



MEDICAL LAKE, WA

HEALING WATERS

Strategic Plan 2035



ACKNOWLEDGEMENTS

Medical Lake City Council and Leadership

Mayor	Terri Cooper
Council Position #1	Heath Wilbur
Council Position #2	Ted Olson
Council Position #3	Don Kennedy
Council Position #4	Tony Harbolt
Council Position #5	Lance Speirs
Council Position #6	Lorin Ray-Abbott
Council Position #7	Chad Pritchard
City Administrator	Sonny Weathers
Public Works Director	Scott Duncan
Finance Director	Koss Ronholt
Waste-Water Treatment Plant Director	Steve Cooper
Parks & Recreation Director	Glen Horton
Senior Planner	Elisa Rodriguez

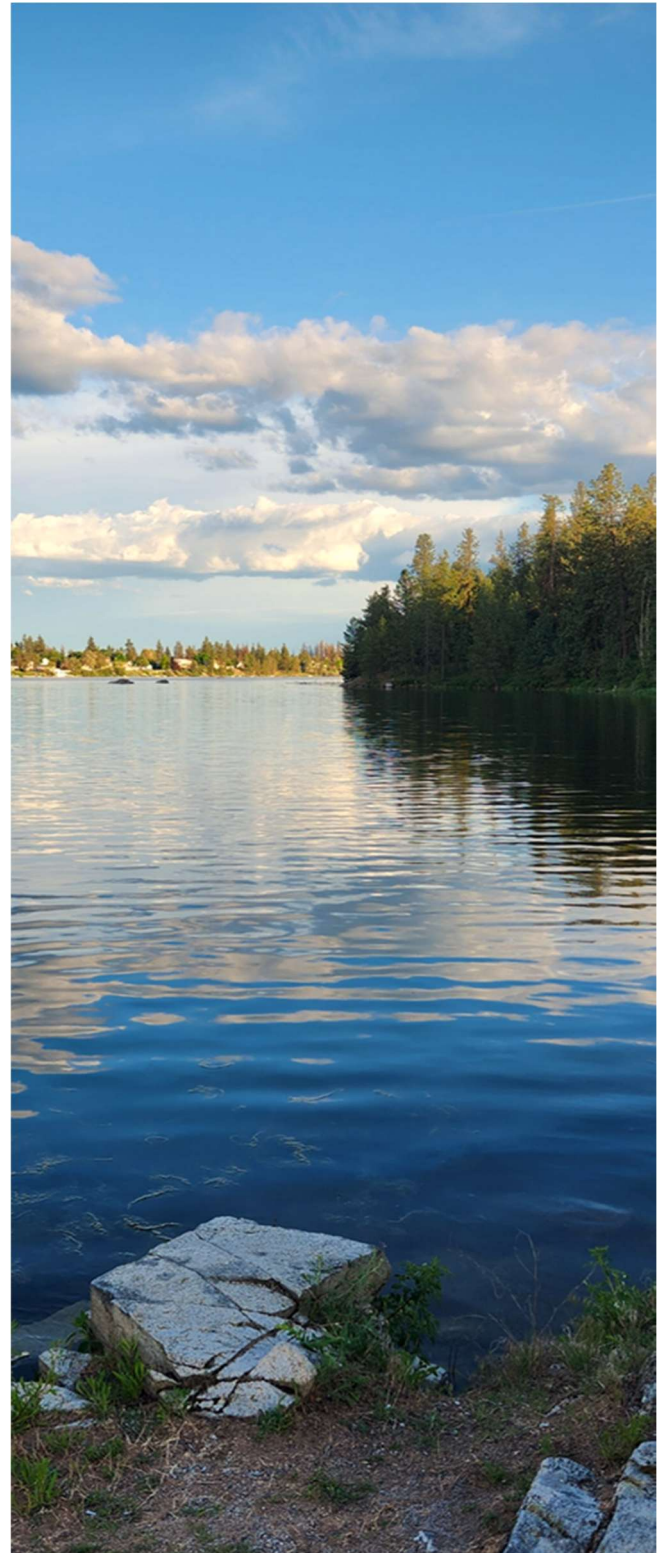
Contributing Partners

Former Councilmembers Bob Maxwell, Keli Shaffer, Art Kulibert, and Dawn Olmstead, Planning Commissioners (Mark Hudson, Andie Mark, Carl Munson, Judy Mayulianos, and Marye Jorgenson), Spokane County Sheriff's Office, Spokane County Fire District #3, Re*Imagine Medical Lake, and Medical Lake School District.

