



City of Lake Stevens Vision Statement

By 2030, we are a sustainable community around the lake with a vibrant economy, unsurpassed infrastructure and exceptional quality of life.

**CITY COUNCIL REGULAR MEETING AGENDA
Lake Stevens School District Educational Service Center (Admin. Bldg.)
12309 22nd Street NE, Lake Stevens**

Monday, June 9, 2014 - 7:00 p.m.

NOTE: WORKSHOP ON VOUCHERS AT 6:45 P.M.

CALL TO ORDER: 7:00 p.m.
Pledge of Allegiance

ROLL CALL:

GUEST BUSINESS:

CONSENT AGENDA:	*A Approve 2014 vouchers.	Barb
	*B Approve Council regular meeting minutes of May 27, 2014	Barb

PUBLIC HEARING:	*A 2014 Comprehensive Plan Docket Ratification – Resolution 2014-3	Russ
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ACTION ITEMS:	*A Professional Services Agreement with Roger Brooks International, Inc. for Branding	Becky
	*B Renewal of Interlocal Cooperation Agreement for “Urban County” Requalification with U.S. HUD	Becky

DISCUSSION ITEMS:

COUNCIL PERSON’S BUSINESS:

MAYOR’S BUSINESS:

STAFF REPORTS:

EXECUTIVE SESSION:

ADJOURN:

* ITEMS ATTACHED	** ITEMS PREVIOUSLY DISTRIBUTED	# ITEMS TO BE DISTRIBUTED
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Lake Stevens City Council Regular Meeting Agenda

June 9, 2014

THE PUBLIC IS INVITED TO ATTEND

Special Needs

The City of Lake Stevens strives to provide accessible opportunities for individuals with disabilities. Please contact Steve Edin, City of Lake Stevens ADA Coordinator, (425) 377-3227, at least five business days prior to any City meeting or event if any accommodations are needed. For TDD users, please use the state's toll-free relay service, (800) 833-6384, and ask the operator to dial the City of Lake Stevens City Hall number.

NOTICE:

All proceedings of this meeting are audio recorded, except Executive Sessions

**BLANKET VOUCHER APPROVAL
 2014**

We, the undersigned Council members of the City of Lake Stevens, Snohomish County, Washington, do hereby certify that the merchandise or services hereinafter specified have been received and that the following vouchers have been approved for payment:

Payroll Direct Deposits	5/30/2014	\$118,812.82
Payroll Checks	36921-36922	\$4,440.53
Tax Deposit(s)	6/2/2014	\$46,434.70
Electronic Funds Transfers	ACH	\$145,988.66
Claims	36923-36986	\$1,406,689.57
Void Checks		
Total Vouchers Approved:		\$1,722,366.28

This 9th day of June 2014:

 Mayor

 Councilmember

 Finance Director

 Councilmember

 Councilmember

 Councilmember



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Accounts Payable Checks and EFTs for period of 05/28/2014 to 06/09/2014

Invoice	AccountCode	Account Description	Item Description	Amount	
AFLAC			Check 0	6/2/2014	\$1,495.80
929245	001-000-284-00-00-00	Payroll Liability Other	PR Batches 1&2.05.2014 Aflac PreTax	\$746.68	
929245	001-000-284-00-00-00	Payroll Liability Other	PR Batches 1&2.05.2014 Aflac After Tax	\$749.12	
Assoc of Washington Cities EFT			Check 0	6/2/2014	\$83,251.46
June 2014	001-000-283-00-00-00	Payroll Liability Medical	5.2014 Batches Employee Deductions Medical Insurance Premiums	\$4,434.25	
June 2014	001-002-513-11-20-00	AD-Benefits	Employer paid Medical Insurance Premiums	\$1,169.24	
June 2014	001-003-514-20-20-00	CC-Benefits	Employer paid Medical Insurance Premiums	\$890.33	
June 2014	001-004-514-23-20-00	FI-Benefits	Employer paid Medical Insurance Premiums	\$938.27	
June 2014	001-005-518-10-20-00	HR-Benefits	Employer paid Medical Insurance Premiums	\$574.41	
June 2014	001-006-518-80-20-00	IT-Benefits	Employer paid Medical Insurance Premiums	\$2,757.74	
June 2014	001-007-558-50-20-00	PL-Benefits	Employer paid Medical Insurance Premiums	\$5,039.26	
June 2014	001-007-559-30-20-00	PB-Benefits	Employer paid Medical Insurance Premiums	\$3,165.47	
June 2014	001-008-521-20-20-00	LE-Benefits	Employer paid Medical Insurance Premiums	\$43,949.48	
June 2014	001-010-576-80-20-00	PK-Benefits	Employer paid Medical Insurance Premiums	\$173.85	
June 2014	001-013-518-30-20-00	GG-Benefits	Employer paid Medical Insurance Premiums	\$233.71	
June 2014	101-016-542-30-20-00	ST-Benefits	Employer paid Medical Insurance Premiums	\$9,836.33	
June 2014	401-070-535-10-20-00	SE-Benefits	Employer paid Medical Insurance Premiums	\$973.10	
June 2014	410-016-531-10-20-00	SW-Benefits	Employer paid Medical Insurance Premiums	\$9,116.02	
Dept of Licensing			Check 0	6/2/2014	\$558.00
832-863	633-008-586-00-00-00	Gun Permit - State Remittance	Weapons Permits	\$558.00	
Dept of Retirement PERS LEOFF			Check 0	6/2/2014	\$52,415.20
May 2014	001-000-282-00-00-00	Payroll Liability Retirement	LEOFF2 Employer Paid	\$9,423.78	
May 2014	001-000-282-00-00-00	Payroll Liability Retirement	PERS3 Deduction	\$2,000.43	
May 2014	001-000-282-00-00-00	Payroll Liability Retirement	PERS2 Deduction	\$8,133.46	

Invoice	AccountCode	Account Description	Item Description	Amount
May 2014	001-000-282-00-00-00	Payroll Liability Retirement	LEOFF2 Employee Deductiion	\$15,153.66
May 2014	001-000-282-00-00-00	Payroll Liability Retirement	PERS2 Employer Contribution	\$17,703.87
Nationwide Retirement Solution			Check 0	6/2/2014
5/30/14 Paydate	001-000-282-00-00-00	Payroll Liability Retirement	PR Batch 00002.05.2014 Deferred Comp Nationwide Ded	\$1,150.00
Standard Insurance Company			Check 0	6/2/2014
05/30/14	001-000-284-00-00-00	Payroll Liability Other	05.2014 Disability Insurance Deduction	\$104.50
05/30/14	001-002-513-11-20-00	AD-Benefits	Insurance Premium	\$67.74
05/30/14	001-003-514-20-20-00	CC-Benefits	Insurance Premium	\$40.30
05/30/14	001-004-514-23-20-00	FI-Benefits	Insurance Premium	\$123.42
05/30/14	001-005-518-10-20-00	HR-Benefits	Insurance Premium	\$78.54
05/30/14	001-006-518-80-20-00	IT-Benefits	Insurance Premium	\$158.44
05/30/14	001-007-558-50-20-00	PL-Benefits	Insurance Premium	\$274.21
05/30/14	001-007-559-30-20-00	PB-Benefits	Insurance Premium	\$223.56
05/30/14	001-008-521-20-20-00	LE-Benefits	Insurance Premium	\$2,475.63
05/30/14	001-010-576-80-20-00	PK-Benefits	Insurance Premium	\$10.59
05/30/14	001-013-518-30-20-00	GG-Benefits	Insurance Premium	\$15.64
05/30/14	101-016-542-30-20-00	ST-Benefits	Insurance Premium	\$640.89
05/30/14	401-070-535-10-20-00	SE-Benefits	Insurance Premium	\$71.88
05/30/14	410-016-531-10-20-00	SW-Benefits	Insurance Premium	\$580.40
Washington State Support Registry			Check 0	6/2/2014
5/30/14 Paydate	001-000-284-00-00-00	Payroll Liability Other	PR Batch 00002.05.2014 Child Support	\$402.46
EFTPS Electronic Federal Tax Pmt System			Check 0	6/2/2014
71996212	001-000-281-00-00-00	Payroll Liability Taxes	PR Batch 00002.05.2014 Federal Income Tax	\$19,793.08
71996212	001-000-281-00-00-00	Payroll Liability Taxes	PR Batch 00002.05.2014 FICA Employee Portion	\$10,795.93
71996212	001-000-281-00-00-00	Payroll Liability Taxes	PR Batch 00002.05.2014 FICA Employer Portion	\$10,795.93
71996212	001-000-281-00-00-00	Payroll Liability Taxes	PR Batch 00002.05.2014 Medicare Employee Portion	\$2,524.88

Invoice	AccountCode	Account Description	Item Description	Amount
71996212	001-000-281-00-00-00	Payroll Liability Taxes	PR Batch 00002.05.2014 Medicare Employer Portion	\$2,524.88
Dept of Retirement (Deferred Comp)			Check 0	6/2/2014
5/30/14 Paydate	001-000-282-00-00-00	Payroll Liability Retirement	Deferred Compensation Deduction State	\$1,850.00
Lake Stevens Police Guild			Check 36923	6/2/2014
5/30/14 Paydate	001-000-284-00-00-00	Payroll Liability Other	PR Batch 00002.05.2014 Police Guild Deduction	\$923.00
5/30/14 Paydate	001-000-284-00-00-00	Payroll Liability Other	PR Batch 00002.05.2014 WACOPS Deduction	\$110.00
5/30/14 Paydate	001-000-284-00-00-00	Payroll Liability Other	PR Batch 00002.05.2014 Guild Initiation Fees	\$50.00
Teamsters Local No 763			Check 36924	6/2/2014
5/30/14 Paydate	001-000-284-00-00-00	Payroll Liability Other	PR Batch 00002.05.2014 Teamster Union Dues	\$277.00
United Way of Snohomish Co			Check 36925	6/2/2014
5/30/14 Paydate	001-000-284-00-00-00	Payroll Liability Other	PR Batch 00002.05.2014 United Way	\$115.84
Washington Teamsters Welfare Trust			Check 36926	6/2/2014
07/2014	001-010-576-80-20-00	PK-Benefits	05.2014 Batches Teamsters Dental Insurance Premiums	\$8.72
07/2014	001-013-518-30-20-00	GG-Benefits	05.2014 Batches Teamsters Dental Insurance Premiums	\$13.09
07/2014	101-016-542-30-20-00	ST-Benefits	05.2014 Batches Teamsters Dental Insurance Premiums	\$630.31
07/2014	401-070-535-10-20-00	SE-Benefits	05.2014 Batches Teamsters Dental Insurance Premiums	\$26.17
07/2014	410-016-531-10-20-00	SW-Benefits	05.2014 Batches Teamsters Dental Insurance Premiums	\$630.31
Ace Hardware			Check 36927	6/9/2014
42306	001-010-576-80-31-00	PK-Operating Costs	Fasteners and Paracord	\$28.53
42318	001-012-572-20-31-00	CS-Library-Office & Operating	Keys for Library	\$17.19
42282	101-016-542-64-31-00	ST-Traffic Control - Supply	Fasteners	\$0.99
42298	101-016-544-90-31-02	ST-Operating Cost	Snip right tool/key	\$32.50
ACES			Check 36928	6/9/2014

Invoice	AccountCode	Account Description	Item Description	Amount
10056	001-005-517-60-31-00	HR-Safety Program	Safety mtg: Manual Handling	\$75.66
10056	101-016-517-60-31-00	ST-Safety Program	Safety mtg: Manual Handling	\$126.67
10056	410-016-517-60-31-00	SW-Safety Program	Safety mtg: Manual Handling	\$126.67
Advantage Building Services			Check 36929	6/9/2014
				\$651.71
14-0267	001-007-558-50-41-00	PL-Professional Servic	Janitorial Services	\$27.31
14-0267	001-007-559-30-41-00	PB-Professional Srv	Janitorial Services	\$27.31
14-0267	001-008-521-20-41-00	LE-Professional Services	Janitorial Services	\$285.00
14-0267	001-010-576-80-41-00	PK-Professional Services	Janitorial Services	\$18.20
14-0267	001-012-575-50-41-00	CS-Community Center - Cleaning	Janitorial Services	\$109.25
14-0267	001-013-518-20-41-00	GG-Professional Service	Janitorial Services	\$148.20
14-0267	101-016-542-30-41-02	ST-Professional Service	Janitorial Services	\$18.21
14-0267	410-016-531-10-41-01	SW-Professional Services	Janitorial Services	\$18.23
Anderson Jennifer			Check 36930	6/9/2014
				\$416.66
June 2014	001-000-284-00-00-00	Payroll Liability Other	Section 125 Dep Care Reimb	\$416.66
Aquatechnex			Check 36931	6/9/2014
				\$95,513.70
4712	410-016-531-16-48-00	SW-Water/Soil-Contract R&M Op	Alum Treatment Program second year	\$95,513.70
Awards of Praise			Check 36932	6/9/2014
				\$163.80
6533	001-013-518-20-31-00	GG-Operating	O'Connell street dedication Plaque	\$163.80
Barnes James			Check 36933	6/9/2014
				\$38.18
5/26 RAE	001-008-521-21-31-00	LE-Boating Operating	Hoat Hull Cleaner	\$38.18
Berk Consulting Inc			Check 36934	6/9/2014
				\$4,860.00
7643-04-14	001-007-558-70-41-00	PL-Economic Devel	Professional Services	\$4,860.00
Blumenthal Uniforms			Check 36935	6/9/2014
				\$1,327.36
60828	001-008-521-20-26-00	LE-Clothing	Fleece jacket and alterations-Wells	\$191.14
69887	001-008-521-20-26-00	LE-Clothing	Uniform replacement - Taylor	\$246.47

Invoice	AccountCode	Account Description	Item Description	Amount	
66739	001-008-521-20-26-00	LE-Clothing	Command Bars-Years of Service	\$262.59	
53884-01	001-008-521-20-26-00	LE-Clothing	Jacket Shell and alterations-Rutherford	\$414.85	
53884	001-008-521-20-26-00	LE-Clothing	Fleece Jacket and alterations-Rutherford	\$192.22	
67506	001-008-521-20-26-00	LE-Clothing	Uniform alterations - Wells	\$20.09	
CDW Government Inc			Check 36936	6/9/2014	\$3,005.84
MB33747	001-008-521-20-31-02	LE- Ops NW Computers	PAN Toughbook computer for New World Implementation	\$2,214.43	
MC18510	001-008-521-20-31-02	LE- Ops NW Computers	PAN Toughbook computer Warranty	\$791.41	
Cedar Grove Compost			Check 36937	6/9/2014	\$1,601.86
174423	410-016-531-50-31-06	DOE - G1100280 LID Exp	Bioretention Soil for dispersion system	\$1,601.86	
City of Lake Stevens			Check 36938	6/9/2014	\$34.30
14-0267	001-007-558-50-41-00	PL-Professional Servic	Retainage-Advantage Bldg services	\$1.44	
14-0267	001-007-559-30-41-00	PB-Professional Srv	Retainage-Advantage Bldg services	\$1.44	
14-0267	001-008-521-20-41-00	LE-Professional Services	Retainage-Advantage Bldg services	\$15.00	
14-0267	001-010-576-80-41-00	PK-Professional Services	Retainage-Advantage Bldg services	\$0.96	
14-0267	001-012-575-50-41-00	CS-Community Center - Cleaning	Retainage-Advantage Bldg services	\$5.75	
14-0267	001-013-518-20-41-00	GG-Professional Service	Retainage-Advantage Bldg services	\$7.80	
14-0267	101-016-542-30-41-02	ST-Professional Service	Retainage-Advantage Bldg services	\$0.96	
14-0267	410-016-531-10-41-01	SW-Professional Services	Retainage-Advantage Bldg services	\$0.95	
City of Marysville			Check 36939	6/9/2014	\$200.00
POLIN11-0417	001-008-523-60-51-00	LE-Jail	Prisoner medical April 2014	\$200.00	
City of Mountlake Terrace			Check 36940	6/9/2014	\$1,732.46
2661	001-007-558-50-41-00	PL-Professional Servic	7/2014-6/2015 Annual Housing Assessment	\$1,732.46	
Comcast			Check 36941	6/9/2014	\$85.71
5/14 0810218	001-008-521-20-42-00	LE-Communication	Internet services - N Lakeshore Dr	\$85.71	
Comcast			Check 36942	6/9/2014	\$75.71

Invoice	AccountCode	Account Description	Item Description	Amount
5/14 0692756	001-008-521-20-42-00	LE-Communication	Internet services - Market Place	\$75.71
Comcast			Check 36943	6/9/2014
5/14 0808840	001-010-576-80-42-00	PK-Communication	Internet services - shop	\$28.57
5/14 0808840	101-016-543-30-42-00	ST-Communications	Internet services - shop	\$28.57
5/14 0808840	410-016-531-10-42-00	SW-Communications	Internet services - shop	\$28.57
Comcast			Check 36944	6/9/2014
5/14 0827887	101-016-542-64-47-00	ST-Traffic Control -Utility	Traffic signal control	\$120.80
Corporate Office Supply			Check 36945	6/9/2014
150849i	001-003-514-20-31-00	CC-Office Supply	CD cases	\$20.62
150849i	001-004-514-23-31-00	FI-Office Supplies	Printer cartridge	\$108.55
150849i	001-005-518-10-31-00	HR-Office Supplies	Perm marker	\$3.03
150769i	001-007-558-50-31-00	PL-Office Supplies	Post its-printer cartridge-Calendar	\$109.79
150769i	001-007-559-30-31-00	PB-Office Supplies	File folders	\$47.76
151011i	001-008-521-20-31-00	LE-Office Supplies	Paper	\$32.03
150974i	001-008-521-20-31-00	LE-Office Supplies	Paper and labels	\$458.50
Dataquest LLC			Check 36946	6/9/2014
CILKSTEVENS0531	001-005-518-10-41-00	HR-Professional Services	New hire Background checks	\$325.00
Dept of Commerce			Check 36947	6/9/2014
PWTF-81237	205-070-591-35-71-00	PWTF Principal Pymt	PWTF Loan # PW-02-691-029	\$85,691.17
PWTF-81237	205-070-592-35-83-00	PWTF Loan Interest Pymt	PWTF Loan # PW-02-691-029	\$3,856.10
PWTF-181160	207-070-591-35-71-00	PWTF Principal Pymt	PWTF Loan # PW-06-962-020	\$409,539.47
PWTF-181160	207-070-592-35-83-00	PWTF Loan Interest Payment	PWTF Loan # PW-06-962-020	\$26,620.07
PWTF-98976	208-070-591-35-71-00	Principal Payment	PWTF Loan # PW-05-691-PRE-137	\$52,631.58
PWTF-98976	208-070-592-35-83-00	PWTF Loan Interest Payment	PWTF Loan # PW-05-691-PRE-137	\$12,631.58
PWTF-208275	209-070-591-35-71-00	PWTF Loan Principle Payment	PWTF Loan # PC08-951-023	\$553,179.83
PWTF-208275	209-070-592-35-83-00	PWTF Loan Interest Payment	PWTF Loan # PC08-951-023	\$41,488.49

Invoice	AccountCode	Account Description	Item Description	Amount	
PWTF-182359	211-016-591-95-71-00	2010 PWTF Loan Principal Pymt	PWTF Loan # PE10-951-003	\$633.95	
PWTF-182359	211-016-592-95-83-00	2010 PWTF Loan Interest Pymt	PWTF Loan # PE10-951-003	\$323.31	
Dept of Emergency Management			Check 36948	6/9/2014	\$16,283.00
1000357959	001-013-525-10-51-00	GG-Emergency	Q1-Q2 2014 Emergency svcs provided	\$16,283.00	
Feldman and Lee			Check 36949	6/9/2014	\$6,982.50
May 2014	001-011-515-91-41-00	LG-General Indigent Defense	Public Defender services	\$6,982.50	
Grainger			Check 36950	6/9/2014	\$12.64
9449816223	001-012-572-20-31-00	CS-Library-Office & Operating	Incandescent light bulbs	\$31.79	
9452208433	001-012-572-20-31-00	CS-Library-Office & Operating	Incandescent light bulbs	\$12.64	
9451417506	001-012-572-20-31-00	CS-Library-Office & Operating	Incandescent light bulbs	(\$31.79)	
Griffen Chris L			Check 36951	6/9/2014	\$187.50
320921493	001-011-515-91-41-00	LG-General Indigent Defense	Public Defender case 320921493	\$187.50	
Growing Green Inc			Check 36952	6/9/2014	\$380.10
20112374	410-016-531-50-31-06	DOE - G1100280 LID Exp	Swale - Hydroseeding mix	\$380.10	
Hadler Debora			Check 36953	6/9/2014	\$13.50
5/29 request	001-000-322-90-00-00	Weapon License Permit - Local	Refund CPL local fee s/b Sno Co	\$13.50	
Industrial Supply Inc			Check 36954	6/9/2014	\$259.68
536072	101-016-542-67-41-00	ST-Street Cleaning	Street sweeper broom	\$259.68	
Intoximeters Inc			Check 36955	6/9/2014	\$213.41
466984	001-008-521-20-31-01	LE-Operating Costs	Dry gas refill	\$213.41	
Lake Industries LLC			Check 36956	6/9/2014	\$1,480.00
28009	410-016-531-50-31-06	DOE - G1100280 LID Exp	Fill for Dispersion ditch	\$240.00	
27991	410-016-531-50-31-06	DOE - G1100280 LID Exp	Fill for disbursement trench	\$100.00	
27988	410-016-531-50-31-06	DOE - G1100280 LID Exp	Fill for disbursement trench	\$40.00	
27981	410-016-531-50-31-06	DOE - G1100280 LID Exp	Fill for disbursement trench	\$280.00	
28004	410-016-531-50-31-06	DOE - G1100280 LID Exp	Fill for disbursement trench	\$160.00	

Invoice	AccountCode	Account Description	Item Description	Amount	
28002	410-016-531-50-31-06	DOE - G1100280 LID Exp	Fill for disbursement trench	\$120.00	
27994	410-016-531-50-31-06	DOE - G1100280 LID Exp	Fill for disbursement trench	\$220.00	
28001	410-016-531-50-31-06	DOE - G1100280 LID Exp	Fill for disbursement trench	\$120.00	
28011	410-016-531-50-31-06	DOE - G1100280 LID Exp	Fill for Dispersion ditch	\$120.00	
27999	410-016-531-50-31-06	DOE - G1100280 LID Exp	Fill for disbursement trench	\$80.00	
Lake Stevens Journal			Check 36957	6/9/2014	\$259.11
1404	001-007-558-50-41-03	PL-Advertising	LUA2014-0005 Kosche Shoreline Variance	\$117.56	
1513	001-007-558-50-41-03	PL-Advertising	Notice of Open House 20 Year Comp Plan	\$26.80	
1453	001-013-518-30-41-01	GG-Advertising	Public Notice-State of the Station	\$16.25	
1514	001-013-518-30-41-01	GG-Advertising	Public Notice-Ordinance 911	\$16.75	
1281	001-013-518-30-41-01	GG-Advertising	Public Notice-Special Mtg 4/17/14	\$16.75	
1401	101-016-542-30-41-01	ST-Advertising	Invitation to bid 2014 Overlays	\$65.00	
Lake Stevens Mini Mart			Check 36958	6/9/2014	\$1.71
17676	001-008-521-20-32-00	LE-Fuel	Fuel	\$1.71	
Lake Stevens School District			Check 36959	6/9/2014	\$8,412.73
880	001-007-559-30-32-00	PB-Fuel	Fuel	\$135.46	
881	001-008-521-20-32-00	LE-Fuel	Fuel	\$5,511.69	
880	001-010-576-80-32-00	PK-Fuel Costs	Fuel	\$81.43	
880	101-016-542-30-32-00	ST-Fuel	Fuel	\$1,218.33	
880	410-016-531-10-32-00	SW-Fuel	Fuel	\$1,465.82	
Lakeside Industries			Check 36960	6/9/2014	\$814.50
3250703MB	101-016-542-64-31-00	ST-Traffic Control - Supply	Asphalt	\$814.50	
Macks Towing			Check 36961	6/9/2014	\$136.00
54954	001-008-521-20-31-01	LE-Operating Costs	Towing case 14-1194	\$136.00	
MAS Modern Marketing			Check 36962	6/9/2014	\$716.18
MMI102426	001-008-521-20-31-01	LE-Operating Costs	Evidence currency bags	\$716.18	
Nordic Services			Check 36963	6/9/2014	\$255.75

