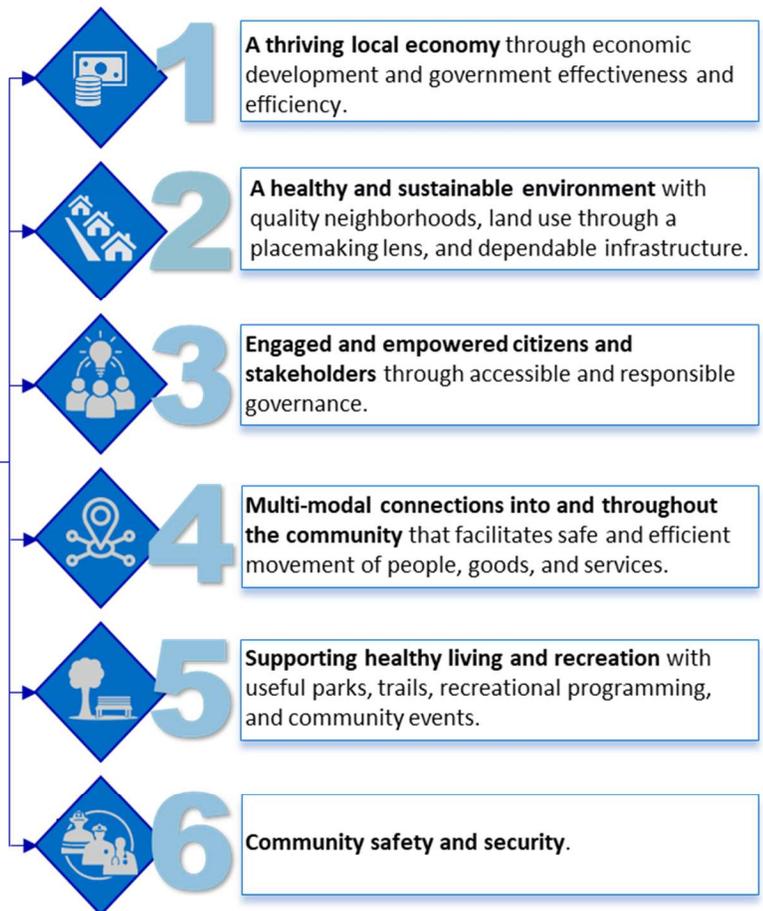
Medical Lake has a family friendly, small-town feel where people are engaged in community affairs and experience meaningful connections to our history of healing and military heritage within the beautiful backdrop of our lakes, forests, and farmland.

### Mission:

Building community and enhancing quality of life so residents and businesses can flourish in quality neighborhoods with great schools and useful parks where responsive and accountable governance provides for appropriate infrastructure and fiscal responsibility.

### Values:

- ✓ *Service.* Looking out for the interests of our community by meeting the basic needs for public safety, utilities, streets and sidewalks, and good governance.
- ✓ *Stewardship.* The careful and responsible management of people, processes, and resources entrusted to our care.
- ✓ *Hospitality.* Treating all in respectful ways that recognize and enhance belonging in this valued community.
- ✓ *Teamwork.* Accomplishing goals and resolving issues through quality communication and collaboration.
- ✓ *Excellence.* Always striving to improve community conditions and increase public trust and confidence.



*Shaping our city into the kind of place worth living, working, learning, and playing in all seasons of life.*

## Key achievements

- **Waterfront Park Transfer:** The legislature approved a government-to-government transfer from DSHS to the City along with \$100,000 for administrative related fees, resulting in Waterfront Park and the Medical Lake Trail becoming City-owned assets.
- **Grant Dollars Delivered:** The City was awarded over \$2.6 million in grants that required only \$260,000 of local match in addition to completing over \$700,000 of previously grant funded investments in utilities and transportation facilities.
- **Public Safety Prioritized:** Our community policing model continues to have impact, and uniformed security added in Waterfront Park effectively reinforced rules relating to alcohol, dogs, noise, and park hours, improving how people experience Medical Lake.
- **Lefevre St. Complete Streets:** This project improved and replaced sidewalks and added pedestrian lighting, street trees, and enhanced transit stops to make safer conditions for all users.

To address the needs of Medical Lake citizens and stakeholders, the City is organized into five major lines of effort. In all our endeavors we aim to comply with government regulations and guidance.

MAJOR LINES OF EFFORT				
PUBLIC SAFETY	PUBLIC WORKS	BUILDING & PLANNING	PARKS & RECREATION	ADMINISTRATION
Law Enforcement	Water	Development Regs	Parks and Trails	Utility Billing
Fire Protection/EMS	Sewer	Permitting/Inspection	Recreation Programs	Human Resources
Municipal Court	Stormwater	Land Use Planning	After School Programs	Info Technology
Emergency Management	WWTP	Code Enforcement	Community Events	Finance and Budget
Hazard Mitigation	Transportation	Planning Commission	Park Advisory Board	Records Management
	Engineering			Salary Commission

## Creating conditions for a thriving local economy.

Medical Lake continues to advance a thriving local economy supported by efficient, values-driven governance. Recent progress reflects a deliberate focus on strengthening the City's economic foundation while modernizing how services are delivered. Strategic investments in infrastructure, planning, and regulatory improvements have helped create conditions that support small businesses, attract new investment, and ensure public resources are managed responsibly.