INTRODUCTION

Medical Lake, Washington is ...

- **A place of relaxation and enjoyment for all** with its eclectic eateries, parks and playgrounds, boating and fishing, small business shopping, and history of healing.
- **Ideally located as a haven for outdoor recreation** with multiple lakes, ample trails, and a small-town spirit allowing one to enjoy comfortably scaled festivities with the beautiful backdrop of our lakes, forests, and farmland.
- **Fostering open communication, community engagement, and transparent governance** so residents have a voice in shaping our City into the kind of community worth living, working, learning, and playing in all seasons of life.
- **Striving for continuous learning and improvement**, using clear goals, accountability, and evaluation to strengthen services, improve community conditions, and build public trust.
- **Guided by a shared commitment to service, stewardship, teamwork, and excellence.**
- **The kind of place you take your time to leave.**



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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

The City of Medical Lake is 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. Service is at the heart of every department, every program, and every interaction. It is the quiet promise we make to be here for our community and meet their needs with respect and care.



Stewardship – the careful and responsible management of people, processes, and resources entrusted to our care. Stewardship is not just about managing resources, it is also about protecting the trust our community places in us. Our work models what it means to be responsible caretakers.



Hospitality – treating all in respectful ways that recognize and enhance belonging in this valued community. Hospitality is one of our greatest strengths. We are creating an environment where people feel seen, heard, and valued. It makes Medical Lake not just a place to live, work, learn, and play ... but a place to belong.



Teamwork – accomplishing goals and resolving issues through quality communication and collaboration. Our progress is clearly the result of coordinated, collaborative, and committed work of our team. When one of us succeeds, we all move forward.



Excellence – always striving to improve community conditions and increase public trust and confidence. Excellence isn't perfection. It is choosing to do the best we can with what we have. We demonstrate excellence by continually learning, performing, and improving.

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Roadmap to Improved Community Conditions and Increased Public Trust and Confidence



By starting with the “why” – a clearly defined and comprehensive vision, mission, and set of values – City leadership can effectively define the “how” by aligning meaningful goals, objectives, strategies, and measures to provide focus for the ways we plan, budget, manage, and evaluate our regular efforts. This intentional journey results in better services, effective programs, focused policies, and engaged public employees and citizens. As this important work is accomplished, community conditions improve while public trust and confidence increases.

1. TARGETS OF EXCELLENCE

The *Mayor and Councilmember Handbook* prepared by the Association of Washington Cities and Municipal Research & Services Center of Washington includes a simple goal setting process that suggests we identify issues and needs, set goals, set objectives, set priorities, start an action program, and evaluate the results. It is important for City Council to set goals that help connect day to day actions with the big picture to assist in the important work of staff, citizen advisory boards, and Council as we strategically and collectively achieve the stated vision, mission, and values. The value of all our targets is more than the sum of the parts. Although each of our goals stands alone as a worthy cause, all of them together are more important than any one of them alone.