Invoice	AccountCode	Account Description	Item Description	Amount
BLD2014-0195	001-000-322-10-00-00	Building Permits	Partial refund Buiding Permit BLD2014-0195	\$255.75
Office of The State Treasurer			Check 36964	6/9/2014
				\$7,404.41
May 2014	633-007-586-00-00-02	Building - State Bl	May 2014 State Court Fees	\$112.50
May 2014	633-008-586-00-00-03	Public Safety And Ed. 1986	May 2014 State Court Fees	\$3,728.94
May 2014	633-008-586-00-00-04	Public Safety And Education	May 2014 State Court Fees	\$2,158.41
May 2014	633-008-586-00-00-05	Judicial Information System-Ci	May 2014 State Court Fees	\$576.73
May 2014	633-008-586-00-00-08	Trauma Care	May 2014 State Court Fees	\$200.57
May 2014	633-008-586-00-00-09	School Zone Safety	May 2014 State Court Fees	\$74.44
May 2014	633-008-586-00-00-10	Public Safety Ed #3	May 2014 State Court Fees	\$180.53
May 2014	633-008-586-00-00-11	Auto Theft Prevention	May 2014 State Court Fees	\$294.08
May 2014	633-008-586-00-00-12	HWY Safety Act	May 2014 State Court Fees	\$11.53
May 2014	633-008-586-00-00-13	Death Inv Acct	May 2014 State Court Fees	\$9.99
May 2014	633-008-586-00-00-14	WSP Highway Acct	May 2014 State Court Fees	\$56.69
Pape Machinery			Check 36965	6/9/2014
				\$5,766.66
240580700	410-016-531-50-31-06	DOE - G1100280 LID Exp	210 Excavator	\$5,766.66
Peace of Mind Office Support			Check 36966	6/9/2014
				\$180.00
5/27 mtg	001-003-514-20-41-00	CC-Professional Services	Minutes of 5/27/14 City Council meeting	\$52.00
5/12 mtg	001-003-514-20-41-00	CC-Professional Services	Minutes of 5/12/14 city council meeting	\$128.00
Public Safety Testing			Check 36967	6/9/2014
				\$8,788.47
2014-5534	001-008-521-20-41-00	LE-Professional Services	Police LT Assessment	\$6,500.00
PSTI-14-144	001-008-521-20-41-00	LE-Professional Services	Background check - Police LT candidate	\$2,288.47
Purchase Power			Check 36968	6/9/2014
				\$350.00
05/25/14	001-007-558-50-42-00	PL-Communication	Postage	\$57.09
05/25/14	001-008-521-20-42-00	LE-Communication	Postage	\$0.26
05/25/14	001-013-518-20-42-00	GG-Communication	Postage	\$270.01
05/25/14	101-016-543-30-42-00	ST-Communications	Postage	\$11.32
05/25/14	410-016-531-10-42-00	SW-Communications	Postage	\$11.32

Invoice	AccountCode	Account Description	Item Description	Amount	
Rairdons			Check 36969	6/9/2014	\$713.12
175088	520-008-594-21-63-00	Capital Equipment	Repair PT55		\$713.12
Red Lion Spokane			Check 36970	6/9/2014	\$706.57
26176365	001-008-521-20-43-00	LE-Travel & Meetings	WASPC - Lorentzen		\$338.64
26176366	001-008-521-20-43-00	LE-Travel & Meetings	WASPC - Ubert		\$367.93
Republic Services 197			Check 36971	6/9/2014	\$357.04
197-001714392	101-016-542-30-45-00	ST-Rentals-Leases	Dumpster services		\$7.65
197-001714392	101-016-544-90-31-02	ST-Operating Cost	Dumpster services		\$170.87
197-001714392	410-016-531-10-31-02	SW-Operating Costs	Dumpster services		\$170.87
197-001714392	410-016-531-10-45-00	SW-Equipment Rental	Dumpster services		\$7.65
Republic Services 197			Check 36972	6/9/2014	\$122.81
197-001714976	001-013-518-20-31-00	GG-Operating	Dumpster services		\$108.66
197-001714976	001-013-518-20-45-00	GG-Equipment Rental	Dumpster services		\$14.15
Republic Services 197			Check 36973	6/9/2014	\$257.17
197-001714206	001-010-576-80-31-00	PK-Operating Costs	Dumpster services		\$243.97
197-001714206	001-010-576-80-45-00	PK-Equipment Rental	Dumpster services		\$13.20
Shred It Western Washington			Check 36974	6/9/2014	\$55.44
9403675070	001-008-521-20-31-01	LE-Operating Costs	Shredding services		\$55.44
Snohomish County Human Service			Check 36975	6/9/2014	\$1,465.21
Q1.2014	001-013-566-00-51-00	GG-Liquor Tax to SnoCo	1st Quarter Liquor Excise Taxes		\$1,465.21
Snohomish County PUD			Check 36976	6/9/2014	\$12,934.16
110805450	001-008-521-50-47-00	LE-Utilities	200558690		\$110.05
104176122	001-010-576-80-47-00	PK-Utilities	202340527		\$16.31
104176588	001-010-576-80-47-00	PK-Utilities	205395999		\$96.71
156910229	001-010-576-80-47-00	PK-Utilities	203203245		\$292.03
137204218	101-016-542-63-47-00	ST-Lighting - Utilities	202624367		\$9,212.46

Invoice	AccountCode	Account Description	Item Description	Amount	
137204220	101-016-542-63-47-00	ST-Lighting - Utilities	202670725	\$1,128.33	
140517949	101-016-542-63-47-00	ST-Lighting - Utilities	201595113	\$331.19	
120757466	101-016-542-63-47-00	ST-Lighting - Utilities	204719074	\$16.57	
137204219	101-016-542-63-47-00	ST-Lighting - Utilities	202648101	\$940.49	
166694667	101-016-542-63-47-00	ST-Lighting - Utilities	203582010	\$133.02	
104176122	101-016-542-63-47-00	ST-Lighting - Utilities	202340527	\$16.31	
124072119	101-016-542-63-47-00	ST-Lighting - Utilities	201973682	\$43.12	
147136284	101-016-542-63-47-00	ST-Lighting - Utilities	203728159	\$91.30	
163398709	101-016-542-63-47-00	ST-Lighting - Utilities	203730189	\$121.01	
133984374	101-016-542-63-47-00	ST-Lighting - Utilities	202013249	\$140.56	
163398710	101-016-542-63-47-00	ST-Lighting - Utilities	203731153	\$139.71	
104176122	410-016-531-10-47-00	SW-Utilities	202340527	\$16.31	
120756889	410-016-531-20-47-00	SW-Aerator Utilities	202427720	\$88.68	
Snohomish County PW V			Check 36977	6/9/2014	\$14,313.16
1000357614	001-008-521-20-48-00	LE-Repair & Maintenance	Vehicle and Radio Repair	\$689.34	
1000357614	101-016-542-30-48-00	ST-Repair & Maintenance	Vehicle Repair	\$6,811.91	
1000357614	410-016-531-10-48-00	SW-Repairs & Maintenance	Vehicle Repair	\$6,811.91	
Snohomish County Treasurer			Check 36978	6/9/2014	\$157.54
May 2014	633-008-586-00-00-01	Crime Victims Compensation	May 2014 Crime Victims Compensation	\$157.54	
Springbrook Nursery			Check 36979	6/9/2014	\$240.00
22022	410-016-531-50-31-06	DOE - G1100280 LID Exp	Removal of wood debris-Disbursement	\$60.00	
220312	410-016-531-50-31-06	DOE - G1100280 LID Exp	Removal of wood debris-Disbursement	\$140.00	
220391	410-016-531-50-31-06	DOE - G1100280 LID Exp	Removal of wood debris-Disbursement	\$40.00	
Tacoma Screw Products Inc			Check 36980	6/9/2014	\$167.00
30528619	001-010-576-80-31-00	PK-Operating Costs	Drill bits/screws	\$27.40	
30526202	101-016-544-90-31-02	ST-Operating Cost	General purpose saw blade	\$14.19	
30528619	101-016-544-90-31-02	ST-Operating Cost	Drill bits/screws	\$27.41	

Invoice	AccountCode	Account Description	Item Description	Amount	
30525580	101-016-544-90-31-02	ST-Operating Cost	White upside down paint	\$28.20	
30528619	410-016-531-10-31-02	SW-Operating Costs	Drill bits/screws	\$27.41	
30525580	410-016-531-10-31-02	SW-Operating Costs	White upside down paint	\$28.20	
30526202	410-016-531-10-31-02	SW-Operating Costs	General purpose saw blade	\$14.19	
Timeless Designs Inc			Check 36981	6/9/2014	\$3,845.26
4326	001-012-572-20-48-00	CS-Library-Repair & Maint.	Carpet install preparation	\$1,663.49	
4325	001-012-572-20-48-00	CS-Library-Repair & Maint.	Remove/install library carpet	\$2,181.77	
Verizon Northwest			Check 36982	6/9/2014	\$2,277.69
9725775742	001-001-513-10-42-00	Executive - Communication	Wireless phone service	\$82.29	
9725775742	001-002-513-11-42-00	AD-Communications	Wireless phone service	\$82.29	
9725775742	001-003-514-20-42-00	CC-Communications	Wireless phone service	\$17.02	
9725775742	001-005-518-10-42-00	HR-Communications	Wireless phone service	\$52.27	
9725775742	001-006-518-80-42-00	IT-Communications	Wireless phone service	\$104.54	
9725775742	001-007-558-50-42-00	PL-Communication	Wireless phone service	\$211.62	
9725775742	001-008-521-20-42-00	LE-Communication	Wireless phone service	\$1,365.40	
9725775742	001-010-576-80-42-00	PK-Communication	Wireless phone service	\$120.75	
9725775742	101-016-543-30-42-00	ST-Communications	Wireless phone service	\$120.75	
9725775742	410-016-531-10-42-00	SW-Communications	Wireless phone service	\$120.76	
Washington Assoc of Sheriffs and Poli			Check 36983	6/9/2014	\$675.00
DUES2014-00453	001-008-521-20-49-00	LE-Miscellaneous	Assciate Dues 2014-2015 Ubert	\$75.00	
INV025569	001-008-521-40-49-01	LE-Staff Development	2014 WASPC registration	\$600.00	
Washington State Dept of Agriculture			Check 36984	6/9/2014	\$33.60
993	001-008-521-20-31-01	LE-Operating Costs	Inspection of Evidence scale	\$33.60	
Washington Tractor			Check 36985	6/9/2014	\$83.67
456367	001-010-576-80-31-00	PK-Operating Costs	V-Belt	\$83.67	
Zachor and Thomas Inc PS			Check 36986	6/9/2014	\$8,580.00
630	001-011-515-30-41-01	PG-Prosecutor Fees	Prosecutor services	\$8,580.00	

Invoice

AccountCode

Account Description

Item Description

Amount

Total Disbursements

\$1,599,112.93



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**CITY OF LAKE STEVENS
REGULAR CITY COUNCIL MEETING MINUTES**

Tuesday, May 27, 2014

Lake Stevens School District Educational Service Center (Admin. Bldg.)
12309 22nd Street N.E., Lake Stevens

CALL TO ORDER: 7:00 p.m. by Mayor Pro Tem Daughtry

COUNCILMEMBERS PRESENT: Kim Daughtry (Mayor Pro Tem), Marcus Tageant, Todd Welch, John Spencer, Sam Low

COUNCILMEMBERS ABSENT: Suzanne Quigley, Kathy Holder

STAFF MEMBERS PRESENT: City Administrator Jan Berg, Planning Director Becky Ableman, Finance Director Barb Stevens, Public Works Director Mick Monken, Interim Police Chief Dan Lorentzen, Human Resources Director Steve Edin, City Attorney Cheryl Beyer

OTHERS: None

Excused Absence.

MOTION: made by Councilmember Spencer, seconded by Councilmember Welch, to excuse Councilmembers Quigley and Holder. Motion carried unanimously (5-0-0-2).

Guest Business.

Carolyn Eslick, 971 Loves Hill Drive, Sultan, WA, Mayor of the City of Sultan, introduced herself and announced she is running for Snohomish County Executive.

Consent Agenda.

MOTION: Councilmember Low moved, Councilmember Tageant seconded, to approve the Consent Agenda (A. Approve 2014 Vouchers [Payroll Direct Deposits 5/15/2014 for \$132,920.55, Payroll Checks 36866-36867 for \$4,813.72, Tax Deposit(s) 5/15/2014 for \$55,322.62, Electronic Funds Transfers ACH for \$6,118.11, Claims 36868-36920 for \$88,307.64, Total Vouchers Approved: \$287,482.64], B. Approve Council Regular Meeting Minutes for May 12, 2014) Motion passed unanimously (5-0-0-2).

Action Items.

Planning Commission Work Program. Planning Director Becky Ableman reviewed the work program for the Planning Commission over the next 12 months. The Comprehensive Plan Update and some code amendments will be a major part of this work. There will be no direct budget impact as the work will be done in house.

MOTION: Councilmember Tageant moved, Councilmember Welch seconded, to approve the 2014 Planning Commission Work Program as presented at the Joint Meeting on April 14, 2014. Motion passed unanimously (5-0-0-2).

Park Board Work Program. Planning Director Becky Ableman reviewed highlights of the Park Board Work Program including the joint planning process with the County on Cavalero Park, Centennial Trail connection, Park and Recreation Code amendments, park impact fee analysis, and the framework for the big trail master plan.

MOTION: Councilmember Low moved, Councilmember Tageant seconded, to approve the 2014 Park Board Work Program as presented at the Joint Meeting on March 10, 2014. Motion passed unanimously (5-0-0-2).

Professional Services Agreement – Summit Law Group for Labor Negotiation Services. City Administrator Jan Berg reviewed the agreement with Summit Law for police guild negotiations not to exceed \$30,000. Three meeting dates have been scheduled starting next month.

MOTION: Councilmember Spencer moved, Councilmember Welch seconded, to authorize the Mayor to enter into the Agreement with Summit Law Group for Labor Negotiation Services. Motion passed unanimously (5-0-0-2).

Council Persons' Business. Councilmembers reported on the following meetings: Sam Low said he left wrist bands for the Council in memory of Sean O' Connell. Everyone is invited to the street dedication on Friday at 10:00. The State Patrol and troopers are excited to be there. - Council President Daughtry reported on the EASC Annual Meeting and the SCT Meeting presentation on manufacturing center and an update on Sound Transit 2.

Staff Reports. City Administrator Jan Berg thanked Sam for bringing the idea of the sign dedication and Council for allowing them to do that. She thanked Mick for spearheading the ceremony. - Planning Director Becky Ableman distributed a final report regarding comparisons with other cities, data for marketing, and information about Lake Stevens' population. This will be a discussion item at the next meeting. - Interim Police Chief Lorentzen noted the Special Olympics Torch Run will be coming through the area on Thursday about 3:00 p.m. from Arlington.

Executive Session.

Council recessed at 7:21 into Executive Session for 15 minutes from 7:25 until 7:40 to discuss one item regarding litigation and one item regarding collective bargaining negotiations with no action expected.

Adjourn.

MOTION: Councilmember Low moved, Councilmember Welch seconded, to adjourn the meeting at 7:41 p.m. Motion passed unanimously (5-0-0-2)

Vern Little, Mayor

Finance Dir. / City Clerk, Barb Stevens



LAKE STEVENS CITY COUNCIL
STAFF REPORT

Council Agenda Date: June 9, 2014

Subject: 2014 Comprehensive Plan Docket Ratification - Resolution 2014-03

Contact Person/Department: Russ Wright / Planning &
Community Development

Budget Impact: N/A

RECOMMENDATION(S)/ACTION REQUESTED OF COUNCIL: Hold a public authorization hearing on proposed Comprehensive Plan map and text amendments under Resolution No. 2014-03 (*Attachment H*) to determine if the proposals merit consideration on the 2014 Docket. Tonight's public hearing will be continued until June 23, 2014 to satisfy procedural noticing requirements before Council takes final action. The Planning Commission recommends approval of the proposed amendments (*Attachment G1*).

If docketed, city staff will conduct additional analysis, based on the merits of the application compared to established review criteria, for review and recommendation by the Planning Commission and action by the City Council. This action is to set the 2014 Docket by resolution and is not a recommendation of approval or denial of any amendments.

SUMMARY: Public hearing to consider two (2) citizen-initiated amendments to the land use map and two (2) city-initiated amendments along with procedural amendments proposed for inclusion on the 2014 Comprehensive Plan Docket (*Attachment A*).

BACKGROUND/ HISTORY: Under the Growth Management Act, the City can amend its Comprehensive Plan and Future Land Use Map once per year through an annual docket process.

The city has received two citizen-initiated amendments to the land use map and concurrent rezone applications.

1. RM-1 – The first request (LUA2014-0007) is to change the land use designation, on two parcels totaling approximately 3.7 acres located at 1113 SR-204, from Medium-Density Residential to Local Commercial. Access to the site would be through an existing commercial development off 10th Street SE (*Attachments B1 and B2*).
2. RM-2 – The second request (LUA2014-0010) is to change the land use designation on seven parcels, totaling approximately 9 acres, to Commercial from High Density Residential and Medium-Density Residential and change the land use designation on a single parcel from Mixed-Use to Local Commercial. City staff recommends the Planning Commission extend the Local Commercial land use designation (and Local Business zoning designation) to the adjacent parcel to the east. Combined, these two parcels total approximately two acres. All of the described properties are located near the eastern intersection of SR-9 and Soper Hill Road. (*Attachments C1 and C2*).

The city is proposing two substantive text amendments to the Comprehensive Plan (LUA2014-0013).

1. RT-1 – The city is proposing a text amendment to Chapter 5 – the Parks, Recreation and Open Space Element, which would add and describe the City Boat Launch Improvement as a project on the Capital Project List of the Parks Element. (*Attachment D*).
2. RT-2 – The city is proposing a text amendment to Chapter 8 – the Capital Facilities Element, which would add the City Boat Launch Improvement as a capital project and add a pedestrian safety improvement project along 91st Ave SE to the Capital Project List (*Attachments E*).
3. RT-3 and RT-4 – Along with the specific defined text amendments, staff will also include standard administrative amendments, including incorporating SEPA documents as a new appendix and updating the dates on the cover, footnotes and the Table of Contents (*Attachments F1 and F2*).

The Comprehensive Plan provides a specific docket review process (Chapter 1, pages 1-21 through 1-27). Section B (Chapter 1, page 1-25 through 1-26) provides specific review criteria for Annual Amendment and Update of the Comprehensive Plan. A staff summary and analysis for each map and text proposal, attached, describe how each proposed amendment is consistent with the annual amendment and ratification criteria.

Section B (Chapter 1, page 1-21 through 1-22) provides specific review criteria for Annual Amendment and Update of the Comprehensive Plan

Annual amendments shall not include significant policy changes, which would be found inconsistent with the adopted Vision Goals (VG-1 through VG-7); rather, they are intended to address the following:

- Major or minor land use and road classification changes
- Amendments to Plan text including support data and implementation
- Changes to Element maps
- Minor changes to policies or clarification
- Other minor text changes

Section H (Chapter 1, page 1-25 through 1-26) provides specific review criteria for Ratification of Docket and Authorization Hearing

The City shall use the following decision criteria in selecting proposals for further analysis and consideration. Proposals must meet subsections 1 through 4 below and either subsection 5 or 6 below.

1. Is the proposed amendment appropriate to the Comprehensive Plan rather than implementation as a development regulation or program?
2. Is the proposed amendment legal? Does the proposed amendment meet existing state and local laws?
3. Is it practical to consider the proposed amendment? Reapplications for reclassification of property reviewed as part of a previous proposal are prohibited unless the applicant establishes there has been a substantial change of circumstances and support a plan or regulation change at this time.
4. Does the City have the resources, including staff and budget, necessary to review the proposed amendment?

5. Does the proposed amendment correct an inconsistency within or make a clarification to a provision of the Plan OR
6. All of the following:
 - a. The proposed amendment demonstrates a strong potential to serve the public interest by implementing specifically identified goals and policies of the Comprehensive Plan; and
 - b. The public interest would best be served by considering the proposal in the current year, rather than delaying consideration to a later subarea plan review or plan amendment process.

DISCUSSION: Staff will begin by discussing the requirements for ratification specified in the Comprehensive Plan. Next, staff will summarize each of the proposed amendments, consistency with the ratification decision criteria, findings and recommendation. Staff has provided a recommendation for City Council's review on each project summary sheet and a recommendation letter from the Planning Commission (*Attachment G1*) and meeting minutes (*Attachment G2*). A draft adopting resolution is attached.

If City Council ratifies the 2014 Docket by resolution (*Attachment H*), staff will provide a detailed analysis for each proposal so decision makers can determine if a proposal meets the criteria to grant or deny the request.

APPLICABLE CITY POLICIES: Comprehensive Plan (pages 1-21 through 1-27)

BUDGET IMPACT: None

ATTACHMENTS:

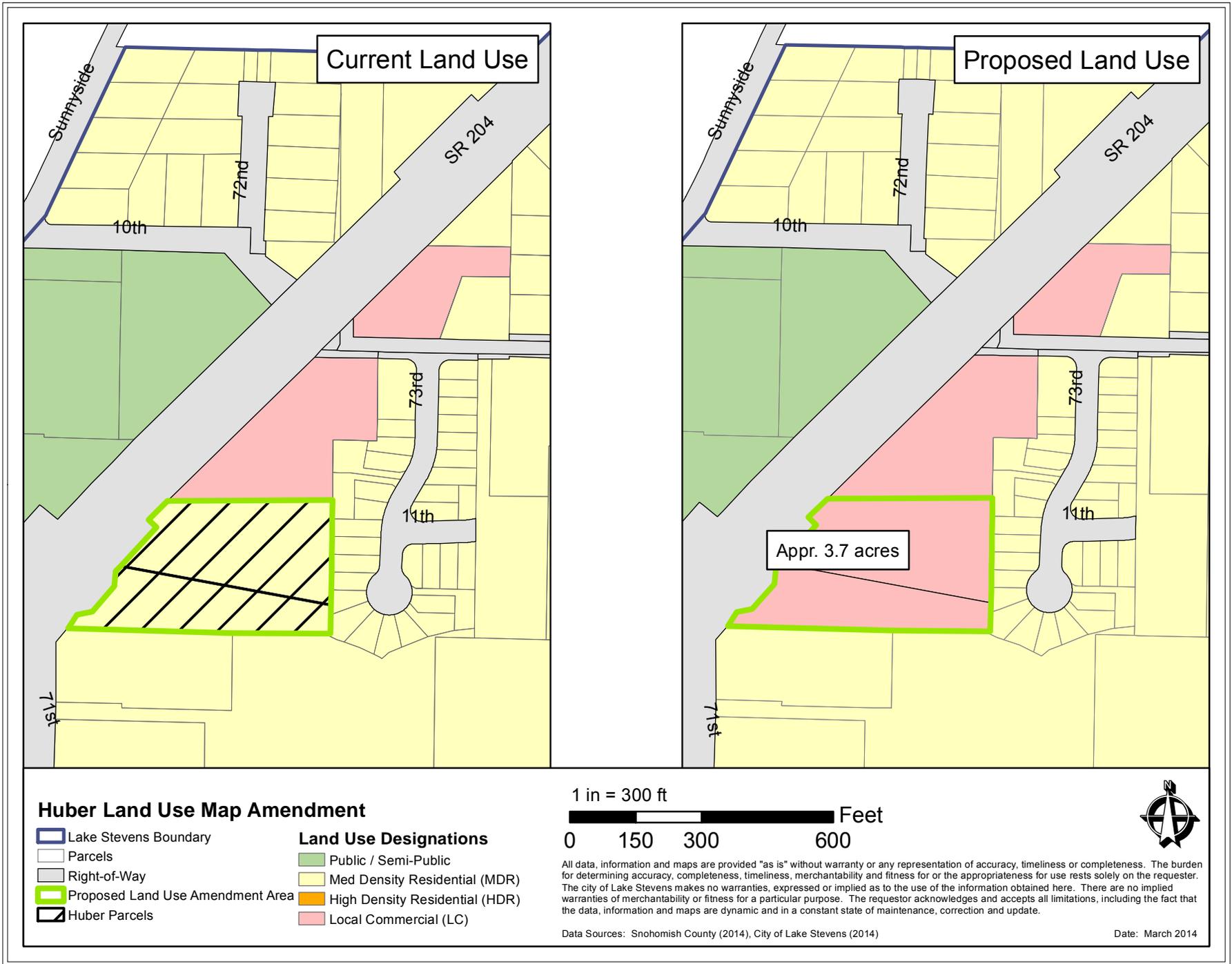
- A. Docket Summary Table
- B1. RM-1 Map
- B2. RM-1 Analysis Sheet
- C1. RM-2 Map
- C2. RM-2 Analysis Sheet
- D. RT-1 Analysis Sheet
- E. RT-2 Analysis Sheet
- F1. RT-3 Analysis Sheet
- F2. RT-4 Analysis Sheet
- G1. Planning Commission Recommendation Letter
- G2. May 21, 2014 Planning Commission Minutes
- H. Resolution No. 2014-03

Attachment A

**SUMMARY OF 2014 DOCKET PROPOSALS
 DRAFT**

RATIFICATION MAPS			
#	<u>NAME</u>	<u>PARCELS/ ACREAGE</u>	<u>REQUEST</u>
RM-1	Minor Map Amendment (LUA2014-0007)	3.7 acres	Citizen request to change the land use designation, for two parcels off SR-204, from Medium Density Residential to Local Commercial.
RM-2	Minor Map Amendment (LUA2014-0010)	9 acres	Segment 1 – Citizen request to change the land use designation on 7 parcels, to Commercial from High Density Residential and Medium-Density Residential; and
		2 acres	Segment 2 – Change the land use designation on a single parcel from Medium-Density Residential to Local Commercial. The city is recommending this land use change be extended to the adjacent parcel to the east.
RATIFICATION TEXT			
#	<u>NAME</u>	<u>REQUEST</u>	
RT-1	Chapter 5 – Parks, Recreation & Open Space	City-initiated text amendment to add a park project(s) to the Capital Project List.	
RT-2	Capital Facilities	City-initiated text amendment to add a park project and pedestrian safety improvement project to the Capital Project List.	
RT-4	Appendices	Add Appendix M – Addendum No. 7 to be prepared as environmental review for 2014 Docket	
RT-5	Update Dates & Table of Contents	Update dates on cover and footers and update Table of Contents	
POTENTIAL DOCKET ITEMS			
City-initiated comprehensive plan map or text amendment.			
Council may add items to the Docket based on recommendation from Planning Commission, discussion of proposed amendments or public testimony			

Attachment B1





2014 Comprehensive Plan Docket Ratification

RM-1 - Staff Summary
 Lake Stevens City Council & Planning Commission

City Council Hearing Date: June 9, 2014
 Planning Commission Hearing Date: May 21, 2014

SUBJECT: Citizen-initiated map amendment

Summary	
Location in Comprehensive Plan: Chapter 4 Land Use Element – Figure 4.1 Land Use Map	
Proposed Change(s): Citizen-initiated request (LUA2014-0007) to change the land use designation, for two parcels near SR-204 and 10 th Street SE, from Medium Density Residential to Local Commercial, as illustrated on the attached map. If docketed, the city will evaluate a concurrent rezone application.	
Applicant: Dave Huber	Property Location(s): 1113 SR-204 (approximately 3.7 acres)
Existing Land Use Designation	Proposed Land Use Designation
Medium-Density Residential	Local Commercial
Existing Zoning District	Proposed Zoning District
Suburban Residential	Local Business

ANALYSIS: Annual amendments shall not include significant policy changes inconsistent with the adopted Vision Goals (VG-1 through VG-7).