Key accomplishments include the successful application and execution of grant funding, implementation of policies that address vacant commercial properties, expanded broadband access through partnerships with Comcast and Ziplly Fiber, and streamlined permitting and right-of-way processes. These efforts have reduced barriers for businesses, improved customer service, and positioned the City to respond more effectively to growth and redevelopment opportunities.

## Ensuring Medical Lake remains livable, resilient, and sustainable for current and future generations.

Medical Lake remains committed to investing in a healthy and sustainable environment by protecting natural resources, strengthening neighborhood quality, and modernizing essential infrastructure. Recent progress reflects a balanced approach that supports environmental stewardship while ensuring dependable services for residents and businesses.

Key outcomes include advancements in utility planning and infrastructure, groundwater and environmental studies to better understand and protect local resources, and continued investment in stormwater, sewer, and water systems to improve reliability and regulatory compliance. Efforts focused on land use planning and placemaking are helping preserve Medical Lake's small-town character while guiding growth in ways that support livability, accessibility, and long-term resilience.



Ongoing initiatives include capital improvement projects, a utility rate study, asset management efforts, and updates to planning and development regulations. These efforts are designed to reduce long-term costs, improve service levels, and ensure infrastructure investments align with community priorities and future needs.

## Reflecting community priorities and building shared ownership in Medical Lake's direction.



Medical Lake is benefitting from strengthened civic engagement by making local government more accessible, transparent, and responsive to the community. Recent progress reflects a commitment to involving residents, partners, and stakeholders in meaningful ways that support informed decision-making and shared ownership of the City's future.

Key outcomes include expanded opportunities for public participation through advisory boards, steering committees, surveys, open houses, and special outreach efforts tied to planning initiatives and policy decisions. Legislative coordination and interagency partnerships have also strengthened the City's ability to advocate for community priorities while keeping residents informed about issues that affect Medical Lake.

Ongoing initiatives focus on improving how the City communicates and engages. Website updates, expanded digital outreach, development of a comprehensive communications plan, and continued use of public meetings and community events are helping ensure information is timely, clear, and easy to access.

## **Making it safer and easier for people to move throughout Medical Lake.**

Medical Lake is advancing safe, reliable, and accessible multi-modal connections that support everyday mobility and strengthen connections between neighborhoods, downtown, parks, and regional destinations. Recent progress reflects a focus on improving streets and pathways so people can move safely and efficiently whether walking, biking, driving, or using transit.

Key outcomes include progress on the Lefevre St. Complete Streets project, ADA accessibility improvements, street maintenance and preservation work, and enhanced transit amenities. These efforts improve safety for all users, address aging infrastructure, and make it easier to navigate the community while supporting economic activity and access to services.



Ongoing initiatives include implementation of the City's transportation planning efforts, continued pursuit of grant funding, coordination with regional transit providers, and design and engineering for future street, sidewalk, and trail improvements. The City is also integrating transportation investments with land use planning and capital improvement planning to ensure long-term sustainability and connectivity.

## **Supporting an active, connected, and welcoming community for all ages and abilities.**



Medical Lake treats recreation as a core component of livability and health, embedding it in planning, infrastructure, and cultural identity. We offer year-round, diverse programming while partnering with and contributing to seasonal community events that encourage and support participation for all ages and abilities. Recent progress reflects a commitment to providing useful, accessible parks, trails, programs, and events that encourage physical activity, social connection, and community pride.

Key outcomes include expanded recreation programming, well-attended community events, and continued improvements to parks and recreational facilities. Investments in park amenities, maintenance, and programming have increased participation across all ages while reinforcing parks and public spaces as gathering places that support wellness and belonging.

Ongoing initiatives focus on enhancing parks and trail infrastructure, upgrading facilities and equipment, expanding recreation offerings, and strengthening partnerships that support events and programming. Planning efforts continue to prioritize accessibility, long-term maintenance, and alignment with community needs so recreation assets remain reliable and welcoming over time.

## Ensuring Medical Lake is a safe, resilient, and protected community.

Public safety and emergency management have been elevated as a core line of effort for Medical Lake in recent years, linking emergency preparedness, hazard mitigation, and infrastructure resilience to long-term recovery and day-to-day operations.

Key outcomes include enhanced security and enforcement measures in high-use public spaces, adoption and implementation of emergency preparedness and hazard mitigation planning, and investments in safety-related infrastructure and technology. These efforts help reduce risk, improve response capability, and reinforce community standards that support safe and welcoming public places.

Ongoing initiatives focus on advancing emergency management planning, strengthening partnerships with regional public safety agencies, improving facilities and equipment, and integrating safety considerations into capital planning and infrastructure projects. The City continues to emphasize prevention, preparedness, and coordination to ensure resources are used effectively and responsibly.

## Benefits to the community.



Dependable services, improved infrastructure, and a growing local economy supported by a City organization focused on results and committed to maintaining Medical Lake as a great place to live, work, and do business.



Local government that reflects the values and priorities of the people it serves through greater awareness of City actions, clearer pathways to participate in decision making, and increased confidence that community voices are heard.



Reliable utilities, cleaner water, and improved neighborhood quality through balanced efforts preserving Medical Lake's character, enhancing quality of life today, and responsibly preparing for future generations.



Safer streets, improved accessibility, expanded transportation choices, and stronger connections to schools, parks, businesses, and regional job centers resulting in a more walkable and connected community.



Expanded opportunities to stay active, connect with neighbors, and enjoy shared spaces.

Safer parks and public spaces, improved emergency preparedness, reliable emergency response, and a clear focus on safety.