- 1. Thriving local economy and government efficiency.** Growing and sustaining a balanced, resilient economy for Medical Lake by providing jobs, community prosperity, and fiscal health while maintaining and improving the provision of high quality, affordable, and efficient community services to citizens and businesses.
- 2. Healthy and sustainable environment.** Maintaining and improving Medical Lake's small-town scale, unique civic identity, and aesthetic beauty. Planning for and establishing types and quantities of land uses in Medical Lake that support community needs and promote service efficiency and fiscal sustainability. Maintaining utility systems, services, and infrastructure to meet the functional needs of the community and provide predictable rates.
- 3. Engaged and empowered citizens and stakeholders.** Involving the community in all local government planning and decision-making, helping develop and implement plans for the City's future in addition to preparing stakeholders to be credible, informed, and articulate spokespersons for the City.
- 4. Multi-modal connections into and throughout the community.** Advancing safe and reliable multi-modal transportation that facilitates the safe, efficient movement of people, goods, and services.
- 5. Healthy living and recreation.** Enhancing the City's identity and appearance through well-maintained green space, parks, major corridors, gateways, and medians. Providing recreation and wellness programs and facilities that build community, support the arts, and encourage social connections. Celebrating our culture and community through special events and festivals.
- 6. Community safety and security.** Increasing the safety and security of all residents and businesses.

2. STRATEGIC OBJECTIVES

The dictionary definition of an objective states how it is “something toward which effort is directed: an aim, goal, or end of action,” and also “a strategic position to be attained or a purpose to be achieved.” The following strategic objectives are organized according to the above targets (numbered 1-6).

1.1 Economic Development – Grow and sustain a balanced, resilient economy for Medical Lake, providing jobs, community prosperity, and fiscal health.

- 1.1.1 Have a pedestrian oriented and prosperous downtown serving residents and tourists while protecting its historical and cultural character and attracting new business.
- 1.1.2 Widen employment opportunities and provide jobs to city residents, while still providing jobs for non-community residents.
- 1.1.3 Attract more recreation and tourism business to the city to invigorate its economic activity.
- 1.1.4 Establish the city as a destination location without compromising the overall integrity of the community.
- 1.1.5 Strategically direct light industrial development to areas east of Craig Road, leveraging regional transportation access while preserving Medical Lake’s natural environment and its identity as an outdoor recreation haven.

1.2 Government Effectiveness and Efficiency – Maintain and improve the provision of high quality, affordable, and efficient community services in Medical Lake.

- 1.2.1 Provide services at a level that is fiscally sustainable.
- 1.2.2 Ensure levels of service are reasonable and appropriate and the ability exists to maintain them over time.
- 1.2.3 Careful and responsible preparation, implementation, and management of the city’s comprehensive plan.
- 1.2.4 Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency.
- 1.2.5 Maintain assets to reduce life cycle costs while improving reliability and efficiency.
- 1.2.6 Proactively influence policy and legislative development at all levels.
- 1.2.7 Optimize the use of data, technology, and cybersecurity governance to improve service, protect mission-critical infrastructure, and enhance cybersecurity effectiveness.

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- 1.2.8 Ensure the City has the workforce capacity, skills, and succession planning necessary to sustain service levels and implement strategic priorities.
- 1.2.9 Establish and maintain comprehensive financial policies to guide budgeting, reserves, debt management, and long-term fiscal sustainability.

2.1 Quality Neighborhoods – Maintain and improve Medical Lake’s small-town scale, unique civic identity, and aesthetic beauty.

- 2.1.1 Preserve, protect, and strengthen the vitality and stability of existing neighborhoods.
- 2.1.2 Provide a variety of densities and housing types to promote greater choices and opportunities.
- 2.1.3 Meet a variety of needs including a broad range of health, social, and affordable housing issues paying particular attention to senior citizens, low-income families, persons with disabilities, and other special need populations.
- 2.1.4 Evolve and update the land development code to balance neighborhood quality, character, and livability through sustainable development.

2.2 Land Use through a Place-Making Lens – Plan for and establish types and quantities of land uses in Medical Lake that support community needs and promote service efficiency and fiscal sustainability.