Ratification Review	Yes	No
Major or minor land use and road classification changes? Discussion: the proposal is for a minor land use map change and complies with Vision Goals (VG-1 through VG-7), specifically VG-3 and VG-5.	X	
Amendments to Plan text including support data and implementation? Discussion: the proposal does not include text changes.		X
Changes to Element maps? Discussion: the proposal is for a minor land use map change and complies with Vision Goals (VG-1 through VG-7), specifically VG-3 and VG-5.	X	
Minor changes to policies or clarifications? Discussion: the proposal does not include policy changes.		X
Other minor text changes? Discussion: the proposal does not include policy changes.		X

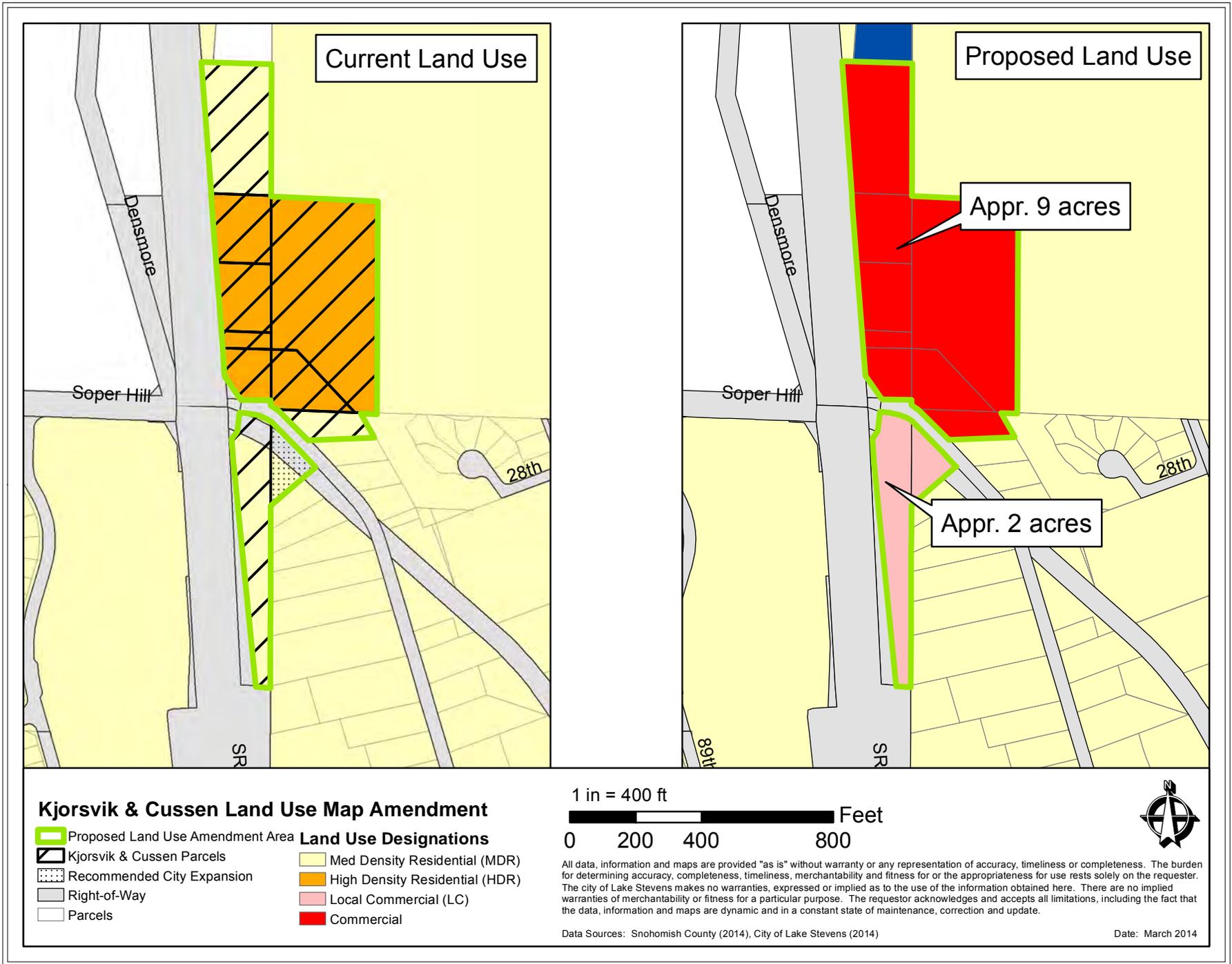
FINDINGS: The city shall use the following decision criteria to select proposals for further analysis and consideration. Proposals must meet subsection 1 through 4 and either subsection 5 or 6, included below.

Decision Criteria	Yes	No
1. Is the proposed amendment appropriate to the Comprehensive Plan rather than implementation as a development regulation or program? Discussion: the proposed minor land use map change is not designed to implement a development regulation or program.	X	
2. Is the proposed amendment legal? Does the proposed amendment meet existing state and local laws? Discussion: the proposed minor land use map change will be reviewed against the current Comprehensive Plan and applicable state laws related to process and environmental review.	X	
3. Is it practical to consider the proposed amendment? Reapplications for reclassification of property reviewed as part of a previous proposal are prohibited, unless the applicant establishes there has been a substantial change of circumstances and support a plan or regulation change at this time. Discussion: the land use designation for the subject properties has not been considered since the area was annexed into the city in 2009.	X	
4. Does the City have the resources, including staff and budget, necessary to review the proposed amendment? Discussion: the Growth Management Act and the city's Comprehensive Plan set a process to review annual amendments to the Comprehensive Plan. By extension, this is a Planning and Community Development function. The applicant has submitted required review fees. The applicant will provide any special studies deemed necessary to continue review at their expense.	X	
5. Does the proposed amendment correct an inconsistency within or make a clarification to a provision of the Plan? OR		X
6. All of the following: a. The proposed amendment demonstrates a strong potential to serve the public interest by implementing specifically identified goals of the Comprehensive Plan? AND Discussion: the proposed minor land use map change meets the following selected goals and policies of the current Comprehensive Plan's Land Use and Economic Development Elements. <ul style="list-style-type: none"> • GOAL 4.3 Economic Development: Attain The Highest Level Of Economic Well-Being Possible For All Citizens In Lake Stevens Through The Achievement Of A Stable And Diversified Economy Offering A Wide Variety Of Employment Opportunities; • GOAL 4.20 Promote Neighborhood Commercial Uses In Appropriate Places; • GOAL 4.22 Apply Commercial Land Use Designations To Prevent Strip Or "Leap-Frog" Commercial Development; and • GOAL 9.5: Improve The City's Economic Condition for a Healthy, Vibrant and Sustainable Community. 	X	
b. The public interest would best be served by considering the proposal in the current year, rather than delaying consideration to a later subarea plan review or plan amendment process. Discussion: the Comprehensive Plan sets a procedure for evaluating minor amendments annually. The city is not considering a subarea plan or other amendments for the property; therefore, there is not a need to postpone review of the request.	X	

Attachment B2

Recommendation	Yes	No
Staff recommends City Council and the Planning Commission consider this proposal for inclusion in the 2014 Comprehensive Plan Docket.	X	
The Planning Commission recommends City Council consider this proposal for inclusion in the 2014 Comprehensive Plan Docket (see attached recommendation letter).		
The City Council accepts this proposal for inclusion in the 2014 Comprehensive Plan Docket.		

Attachment C1



Current Land Use

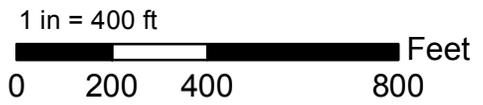
Proposed Land Use

Appr. 9 acres

Appr. 2 acres

Kjorsvik & Cussen Land Use Map Amendment

- | | |
|----------------------------------|--------------------------------|
| Proposed Land Use Amendment Area | Land Use Designations |
| Kjorsvik & Cussen Parcels | Med Density Residential (MDR) |
| Recommended City Expansion | High Density Residential (HDR) |
| Right-of-Way | Local Commercial (LC) |
| Parcels | Commercial |



All data, information and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness. The burden for determining accuracy, completeness, timeliness, merchantability and fitness for or the appropriateness for use rests solely on the requester. The city of Lake Stevens makes no warranties, expressed or implied as to the use of the information obtained here. There are no implied warranties of merchantability or fitness for a particular purpose. The requester acknowledges and accepts all limitations, including the fact that the data, information and maps are dynamic and in a constant state of maintenance, correction and update.



2014 Comprehensive Plan Docket Ratification

RM-2 - Staff Summary

Lake Stevens City Council & Planning Commission

City Council Hearing Date: June 9, 2014

Planning Commission Hearing Date: May 21, 2014

SUBJECT: Citizen-initiated map amendment

Summary	
Location in Comprehensive Plan: Chapter 4 Land Use Element – Figure 4.1 Land Use Map	
Proposed Change(s): Citizen-initiated request (LUA2014-0010) to change the land use designation on seven parcels to Commercial from High Density Residential and Medium-Density Residential and change the land use designation on a single parcel from Medium-Density Residential to Local Commercial. The city is recommending the second proposed land use change be extended to the adjacent parcel to the east. All of the described properties are located on the east side of the intersection of SR-9 and Soper Hill Road as illustrated on the attached map. If docketed, the city will evaluate a concurrent rezone application.	
Applicants: Walter Kjorsvik and Harry Cussen	Property Location(s): Intersection of SR-9 and Soper Hill Road (11-acres and 9 parcels)
Existing Land Use Designation	Proposed Land Use Designation
Segment 1 - High Density Residential and Medium-Density Residential	Commercial
Segment 2 - Medium-Density Residential	Local Commercial
Existing Zoning District	Proposed Zoning District
Segment 1 - High Urban Residential, Multifamily Residential, and Suburban Residential	Commercial District
Segment 2 – Mixed-Use	Local Business

ANALYSIS: Annual amendments shall not include significant policy changes inconsistent with the adopted Vision Goals (VG-1 through VG-7).

Ratification Review	Yes	No
Major or minor land use and road classification changes? Discussion: the proposal is for a minor land use map change and complies with Vision Goals (VG-1 through VG-7), specifically VG-3 and VG-5.	X	
Amendments to Plan text including support data and implementation? Discussion: the proposal does not include text changes.		X
Changes to Element maps? Discussion: the proposal is for a minor land use map change and complies with Vision Goals (VG-1 through VG-7), specifically VG-3 and VG-5.	X	
Minor changes to policies or clarifications? Discussion: the proposal does not include policy changes.		X
Other minor text changes? Discussion: the proposal does not include policy changes.		X

FINDINGS: The city shall use the following decision criteria to select proposals for further analysis and consideration. Proposals must meet subsection 1 through 4 and either subsection 5 or 6, included below.

Decision Criteria	Yes	No
1. Is the proposed amendment appropriate to the Comprehensive Plan rather than implementation as a development regulation or program? Discussion: the proposal is for a minor land use map change; it is not designed to implement a development regulation or program.	X	
2. Is the proposed amendment legal? Does the proposed amendment meet existing state and local laws? Discussion: the proposal is for a minor land use map change that will be reviewed against the current Comprehensive Plan and applicable state laws related to process and environmental review.	X	
3. Is it practical to consider the proposed amendment? Reapplications for reclassification of property reviewed as part of a previous proposal are prohibited, unless the applicant establishes there has been a substantial change of circumstances and support a plan or regulation change at this time. Discussion: The southern segment of the subject properties received a change in Land Use in 2007 (Ordinance No. 762) to Mixed-Use and were subsequently rezoned to Mixed-Use with an implementing Development Agreement in 2088 (Ordinance No. 780 and Resolution 2008-4). Since then, no development has occurred under the current designation or agreement. The other areas received their current designations after annexation into the city – again no development has occurred on these properties as designated. Some changes in condition have occurred since the last land use changes. The applicant suggests commercial designations would be more convenient and better suited for uses at the intersection of two arterial roadways. Additionally, the properties on the west side of SR-9, located within the city of Marysville have a land use and zoning designation of Community Business.	X	
4. Does the City have the resources, including staff and budget, necessary to review the proposed amendment? Discussion: the Growth Management Act and the city’s Comprehensive Plan set a process to review annual amendments to the Comprehensive Plan. By extension, this is a Planning and Community Development function. The applicant has submitted required review fees. Any special studies deemed necessary to continue review will be provided by the applicant at their expense.	X	
5. Does the proposed amendment correct an inconsistency within or make a clarification to a provision of the Plan? OR		X
6. All of the following: a. The proposed amendment demonstrates a strong potential to serve the public interest by implementing specifically identified goals of the Comprehensive Plan? AND Discussion: the proposed minor land use map change meets the following selected goals and policies of the current Comprehensive Plan’s Land Use and Economic Development Elements. <ul style="list-style-type: none"> • GOAL 4.3 Economic Development: Attain The Highest Level Of Economic Well-Being Possible For All Citizens In Lake Stevens Through The Achievement Of A Stable And Diversified Economy Offering A Wide Variety Of Employment Opportunities; 	X	

<ul style="list-style-type: none"> • GOAL 4.20 Promote Neighborhood Commercial Uses In Appropriate Places; • GOAL 4.22 Apply Commercial Land Use Designations To Prevent Strip Or "Leap-Frog" Commercial Development; and • GOAL 9.5: Improve The City’s Economic Condition for a Healthy, Vibrant and Sustainable Community. 		
<p>b. The public interest would best be served by considering the proposal in the current year, rather than delaying consideration to a later subarea plan review or plan amendment process.</p> <p>Discussion: the Comprehensive Plan sets a procedure for evaluating minor amendments annually. The city is not considering a subarea plan or other amendments for the property; therefore, there is not a need to postpone review of the request.</p>	X	

Recommendation	Yes	No
Staff recommends City Council and the Planning Commission consider this proposal for inclusion in the 2014 Comprehensive Plan Docket.	X	
The Planning Commission recommends City Council consider this proposal for inclusion in the 2014 Comprehensive Plan Docket (see attached recommendation letter).		
The City Council accepts this proposal for inclusion in the 2014 Comprehensive Plan Docket.		

Attachment D



**2014 Comprehensive Plan
 Docket Ratification**

RT-1 Staff Summary
 Lake Stevens City Council & Planning Commission

City Council Hearing Date: June 9, 2014
 Planning Commission Hearing Date: May 21, 2014

SUBJECT: City-initiated text amendment

Summary
Location in Comprehensive Plan: Chapter 5 Parks, Recreation & Open Space Element
Proposed Change(s): City-initiated request (LUA2014-0013) to add and describe the City Boat Launch Improvement as a project on the Capital Project List of the Parks Element.
Applicant: City of Lake Stevens Planning & Community Development

ANALYSIS: Annual amendments shall not include significant policy changes inconsistent with the adopted Vision Goals (VG-1 through VG-7).

Ratification Review	Yes	No
Major or minor land use and road classification changes? Discussion: the proposal does not change land use or road classifications.		X
Amendments to Plan text including support data and implementation? Discussion: the proposal would move a project identified in the Needs Assessment of the Parks Element (Page 5-30) onto the Capital Project List of the element. The project will be cross-referenced in the Capital Facilities Element and complies with Vision Goals (VG-1 through VG-7), specifically VG-6.	X	
Changes to Element maps? Discussion: the proposal does not change land use or road classifications.		X
Minor changes to policies or clarifications? Discussion: the proposal does not include policy changes.		X
Other minor text changes? Discussion: the proposal does not include policy changes.		X

FINDINGS: The city shall use the following decision criteria to select proposals for further analysis and consideration. Proposals must meet subsection 1 through 4 and either subsection 5 or 6, included below.

Decision Criteria	Yes	No
1. Is the proposed amendment appropriate to the Comprehensive Plan rather than implementation as a development regulation or program? Discussion: the proposal would move a project identified in the Needs Assessment of the Parks Element (Page 5-30) onto the Capital Project List of the element. The project will be cross-referenced in the Capital Facilities Element and complies with Vision Goals (VG-1 through VG-7), specifically VG-6. Implementation of a specific project may follow under review of a separate land use application.	X	

<p>2. Is the proposed amendment legal? Does the proposed amendment meet existing state and local laws? Discussion: the proposal is legal and consistent with the Comprehensive Plan and Growth Management Act. Future development projects will need to meet applicable laws at the time of application.</p>	<p>X</p>	
<p>3. Is it practical to consider the proposed amendment? Reapplications for reclassification of property reviewed as part of a previous proposal are prohibited, unless the applicant establishes there has been a substantial change of circumstances and support a plan or regulation change at this time. Discussion: the proposal would move a project identified in the Needs Assessment of the Parks Element (Page 5-30) onto the Capital Project List of the element. The project will be cross-referenced in the Capital Facilities Element. Significant projects must be included on the Capital Facilities Plan before they can be constructed.</p>	<p>X</p>	
<p>4. Does the City have the resources, including staff and budget, necessary to review the proposed amendment? Discussion: the Growth Management Act and the city’s Comprehensive Plan set a process to review annual amendments to the Comprehensive Plan. By extension, this is a Planning and Community Development function.</p>	<p>X</p>	
<p>5. Does the proposed amendment correct an inconsistency within or make a clarification to a provision of the Plan? OR</p>		<p>X</p>
<p>6. All of the following: a. The proposed amendment demonstrates a strong potential to serve the public interest by implementing specifically identified goals of the Comprehensive Plan. AND Discussion: the proposed amendment meets the following selected goals and policies of the current Comprehensive Plan’s Land Use and Economic Development Elements.</p> <ul style="list-style-type: none"> • GOAL 4.4 Neighborhood Conservation: Achieve a Well Balanced and Well Organized Combination of Open Space, Commercial, Industrial, Recreation and Public Uses...; • GOAL 4.33 Give Priority to Shoreline Areas to Water-Oriented Uses and Discourage Non-Water-Oriented Uses; • GOAL 4.36 Protect and Enhance Shoreline Visual and Physical Access Consistent with Shoreline Management Act and Public Trust Doctrine Principles; • GOAL 5.1 Provide a High-Quality, Diversified Parks, Recreation and Open Space System that Provides Recreational and Cultural Opportunities for All Ages and Interest Groups; and • GOAL 5.5 Maintain Park Facilities to Maximize Life of The Facilities and to Provide an Attractive and Pleasing Environment for Users. 	<p>X</p>	
<p>b. The public interest would best be served by considering the proposal in the current year, rather than delaying consideration to a later subarea plan review or plan amendment process. Discussion: the Comprehensive Plan sets a procedure for evaluating minor amendments annually – the existing Parks Element supports the proposal; therefore, there is not a need to postpone review of the request.</p>	<p>X</p>	

Attachment D

Recommendation	Yes	No
Staff recommends City Council and the Planning Commission consider this proposal for inclusion in the 2014 Comprehensive Plan Docket.	X	
The Planning Commission recommends City Council consider this proposal for inclusion in the 2014 Comprehensive Plan Docket (see attached recommendation letter).	X	
The City Council accepts this proposal for inclusion in the 2014 Comprehensive Plan Docket.		

Attachment E



**2014 Comprehensive Plan
 Docket Ratification**

RT-2 Staff Summary
 Lake Stevens City Council & Planning Commission

City Council Hearing Date: June 9, 2014
 Planning Commission Hearing Date: May 21, 2014

SUBJECT: City-initiated text amendment

Summary
Location in Comprehensive Plan: Chapter 8 Capital Facilities
Proposed Change(s): City-initiated request (LUA2014-0013) to add a park project (City Boat Launch) and pedestrian safety improvement project (91 st Ave SE) to the Capital Project List.
Applicant: City of Lake Stevens Planning & Community Development

ANALYSIS: Annual amendments shall not include significant policy changes inconsistent with the adopted Vision Goals (VG-1 through VG-7).

Ratification Review	Yes	No
Major or minor land use and road classification changes? Discussion: the proposal does not change land use or road classifications.		X
Amendments to Plan text including support data and implementation? Discussion: the proposal would move a project identified in the Needs Assessment of the Parks Element (Page 5-30) onto the Capital Project List in the Capital Facilities Element and add a pedestrian safety improvement project to the Capital Project List. The requested text amendments comply with Vision Goals (VG-1 through VG-7).	X	
Changes to Element maps? Discussion: the proposal does not change land use or road classifications.		X
Minor changes to policies or clarifications? Discussion: the proposal does not include policy changes.		X
Other minor text changes? Discussion: the proposal does not include policy changes.		X

FINDINGS: The city shall use the following decision criteria to select proposals for further analysis and consideration. Proposals must meet subsection 1 through 4 and either subsection 5 or 6, included below.

Decision Criteria	Yes	No
1. Is the proposed amendment appropriate to the Comprehensive Plan rather than implementation as a development regulation or program? Discussion: the proposal would move a project identified in the Needs Assessment of the Parks Element (Page 5-30) onto the Capital Project List (Table 8-1) of the Capital Project element and add a pedestrian safety improvement project along 91 st Ave SE based on need and selection criteria from the Pedestrian Connection Plan. Construction of specific projects may follow under review of a separate land use application.	X	

Attachment E

<p>2. Is the proposed amendment legal? Does the proposed amendment meet existing state and local laws? Discussion: the proposal is legal and consistent with the Comprehensive Plan and Growth Management Act. Future development projects will need to meet applicable laws at the time of application.</p>	X	
<p>3. Is it practical to consider the proposed amendment? Reapplications for reclassification of property reviewed as part of a previous proposal are prohibited, unless the applicant establishes there has been a substantial change of circumstances and support a plan or regulation change at this time. Discussion: the proposal would move a project identified in the Needs Assessment of the Parks Element (Page 5-30) onto the Capital Project List (Table 8-1) of the Capital Project element and add a pedestrian safety improvement project (to be determined) based on need and selection criteria from the Pedestrian Connection Plan. Construction of specific projects may follow under review of a separate land use application. Significant projects must be included on the Capital Facilities Plan before they can be constructed.</p>	X	
<p>4. Does the City have the resources, including staff and budget, necessary to review the proposed amendment? Discussion: the Growth Management Act and the city’s Comprehensive Plan set a process to review annual amendments to the Comprehensive Plan. By extension, this is a Planning and Community Development function.</p>	X	
<p>5. Does the proposed amendment correct an inconsistency within or make a clarification to a provision of the Plan? OR</p>		X
<p>6. All of the following: a. The proposed amendment demonstrates a strong potential to serve the public interest by implementing specifically identified goals of the Comprehensive Plan? AND Discussion: the proposed amendment meets the following selected goals and policies of the current Comprehensive Plan’s Land Use, Transportation and Economic Development Elements.</p> <ul style="list-style-type: none"> • GOAL 4.4 Neighborhood Conservation: Achieve a Well Balanced and Well Organized Combination of Open Space, Commercial, Industrial, Recreation and Public Uses...; • GOAL 4.33 Give Priority to Shoreline Areas to Water-Oriented Uses and Discourage Non-Water-Oriented Uses; • GOAL 4.36 Protect and Enhance Shoreline Visual and Physical Access Consistent with Shoreline Management Act and Public Trust Doctrine Principles; • GOAL 5.1 Provide a High-Quality, Diversified Parks, Recreation and Open Space System that Provides Recreational and Cultural Opportunities for All Ages and Interest Groups; • GOAL 5.5 Maintain Park Facilities to Maximize Life of the Facilities and to Provide an Attractive and Pleasing Environment for Users; • GOAL 6.2 Strive for Continuous and Long Term Expansions to the Trail and Pedestrian System. • GOAL 8.1 Provide Public Facilities in a Manner which Protects Investments in and Maximizes Use of, Existing Facilities and Promotes Orderly Compact Urban Growth; and 	X	

Attachment E

<ul style="list-style-type: none"> GOAL 8.4 Coordinate Land Use Decisions and Financial Resources with a Schedule of Capital Improvements to Meet Adopted Level of Service Standards, Measurable Objectives. 		
<p>b. The public interest would best be served by considering the proposal in the current year, rather than delaying consideration to a later subarea plan review or plan amendment process.</p> <p>Discussion: the Comprehensive Plan sets a procedure for evaluating minor amendments annually – the existing Parks Element supports the proposal. The Land Use and Transportation Elements support pedestrian improvements; therefore, there is not a need to postpone review of the request.</p>	X	

Recommendation	Yes	No
Staff recommends City Council and the Planning Commission consider this proposal for inclusion in the 2014 Comprehensive Plan Docket.	X	
The Planning Commission recommends City Council consider this proposal for inclusion in the 2014 Comprehensive Plan Docket (see attached recommendation letter).	X	
The City Council accepts this proposal for inclusion in the 2014 Comprehensive Plan Docket.		