- 2.2.1 Maintain an attractive and balanced mix of land uses, ensuring the future character of the community.
- 2.2.2 Maintain an adequate supply of buildable land helping ensure new development can be accommodated in a manner envisioned by the city.
- 2.2.3 Manage the city’s overall image and enhance its overall appearance to convey pride and ownership in the community.
- 2.2.4 Contextually research, analyze, and implement land use plans and best-practices through a place-making lens.
- 2.2.5 Foster strategic infill and redevelopment that enhances the community’s sense of place with a mix of uses that serve the needs of the community.
- 2.2.6 Protect and maintain Medical Lake’s natural resources including clean air, soils, wetlands, and ground water, minimizing light and noise pollution city wide.
- 2.2.7 Ensure long-term lake water quality through proactive management, monitoring, and pollution prevention strategies.

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2.3 Dependable Infrastructure – Maintain utility systems, services, and infrastructure to meet the functional needs of the community and provide predictable rates.

2.3.1 Sustain and enhance the City’s long-term fiscal stability through good capital planning and use a wide array of financial tools to fund infrastructure needs.

2.3.2 Invest in utility infrastructure aligned with community development.

2.3.3 Develop a high-speed broadband network (fiber, hybrid fiber-coaxial, and fixed wireless) that provides accessible, reliable, and affordable services for all residents and local businesses.

2.3.4 Establish and maintain a resilient stormwater management system that reduces flooding, preserves quality of public infrastructure, and protects our natural environment from runoff.

2.3.5 Implement comprehensive asset management systems to track condition, prioritize maintenance, and reduce lifecycle costs.

3.1 Accessible and Responsive Government – Involve the community in all local government planning and decision-making, helping develop and implement plans for the City’s future.

3.1.1 Increase public awareness and understanding of the mission, policies, and programs of the city.

3.1.2 Provide excellent municipal services to residents and businesses.

3.1.3 Attract, retain, engage, develop, and reward a diverse and competitive workforce to meet the needs of the community now and in the future.

3.1.4 Ensure timely, transparent, and legally compliant public records management and disclosure practices that promote accountability and public trust.

3.1.5 Develop and maintain clear, accessible dashboards and visual reporting tools that track performance measures, support data-driven decision-making, and enhance transparency and accountability to the public.

3.2 Community and Stakeholder Engagement – Prepare stakeholders to be credible, informed, and articulate spokespersons for the city.

3.2.1 Develop and maintain modern, reliable digital service systems including the City website, coordinated social media communications, and expanded online service delivery to increase accessibility, transparency, and user engagement.

3.2.2 Provide a clear approach for community engagement by all stakeholders on planning and development matters.

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4.1 Integrated Multi-modal Transportation Network – Advance safe and reliable multi-modal transportation that facilitates the safe, efficient movement of people, goods, and services.

- 4.1.1 Have convenient, attractive, and visible pedestrian and bicycle access to community facilities and neighborhoods, making the trail system one of the state's best.
- 4.1.2 Use and maintain the transportation system effectively for all types of motorized and non-motorized transportation modes within the city and between Medical Lake and neighboring communities.
- 4.1.3 Improve pedestrian and vehicular safety along city streets, especially SR-902 and enhance SR-902's ability to serve commercial land uses.
- 4.1.4 Improve aging and/or missing transportation infrastructure with safe accommodations for people and vehicles.
- 4.1.5 Improve safety for all modes of travel in an attractive and distinctive streetscape and public realm.

4.2 Access to Transit –

- 4.2.1 Make public transportation available to all city residents and workers.
- 4.2.2 Improve transit availability and grow ridership.

5.1 Parks, Trails, and Open Space – Enhance the City's identity and appearance through well-maintained green space, parks, major corridors, gateways, and medians.

- 5.1.1 Ensure adequate parks, recreation, and open spaces are provided and maintained for the continued enjoyment of the community.
- 5.1.2 Maximize physical and visual linkages of parks and recreational facilities to residential areas, public facilities (school, library, etc.) and commercial areas within the city and adjacent to the city, making them accessible for residents.
- 5.1.3 Emphasize the enhancements and maintenance of existing parks while creatively seeking ways to acquire and develop future recreational facilities.
- 5.1.4 Promote multi-uses of the city's parks for the various interests of its residents.
- 5.1.5 Ensure long-term sustainability of parks, recreation programs, and community events through asset management, partnerships, and cost recovery strategies.

5.2 Recreation Programs – Provide recreation and wellness programs and facilities that build community, support the arts, and encourage social connections.

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5.2.1 Develop recreational programs with pricing and marketing strategies that drive value, attendance, and cost recovery.

5.2.2 Offer a diverse range of youth, adult, and senior recreational programming.

5.3 Community Events –

5.3.1 Celebrate our culture and community through special events each season.

6.1 Public Health – Improve the health and well-being of residents through ample and coordinated prevention and treatment of disease.

6.1.1 Ensure the consistent delivery of safe, high-quality drinking water that meets or exceeds all state and federal public health standards.

6.1.2 Provide reliable and compliant wastewater collection and treatment systems that protect public health and prevent environmental contamination.

6.1.3 Maintain full compliance with all drinking water, wastewater, and environmental regulations to safeguard public health and natural resources.

6.1.4 Reduce public health risks by maintaining and improving water and wastewater infrastructure through proactive maintenance, monitoring, and system upgrades.

6.1.5 Ensure continuity of critical water and wastewater services during emergencies through preparedness planning, system redundancy, and coordinated response.

6.1.6 Use monitoring systems, data analysis, and reporting to identify risks early and support timely, informed decisions that protect public health.

6.2 Education – Support youth and families by investing in educational opportunities from Pre-K to Graduate Studies.

6.2.1 Collaborate with our partners to elevate our focus on excellent pre-k through 12th grade quality public and private education.

6.3 Public Safety – Increase the safety and security of all residents.

6.3.1 Provide high quality fire prevention, community risk reduction, and emergency response service.

6.3.2 Open the police station as a regional hub for Sheriff's Deputies, WA State Patrol, and neighboring police departments.

6.3.3 Increase participation in Neighborhood Watch and S.C.O.P.E. volunteerism.

6.3.4 Improve emergency management and preparedness.

3. IMPLEMENTATION AND ACCOUNTABILITY FRAMEWORK

To address the needs of Medical Lake citizens and stakeholders, the City is organized into five major lines of effort including public safety, public works, building and planning, parks and recreation, and administration. 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
Animal Protection Services	WWTP	Code Enforcement	Community Events	Finance & Budget
Emergency Management	6-Year TIP	Planning Commission	Park Advisory Board	Records
Hazard Mitigation	Engineering			Salary Commission

Implementation through Departmental Work Plans

The Healing Waters Strategic Plan is implemented through annual Departmental Work Plans. Each department translates strategic goals and objectives into clear operational priorities, service levels, and measurable outcomes. These work plans serve as the primary mechanism for aligning daily operations, budget decisions, and capital investments with the City's long-term vision.

Accountability Structure

Each Department Director is responsible for developing and executing an annual work plan aligned with the Strategic Plan. Work plans identify:

- Core services and expected service levels
- Measurable performance indicators
- Annual priority initiatives and projects
- Resource needs and constraints

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Connection to Budget and Capital Planning

Departmental work plans directly inform the City's annual budget and capital improvement program, ensuring that resources are allocated in alignment with strategic priorities.

Initiatives and Key Results

The Healing Waters Strategic Plan provides a necessary baseline for a self-assessment program designed to:

1. Clearly identify the ultimate goal for each of our lines of effort.
2. Decide on how we objectively measure the impact of those efforts.
3. Take stock in how we are currently doing.
4. Articulate what it is we are working on to improve conditions.

Through regular assessment, communication, and accountability ... the collective efforts of City Council, leadership, citizen advisory boards, and staff will more effectively:

- **Plan:** in accordance with the vision, mission, values, goals, and objectives.
- **Budget:** reflecting strategic priorities.
- **Manage:** the people, processes, and resources in accordance with identified strategies and initiatives.
- **Evaluate:** by measuring, improving, and revising our efforts.