2014 Comprehensive Plan Docket Ratification

RT-3 Staff Summary
 Lake Stevens City Council & Planning Commission

City Council Hearing Date: June 9, 2014
 Planning Commission Hearing Date: May 21, 2014

SUBJECT: City-initiated text amendment

Summary
Location in Comprehensive Plan: New Appendix N
Proposed Change(s): City-initiated text changes to the Comprehensive Plan, as part of the 2014 Comprehensive Plan Docket (LUA2014-0013), to add SEPA environmental review documents as a new appendix.
Applicant: City of Lake Stevens Planning & Community Development

ANALYSIS: Annual amendments shall not include significant policy changes inconsistent with the adopted Vision Goals (VG-1 through VG-7).

Ratification Review	Yes	No
Major or minor land use and road classification changes? Discussion: the proposal does not change land use or road classifications.		X
Amendments to Plan text including support data and implementation? Discussion: the proposal updates procedural SEPA documentation in a technical appendix.	X	
Changes to Element maps? Discussion: the proposal does not change land use or road classifications.		X
Minor changes to policies or clarifications? Discussion: the proposal does not include policy changes.		X
Other minor text changes? Discussion: the proposal does not include policy changes.		X

FINDINGS: The city shall use the following decision criteria to select proposals for further analysis and consideration. Proposals must meet subsection 1 through 4 and either subsection 5 or 6, included below.

Decision Criteria	Yes	No
1. Is the proposed amendment appropriate to the Comprehensive Plan rather than implementation as a development regulation or program? Discussion: the proposal would document and add SEPA review documents to the Comprehensive Plan by reference.	X	
2. Is the proposed amendment legal? Does the proposed amendment meet existing state and local laws? Discussion: the proposal is legal and consistent with the Comprehensive Plan and Growth Management Act, and the State Environmental Policy Act.	X	

<p>3. Is it practical to consider the proposed amendment? Reapplications for reclassification of property reviewed as part of a previous proposal are prohibited, unless the applicant establishes there has been a substantial change of circumstances and support a plan or regulation change at this time. Discussion: the proposal would document and add SEPA review documents to the Comprehensive Plan by reference.</p>	X	
<p>4. Does the City have the resources, including staff and budget, necessary to review the proposed amendment? Discussion: the Growth Management Act and the city’s Comprehensive Plan set a process to review annual amendments to the Comprehensive Plan. By extension, this is a Planning and Community Development function.</p>	X	
<p>5. Does the proposed amendment correct an inconsistency within or make a clarification to a provision of the Plan? OR Discussion: the proposal would document and add SEPA review documents to the Comprehensive Plan by reference to ensure consistency.</p>	X	
<p>6. All of the following: a. The proposed amendment demonstrates a strong potential to serve the public interest by implementing specifically identified goals of the Comprehensive Plan? AND Discussion: Not applicable, procedural change.</p>		X
<p>b. The public interest would best be served by considering the proposal in the current year, rather than delaying consideration to a later subarea plan review or plan amendment process. Discussion: Not applicable, procedural change.</p>		X

Recommendation	Yes	No
Staff recommends City Council and the Planning Commission consider this proposal for inclusion in the 2014 Comprehensive Plan Docket.	X	
The Planning Commission recommends City Council consider this proposal for inclusion in the 2014 Comprehensive Plan Docket (see attached recommendation letter).	X	
The City Council accepts this proposal for inclusion in the 2014 Comprehensive Plan Docket.		



2014 Comprehensive Plan Docket Ratification

RT-4 Staff Summary
 Lake Stevens City Council & Planning Commission

City Council Hearing Date: June 9, 2014
 Planning Commission Hearing Date: May 21, 2014

SUBJECT: City-initiated text amendment

Summary
Location in Comprehensive Plan: Cover, footers and Table of Contents.
Proposed Change(s): City-initiated text changes to the Comprehensive Plan, as part of the 2014 Comprehensive Plan Docket (LUA2014-0013), to update the dates on the cover, footnotes and the Table of Contents.
Applicant: City of Lake Stevens Planning & Community Development

ANALYSIS: Annual amendments shall not include significant policy changes inconsistent with the adopted Vision Goals (VG-1 through VG-7).

Ratification Review	Yes	No
Major or minor land use and road classification changes? Discussion: the proposal does not change land use or road classifications.		X
Amendments to Plan text including support data and implementation? Discussion: the proposal does not change data or implementation.		X
Changes to Element maps? Discussion: the proposal does not change land use maps.		X
Minor changes to policies or clarifications? Discussion: the proposal does not include policy changes.		X
Other minor text changes? Discussion: the proposal includes minor “housekeeping” changes to update affected notes, table of contents and text footers.	X	

FINDINGS: The city shall use the following decision criteria to select proposals for further analysis and consideration. Proposals must meet subsection 1 through 4 and either subsection 5 or 6, included below.

Decision Criteria	Yes	No
1. Is the proposed amendment appropriate to the Comprehensive Plan rather than implementation as a development regulation or program? Discussion: the proposal includes minor “housekeeping” changes to update affected notes, table of contents and text footers.	X	
2. Is the proposed amendment legal? Does the proposed amendment meet existing state and local laws? Discussion: the proposal is legal and consistent with the Comprehensive Plan and Growth Management Act, and the State Environmental Policy Act.	X	

<p>3. Is it practical to consider the proposed amendment? Reapplications for reclassification of property reviewed as part of a previous proposal are prohibited, unless the applicant establishes there has been a substantial change of circumstances and support a plan or regulation change at this time. Discussion: the proposal includes minor “housekeeping” changes to update affected notes, table of contents and text footers.</p>	<p>X</p>	
<p>4. Does the City have the resources, including staff and budget, necessary to review the proposed amendment? Discussion: the Growth Management Act and the city’s Comprehensive Plan set a process to review annual amendments to the Comprehensive Plan. By extension, this is a Planning and Community Development function.</p>	<p>X</p>	
<p>5. Does the proposed amendment correct an inconsistency within or make a clarification to a provision of the Plan? OR Discussion: the proposal includes minor “housekeeping” changes to update affected notes, table of contents and text footers.</p>	<p>X</p>	
<p>6. All of the following: a. The proposed amendment demonstrates a strong potential to serve the public interest by implementing specifically identified goals of the Comprehensive Plan? AND Discussion: Not applicable, procedural change.</p>		<p>X</p>
<p>b. The public interest would best be served by considering the proposal in the current year, rather than delaying consideration to a later subarea plan review or plan amendment process. Discussion: Not applicable, procedural change.</p>		<p>X</p>

Recommendation	Yes	No
<p>Staff recommends City Council and the Planning Commission consider this proposal for inclusion in the 2014 Comprehensive Plan Docket.</p>	<p>X</p>	
<p>The Planning Commission recommends City Council consider this proposal for inclusion in the 2014 Comprehensive Plan Docket (see attached recommendation letter).</p>	<p>X</p>	
<p>The City Council accepts this proposal for inclusion in the 2014 Comprehensive Plan Docket.</p>		



May 21, 2013

Lake Stevens City Council
1812 Main Street
Lake Stevens, WA 98258

**Subject: Planning Commission Recommendation
2014 Comprehensive Plan Docket Ratification – LUA 2014-0007, LUA2014-0009 and
LUA2014-0013**

Dear Council Members:

The Lake Stevens Planning Commission held a public hearing on Wednesday, May 21, 2013 to consider proposed map and text amendments to the Comprehensive Plan to determine whether these proposals should be included for further analysis on the 2014 Docket.

Commissioners Present: Hoult, Huxford, Matlack, and Petershagen

PLANNING COMMISSION PUBLIC HEARING (May 21, 2014)

Planning and Community Development staff presented the proposed amendments and responded to questions. Staff discussed the background and overview of the Docket and Comprehensive Plan amendments; presented each proposed amendment individually, describing whether each proposal met the requirements for annual amendments and the findings to allow the proposal to proceed through the amendment cycle. The detailed analysis will be completed for these projects on the final 2014 Docket if ratified by the City Council.

Two citizens provided initial comments related to the citizen-initiated proposals. The first speaker was the applicant for **LUA 2014-0007 (RM-1)** who spoke in favor of docketing the requested map amendment located near 10th Street SE and SR-204 because of its location and visibility. The speaker did not testify about the merits of the application as they relate to the docketing process. The next speaker relayed concerns about the proposed map amendment **LUA 2014-0009 (RM-2)** located near SR-9 and Soper Hill, specifically safety concerns about Soper Hill Road for pedestrians and its use as a bypass from SR-9 and the type and scale of commercial development. The speaker did not testify about the merits of the application as they relate to the docketing process. No public comment was received regarding the city-initiated text amendments **LUA2014-0013 (RT 1 – RT4)**.

A more detailed description of the public testimony and the Planning Commission's discussion are included in the attached draft Planning Commission meeting minutes.

FINDINGS AND CONCLUSIONS

The Planning Commission hereby adopts staff’s findings and conclusions, as outlined in the staff report and docket summary sheets dated May 21, 2014, and concludes that the proposed amendments:

- (1) Are consistent with the adopted Lake Stevens Comprehensive Plan;
- (2) Meet the criteria for inclusion on the annual Comprehensive Plan Amendment Docket; and
- (3) Comply with the Growth Management Act.

PLANNING COMMISSION RECOMMENDATION

MOTION / RECOMMENDATION:

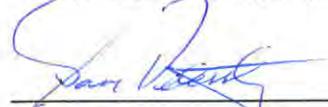
Forward the docket proposals RM-1, RM-2, RT-1 – RT-4, together with the public comments and commissioner concerns expressed in the May 21st public hearing, to be addressed in the forwarding recommendation letter to City Council.

The Planning Commission recommended the Council include the proposed map and text amendments as part of the 2014 Docket. The Planning Commission also wanted to alert Council to initial concerns addressed during Public testimony and Commission deliberation related primarily to LUA2014-0009 (RM-2), specifically safety concerns on Soper Hill, the quality and scale of future commercial development in this area, a desire to limit sprawling commercial development on SR-9, and potential competition to the subarea plans. Full comments included in attached meeting minutes.

The Motion passed 3:1 with Commissioner Petershagen dissenting on procedural grounds because the recommendation included comments and issues beyond the established docketing criteria.

Respectfully submitted,

Lake Stevens Planning Commission


_____, Chair
Gary Petershagen


_____, Vice Chair
Janice Huxford

PLANNING COMMISSION PUBLIC HEARING MINUTES

Community Center
1808 Main Street, Lake Stevens
Wednesday, May 21, 2014

CALL TO ORDER: 7: 00 pm by Chair Petershagen

MEMBERS PRESENT: Chair Gary Petershagen, Vice-Chair Janice Huxford, Linda Hoult, and Tom Matlack

MEMBERS ABSENT: Jennifer Davis, Sammie Thurber, Pam Barnet

STAFF PRESENT: Planning & Community Development Director Rebecca Ableman, Senior Planner Russ Wright and Planning/Public Works Coordinator Georgine Rosson

OTHERS PRESENT: Chair Petershagen welcomed the following members of the public:

Grant Elsworth
Dave Huber

Excused Absence: Commissioner Hoult motioned to excuse Commissioners Davis, Thurber and Barnet, Vice-Chair Huxford second, motion passed 4-0-0-3.

Guest Business: Mr. Elsworth asked if members of the audience would be able to discuss the Soper Hill rezone during the public hearing. Chair Petershagen confirmed there would be opportunity for the public to comment.

Action Items:

Approval of April 2, 2014 Minutes: Chair Petershagen made a correction to the spelling of a guest name (Kyle Mose). Vice-Chair Huxford made a motion to approve the corrected minutes, Commissioner Hoult second, motion passed 4-0-0-3.

Approval of May 7, 2014 Open House Minutes: Commissioner Hoult made a motion to approve minutes, Commissioner Matlack second, motion passed 4-0-0-3. Vice-Chair Huxford asked about minutes from the April 14th joint meeting with council. Director Ableman responded she would provide minutes from this meeting.

Public Hearing:

Chair Petershagen read the public hearing procedures and officially opened the Public Hearing.

Staff Presentation: 2014 Comprehensive Plan Docket Ratification - Senior Planner Russ Wright:

Senior Planner Russ Wright introduced the items for consideration under the 2014 docket. He stated that tonight's public hearing was the first step in the docket ratification process. Planning Commissioners must consider the specific review criteria set out in

Section H of Chapter 1 of the Comprehensive Plan. The action taken is a procedural step to set the 2014 Docket. Planning Commission action is not a recommendation of approval or denial of any amendments. If Council decides to docket the amendments, staff will conduct further analysis and Planning Commission will consider the merits of the proposed amendments and make a recommendation to the City Council. Mr. Wright summarized each of the amendments, including two citizen-initiated amendments to the land use map and two substantive city-initiated text amendments summarized below.

1. RM-1 – Change land use designation on two parcels totaling approximately 3.7 acres located at 1113 SR-204, from Medium Density Residential to Local Commercial. Access to the site would be through existing commercial development off 10th Street SE.
 2. RM-2 - Change land use designation on seven parcels, totaling approximately 9 acres, from High Density Residential and Medium Density Residential to Commercial, and change the land use designation on a single parcel from Mixed Use to Local Commercial. City staff recommends the planning commission extend the Local Commercial land use designation (and Local Business zoning designation) to the adjacent parcel to the east. Combined, these two parcels total approximately two acres. All of the described properties are located near the eastern intersection of SR-9 and Soper Hill Road.
-
1. RT-1 – Text amendment to Chapter 5 – the Parks, Recreation and Open Space Element, which would add and describe the City Boat Launch Improvement as a project on the Capital Project List of the Parks Element.
 2. RT-2 – Text amendment to Chapter 8 – the Capital Facilities Element, which would add the City Boat Launch Improvement as a capital project and add a pedestrian safety improvement project to the Capital Project List.

Additionally, the city is proposing RT-3 and RT-4 incorporating SEPA documents and updating the dates on the cover, footnotes and the Table of Contents, as standard administrative amendments.

Staff recommended acceptance of the city and citizen-initiated amendments on the 2014 Docket.

Commission's questions for Staff:

- Vice-Chair Huxford asked about RT-2 and lack of specificity for the pedestrian safety improvement project. Mr. Wright responded that the staff report was completed before Public Works staff identified a specific pedestrian safety project. Public Works has since chosen 91st Avenue to concentrate on pedestrian improvements.
- Chair Petershagen asked about the scope of work for the boat launch. Mr. Wright responded the scope will include much more than a new boat launch, it will also include permanent restrooms. The full scope of work is still being developed.

- Commissioner Hoult had several questions that focused on the proposed RM-2 amendment. She asked the difference between Commercial and Local Commercial zoning, and why should there be a higher density commercial zoning in the Soper Hill area? She also mentioned the Soper Hill area is not a designated commercial center area. Mr. Wright responded the Commercial zoning allows for big box stores, while Local Commercial zoning is smaller scale, serving a local population; Mr. Wright also stated the proximity of the Soper Hill location to Highway 9 does lend itself to a larger commercial development. Director Ableman stated the city does have existing commercial to the south and industrial zoning directly to the north of this site. Mr. Wright discussed the zoning on the west side of Highway 9, inside Marysville city limits, which is zoned Community Business and Mixed-Use.
- Commissioner Hoult does not want to see the Highway 9 corridor become like Aurora Avenue.
- Chair Petershagen mentioned development space [along SR-9] might be limited due to overhead power line utility easements that run through this area.
- Commissioner Hoult asked what is considered a minor amendment. Mr. Wright responded that major/minor amendments are based on acreage, RM-2 is considered a minor amendment.
- Commissioner Thurber's written comments were distributed to the commissioners.

Public Comments:

- Mr. Dave Huber, 7304 10th Street SE, B201, Lake Stevens. Mr. Huber is the proponent for the RM-1 proposed amendment. Mr. Huber believes this site is a "natural" for a commercial rezone. The property is land locked and has site distance issues for any type of access off SR-204. The only access is from the commercial property to the northeast off 10th Street SE. Due to the slopes, even if this property were developed to its fullest potential, the views of neighboring properties would not be obstructed. Mr. Huber stated it makes sense to develop commercial properties on busy highways due to exposure. No critical areas are located on this property except at the south end where there is a ravine.
- Mr. Grant Elsworth, 2628 Soper Hill Road, Lake Stevens. Mr. Elsworth lives near the proposed RM-2 rezone area. His primary concern is safety. The posted speed limit for Soper Hill Road is 25 mph. According to Mr. Elsworth, the average speed traveled on this road is 37 mph, there are no sidewalks and no shoulders, and is used as a main arterial for Crosswater and other developments to get to the lake. It is also used as a shortcut to Highway 9. If the land use designation of this area is going to be changed, Mr. Elsworth would like to see Local Commercial as opposed to Commercial; he feels Local Commercial would be a better fit for the neighborhood. Mr. Elsworth would like to see "higher quality" businesses go into this area, not fast food or convenience stores, but something more like Mill Creek Town Center. He also mentioned traffic calming devices for Soper Hill as well as making this road a dead end.

Close Public Comment portion of Hearing for 2014 Comprehensive Plan Docket Ratification: Commissioner Hoult made a motion to close the public comment portion

of the hearing, Vice Chair Huxford second, motion passed 4-0-0-3.

Close Public Hearing for 2014 Comprehensive Plan Docket Ratification: Commissioner Hoult made a motion to close the public hearing portion of the meeting, Commissioner Matlack second, motion passed 4-0-0-3.

Discussion by Planning Commission:

- Chair Petershagen asked what type of development can be done on 9 acres, referring to the Soper Hill property. Planning Director Ableman responded, as an example, Fred Meyer has stated in the past they need a minimum of 15 acres to develop.
- Vice-Chair Huxford asked what type of character or “flavor” would be developed for the Soper Hill change. She mentioned the subareas and the thought and care that went into that process.
- Commissioner Matlack expressed concern over both RM-1 and RM-2 creating strips of commercial zoning, or “leap-frog” commercial development, which would be inconsistent with Goal 4.22 listed on page 19 of the Planning Commission packet. Mr. Wright responded the zoning amendments would not create a spot zoning; the amendments would create cohesive areas of commercial activity.
- Vice-Chair Huxford asked if the Planning Commission can make a conditional recommendation.
- Chair Petershagen stated that at this point the Commission’s role is only passing along a recommendation to docket based on the amendments meeting the specific criteria. If Council does docket the amendments, the Planning Commission will have another opportunity to analyze the amendments.
- Commissioner Hoult asked, if the amendments are docketed, can the Commission or staff recommend a different zoning, Director Ableman responded that yes, this recommendation could be made.

Commission Action by Motion - Recommendation to Council:

- Commissioner Matlack made a motion that the Planning Commission forward the docket proposals RM-1, RM-2, RT-1 – RT-4 together with the public comments and commissioner concerns expressed in the May 21st public hearing addressed in the forwarding recommendation letter to City Council. Vice-Chair Huxford seconded the motion.
- Chair Petershagen opposed the motion based on the understanding that tonight’s meeting is just to recommend placing items on the docket, not to make site-specific recommendations.
- Staff reviewed the primary public and Commissioner concerns to include safety, access, scale, design, character, and Commercial vs. Local Commercial zoning.
- Director Ableman suggested making the recommendation, but also adding a statement that Planning Commission and staff conduct further analysis of these areas if the amendments are docketed. The motion was not revised.
- Original motion passed 3-1-0-3.

Discussion Items:

Community Open House Review – Planning & Community Development Director Ableman and Senior Planner Russ Wright:

Director Ableman congratulated the Planning Commission for a great job on the open house. She thanked them for taking ownership and engaging the public in the process.

Mr. Wright went over the survey results and public comments that came out of the open house. The survey results and comments were consistent with the results of the parks survey taken last year. At the time of the meeting, there were 17 responses to the online survey. Commissioner Matlack asked, what is the next step on the update? Mr. Wright responded that right now the active part is the survey. Staff will then go through individual chapters reviewing items that are required in each element. Also delving into the vision question so we have an idea of what entire chapters should look like. Staff will revisit the overall vision, and look at individual visions for each element. Vice-Chair Huxford asked if the survey could be highlighted during Aquafest? Mr. Wright responded the public will have the opportunity to take the survey during Aquafest, either a paper copy or the interactive touch pads will be available.

Commissioner Reports:

Commissioner Matlack mentioned the motor cross track just outside of Granite Falls was approved.

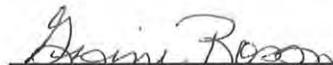
Staff Reports:

Director Ableman informed the Planning Commission that Council is scheduled to approve their work program next Tuesday night. She also noted that she should have some economic development information to share at the next meeting. Chair Petershagen asked if there has been any commercial permit activity, Director Ableman responded that a developer is working on replacing the La Hacienda restaurant building at Frontier Village with a new, three-tenant building.

Adjourn. Commissioner Hault made a motion to adjourn at 8:17 p.m., Commissioner Matlack second, motion passed 4-0-0-3.



Gary Petershagen, Chair



Georgine Rosson, Planning/Public
Works Coordinator

Attachment H

CITY OF LAKE STEVENS LAKE STEVENS, WASHINGTON

RESOLUTION 2014-03

A RESOLUTION OF THE CITY OF LAKE STEVENS, RATIFYING A LIST OF DOCKET ITEMS FOR FURTHER ANALYSIS FOR THE 2014 COMPREHENSIVE PLAN DOCKET

WHEREAS, the Washington City of Lake Stevens is a City in Snohomish County, Washington, planning under the Growth Management Act; and

WHEREAS, the City of Lake Stevens has established procedures and schedules to update, amend or revise the Comprehensive Plan as required under RCW 36.70A.130(2)(a) no more frequently than once every year; and

WHEREAS, the 2014 Docket proposals include two (2) citizen-initiated amendments to the land use map with associated rezones and two (2) city-initiated amendments along with procedural amendments proposed for inclusion on the 2014 Comprehensive Plan Docket; and

WHEREAS, the Planning Commission conducted a duly noticed public hearing on the proposed list of docket items attached hereto as Exhibit A on May 21, 2014, and all public testimony has been given full consideration and is included in the Planning Commission's recommendation to the City Council; and

WHEREAS, this action is exempt from the requirements of the State Environmental Policy Act (SEPA) pursuant to WAC 197-11-800(19) as a procedural action; and

WHEREAS, each individual proposal will undergo a full and complete SEPA review per Chapter 197-11 WAC and Chapter 16.04 LSMC during the analysis phase.

WHEREAS, the City Council conducted a public hearing on the proposed list of docket items listed in Exhibit A on June 9, 2014 continued to June 23, 2014, which was duly noticed, and considered all public testimony and the Planning Commission recommendation.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF LAKE STEVENS AS FOLLOWS:

Section 1. Requested Action. The Lake Stevens City Council requests the Department of Planning and Community Development individually analyze the attached list of docket items, prepare reports, and present the detailed findings for each item to the Planning Commission and the City Council for action by December 31, 2014.

Section 2. 2013 Docket. The approved list of docket items including two (2) citizen-initiated amendments to the land use map with associated rezones and two (2) city-initiated amendments along with procedural amendments constitutes the official 2014 Docket for the city of Lake Stevens and will serve as the only potential Comprehensive Plan changes as allowed under RCW 36.70A.130(2)(a) and the city of

Attachment H

Lake Stevens Comprehensive Plan, Goal 1.1 which states: "Provide for a Consistent Review and Revision of the Comprehensive Plan."¹

Section 3. Severability. If any section, sentence, clause or phrase of this resolution should be held invalid or unconstitutional by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity or constitutionality of any other section, sentence, clause or phrase of this resolution.

Section 4. Effective Date. This resolution shall take effect immediately upon passage by the Lake Stevens City Council.

PASSED by the City Council of the City of Lake Stevens this 23 day of June 2014.

Vern Little, Mayor

ATTEST:

Barb Stevens, City Clerk

APPROVED AS TO FORM:

Grant K. Weed, City Attorney

¹ The rezone application (LUA 2014-0008) associated with the RM-1 Map amendment (LUA2014-0007) is considered a minor, site-specific rezone. LUA 2014-0008 rezone will be reviewed as a Type IV application and will include a public hearing in front of the hearing examiner who will recommend approval to the City Council. Final approval will be by ordinance following a closed record Public Hearing.

The rezone application (LUA 2014-0010) associated with the RM-2 Map amendment (LUA2014-0009) is considered a minor, area-wide rezone because the proposed changes involve different property owners, changes across rights-of-way, and changes to more than one land use designation. LUA 2014-0010 rezone will be reviewed as a Type VI application and will be reviewed concurrently with the comprehensive plan map amendment and include a public hearing in front of the Planning Commission who will recommend approval to the City Council. Final approval will be by ordinance following a Public Hearing.

Attachment H

EXHIBIT A - 2014 DOCKET PROPOSALS

RATIFICATION MAPS			
#	<u>NAME</u>	<u>PARCELS/ ACREAGE</u>	<u>REQUEST</u>
RM-1	Minor Map Amendment (LUA2014-0007)	3.7 acres	Citizen request to change the land use designation, for two parcels off SR-204, from Medium Density Residential to Local Commercial.
RM-2	Minor Map Amendment (LUA2014-0010)	9 acres	Segment 1 – Citizen request to change the land use designation on 7 parcels, to Commercial from High Density Residential and Medium-Density Residential; and
		2 acres	Segment 2 – Change the land use designation on a single parcel from Medium-Density Residential to Local Commercial. The city is recommending this land use change be extended to the adjacent parcel to the east.
RATIFICATION TEXT			
#	<u>NAME</u>	<u>REQUEST</u>	
RT-1	Chapter 5 – Parks, Recreation & Open Space	City-initiated text amendment to add a park project(s) to the Capital Project List.	
RT-2	Chapter – 8 Capital Facilities	City-initiated text amendment to add a park project and a pedestrian safety improvement project to the Capital Project List.	
RT-3	Appendices	Add Appendix M – Addendum No. 7 to be prepared as environmental review for 2014 Docket	
RT-4	Update Dates & Table of Contents	Update dates on cover and footers and update Table of Contents	
POTENTIAL DOCKET ITEMS			
Council may add items to the Docket based on recommendation from Planning Commission, discussion of proposed amendments or public testimony			



LAKE STEVENS CITY COUNCIL
STAFF REPORT

**Council Agenda
Date:**

June 9, 2014

Subject: Economic Development
Professional Services Agreement –Branding – Roger Brooks International

Contact Person/Department:	Rebecca Ableman Planning and Community Development Director	Budget Impact:	\$90,000
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RECOMMENDATION(S)/ACTION REQUESTED OF COUNCIL:

Authorize the Mayor to enter into a Professional Services Agreement with Roger Brooks International for the Lake Stevens Branding Project with the Branding Camp scheduled for September 2, 2014 as shown in **Attachment A**.

SUMMARY:

The proposal is to begin background work on the branding program and hold the Branding Camp, Step 6, the week beginning September 2. Staff and the Mayor have been in contact with two additions firms regarding branding services and recommend Roger Brooks International based their dynamic approach, local knowledge, and cost.

BACKGROUND:

Since 2009, the City Council has taken active steps towards achieve long term financial stability through a number of efforts including Economic Development actions. The primary efforts taken to date include the following activities.

Economic and Fiscal Analysis. The first activity was an Economic and Fiscal Analysis completed in 2010 resulting in a list of further recommended implementation measures. The analysis established base line economic data and is guiding the City's economic development actions.

Subarea Planning. The City spent 2010 through 2012 completing subarea plans and Planned Action Ordinances for the Lake Stevens Center and the 20th Street SE Business and Retail Corridor creating opportunities for intensified commercial development.

Business Recruitment. There have been different levels of business recruitment activities and developer outreach both during and following the subarea planning process.

- Bill Trimm engaged both property owners and potential developers in discussions during the subarea planning process. Staff continues to have periodic communication with these contacts and has been valued relationships for establishing connections when handling inquiries about potential development in the City.
- Leland Consulting Group assisted the City with a site specific recruitment opportunity involving a key relationship that they had with a large retailer. There has been periodic contact through brokers and directly with the retailer's representative.

- Natalie Quick Consulting focus has been a direct introduction of Lake Stevens to the broader Puget Sound real estate and economists community. Through her work, the City has established more contacts with the expectation that the City will be a serious contender for more commercial and business development in the near term. Based on the first roundtable event, more data was needed in order to proceed and benefit from further outreach. Follow on efforts are necessary to keep Lake Stevens in the forefront of consideration. NQC assisted in facilitation of the report completed Berk that contains the data.
- Berk provided the Development and Market Trends report that honed in on specific market rents, property pricing, and regional context for the City's economic development position.
- Staff has attended both the National and Pacific NW gatherings of the International Shopping to market Lake Stevens to potential retailers. These events are an opportunity to have a concentration of companies and brokers in one place and gather siting criteria while introduction the City's market potential. There have been at least two developer relationships established and a retailer planning to locate in an existing building here as a result of this outreach effort. There was also an opportunity to talk with and learn from other jurisdictions that purchase space at the event about other recruitment techniques. Better market data including the "Development Opportunities" brochure would greatly enhance this effort.
- Regional/local ongoing Economic Development meetings attending by staff and/or Mayor include Economic Alliance of Snohomish County Economic Development Professionals, PSRC Economic Development Board, and Lake Stevens Chamber of Commerce
- Staff and Council have been actively and extensively coordinating with the Sewer District specifically to advance the installation of Southwest Interceptor to ensure infrastructure is available for the 20th Street Retail and Business Corridor and to define sewer solutions for Downtown development.

Multiple activities occurring at the same time is necessary to give Lake Stevens the best advantage of securing more retail and business development. One of the next recommended phases is for the City to engage in a Branding and Wayfinding program that will help create the larger picture identity of the Lake Stevens community. This another marketing layer to help make Lake Stevens stand out from other community for marketing purposes.

Branding is intended to create and showcase a identity that separates a community from all the other communities. Wayfinding is also important and is informed by the branding community assessment and graphics for the brand. **Attachment B** is an introduction to branding a community including background information and the purposes of branding.

DISCUSSION:

Staff researched different branding companies per Council's request. The three companies are Roger Brooks International in Renton, Northstar in North Carolina (**Attachment C**), and PRR in Seattle (**Attachment D**). All three are qualified and have a similar approach. RBI and Northstar have submitted comparable proposals. Including travel, the Northstar proposal would ultimately be a higher cost but is unknown. Travel is included at RBI's fixed price. PRR takes more of a menu approach and would likely be a comparable cost once a proposal from them would be refined. Staff and the Mayor had an opportunity to speak with each firm and believe that RBI would be a good fit for the Lake Stevens effort. They presented a program that includes brand development, brand feasibility testing, and building community enthusiasm around a brand.

They had a very dynamic presentation of their program and products with a familiarity of the region. Their process has been used in several places both domestically and internationally. A few advantages besides the wealth of experience are the firm is located in the Puget Sound Region. Their Statement of Qualifications was presented to the Council on April 24 and described their approach to branding; the branding process; example jurisdictions; and what the plan includes.

Specifically for Lake Stevens the schedule generally would be as follows (Proposed contract including Scope of Services in **Attachment B**):

- The first step is to form the Lake Stevens Brand Development Committee (BDC)
- RBI reviews summaries of past plans and studies, marketing materials, lodging tax information, etc.
- RBI then create a survey and sends a link for placing on the City's website
- RBI performs a Marketing assessment
- On-site Assessment of Lake Stevens and a presentation of the assessment findings. In addition Roger Brooks presents his branding workshop and announce the online survey, followed by a meeting with the BDC.
- John Kelsh of RBI will conduct stakeholder interviews
- Research, demographic, etc. analyzed by RBI
- There will be a number of Skype meetings with the BDC to discuss survey results, etc.
- BrandCamp week (four days - Tuesday-Friday. Tentatively scheduled for the week of September 2.)

The specific products from the branding contract that will be provided to the City are listed in the Step #8 Professional Brand Graphics Section and the Final Deliverable Section.

APPLICABLE CITY POLICIES:

The proposal is consistent with and will further the Economic Development Strategy Goals.

BUDGET IMPACT:

The proposed budgeted amount for the Roger Brooks International PSA is \$90,000. The budget will be taken from the Economic Development line item. Branding and Wayfinding has been shown on the Economic Development work items for 2014 for a combined \$85,000. The total Economic Development budget is \$495,000.

ATTACHMENTS:

- A. Roger Brooks International Scope of Services for Professional Services Agreement
- B. The Art of Branding a Community EBook - RBI
- C. Proposal from Northstar
- D. Proposal from PRR



Roger Brooks International, Inc.

Branding, Product Development & Marketing Action Plan
Agreement for Professional Services
for the City of Lake Stevens
May, 2014

AGREEMENT FOR PROFESSIONAL SERVICES

This Agreement is made and entered into this ____ day of _____, 2014, by and between the City of Lake Stevens, Washington hereinafter referred to as “City of Lake Stevens” and Roger Brooks International, Inc., a Washington corporation, hereinafter referred to as “RBI.”

WITNESSETH

WHEREAS, the City of Lake Stevens requires those services set forth and attached hereto to be performed as part of that certain project identified as the Branding, Development and Marketing Action Plan (Branding Program) and more fully described on Exhibit A, attached hereto, and,

WHEREAS, RBI is qualified and possesses the expertise, training and skills necessary to perform such designated services,

NOW, THEREFORE, it is hereby agreed between the parties as follows:

SCOPE OF WORK

RBI shall perform the services and accomplish the tasks identified and designated as the responsibilities of RBI throughout this Agreement and as detailed on Exhibit A, attached hereto and made a part hereof.

CHANGES IN SCOPE

Changes, amendments, or revisions in the detail of the Scope of Work which do not have any impact on the service costs or proposed delivery schedule may be made upon mutual consent and specified in writing. Extra work, if any, will be agreed upon by both parties, and specified in a written supplement to the scope of services, to be signed by both parties, which will set forth the nature and the scope thereof. Any proposals for extra work or services shall be prepared by RBI at no cost to the City of Lake Stevens. Work under a supplemental agreement shall not proceed until executed in writing by the parties.

COST:

The total cost for the Branding Program for the City of Lake Stevens, Washington and contracted by City of Lake Stevens is not to exceed \$90,000.00 Dollars. These fees include all travel related expenses for the trips sited in the scope of work and itemized in Exhibit A. In no event shall the compensation paid to Consultant under this Agreement exceed \$90,000.00 without the written agreement of the Consultant and the City of Lake Stevens.

PROJECT MANAGEMENT:

Roger Brooks will manage the project on behalf of RBI. Roger Brooks, Jordan Pogue and Becky Durkin will be the key contacts and coordinators for all elements of the Branding Program. Additional RBI staff will work on the project under their direction as necessary.

TIMELINE:

Work will commence on a mutually agreed upon schedule. Onsite visits will be scheduled

and proceed according to a mutually agreed upon timeline. All services to be provided by RBI, as defined within the Scope of Services of this Agreement, will be completed no later than the termination date of the Agreement.

REQUIRED FROM THE CITY OF LAKE STEVENS

1. The City of Lake Stevens shall provide RBI with such documentation and information as is reasonably required to enable RBI to provide the services called for in the Scope of Work.
2. The City of Lake Stevens shall coordinate and provide any public forum logistics including meeting and Brand Camp space, location, audio/visual requirements, publicity, marketing, local representatives’ invitations and other needs. The City of Lake Stevens shall provide any refreshments deemed necessary during the scheduled onsite workshops and/or meetings for the attendees.
3. The City of Lake Stevens shall provide a liaison to RBI for the duration of the Branding Program process. The City of Lake Stevens shall form a Brand Development Committee (BDC) to guide the initial efforts of this process. RBI will provide more information about the formation of the BDC.
4. The City of Lake Stevens shall provide hard copies of previously produced studies and plans that would or could affect the recommendations to be developed during the Branding Program. Executive summaries may be all that is required.
5. The City of Lake Stevens shall provide a list of attractions and complementary activities available in the Lake Stevens area and the surrounding area, generally within a 25-mile radius, with basic information about each: seasonality, publicly or privately owned/managed, marketing materials, website addresses, lodging tax income and expenditures, and a list of the top five employers in the area – by name and approximate number of employees.

CONTRACTUAL TERMS & CONDITIONS

Term

The term of this Agreement shall be for a period of twelve (12) months from the date of this Agreement, or until the Scope of Services is completed, whichever comes first, unless terminated earlier as hereinafter provided.

Billing

Invoices shall be submitted for amounts due. Invoices shall be sent at the end of each month for the work performed during the previous month. Descriptions of work performed will be provided on each invoice. Payment will be due thirty (30) days after receipt of each invoice until the total amount of the contract has been paid. A monthly service charge of 1.5% will be added to outstanding amounts not paid within thirty (30) days of receipt of the invoice.

Termination

This Agreement may be terminated by the City of Lake Stevens upon thirty (30) days written notice to RBI. In the event this contract is terminated by the City of Lake Stevens prior to completion, the City of Lake Stevens shall be obligated to pay RBI an amount equal to the amount owed under the terms of the contract for work completed through the date of termination. Likewise, this Agreement may be terminated by RBI upon thirty (30) days written notice to the City of Lake Stevens. In the event this contract is terminated by RBI prior to completion, RBI shall deliver to the City of Lake Stevens all work product produced and paid for up to that date. The City of Lake Stevens shall be obligated to pay RBI an amount equal to the amount owed under the terms of the contract for work performed through the termination of the contract.

Standard of Care

RBI represents that it is specially trained, licensed, experienced and competent to perform all the services, responsibilities, and duties specified herein and that such services, responsibilities, and duties shall be performed, whether by RBI or designated subcontractors, in a manner according to generally accepted consulting practices.

Indemnification—Hold Harmless

RBI shall defend, indemnify and hold the City, its officers, officials, employees and volunteers harmless from any and all claims, injuries, damages, losses or suits including attorney fees, arising out of or resulting from the acts, errors or omissions of RBI in performance of this Agreement, except for injuries and damages caused by the sole negligence of the City of Lake Stevens. Should a court of competent jurisdiction determine that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the Consultant and the City, its officers, officials, employees, and volunteers, the Consultant's liability, including the duty and cost to defend, hereunder shall be only to the extent of the Consultant's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Consultant's waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties. The provisions of this section shall survive the expiration or termination of this Agreement.

Likewise, the City of Lake Stevens shall indemnify and defend RBI and its officers, employees, and agents against and hold them harmless from any and all claims, losses, damages, and liability for damages, including attorney's fees and other costs of defense incurred by RBI whether for damage to or loss of property, or injury to or death of any person, arising out of the actions of the City of Lake Stevens, its agents or employees, unless such damages, loss, injury or death is caused solely by the negligence of RBI.

Insurance

a. **Minimum Limits of Insurance.** The Consultant shall procure, and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work and services hereunder by the Consultant, its agents, representatives, employees or subcontractors. The Consultant shall, before commencing work under this agreement, file with the City certificates of insurance coverage and the policy endorsement to be kept in

force continuously during this Agreement, in a form acceptable to the City. The minimum insurance requirements shall be as follows:

(1) Comprehensive General Liability. \$1,000,000 combined single limit per occurrence for bodily injury personal injury and property damage; \$2,000,000 general aggregate.

(2) Automobile Liability. \$300,000 combined single limit per accident for bodily injury and property damage.

(3) Workers' Compensation. Workers' compensation limits as required by the Workers' Compensation Act of Washington.

b. **Notice of Cancellation.** In the event that the Consultant receives notice (written, electronic or otherwise) that any of the above required insurance coverage is being cancelled and/or terminated, the Consultant shall immediately (within forty-eight (48) hours) provide written notification of such cancellation/termination to the City.

c. **Acceptability of Insurers.** Insurance to be provided by Consultant shall be with a Bests rating of no less than A: VII, or if not rated by Bests, with minimum surpluses the equivalent of Bests' VII rating.

d. **Verification of Coverage.** In signing this agreement, the Consultant is acknowledging and representing that required insurance is active and current. Further, throughout the term of this Agreement, the Consultant shall provide the City with proof of insurance upon request by the City.

e. **Insurance shall be Primary.** The Consultant's insurance coverage shall be primary insurance as respect the City. Any insurance, self-insurance, or insurance pool coverage maintained by the City shall be excess of the Consultant's insurance and shall not contribute with it.

f. **No Limitation.** Consultant's maintenance of insurance as required by this Agreement shall not be construed to limit the liability of the Consultant to the coverage provided by such insurance or otherwise limit the recourse to any remedy available at law or in equity.

g. **Claims-made Basis.** Unless approved by the City all insurance policies shall be written on an "Occurrence" policy as opposed to a "Claims-made" policy. The City may require an extended reporting endorsement on any approved "Claims-made" policy.

Assignment

RBI shall not assign any interest in this Agreement and shall not transfer any interest in the same without the prior written consent of the City of Lake Stevens, except that claims for money due or to become due RBI from the City of Lake Stevens under this Agreement may be assigned by RBI to a bank, trust company, or other financial institution without such approval. Written notice of any such transfer shall be furnished promptly to the City of Lake Stevens. Any attempt at assignment of rights under this Agreement except for those specifically consented to by both parties or as stated above shall be void.

Independent Contractor

- a. RBI and the City of Lake Stevens understand and expressly agree that RBI is an independent contractor in the performance of each and every part of this Agreement. RBI expressly represents warrants and agrees that his status as an independent contractor in the performance of the work and services required under this Agreement is consistent with and meets the six-part independent contractor test set forth in RCW 51.08.195 or as hereafter amended. RBI, as an independent contractor, assumes the entire responsibility for carrying out and accomplishing the services required under this Agreement. RBI shall make no claim of City employment nor shall claim any related employment benefits, social security, and/or retirement benefits.
- b. RBI shall be solely responsible for paying all taxes, deductions, and assessments, including but not limited to federal income tax, FICA, social security tax, assessments for unemployment and industrial injury, and other deductions from income which may be required by law or assessed against either party as a result of this Agreement. In the event the City is assessed a tax or assessment as a result of this Agreement, the Consultant shall pay the same before it becomes due.
- c. Prior to commencement of work, RBI shall obtain a business license from the City.

Modification

This Agreement may only be modified by a written amendment hereto, executed by both parties. However, matters concerning scope of services which do not affect the agreed upon price may be modified by mutual consent of RBI and the City of Lake Stevens and must be in writing.

Events and Acts of God

Certain tasks in the attached Scope of Work include travel, meetings, and presentations. RBI has the option to reschedule performance obligations, to the extent that their performance is affected by events or occurrences beyond their control, such as, but not limited to, the following:

- Acts of God, such as earthquakes, disasters, or hazardous weather conditions (actual or forecasted) war or specific threat of war (declared or undeclared)
- Acts of domestic or foreign enemies
- Government regulation or travel advisory
- A cancellation or reduction in commercial air transportation preventing travel to the destination
- Accidents, illness, or other casualties preventing performance of any member of the RBI team
- An event or occurrence creating a significant risk to the participants' or presenter's health or safety, such as a nuclear or biological hazard or the outbreak of disease
- Civil disorder

RBI must take reasonable steps to avoid or remove the effects of the event or occurrence affecting their performance. If RBI's performance under this contract is affected by an event or occurrence described above, they must send notice to the City of Lake Stevens within a commercially reasonable time after the circumstance, and arrange to reschedule.

Attorney’s Fees and Costs

If any action at law or in equity is necessary to enforce or interpret the terms of this Agreement, the prevailing party shall be entitled to reasonable attorney’s fees, costs, and necessary disbursements in addition to any other relief to which such party may be entitled.

Ownership

Upon final payment and completion of the contract, all non-proprietary graphics, final graphic identities, drawings, and renderings prepared by RBI hereunder shall become the property of the City of Lake Stevens. Ownership of any videotaped meetings, presentations, workshops, photos, fonts, source code, unused graphics and computer programs are specifically not transferred to the City of Lake Stevens, and remain the property of their respective owners or RBI; however, the City of Lake Stevens shall have usage rights to the work produced under this Agreement for the purposes for which it was prepared and to meet the requirements of the State Public Disclosure Act. RBI retains the right to display graphics and other materials and elements of the project as examples of RBI’s work.

Discrimination Prohibited And Compliance With Equal Opportunity Legislation.

The Consultant agrees to comply with equal opportunity employment and not to discriminate against client, employee, or applicant for employment or for services because of race, creed, color, religion, national origin, marital status, sex, sexual orientation, age or handicap except for a bona fide occupational qualification with regard, but not limited to, the following: employment upgrading; demotion or transfer; recruitment or any recruitment advertising; layoff or terminations; rates of pay or other forms of compensation; selection for training, rendition of services. The Consultant further agrees to maintain (as appropriate) notices, posted in conspicuous places, setting forth the provisions of this nondiscrimination clause. The Consultant understands and agrees that if it violates this nondiscrimination provision, this Agreement may be terminated by the City, and further that the Consultant will be barred from performing any services for the City now or in the future, unless a showing is made satisfactory to the City that discriminatory practices have been terminated and that recurrence of such action is unlikely.

Legal Relations

The Consultant shall comply with all federal, state and local laws and ordinances applicable to work to be done under this Agreement. The Consultant represents that the firm and all employees assigned to work on any City project are in full compliance with the statutes of the State of Washington governing activities to be performed and that all personnel to be assigned to the work required under this Agreement are fully qualified and properly licensed to perform the work to which they will be assigned. This Agreement shall be interpreted and construed in accordance with the laws of Washington. Venue for any action commenced relating to the interpretation, breach or enforcement of this agreement shall be in Snohomish County Superior Court.

Conflict of Interest

RBI hereby covenants that it has, at the time of the execution of this Agreement, no interest, and that it shall not acquire any interest in the future, direct or indirect, which would conflict in any manner or degree with the performance of services required to be

performed pursuant to the Agreement. RBI further covenants that in the performance of this work, no person having any such interest shall be employed.

Severability

If any provision of the Agreement is held to be unenforceable, the remainder of this Agreement shall be severable and not affected thereby.

Disputes

The parties agree that, following reasonable attempts at negotiation and compromise, any unresolved dispute arising under the Agreement may be resolved by a mutually agreed-upon alternative dispute resolution of arbitration or mediation.

Notices

All notices that are required to be given by one party to the other under this Agreement shall be in writing and shall be deemed to have been given if delivered personally or enclosed in a properly addressed envelope and deposited with a United States Post Office for delivery addressed to the parties at the following addresses, unless such addresses are changed, by notice, in writing, to the other party. Receipt of any notice shall be deemed effective three (3) days after deposit of written notice in the U.S. mail with proper postage and address.

City of Lake Stevens
1812 Main Street
Lake Stevens, WA 98258

Roger Brooks International, Inc.
981 Powell Ave SW, Suite 125
Renton, WA 98057

Additional Provisions

This Agreement shall be governed by the laws of the State of Washington, U.S. It constitutes the entire agreement between the parties regarding its subject matter. This Agreement supersedes all proposals, oral and written, and all negotiations, conversations or discussions heretofore and between the parties related to the subject matter of this Agreement.

Authority to Bind Parties and Enter into Agreement

The undersigned represent that they have full authority to enter into this Agreement and to bind the parties for and on behalf of the legal entities set forth below.

Executed on the day and year first written herein.

City of Lake Stevens

Mayor Vernon Little
City of Lake Stevens
1812 Main Street
Lake Stevens, WA 98258

Date: _____

Roger Brooks International, Inc.

Roger A. Brooks, President and CEO
981 Powell Avenue SW - Suite 125
Renton, WA 98057

Date: _____

Exhibit A
SCOPE OF WORK
Branding, Product Development & Marketing Action Plan
City of Lake Stevens

The development of the Branding Program for the City of Lake Stevens, Washington will include a collaborative process. The Branding Process is comprised of the following 13 steps, and the first nine of them are the Scope of Work for RBI.

Step #1: The Brand Development Team

The branding process begins with the organization of a local Brand Development Team (BDT), assembled by the City of Lake Stevens, with assistance from RBI. This is the group of stakeholders who will take the lead in finding and developing the brand direction. Typically this team is made up of no more than 13 people.

Step #2: Assessment, Education and Outreach

Cost: \$28,000.00

THE ASSESSMENT PROCESS

Marketing Assessment

Over several weeks the RBI team will review and assess the marketing efforts of your various organizations, the individual cities, the county, and your major employers. This includes thorough reviews of your websites, digital marketing efforts including social media and digital advertising, local outreach efforts, publicity and public relations efforts, brochures and printed marketing materials, broadcast and outdoor advertising, etc. The team will also conduct a “reputation analysis” – seeing what is being said about the City of Lake Stevens area in the major market areas. We look at marketing plans, comprehensive plans and product development initiatives.

On-site assessment

Roger and his team will also spend nearly a week at Lake Stevens getting to know its neighborhoods, downtown, commercial areas, its attractions and amenities – secret shopping the area wearing the hat of a site selector, visitor, meeting planner, or business looking for a location for expansion/relocation.

Stakeholder interviews

During this visit an RBI team member will meet with the Brand Development Team and additional stakeholders in an interview format – as groups or individuals. The Brand Development Team will create the list of people and/or organizations they think should be interviewed about the branding process. Other community leader interviews may also be conducted by teleconference, e-mail, or telephone. This will include six to ten groups or individuals.

Based on the information gathered, RBI will develop a comprehensive SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats). This provides an image of the area today through the eyes of someone from the market area you are most hoping to pull from. It's the baseline RBI works from and the foundation of the brand.

Public presentation

During this visit, in addition to the Assessment Findings & Suggestions presentation, Roger Brooks will present The Art of Branding as a kickoff to educate the communities about the branding process: why it's important, that it goes far beyond logos and tag lines, and its value for the area for generations. This is typically a four-hour workshop.

The workshop could be televised locally, recorded, and is a great way to kick off the public outreach effort. The press should be invited as well as all stakeholder organizations.

Meeting with the Brand Development Team

While in the City of Lake Stevens, Roger will meet with members of the Brand Development Team to seek input, answer questions, and to walk through the next steps and timelines.

Public outreach, questionnaire

During the presentation Roger will kick-off the public outreach effort asking members of the audience to answer nine questions about the City of Lake Stevens branding effort, and then alerting all in attendance, including the press, about the online questionnaire, which will be available immediately after the workshop.

The online questionnaire is the public's chance to provide input. The BDT will place the link to the questionnaire on their websites as appropriate, which they should publicize on local radio, television, in news publications, and on local websites – particularly the cities' websites and the lead organizations' sites.

The goal will be to have several thousand people take the questionnaire. This provides valuable insight, and even visitors to the area and those outside the area can weigh in. After all, it's good to hear what their perceptions of Lake Stevens are and what it would take to get them to spend more time and money in the area, and most importantly, what it would take to have them interested in relocating, starting a business, or moving a business to Lake Stevens.

The on-line questionnaire typically runs for three weeks, after which a survey-analysis is compiled and shared with the Brand Development Team.

Step #3: Brand Focus Research**Cost: \$7,000.00****THE RESEARCH PROCESS**

RBI and the BDT will review the feedback from the questionnaires, compiling the results. During this process RBI will facilitate video conference calls with the BDT as needed, times and dates to be arranged by mutual consent, to discuss the list of potential brand candidates. RBI will also review the questionnaire responses in terms of demographics, psychographics, and geographic locations.

The BDT, working with the RBI team, will review the feedback from the nine-question online and workshop questionnaires. This helps identify current perceptions of the community, challenges, opportunities, and what locals would like the community to be known for.

There are four primary outcomes from the research process:

1. What current perceptions are of the community from both local residents and from outsiders – the markets you are hoping to attract. This is your baseline to work from. Often communities need “repositioning” or “rebranding.”
2. Who the primary, secondary and tertiary markets are in terms of geographic areas, demographics, and lifestyle (or tapestry) segments.
3. What each community and the City of Lake Stevens area would like to be known for, specifically.
4. A SWOT analysis (strengths, weaknesses, opportunities & threats) as seen by local

and area-wide residents, and in the primary and secondary markets. This would be combined with the interview process done earlier.

When it comes to a potential brand direction, RBI will categorize the input from the questionnaire into three primary categories:

1. A feeling

Often local residents will offer brand recommendations along the line of “home town feel,” or “friendly people,” “great atmosphere,” “good weather” and other ideas that evoke more of a feeling than a foundation built on product. These are not eliminated, but come into play with the look and feel of the brand and its messaging. Just remember that we’re looking for that one thing that really differentiates Lake Stevens from everyone else. In the end the feeling will pay a major role – after all, a brand is a perception – the feeling we have when Lake Stevens is mentioned. But at this stage we’re looking for that point of differentiation. Just about every community claims to have friendly people, which is not a point of differentiation, but may come out as part of the feeling portrayed in the look and feel of the brand.

2. Complementary activities

Many respondents will include things the people you’re hoping to attract can already get or do closer to home such as “great parks,” wineries, trail systems, good schools, nice downtown, rich history, and many others. These are not tossed aside, but are grouped with other “complementary activities” – to be marketed, for sure, but they are not the one unique selling proposition we are looking for at this point.

3. Brand candidates

This final group is typically a very short list of things that are truly unique to the area and have the possibility of being leveraged as the primary brand direction. Sometimes it’s a combination (or packaging) of complementary activities, with enhanced product, combined with the feeling or emotion tied to the community.

With this research as a foundation, combined with input from the BDT and stakeholder interviews, RBI will have a solid local base to work from. In many cases communities need to create a “rebranding” or “repositioning” program as part of the branding and marketing effort.

Research will also include reviews of demographic information, reviews of previous plans and studies, tapestry studies, lodging tax revenue reports. The research element of the program is quite extensive. RBI will look very closely at the following

elements:

Current and past demographics including new trends in the Lake Stevens area and in the Northwest (from existing studies and reports)

- Income levels, race, age, educational attainment and many other factors
- How well the area is retaining its youth
- Visitor trends and visitation statistics – who you are currently attracting
- Business growth, business sectors, and relocations to and from the area
- From this RBI may find potential growth areas

Perception analysis

- RBI will also research the perceptions people have of Lake Stevens in the top three market areas you are hoping to attract to the area. After all, brands are perceptions. The best way to see where you are in terms of today's brand is to ask locals, visitors, and potential investors. The online survey will provide a window into what local residents think of the area they call home: what they think your brand is today.

Competitive analysis

- Brands are built on points of differentiation. As the list of potential brand candidates is identified, RBI will make sure those are not already “owned” by a competing community or area.

Tapestry and psychographic analysis

- RBI will obtain and review tapestry reports, which provides an excellent picture of the Lake Stevens' lifestyle trends – what motivates people to live and invest in the area. This also identifies the “core attributes” of “who you are” in terms of Lake Stevens residents. It will also tell us where people shop, what they read, where they travel to, and will identify development opportunities – or missing segments that can increase spending and development investment locally.

This research and input will provide a clear understanding of the current image, its challenges, its weaknesses, its assets, and its opportunities.

Market identification

The next step is for RBI to identify the primary and secondary markets you are working to attract. This includes business and industry sectors, visitors, and new residents. Those markets will include geographic areas, demographics, and lifestyle groups. RBI will look at seasonality, and how that can be leveraged in the branding

process. This will result in an understanding of current and potential markets.

Step #4: The Brand Feasibility Test**Cost for Steps 4 and 5: \$11,000.00**

With the primary, secondary and tertiary markets identified and the feedback from the area complete, RBI will run the final brand options through the feasibility testing process. RBI's proprietary ten-point "Feasibility Test" narrows the focus down to two or three possible primary directions, and it ensures that the brand direction meets the goals identified in the research process. This will take place WITH the Brand Development Team, who is apprised of the process and weighs in – individually and as a group – as the research is taking place.

RBI will review past and current comprehensive and marketing plans to make sure the final brand candidates don't conflict with other planning and marketing efforts. Instead, this effort includes a dovetailing of work already done or in process, creating a smooth transition towards your new brand direction.

The outcome will be THE brand direction that will differentiate Lake Stevens from competing communities, be embraced by the community, and will make Lake Stevens the destination of choice for investment, as a place to live, work and visit.

Roger Brooks will facilitate a video conference with the BDT to review the results of the research, public outreach, competitive analysis and brand direction findings. This is where the final brand candidates are discussed and a "Brand Platform" is established.

Step #5: The Brand Leadership Team

After the Brand Development Team (BDT) has gone through the process with RBI, it will be time to hand the reigns over to the Brand Leadership Team – the group of champions who will be charged with implementing the Branding, Development & Marketing Action Plan.

The Brand Development Team's work was to determine the brand direction. The Brand Leadership Team will be the people who will LEAD the effort. It may be the very same group of people, or some may go and new "champions" added. Branding requires tireless champions who will never take no for an answer, will push the brand forward, and will sell it to the communities.

The most successful brands are always championed by those with a vested interest in the brand. Why? Because their paycheck depends on it. For instance, if you want to be a gardening capital, the people who will champion it are those in the gardening industry: nurseries, landscape architects, landscape companies, outdoor living retailers, flower shops, garden clubs, etc. If the brand makes you a vibrant cultural destination then the arts will play a big role in the brand and it will be important to include those “champions” into the branding process while still keeping the Team relatively small and flexible.

When you narrow your focus to a distinct, unique brand, not everyone will agree. The Brand Leadership Team will enthusiastically work hard to “sell” locals on the brand direction and what’s in it for them. They need to be 100% enthusiastically behind the brand direction. There may be folks on your Brand Development Team who can “support” the brand, but aren’t that enthusiastically behind it. Perhaps this will be where they step off and Brand Champions are added.

Step #6: Building the Action Plan - Brand Camp Week**Cost for Steps 6, 7, 8: \$32,000.00****THE ACTION PLAN**

RBI will spend four days in the community to meet with the Brand Leadership Team (BLT) and to put the pieces together in terms of the product that will back up and reinforce the brand, funding ideas, responsibilities by organization, the look and feel of the brand, and the marketing messaging. RBI spends an intensive four days in your city, working with local champions. Several workshop sessions with stakeholders will be held, in which collaboration results in creatively developing your direction, brand story and brand promise. Ideas are explored in the light of the research and feasibility – all the while keeping in mind the economic development goals of the branding process.

The schedule for the week will be fluid, and BLT members will be invited to join the RBI team throughout the week and will provide input and feedback as RBI creates the plan and the brand graphics right there in the community. RBI finds it’s important to develop this with you, not back in another office a distance away. RBI will set up and work from a “design studio” in the community where all the pieces come together and the brand is crafted. Meetings with RBI and the BLT will be scheduled upon mutual consent during this week.

STEP #7: The Brand Story & The Action Plan

While in the community, the BLT and RBI Brand Team will craft the brand story and Brand Promise – the paragraph that concisely depicts the brand: what you want the community to be known for and sets you apart from everyone else. This will be your “mission statement” for years to come, guiding future development, business recruitment, and community development efforts. The first day in the community is spent crafting this story.

The second day will be dedicated to product development where RBI will begin drafting the Action Plan, including individualized recommendations, listed in chronological order and including:

- A description of the recommendation
- Who would be charged with implementation
- When it would be implemented (in order)
- The approximate cost of implementation
- Possible funding sources
- The rationale for making the recommendation

Product development includes downtown recommendations, perhaps recruitment of needed supporting businesses, niche brands (or sub-brands), seasonal considerations, and how the brand can work for economic development, community development and tourism. It also includes identifying specific business opportunities. As an economic development brand, businesses should be able to invest into the brand. While all of this work is taking place, RBI’s Creative Director will be on site creating concepts for a brand identity (logo), the look and feel of the brand in terms of photography or graphic-design imagery, and initial key marketing concepts.

While RBI doesn’t expect to have the Brand Leadership Team working with them the entire four days, perhaps each day a meet for lunch or at another time could be held. Others on the team can stop into the “design studio” any time. Likewise, RBI may call or stop by City of Lake Stevens’ offices should they have questions. RBI may occasionally run out to a site, a downtown, or to a facility to take a second look at how it fits into the brand and/or what can be done to help make it a stronger component of the brand.

STEP #8: BrandGraphics

The third day will be spent crafting the marketing messaging from tag lines, to the look and feel of the brand. While many companies focus on the graphic design elements, the key marketing messages are actually far more important. What you say – your key marketing messages – and the product that backs it up – is far more critical than the look and feel of the brand. Make no mistake, all four branding elements are important:

1. The look and feel of your brand (graphic design)
2. Key marketing messages (tag lines, headers, body text, social media, etc.)
3. Product development (the activities, amenities and businesses that provide ownership of the brand)
4. Making sure the brand differentiates you from the other 546 cities and towns in Washington State.

The Brand Graphics Kit will include:

- Brand identity (logo) for the City of Lake Stevens
 - Website(s) home page concept and digital marketing concepts
 - Pole banners concepts
 - Wayfinding signage concepts
 - Print advertising (typically four to six) concepts
 - Brand awareness posters (typically three or four) concepts
 - Concepts for bookmarks or other giveaway items to help promote the brand
 - Brand logo gear concepts
 - Business cabinet (letterhead, envelope, label, business cards) concept
 - Two to three brochure covers concepts
 - Billboard design concept
 - Marketing tag lines and key marketing messages
- for:
- o Relocation information
 - o Business development & recruitment
 - o Tourism promotion
 - o Local population endorsement

This takes place with the Brand Leadership Team, in your community, where we work as a unified team on the messaging and how the brand will look and feel. This is also where we take the input received (ideas that evoked a feeling and the complementary activities) and weave them into a unique image and messaging that fits ONLY your community.

To effectively illustrate the conceptual marketing graphics, photography and fonts

may be used. These are for conceptual use only, and the rights to the photography and fonts will remain the property of their respective owners. We strongly encourage the City of Lake Stevens to use professional photographs shot on location in their marketing pieces.

Public outreach, round #2

On the fourth day of the third visit (typically a Friday morning) a presentation to the community will be held unveiling the brand direction – and often a BridgeBrand – how you market the community between now and when the product will actually be in place – if that’s needed.

This will not be “rolling out a brand” because a brand is a perception – it’s earned. BUT this will be an opportunity to educate the community on how it will be marketed, what the product is that backs it up, and how this will benefit Lake Stevens for generations. This can be a public workshop, or can be an invitation-only affair to include elected officials, stakeholders, businesses, and others who can help push the agenda forward and will play a role in the plan’s implementation.

The presentation is, once again, presented by Roger Brooks and typically takes an hour.

The week concludes with a “Where do we go from here?” meeting with the Brand Leadership Team.

While much of the Brand Graphics work will take place during the third visit, they will be further refined and finished upon return to RBI’s office.

The presentation will be given to the Brand Leadership Team who can create a 20-minute version for presentations to city councils, county commissioners, Kiwanis, Rotary and other auxiliary organizations, school and hospital boards, and to your individual boards and memberships.

Step #9: The Branding, Product Development & Marketing Action Plan

Cost: \$12,000.00

Upon returning to the office, RBI will write up the plan, which typically includes 20 to 40 different recommendations, and this will become the BLT’s Branding, Product Development & Marketing Action Plan for implementing the brand.

Marketing recommendations will cover a two- to five-year period, and the product development recommendations could extend for ten or more years, depending on the chosen brand direction.

A draft copy of the Plan will be sent to the BLT for review and input, and then a final plan will be created and sent to the Team for immediate implementation.

IMPLEMENTATION

Step #10: Make Something Happen

The best way to introduce a brand to the community is to make something visual happen. It might be the installation of new pole banners with the new brand-identity (logo), or new business cards, ads and marketing materials that have a different look and focus. Branding works best if people can get used to it over time. The branding plan includes detailed step-by-step instructions on what needs to be done to achieve incredible success.

Step #11: Keep the Energy High - Ongoing

Once the RBI crew has headed back to home base, the Brand Leadership Team will be provided a 20-minute presentation that can be used to sell and showcase the brand direction to local organizations, councils, and boards to generate local buy-in. Continuity is key to successful branding, and this is the best way to get local organizations, businesses, residents, and clubs working together.

RBI will present a follow-up video-conference with the BLT to review the presentation and educate the committee on how to use it most effectively.

The RBI team will be available, for six months, to answer questions, participate in conference calls to help keep the Brand Leadership Team pumped up and moving forward.

Step #12: Tell the World

Once the product is in place, based on the recommendations from the Branding Plan, it will be time to tell the world what you are about, using the marketing initiatives within the Plan.

Step #13: Revisit the Plan often

It is very helpful to revisit the Branding Plan every three months. As recommendations are implemented, new ideas may emerge, measurables may point out additional areas of focus, and they can be added so the plan remains a “living document.”

FINAL DELIVERABLES include:

- The Branding, Product Development & Marketing Action Plan
- The brand story and promise
- Key marketing messages including taglines, headers
- Product development recommendations
- Brand implementation recommendations
- Outreach strategy and timelines
- Marketing strategies and planning
- Measurables and accountability
- A full BrandGraphics Kit that includes the final brand identity (logo) for the City of Lake Stevens (final art in one color, two color and full color) and conceptual designs for:

- o Website home page
- o Rack brochure cover
- o Print ads
- o Business cabinet concept
- o Billboard display
- o Pole banners
- o Wayfinding signage

- A PowerPoint/Apple Keynote brand presentation
- BrandGraphics on CD with native Adobe InDesign files and vector art for the brand identity and marketing concepts. Photography used in the conceptual marketing pieces will be examples only.

RBI Visits to City of Lake Stevens:

1. Initial visit: Roger Brooks (assessment and interviews)
2. Brand Camp week (five days including travel days). The Brand Camp runs from Tuesday morning to Friday morning.

____Initials

____Initials

ATTACHMENT B

The Art of Branding a Community

The power of narrowing your focus



ATTACHMENT B

The Art of Branding | E-book

Introduction to Branding

Branding is the art of setting yourself apart from everyone else, and making you the destination of choice for investment, business opportunities, and as the place to live and visit.

The entire idea behind branding is to import more cash into the community than you export when locally earned money is spent elsewhere.

All of the rules in this handout apply to business as well as to the community.

The Four Ingredients of Change

1. We are slowly climbing out of the private-sector recession, but we are just entering the public-sector recession. As the federal government and just about every state or province struggles to balance budgets, cities, towns, and counties must now act and think like a business, finding ways to import fresh cash into the community - your tax base.
2. Just about every community in North America was founded on a natural resource: timber, fishing, mining, agriculture or were founded on transportation: close to major freeways, railways, or waterways. Manufacturing uses the combination of both natural resources and transportation. But now that we're in a global economy, core industries are dying as are the cities and towns that supported those industries. In a nutshell, communities are now looking for their "second act." Everyone wants a piece of the tourism or economic development pie.

Sad fact: there are more ghost towns in the making today than ever before in North American history.

Every year hundreds of communities are working to diversify their economies.

3. The Internet has changed everything. 90% of the population now has immediate access to the web, and of that group 94% use it to determine where they will live, work or play. Yet 70% of web users are frustrated because you're marketing communities and geographic locations, and they are looking for experiences - job opportunities, best restaurants, things to see and do that cater to them. Your location is second.

If you want new business, residents or visitors, it starts in front of a computer screen.

The web should be your number one marketing priority. BUT it MUST be good enough to close the sale. Period.

4. We are exposed to 5,000 marketing messages a day. We are drowning in advertising overload.

Billions of dollars are spent marketing communities every year and 97% of that is ineffective. That's right: 97%. This includes chambers of commerce, destination marketing organizations, economic development agencies, cities, downtowns, counties, districts, regions, states and provinces.

We simply block out anything that doesn't appeal to us directly. So ask yourself this one question: What do we have that the people we are hoping to attract can't get or do closer to home? Whatever it is, you need to hang your hat on that. We have the world at our fingertips in seconds. What sets you apart from everyone else?

Communities, like businesses, have been forced to specialize yet most are stuck in the membership-mentality of being all things to all people. Have you ever gone anywhere because they have "something for everyone"?

Welcome to the era of the brand.



1. You must Jettison the Generic

The narrower your focus the stronger your success will be. You simply cannot be all things to all people and win. Find your niche and promote it like crazy.

Look at your taglines and marketing text. If it can fit anyone, toss it and start over.

Don't just market what you have, but what will close the sale. You must separate your primary lure from your complementary or secondary activities.

Lure: What sets you apart from everyone else.

Complementary activities: Things we can do closer to home but will do while in your community. They include shopping, dining, entertainment, historical attractions, walking tours, etc.

Amenities: Local parks, parking, visitor info, lodging, dining, shopping, medical, etc.

Ambiance: Historic downtowns, beautification, landscaping, street trees, benches, etc.

ATTACHMENT B

The Art of Branding | E-book

Icon: The photo opportunity that shows I was really there.

And avoid marketing lists. Have you ever gone anywhere because they had a great list of things to see and do?

Words and phrases to avoid:

- | | |
|--------------------------|-------------------------------|
| - Explore | - Discover |
| - Outdoor recreation | - Unlike anywhere else |
| - So much to see and do | - The four season destination |
| - Historic downtown | - Center of it all |
| - Best kept secret | - We have it all |
| - Experience... | - Visit (name of town) |
| - Beauty and heritage | - Naturally fun |
| - Gateway | - Close to it all |
| - Your playground | - So much history |
| - Purely natural | - The place for all ages |
| - ...and so much more! | - Home away from home |
| - A slice of heaven | - It's all right here! |
| - Recreation unlimited | - The perfect getaway |
| - The place for families | - Start your vacation here |
| - Recreational paradise | - Take a look! |
| - Unique | |

You MUST Jettison the Generic! Always promote your truly unique selling proposition. And remember that primary lures cannot succeed without the complementary activities.

FACT: The number one complementary activity of visitors, in the world, is shopping, dining and entertainment in a pedestrian-friendly intimate setting - your downtown. This is where 80% of all non-lodging visitor spending takes place. Why do you think Disney built Downtown Disney just outside each of its parks? To capture than 80%.



2. Logos and slogans are not brands

They are just marketing messages used to support and reinforce your brand. Its an exclamation point on your key marketing message.

The rules of slogans or tag lines:

- No more than seven words (three is best)
- It must be specific. If you have to explain it, toss it.
- It should convey a feeling or bring a picture to mind.
- It needs to be obvious what you're about.
- It must be unique in your market

Brand identities, or logos, make up 2% of a brand yet get 98% of the political attention locally. Have you ever gone anywhere because they had a great logo?

A word about logos:

- One simple graphic
- Easily recognizable
- Unique to the community
- Rarely do good logos contain a physical item (Think Nike, Toyota, Chevrolet, Reebok, Coca-Cola, Apple...)
- They need to convey a feeling



3. A brand is a perception

What people think of you when your name is mentioned. How perceptions create a brand:

- Visual cues as we pass through the community
- The people and local attitudes
- Word of mouth
- Publicity, the news, social media

This is why you build a brand using public relations. Advertising is used to maintain your ownership position. The goal is to "own" your brand in your market. Nashville "owns" the country-music brand. Napa Valley "owns" the wine brand.

Sometimes communities need a "repositioning" or "rebranding" effort. A brand is also a promise - that you will deliver on that perception when we arrive.

Check out Asheville, North Carolina, one of the best branded communities in the U.S. They do a good job conveying the feeling of a hip arts and "foodie" community and the "feeling" portrayed supports that.

ATTACHMENT B

The Art of Branding | E-book



4. Your name must be synonymous with your brand

- | | |
|---------------------------|--------------------|
| Country music capital | - Nashville |
| Gambling/Adult fun | - Las Vegas |
| Kids & Family | - Anaheim, Orlando |
| Music theater | - Branson, MO |
| Graceland/Elvis | - Memphis |
| Winery capital | - Napa Valley, CA |
| Frozen tundra | - Green Bay, WI |
| | |
| Hershey, PA | - Chocolate |
| Gettysburg, PA | - Civil War |
| Lancaster, PA | - Amish |
| Washington, DC/Ottawa | - Government |
| Hollywood | - Movies and stars |
| Detroit | - Cars |
| Silicon valley | - High tech |
| Stratford, ON/Ashland, OR | - Shakespeare |
| | |
| Your town? | -?????? |

5. Successful brands are built on product

You must champion the cause for product development. Product sells itself. All successful brands are built on product, not just marketing.

Round Rock, Texas: The Sports Capital of Texas. The product: A 500-acre sports park, baseball team, sports-oriented community.

Jefferson, Texas: The Antique Capital. This town of 2,500 residents has an antique dealer for every 20 residents in the town! (125 antique dealers). Because so many people drive four hours from the Dallas area to visit Jefferson it's now become the official B&B capital of the state.

Jackson, Wyoming: The home of Western Living. This town of 12,000 residents boast 110 galleries and western living shops in its downtown. And the town hosts nearly four million visitors a year.

Product development never ends. You can never rest on your laurels. Avoid hiring any branding company that doesn't concentrate on product development.

6. You NEVER use focus groups

You heard that right: You NEVER use focus groups to build a brand. If it has to be explained toss it. The focus group mentality results in generic mediocre brands that are rarely successful.

You CANNOT do branding by public consent. You build your brand on feasibility, not just local sentiment.

A brand is "earned" - good or bad. After all, its a perception - what people think of you.

The Seven Phases of a Public Project

1. Enthusiasm
2. Planning
3. Disillusionment
4. Fear & Panic
5. Search for the guilty
6. Punishment of the innocent
7. Praise and honors for the non-participants

ATTACHMENT B

The Art of Branding | E-book



7. You never “roll out” a brand

You never roll out a brand until you can deliver on the promise. It is earned, over time (good or bad).

Sometimes you have to create a “Bridge Brand” that will cover the gap of where you are today and where you hope to end up - your brand direction.

Remember that brands are what people think of you. Changing that perception can take time - sometimes years. And those perceptions change based on product and local attitudes. Brands always start within the community and then spread outwards.



8. Great brands always start with a plan

Branding (what it is you want to be known for)
Development (the needs to be done so you “own” it)
& Marketing (how to tell the world)
Action Plan (the to do list)

No more strategic plans! An Action Plan includes:

- Each recommendation in chronological order of when it will be implemented
- A description of the recommendation
- Who would be charged with its implementation (it takes a village to win)
- The cost of implementation
- Where the money would come from
- When it would be started and completed
- The rationale for making the recommendation

The best plans are less than 100 pages in length. You want a plan that will NOT end up on a shelf gathering dust. The days of Strategic Plans are over.



9. Branding is a team sport!

The biggest, most powerful effect of branding is getting everyone on the same page pulling in the same direction. Once again, it takes a village to win. You'll be far more powerful as a single unified voice than as a bunch of independent singular voices.

Have everyone on your team memorize this exercise, repeating after you. Say it at every meeting:

- “I promise to promote only what’s truly unique”
- “I promise to be different”
- “I promise not to repeat what other people say!”



ATTACHMENT B

The Art of Branding | E-book



10. Don't let politics kill your branding efforts

There are only three killers of any branding project. There is never a fourth. Ever.

1. Local politics - and this is worse with membership organizations than with elected officials.

2. Lack of champions - those who are willing to take some hits for narrowing the focus and who will push the brand forward.

3. Lack of money (both public and private) - the best brands are built on private investment, not public:

- Napa Valley
- Anaheim, Orlando
- Nashville
- Silicon Valley
- Hollywood
- Hershey, PA
- Lancaster, PA

The bottom line: If you have the right champions on board, they will get past the politics and will find the money to make something happen.

Branding is not a top-down exercise

"A by-product of brands 'for the people' is the committee that compromises and kills a potential brand home run.

This is why you never see statues of committees in public parks. You see brave leaders."

Cities, towns, counties, states & provinces can help fund & facilitate the process, but shouldn't lead the effort. The business community should always champion and pioneer the effort.

We surveyed 400 successfully branded cities and towns and only three were top-down efforts.

Umbrella brands

Multi-community organizations often need to create an "umbrella brand" that encompasses its various communities, each with their own unique brand.

Think of Chevrolet. Its umbrella brand is "Buy American." Its slogans are "Heartbeat of America" and "An American Revolution." But they don't run ads that say "buy a Chevy."

They market the Malibu to families looking for a mid-priced sedan. They market the Corvette to, primarily, baby boomer guys. The Aveo caters to those in their early 20s looking for a high-mileage inexpensive car. The Suburban is marketed to people looking for a large SUV. And then each ad is tagged with the umbrella brand "An American Revolution."

BUT your umbrella brand still must differentiate the county or region from all others in the marketplace. It's not so easy. In fact, if this process was easy everyone would be doing it!

ATTACHMENT B

Roger Brooks International

For over 30 years, the award-winning Roger Brooks International team has had a singular mission – to improve people’s lives by helping their communities become healthier, more attractive, and more economically vibrant. We believe that every community has the potential to become a thriving, desirable place for residents, businesses, and visitors.

Working primarily in the public sector with cities, counties, states, CVBs, destination marketing organizations, and provinces, Roger and his team are renowned for their bottom-line, “make-something-happen” approach. This results in tremendously successful planning and implementation efforts.

Contact Us

Roger Brooks International
981 Powell Ave. SW, Suite 125
Renton, WA 98057
206-241-4770

About Roger Brooks

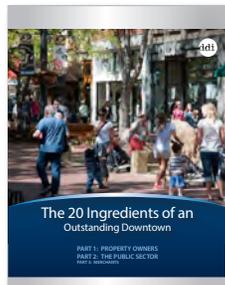
As CEO of Roger Brooks International, Roger’s expertise comes from having assisted nearly a thousand communities in their efforts to become better places to live, invest, establish a business, or visit.

The information is not just entertaining – it is clear, concise and it sticks. Known for telling engaging stories, Roger uses real-life examples shown in photos and video clips, some of them hilarious, all of them poignant. His bottom-line rules, tips, and ingredients leave attendees with rock solid action items they can implement today to make a difference tomorrow.



The Incredible Roger Brooks Library

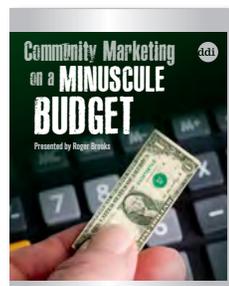
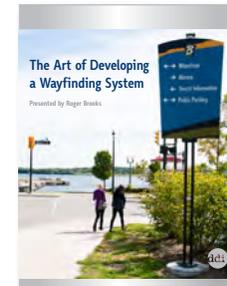
Introducing a new online program with access to a wealth of information available 24 hours a day. For a monthly fee of \$45 you will have instant access to the entire DDI video library (a few examples are shown here) plus PDF guides on a variety of branding, product development and marketing subjects. Learn more at www.RogerBrooksInternational.com



The 20 Ingredients of an Outstanding Downtown

We surveyed 400 popular downtowns and downtown districts and found the 20 most common ingredients that led to their success. Learn how these ingredients can help your downtown achieve success too!

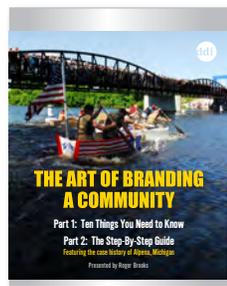
HD Video | 108 minutes



Community Marketing on a Minuscule Budget

Learn the seven marketing ideas you can implement today, for practically no money, that will dramatically increase local spending.

HD Video | 70 minutes



The Art of Branding a Community Part 1 & 2

Part 1: In this eye-opening, must-see presentation by Roger Brooks, you’ll learn the ten things you need to do to successfully brand your community.

Part 2: In this fascinating presentation using Alpena, Michigan as a case history, you’ll learn HOW to successfully develop your own brand using the 13-step process that took nearly 30 years to develop and perfect. Best of all: This process has a 100% success rate.

HD Video | Part I: 63 min. Part II: 60 min.



The Seven Deadly Sins of Destination Marketing

A full 97% of destination marketing is wasted. Learn the 7 deadly sins, how to avoid them, and how to make sure that 100% of your marketing is effective.

HD Video | 72 minutes



Lake Stevens BrandPrint

May 21, 2014

NORTHSTARIDEAS.COM

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INTRODUCTION

Branding moves communities from good to great

Congratulations to the Lake Stevens on their pursuit of a brand identity that is as distinguished as the city itself. North Star applauds the Lake Stevens leaders for your diligent partnership with departments and partner organizations city-wide to propel the image of your community forward. The myriad approaches to branding are as varied as the communities that pursue them. But without fail, the most effective (not to mention cost-effective) community branding initiatives are those that have a community-wide approach. That being said, we are impressed with Lake Stevens's obvious understanding of community branding through the work your extensive strategic planning, the inclusion of purposeful research and your emphasis on strategy above logos and lines.

We feel North Star is the ideal partner to help Lake Stevens develop a cohesive, distinct and memorable community brand. The North Star approach represents the best of all branding worlds . . . the dovetailing of a proven process with customized creativity and out-of-the-box thinking. That unique blend has allowed us to successfully collaborate over the last 14 years with more than 175 very different communities including states, counties, regions, big cities, tiny towns, downtowns, open spaces and byways. A few of our personal favorites include Snohomish County, Washington; Lake Bluff, Illinois and Petersburg, Alaska.

Our success is based on an integrated process called Community BrandPrint, which combines research, strategy, creativity, action and education. We pull everyone together in the process to speak in one voice, ensuring that you will receive the greatest possible return for your communication investments. This approach is grounded in the philosophy that community brands cannot be pursued in a vacuum. Rather, the most successful communities ensure that all touch points for consumers (including residents, tourism industry businesses, major employers, infrastructure and culture) are sending the same strong message regarding the experiential promise of the community, in essence we want to ensure that Lake Stevens is getting the talk right on the street.

But we do more than help your community find its unique brand voice; we provide direction and ideas, with an emphasis on your economic development priorities, for bringing a two-dimensional brand to life in your three-dimensional community. Ultimately our goal is to inspire a critical mass of public and private sector businesses and organizations to create things – laws, signage, art, products, entertainment, etc. – that support and promote your brand. That is when the real “buzz” about Lake Stevens will start to be heard. As you review this proposal keep in mind that no standard formula for creating a successful community brand exists. It must be a collaborative process that takes into account your current situation, your resources, your strengths and your goals. But know this, North Star understands your budget constraints and has streamlined and standardized aspects of our BrandPrint program to make it as cost effective as possible.

OWNERSHIP

North Star Destination Strategies, Inc.

209 Danyacrest Drive
Nashville, TN 37214
615.232.2103 x 26
don@northstarideas.com

North Star Destination Strategies, Inc. was established in 2000 and is owned by:

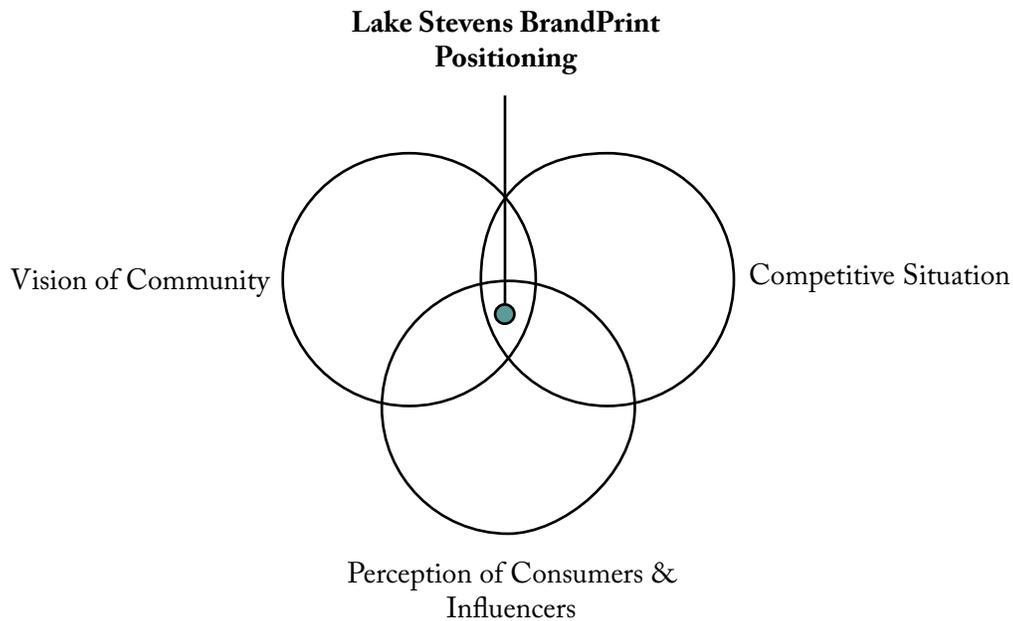
Don McEachern – President & CEO

We are over two dozen professionals committed to building strong community brands.

PHILOSOPHY

We believe that through research, strategy, creativity and action, your brand can connect the soul of your community to the heart of your consumers.

Through the Community BrandPrint process, we determine Lake Stevens' most distinct promise by triangulating your competitive situation, the vision of your stakeholders and the perceptions of your consumer. From that promise, we craft a brand strategy that positions Lake Stevens in the minds of residents, visitors and economic development influencers. Then, we develop compelling creative, powerful brand action ideas and effective communication, all of which reinforce the positioning and assure brand equity and growth.



SCOPE OF WORK

1. EDUCATION AND BUY-IN

Helping stakeholders understand branding

One of the most valuable skills North Star brings to the branding table is an understanding of how best to navigate the political waters that surround such a project. This “intangible” benefit is strictly a result of experience. We know when projects can derail, how to maneuver difficult political situations and who to include in the process. With this in mind we have developed strategies for sidestepping potential problems and keeping your branding initiative on course.

North Star also provides tactics for the use of a brand as a pivotal rallying point to help forge win-win partnerships between the public and private sector. Such partnerships can help fund the brand initially and eventually fund its integration into the community. In addition, working toward the common goal of the brand inspires non-siloed teamwork within the public sector that results in more effective use of limited resources.

Early understanding is also critical to the smooth implementation of a community brand. Educating your citizens, businesses and stakeholders on the purpose, process and possibility of a brand early is the first step in achieving buy-in from these important audiences. North Star has created an array of educational tools designed to elicit understanding of and support for the Lake Stevens branding initiative.

Educational Presentation: Live PowerPoint presentation (during the in-market trip) to private and public sector stakeholder groups (determined and assembled by client) for purposes of educating and furthering buy-in of community branding.

Press Release: General discussion on what a brand is and does. Highlight need for the public’s help during the process.

Educational PowerPoint: Community branding PowerPoint presentation given to client for use in making additional presentations, for distribution to interested parties or for placement on community websites.

Educational Brochure: For distribution to general public if needed:

- *North Star will work with Lake Stevens to write and lay out the brochure to the point of a print-ready file.*
- *Lake Stevens is responsible for providing information for customized writing and printing.*

SCOPE OF WORK

2. RESEARCH AND PLANNING

What are current brand perceptions?

This stage addresses the current positioning of the community; in other words, how Lake Stevens is perceived by visitors, stakeholders, residents, businesses and prospective visitors. We evaluate the environment, the competitive situation, community attitudes, current communications and perceptions of target audiences and their influencers. North Star strongly advocates a mixed method approach to research where quantitative studies tell you “What” and qualitative studies tell you “Why”. Only through mixed methodology can your destination obtain a true picture of where your brand is now, why, where it should be and how that preferred identity can best be accomplished.

COMMUNITY

Situation Analysis: Questionnaire and meeting with stakeholder groups to understand your primary objectives, general history, political landscape, resources, competitors, etc.

Research and Planning Audit: Comprehensive review of research and planning documents.

Communication and Media Audit: Review of existing marketing materials from public and private sector stakeholders as well as recent press related to Lake Stevens.

Familiarization Tour: Tour of commercial sites, business and technology parks, housing developments, downtown, retailers, restaurants, outdoor recreation areas, parks, the arts, etc.

Key Stakeholder Interviews (20): One-on-one interviews with key stakeholders to gather perceptions.

Stakeholder Focus Group (2): An in-depth group discussion with the individuals responsible for driving the branding initiative.

Vision Survey (200 Distributed): An open-ended questionnaire distributed to the community leaders of Lake Stevens.

Online Community Survey (Unlimited Respondents): A quantitative version of the Vision Survey posted online for community-wide participation and promoted using social media.

Brand Barometer: A tool to measure the strength of Lake Stevens’s reputation relative to the rest of the United States as a place to live, work and play.

Undercover Interviews (15-20): Informal discussions with residents, local merchants and visitors.

Tapestry® Resident vs. Region Profile: A detailed market segmentation report created with ESRI’s Arcview, Tapestry and Business Analyst software - including U.S. Census Bureau data and consumer buying behavior data from Mediamark Research Intelligence (MRI).

- *Who Report: Resident socio-economic classifications.*
- *What Report: Profile of resident lifestyle habits such as media usage, travel behavior, household buying preferences, recreational interests, civic involvement, dining choices, retail preferences and lodging tendencies.*

SCOPE OF WORK

CONSUMERS

Consumer Mapping: Origin information from existing databases (inquiries, lodging properties, attractions, etc.)

Online Brand Monitoring: Review of your online reputation that measures quantity and quality of Lake Stevens's online "mentions", plus the current topics of discussion and keywords surrounding Lake Stevens. Will be used to guide brand action for purposes of online marketing strategy suggestion and product development.

Top Business Prospects: A proprietary program that identifies a list of top business prospects using the combination of a psychographic workforce profile and current successful industries in Lake Stevens. It then determines complementary businesses within a predetermined mile radius. This data will also be applied nationwide to cities that have a similar population size and workforce to pinpoint areas of opportunity for Lake Stevens. Will be used to guide brand action for purposes of economic development.

Tapestry® Consumer Profile: Detailed psychographic report describing consumers to Lake Stevens using merchant and visitor records.

- *Who Report:* Consumer demographic and socio-economic classifications; this report also compares your consumers to the profiles of your community. In other words, are your residents like or unlike your visitors?
- *What Report:* Profile of consumer lifestyle and media habits such as media usage, household buying preferences, recreational interests, civic involvement, dining choices, retail preferences, lodging tendencies, travel behavior and more.
- *Where Report:* Grid showing relative comparisons of feeder markets based on the highest concentration of core consumers.

Qualitative Perception Study (20-30): Telephone interviews to gather insights from influencers to include, but not limited to: economic development prospects, site selectors, relocation executives, meeting planners, group tour operators and regional and state-level economic development and tourism executives.

Quantitative Perception Study (200+ Completes): Survey conducted using a statistically significant random sampling of consumers and non-consumers in outside markets. Data will be cross-tabulated in a number of ways to reveal the most insightful patterns between consumer and non-consumer groups. For instance, perceptions and attitudes for those who have visited Lake Stevens will be compared and contrasted to those who have not visited and are reporting perceptions purely on reputation.

Consumer and Non-Consumer Awareness and Perception Study: Survey conducted using a random sampling of consumers; specifically, the survey measures:

- o Overall awareness and perceptions of Lake Stevens.
- o Overall awareness and perceptions of the competition.
- o Consumer visitation patterns to Lake Stevens.
- o Attitudes regarding Lake Stevens's strengths and weaknesses.
- o Consumer opinions regarding what needs to be added or taken away.
- o Changes in consumer perceptions of Lake Stevens after visiting.
- o Patterns of visitation activities associated with consumer's primary purpose of visitation.

SCOPE OF WORK

COMPETITION

Competitive Positioning Review: A brand message assessment to evaluate Lake Stevens's position relative to the competition.

Competitive Perception Review: During every phase and study of the research process we look for opportunities to learn more about Lake Stevens's top competitors, including internal and external awareness and perceptions of their strengths and weaknesses. All findings are combined in a competitive review that paints a succinct picture of the competition. Specifically, the vision survey, online community survey, quantitative perception study, focus groups, stakeholder interviews, undercover interviews and the qualitative perception study inform the competitive perception review. Should time allow, North Star will also include a site visit to nearby competitors.

SCOPE OF WORK

3. INSIGHTS

Where is the heart of your brand?

The goals for this initiative may involve a number of elements: cohesive community identity and consistent marketing efforts, collective community conscience, uncovering community uniqueness, developing a community presentation to economic development prospects, highest use of available resources, resident recruitment/retention and gross receipts. Branding influences these goals by influencing expectations and affecting attitudes, thus affecting behavior and usage. The most successful brands establish an emotional – not simply an intellectual – connection. Our insights come from asking a number of thought-provoking questions: What brand “story” does the research tell? What emotional attachments can the brand hold? What are Lake Stevens’s core values? How does the brand fit into the consumer’s lifestyle? How can the brand best be used to elicit Lake Stevens’s desired emotional/behavioral responses? It is from these insights that we determine the overall positioning of the brand.

These insight questions are compiled in a succinct storyline that leads directly to Lake Stevens’s strategic brand platform (positioning statement). This platform is the **critical touch point for all branded activity moving forward**. For maximum brand impact, all efforts, thoughts, communications and actions should literally and symbolically support its essence.

- **Situation Brief:** Review of all research findings.
- **Blue Sky Meeting:** Internal session for developing insights based on significant research patterns and findings.
- **“Understanding and Insights” Presentation:** Comprehensive review of all relevant research and recommended strategic direction.
- **Brand Platform Statement Development:** The guiding statement for the management and development of your brand including:
 - Target audience: Consumers for whom destination has the most appeal.*
 - Frame of reference: Geographic context of the destination.*
 - Point of difference: What makes your destination special.*
 - Benefit: Why it should matter to the consumer.*

NOTE: Here we conduct a meeting to present all of the research findings as well as our recommended brand positioning based on those findings. Brand Platform approval is required before proceeding.

SCOPE OF WORK

4. CREATIVITY

How should your brand look, feel and sound?

In this stage, all the data and high-level strategies are transformed into tangible creative products that embody your brand. Straplines and logos (with graphic standards) are created. Foundation creative recommendations and looks are created, including targeted marketing messages and advertising, digital design and content recommendations (web portal, social media), collateral materials, stationery and a color palette. Additional deliverables may also be developed, including environmental applications, signage, promotional items, economic development prospecting packages and more.

- ✦ **Written Creative Concepts:** North Star will provide three different written concepts for bringing your brand platform to life creatively. Also included is a round of revisions to the selected concept.
- ✦ **Logos & Graphic Identity Looks:** At least five different logo options and two distinct looks with a round of revisions to the selected option. This collaborative process results in a unique and memorable visual identity for your brand. In a word, how will your community's brand look?

Note: There is critical collaboration that takes place at this point with a small select group of marketing stakeholders to address the written creative concepts and the development of the foundational graphic identity. North Star then provides solutions for the remainder of the creative work based on that agreed-upon direction.

- ✦ **Brand Narrative:** Takes the foundation of the written concept and breathes life into it through an artistic interpretation of language. Its purpose is to help residents, businesses, influencers and consumers connect and embrace the emotional story of the brand to their own lives. It contains inspiring language meant to describe Lake Stevens's assets as they relate to your new brand and to garner excitement among brand drivers, brand partners and regional stakeholders. Sub-narratives for economic development and visitor initiatives will also be provided.
- ✦ **Custom Deliverables:** Using the new creative direction, North Star will assist the client in identifying a list of custom deliverables that target your specific goals. Typically those ideas might include:

*Graphic standards guide
Strapline development
Color palette
Stationery design
PowerPoint slide design
E-newsletter template
Collateral design
Sample advertisements*

*Brand vocabulary
Infrastructure design
Website design application
Mobile website and app design
Social media design application
Signage design
Wayfinding design
Merchandising*

SCOPE OF WORK

5. ACTION

How should your brand be integrated?

In this stage, North Star develops a must-do strategic action and communications plan for the first 6 to 36 months following your brand's development. This plan comprises 15 fundamental action steps that ensure the brand gains traction and maintains momentum. Many of these tasks involve setting up the organization and cooperation that will propel your brand forward. Our goal - and yours - is to make sure that the Lake Stevens brand is the guiding principle for your future, not just a logo and line on your letterhead.

As part of this top 15 action plan, we will craft a selection of high-impact custom action ideas designed to raise the profile of your brand and put it to work in every corner of your community. Custom ideas generally fall into the following categories:

- **Policy** (laws or measures that support the brand strategy.)
- **Sports** (tournaments, events, youth sports, etc.)
- **Environmental Applications** (look at your community as if it were a canvas)
- **Purpose Initiatives** (charities, sponsorships, etc.)
- **Festivals** (repackage existing events/festivals or develop new ones that connect to your brand strategy.)
- **Arts** (public art campaigns, partnerships with art organizations, art contests with visitors, residents, students, artists in residence programs.)
- **Private Sector** (ideas and tools to engage businesses and other private sector organizations.)
- **Exports** (goods that are manufactured, grown or packaged in your community for export; even a famous person or idea from your community can be considered an export.)
- **Awards** (civic awards, organizational awards, etc.)
- **Education** (programs in schools, small business/entrepreneur mentoring, education for front-line hospitality staff, etc.)
- **Sustainability** (residential green initiatives, tax incentives for green industries, etc.)
- **Health** (community health programs, school-based health initiatives, business-based health initiatives, hospital and health care agency partnerships.)
- **Economic Development** (marketing, communications, training, outreach, resources, etc. . . all specifically related to economic development.)
- **Tourism** (marketing, communications, training, products, packaging, merchandise, etc . . . all specifically related to tourism.)
- **Events** (any organized activity that ties back to the brand ranging in scope from festivals to health fairs to career counseling to community clean-up days.)
- **Incentives** (tax incentives for businesses, entrepreneurs, art organizations, etc. that are in line with the brand strategy.)
- **Master Planning** (design and development of infrastructure and support systems that correlate with the brand strategy.)

SCOPE OF WORK

6. EVALUATION

How the brand is performing

Evaluation yields new information, which may lead to the beginning of a new planning cycle. Information can be gathered from concept pre-testing, campaign impact in the marketplace and tracking studies to measure a brand's performance over time. Ideally, two basic questions will be answered: have responses to the brand among target audiences changed in the way the BrandPrint intended? And have these changes resulted in action that will achieve the desired objectives of the brand?

No single measure of success works for something as complicated as a community brand. As such, every research study in this plan is designed to produce benchmarks and results that can be used for comparison with future studies in areas of advocacy, return on investment, perceptions of the existing Lake Stevens brand and attitudes regarding how well Lake Stevens performs as a place to live, visit, do business and attract a talented workforce. Additionally, our 13 years of branding experience have shown that true success can be seen in the spread of excitement, inspiration and innovation among your stakeholders around the brand. This is a "soft measurement" but it is vitally important.

North Star builds hours into our BrandPrint process for mentoring with our clients. We also provide a 12-month follow up. However, we do not limit communication to this instance. Your success is our success, and everyone at North Star - from the president and CEO to the office manager to our research assistants - takes the success of our clients personally. Toward that end, we are always available to answer questions and help with problems. In short, we have maintained an ongoing personal and business relationship with most of our clients, some for more than a decade.

- 🚩 12- Month Check Up.
- 🚩 Recommended Measures of Accountability:

Online Brand Perception.

Qualitative Perception Study.

Quantitative Perception Study.

Brand Barometer.

Use of the Brand Narrative in the private sector.

NOTE: Here, we conduct a final presentation that delivers the creative product, the brand action ideas and recommended measures of accountability. A final report is produced that delivers these items as well as the research findings, insights and strategic brand platform.

PROPOSED TIMELINE

Getting started call	Week 1
Education & buy-in	Weeks 1 – 2
Research & Planning Phase	
Situation analysis	Weeks 1 – 2
Research and planning audit	Weeks 1 – 2
Communication and media audit	Weeks 1 – 2
Consumer record collection	Weeks 1 – 3
In-market visit (fam tour, focus groups, interviews)	TBD
Vision Survey sent, received and entered	Weeks 4 – 8
Inquiry Origin data sent and report mapped	Weeks 4 – 8
Online community survey	Weeks 4 – 8
Online brand monitoring	Weeks 4 – 8
Competitive positioning review	Weeks 4 – 8
Competitive perception review	Weeks 4 – 8
*Data compiled and mapped	Weeks 6 – 10
*Tapestry who, what and where reports	Weeks 6 – 10
Top business prospects	Weeks 6 – 10
*Perception Study (Qualitative)	Weeks 11 – 13
Perception Study (Quantitative)	Weeks 13 – 16
Insights	
*Understanding and Insights development	Weeks 17 – 21
*Blue Sky - strategy meeting	Week 21
**Understanding and Insights presentation	Week 22
Creativity	
Creative brief development (internal)	Week 23
Creative concept development	Weeks 24 – 26
**Approval of creative concept	Week 27
Brand identity guide development	Weeks 28 – 34
Action	
Action idea development	Weeks 30 – 34
Final report development	Weeks 34 – 36
PROPOSED TIMELINE	Weeks 34 – 36

* = *Dependent upon how quickly records are received*

** = *Dependent upon how quickly approval from client is received*

INVESTMENT

<i>Education, Research and Insights</i>	<i>\$52,000</i>
<i>Creativity, Action and Evaluation</i>	<i>\$36,000</i>
<hr/>	
<i>Entire Contract</i>	<i>\$88,000</i>

Payment schedule:

We request half of the payment upfront with an agreed-upon signed contract. The next quarter installment is due at the completion of the Understanding and Insights presentation. The remaining quarter is to be paid in equal payments over the three months following the Understanding and Insights presentation.

- Travel expenses will be billed to the client at net cost when incurred.
- North Star does not bill for copying, fax, or courier.

REFERENCES

Snohomish County, Washington

Ms. Amy Spain
Executive Director
Snohomish County Tourism Bureau
425.348.5802
amy@snohomish.org

Denison, Texas

Mr. Tony Kaai
President
Denison Development Alliance
903.464.0883
tkaai@denisontx.org

Columbus, Indiana

Ms. Lynn Lucas
Executive Director
Columbus Area Visitors Bureau
812.378.2622
lynnlucas@sbcglobal.net

Hickory, North Carolina

Mr. Mick Berry
City Manager
City of Hickory
828.323.7412
mberry@ci.hickory.nc.us

Lee's Summit, Missouri

Mr. Steve Arbo
City Manager
City of Lee's Summit
816.969.1013
stephen.arbo@lees-summit.mo.us

Lima/Allen County, Ohio

Mr. Jed Metzger
President/CEO
Lima/Allen County Chamber
419.222.6045
jmetzger@limachamber.com

New Bern, North Carolina

Ms Colleen M. Roberts
Public Information Office
City of New Bern
252.639.2707
robertsc@newbern-nc.org

Miami County, Ohio

Ms. Diane Thompson
Executive Director
Miami County Visitors Bureau
937.339.1044
dthompson@visitmiamicounty.org

Petersburg, Alaska

Ms. Liz Cabrera
Petersburg Econ. Dev. Council
Coordinator
907.772.4042
pedc@gci.net

Lake Bluff, Illinois

Mr. Drew Irvin
Village Administrator
Village of Lake Bluff, IL
847.283.6883
dirvin@lakebluff.org

PROJECT MANAGEMENT

Approximately two dozen North Star team members will play a role in crafting the Community BrandPrint for Lake Stevens. To manage this process a North Star team member will be assigned as the single point of contact (project manager) throughout the process. A variety of communication methods are used including telephone, email, in-person visits and webinars. Status reports are sent to keep the Lake Stevens team apprised of the progress.

The following is a comprehensive list of threshold events and deliverables:

- ✦ **Getting Started Package:** Documents and discussions to begin the BrandPrint program via the telephone. Dates are set for the in-market trip and the BrandPrint process is reviewed.
- ✦ **In-Market Trip:** North Star will send a team to Lake Stevens for an intensive period of research.
- ✦ **In-Market Debriefing:** The in-market team report and presentation back to the North Star team.
- ✦ **Strategy Development Session:** Group meeting to discuss research and insights for the development of the overarching brand platform.
- ✦ **Understanding and Insights Presentation:** North Star will send one person to conduct a live presentation of the research findings and recommended BrandPrint strategy.
- ✦ **Creative Development:** A series of presentations and discussions via the web and telephone to develop the creative product and its customizations.
- ✦ **Action Idea Development:** The North Star team will craft action ideas that address specific Lake Stevens goals in the context of the new brand.
- ✦ **Final Report:** The final document containing research findings, strategic development and creative deliverables.

KEY PERSONNEL

DON MCEACHERN, PRESIDENT & CEO

Don McEachern has been growing brands and leading teams for more than 20 years. His experience includes working for multi-national advertising agencies as well as nationally recognized creative boutiques. During his time in the ad world, McEachern put his stamp on some of the world's most famous brands including Goldkist, Hawaiian Tropic, Suntory Bottled Water Group, Trump Plaza, Panasonic and Lanier Worldwide. For his efforts he received numerous awards, including a prestigious national Effie for marketing effectiveness and a Clio for excellent creativity.

Thirteen years ago, McEachern struck out on his own. With a dream and a dollar, he launched North Star Destination Strategies, specializing in brand marketing for communities. More than 170 nationwide cities later, McEachern has become the recognized expert in the exploding field of community branding. With a process that combines education, research, strategy, creativity and action, he has helped create unique and effective brands for the states of Mississippi and Florida; major downtowns including New Orleans and big-name cities like Anchorage, Alaska; Dayton, Ohio and Providence, Rhode Island.

McEachern is also a sought-after speaker on the topic of community branding. He has spoken at national, regional and local conferences; served as keynote speaker, panel moderator, session leader and break out facilitator and has judged branding competitions including the National Association of Government Communicators. He has helped CVBs, mayors, city councils, governors, city managers, economic development, and chambers.

McEachern lives on a horse farm in Nashville, Tennessee, where he rides horses, paddles kayaks and plays tennis with his children. As of yet, no member of his family has been branded.

KEY PERSONNEL

ED BARLOW, VICE PRESIDENT OF STRATEGIC PLANNING

Ed loves a good riddle. Ever since being the fastest to find the toaster in the tree in his pediatric dentist's waiting room, he has been solving marketing and operational challenges with creative and strategic instincts. Along the way he has collected a cum laude business degree in Hospitality Administration from Florida State University and a Master's degree in Creative Writing and English Literature from Southern Methodist University in Dallas.

Most recently, Ed gained valuable experience on both the client and agency sides of the branding relationship as an ADDY-award-winning Director of Marketing and Communications for the parent corporation to a group of national facility services companies serving transportation, travel, aviation, retail, healthcare, and hospitality industries. He has also worked as Senior Copywriter and Marketing Strategist for a branding design firm in Nashville specializing in persuasive content for Music Row, corporate, and non-profit clients. His success can be traced to intense curiosity, ability to listen intently, and all those questions that lead to solving any riddle.

Ed caters to North Star clients with creativity, effective communication and customer service. His insights and instincts lead clients to a broad, inclusive approach to successful community place branding for the long-term. He has led successful community place branding initiatives for Iowa's Creative Corridor; Lima/Allen County, Ohio; Lauderdale Lakes, Florida; Brookings, South Dakota; Jamestown, New York; Helena-West Helena, Arkansas; Downtown New Orleans, Louisiana; State of Mississippi; State of Florida; Goshen, Indiana and Tehachapi, California.

After living off the grid for several years in Taos, New Mexico, enjoying hiking, mountain biking, and discovering some artistic talent, Ed returned to his native Tennessee. Back home he launched 2 eds design, a small enterprise with Ed Sr. specializing in creating home furnishings and custom artwork in wood and metal.

KEY PERSONNEL

RUPA DELOACH, VICE PRESIDENT OF RESEARCH SERVICES

Rupa R. DeLoach comes to North Star bringing her experience as the Director of Research for the Tennessee Department of Economic & Community Development, where she served for seven years. At the state, she was responsible for all research activity pertaining to Tennessee's business recruitment, expansion and retention efforts, community and rural economic development strategies, as well as the statistical evaluation of job and investment growth in Tennessee and other aspects of the labor market landscape reported to the executive and legislative branches. Under her tenure with the state, ECD's data systems (particularly those pertaining to the automotive industry and foreign direct investment) caught the attention of notable organizations such as the Brookings Institute and the Financial Times FDI Markets, as being the definitive source of investment and industry data in Tennessee. Rupa's tenacious nature, ability to ferret out just the right data set, and shape it into marketable information allowed Tennessee to "land" major competitive recruitment efforts that would have otherwise gone to competing states.

Additionally, Rupa has had nearly two decades of experience as an entrepreneur and consultant to various NGOs throughout the world.

Rupa was a founding member of the Southern Automotive Women's Forum, where she served on the Board of Directors as VP of Research and Development as well as on the organization's executive leadership team, from 2009 - 2013. As co-chair of the scholarship committee, she has helped to raise and disburse nearly \$100K in scholarships to deserving young women pursuing careers in STEM (Science Technology Engineering and Mathematics) fields with the hope of advancing in the automotive industry. As part of this passion for promoting education and furthering diversity in STEM, she also serves on the Advisory Board for WISTEM (Women in Science Technology Engineering and Mathematics) at Middle Tennessee State University.

Since 2008, she has also served on the Board of Examiners for the Tennessee Center for Performance Excellence, helping Tennessee companies and organizations evaluate their operational processes using National Baldrige Performance Excellence based criteria.

Rupa has a graduate degree in Economics from Vanderbilt University and an undergraduate degree in Public Management from Florida Atlantic University. She currently resides in Nashville with her husband where they spend their time chasing a toddler and an infant, taking long drives (okay, they only do this to get the babies to sleep) and trying to take in the art scene.

KEY PERSONNEL

LORI ODOM, VICE PRESIDENT OF ECONOMIC DEVELOPMENT

Lori is North Star's veteran economic development guru, offering clients a unique mix of business development acumen and strategic marketing skills. Having spent the last 10 years guiding the State of Tennessee's domestic and international business recruitment efforts, Lori understands what it takes to attract new business opportunities to a community. Highlights from her work at the state include assisting Volkswagen, Nissan, Amazon and others choose locations in Tennessee to grow or expand their operations.

In her North Star capacity, Lori will oversee all economic development branding projects, ensuring that economic development driven client brands are not only compelling and competitive, but that they are grounded in strategies that forge relationships with key business audiences including CEOs, site selectors, recruiters, individual talent and media.

Prior to coming to North Star, Lori traveled the world in the pursuit of business development – and has the frequent flyer miles to prove it! She led multi-state international cooperative events in Japan which included the Governors of seven southeastern states and influential Japanese business leaders. A pro at “herding cats,” Lori has taken hundreds of business leaders to Asia, Europe and Canada to develop relationships and promote cooperation. As part of former Tennessee Governor Phil Bredesen's team, she was instrumental in the relocation of the Japanese Consulate from New Orleans to Nashville and the establishment of the Tennessee China Development Center in Beijing, China. During her time as the state's Director of International Investment (2006 - 2010), foreign direct investment represented nearly \$4 out of every \$10 dollars invested in Tennessee encompassing over 35% of all investments made in Tennessee for that time period.

When not traveling the world, Lori traveled the state assisting large and small communities as they developed strategies to compete in the global market.

A graduate of the University of Tennessee in Knoxville, Lori earned a Master of Science in Human Resource Development and a Bachelor of Science in Communications. She and her husband live in Nashville where they spend their free time enjoying the city's great restaurants and vibrant music scene.

KEY PERSONNEL

ADAM WINSTEAD, COMMUNITY BRAND SUPERVISOR

A North Star veteran, Adam spent his first several years as the company's Research Supervisor. In that position, he helped determine the research needs of clients, design research studies and conduct field research. He also compiled, coordinated, dissected and organized the mountain of quantitative and qualitative research and data that serve as the strategic foundation for every North Star brand client. Finally, Adam helped expand the North Star research offerings to include ROI and conversion studies, perception mapping and customized research. He also refined and expanded North Star's proprietary citizen advocacy measure — the Brand Barometer — and served a pivotal role in developing another proprietary North Star research tool designed to help community economic development organizations identify top business prospects based on criteria specific to the community. When clients started requesting more of his time, Adam was promoted to Community Brand Supervisor where all of his considerable computer, analytical, design, strategic, management and people skills are put to excellent use. In that position, Adam helps communities build on their abilities to turn aspiration into achievement. Clients benefit from his ability to think both creatively and strategically, and appreciate the warmth and thoughtfulness of his manner. He has worked on a number of projects including Dandridge, Tennessee; Oglethorpe County, Georgia; Jacksonville, North Carolina; South Main Historic Arts District in Memphis; New Bern, North Carolina; Greenville, Illinois; and Lake Bluff, Illinois.

Adam is one of those rare people who did more in his college career than many people do in a lifetime. He graduated from Belmont University with a bachelor's degree in economics and marketing. While there he worked for Sodexo Campus Services as Marketing Manager for the entire Belmont Dining program. He sat on the national Education Division's prestigious Student Board of Directors, charged with helping universities across the nation identify and better meet student needs. Adam was also a key player in event marketing for the 2008 Presidential Town Hall Debates and numerous Country Music Television Awards ceremonies.

A Memphis native, Adam is a "fantastic" cook and a devout foodie (to burn those calories, he is preparing to run his fourth half marathon.) And his soulful singing voice often can be heard ringing through the North Star halls.

KEY PERSONNEL

KELLEY BRACKETT, COMMUNITY BRAND COORDINATOR

Kelley adds valuable public relations and social media experience to the North Star team after an award-winning tenure with North Carolina State University as a Communications and Marketing Specialist delivering dynamic media campaigns, educational programming, and branded events and restaurant concepts for the retail and hospitality division of the campus.

At North Star, Kelley has served as project managers for communities of all shapes and sizes. Her skills have been applied to grass-roots marketing plans focused on neighborhood revitalization programs in West Humboldt Park in Chicago and Middle Main in Poughkeepsie, NY, crafting a destination brand for New Jersey's largest metropolis – Newark, and developing a communitywide brand to attract economic growth in Rancho Cordova, CA among others. Her strengths in creative thinking and writing have proven to be an asset in brand development. She attributes her enthusiasm for clients and communities to a love of travel, an eye for detail and the simple joy that comes with discovering hidden gems in unexpected places. Kelley earned a BA in communications and journalism with highest honors from North Carolina State University.

CHRISTI MCEACHERN, EXECUTIVE CREATIVE DIRECTOR

For more than 20 years, Christi McEachern has made her mark as a marketing writer, editor and strategic planner. Her primary areas of emphasis include economic development, healthcare, travel and tourism, and community place branding.

Prior to joining North Star in 2003, Christi worked with a wide variety of clients including Days Inn, Ramada, American Express, UPS, UPS Worldwide Logistics, Cellular One, AmSouth, Parisian, BellSouth Business Systems, the Arthritis Foundation, Blue Cross and Blue Shield of Georgia, HealthNet, TennCare, Physicians' Mutual, HCA, Matria Healthcare, Schering-Plough and Merck. She has received numerous awards for writing and editing.

A 10-year North Star veteran, Christi's writing, strategic and client management skills are now put to good use. In addition to overseeing the care and nurturing of clients, Christi applies her keen creative eye to the development of creative and strategic direction for community place branding projects. A long-time business and marketing writer, she is also considered the "voice of North Star." This includes tasks such as writing the website, biweekly marketing blasts, blog, branding articles, public relations and more. She oversees and manages every step of the North Star creative process and has spearheaded the creative development of numerous projects including Lee's Summit, Missouri; Georgia's Golden Isles; Newark, New Jersey; Iowa's Creative Corridor and Snohomish County, Washington.

KEY PERSONNEL

S.A. HABIB, CO-CREATIVE DIRECTOR

As long as he can remember, Habib has had an eye for design and beauty and a passion for creating things that connect emotionally with the consumer. Born and raised in Pakistan, as a youth Habib participated with his family creatively in their textile business, designing fabrics and finishes for the material they manufactured.

Since moving to the United States, Habib has quietly taken the creative world by storm as a student, teacher, creative director and business owner. At the creative helm of the agency The Buntin Group he worked on accounts ranging from healthcare to tourism to retail. In 1998, he founded his own creative agency, Locomotion Creative, which continues to build brands that win awards. This includes winning the “Silver Medal,” the highest achievement award of the American Advertising Federation in 2008.

His account credits include the Greenbrier Resort, Captain D’s, Georgia Boot, Century Boats, The Little Clinic, Pinnacle Financial Partners, Lee Jeans, Wrangler, Nautica and Red Kap, Tractor Supply, Kroger Food Stores and Dollar General. As Associate Creative Director for North Star, Habib shares with our community clients his knack for compelling creative execution based upon sound strategy and pragmatism. He leads a brilliant team including web designers, graphic designers, artists, photographers, video production gurus and illustrators. He helped create some of North Star’s most compelling brands including Columbus, Georgia, the agency’s first-ever community-wide brand.

When he is not bringing community brands to life, Habib is in his studio where he paints landscapes, still lifes and graphic vignettes inspired by such modern impressionists as John Singer Sargent, Anders Zorn and Joaquin Sorrolla. He also plays a mean game of golf.

CONCLUSION

One of the often-neglected responsibilities of community leaders is the job of building a reputation that is fair, honest and powerful. Whether leading a small town or a world power, leaders owe it to their individual and institutional constituents to dig out the “competitive identity” of their community. This identity comes from the history, the culture, the geography and the society of the place – as such, it should be an accurate reflection of the genius and the will of the people.

Congratulations to Lake Stevens for taking the first step in digging out your unique competitive identity! Having provided more complete branding solutions to more communities than any other branding company, North Star is the industry leader in place branding. We are the only company to combine research, strategy, creativity and action in one program specifically for communities.

At the completion of the Lake Stevens BrandPrint, North Star will have discovered your optimum brand positioning, the best use of resources to leverage your equity in that brand and the ideal creative message to positively influence residents, businesses and visitors. We will also have developed an action plan designed to take that brand identity and make it come to life in every corner of your community.

We are delighted with this opportunity and would consider it an honor to work with you and Lake Stevens, Washington!



Don McEachern
President & CEO

May 22, 2014

Date

SNOHOMISH COUNTY WASHINGTON OPEN UP

TARGET AUDIENCE:

For those wanting to explore and pursue, (*extreme recreation, a great buy, a big casino win, etc.*)

FRAME-OF-REFERENCE:

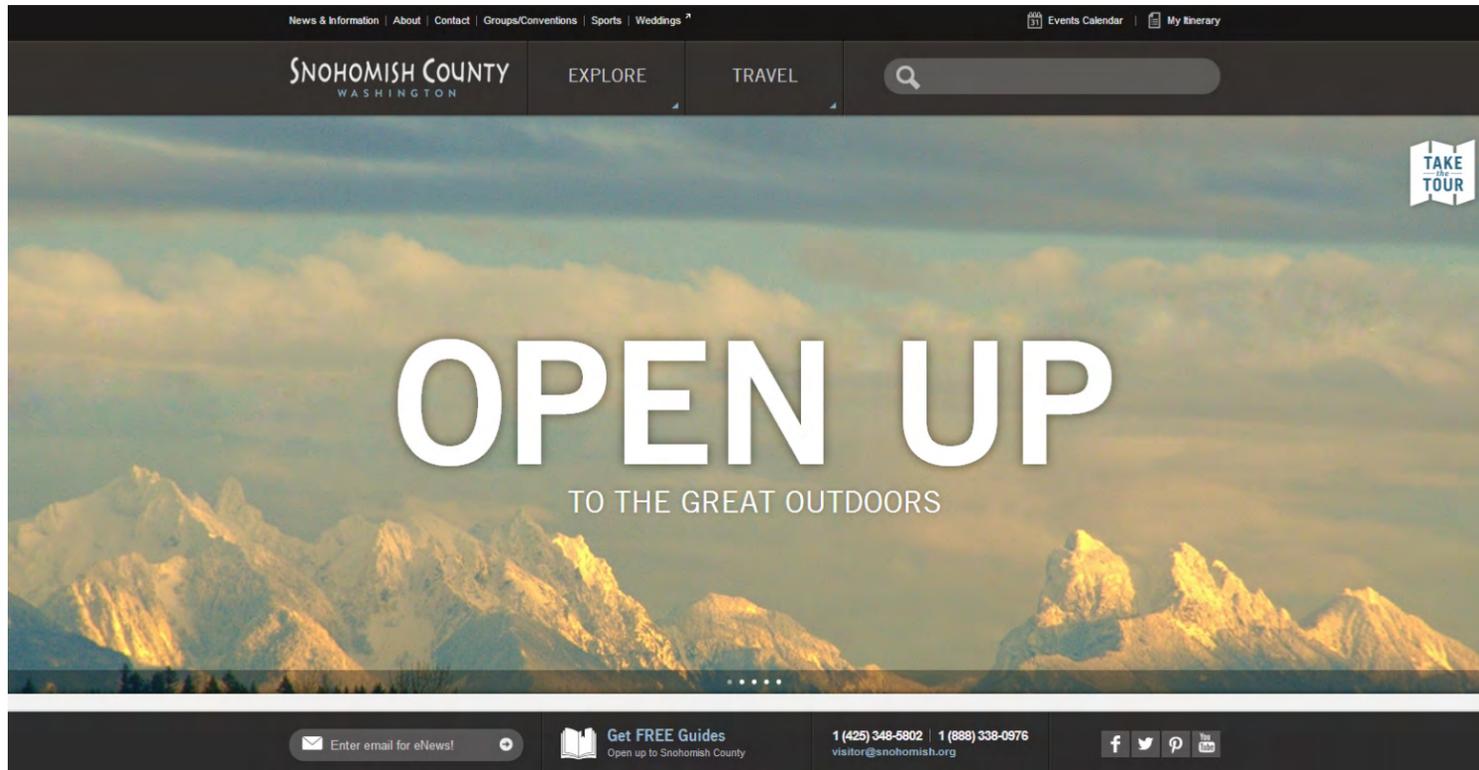
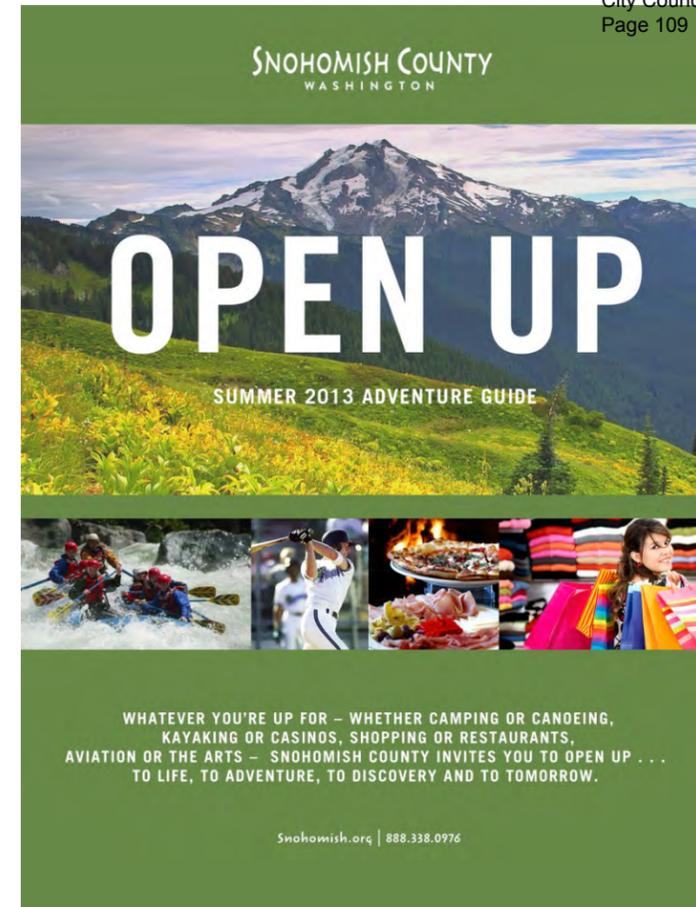
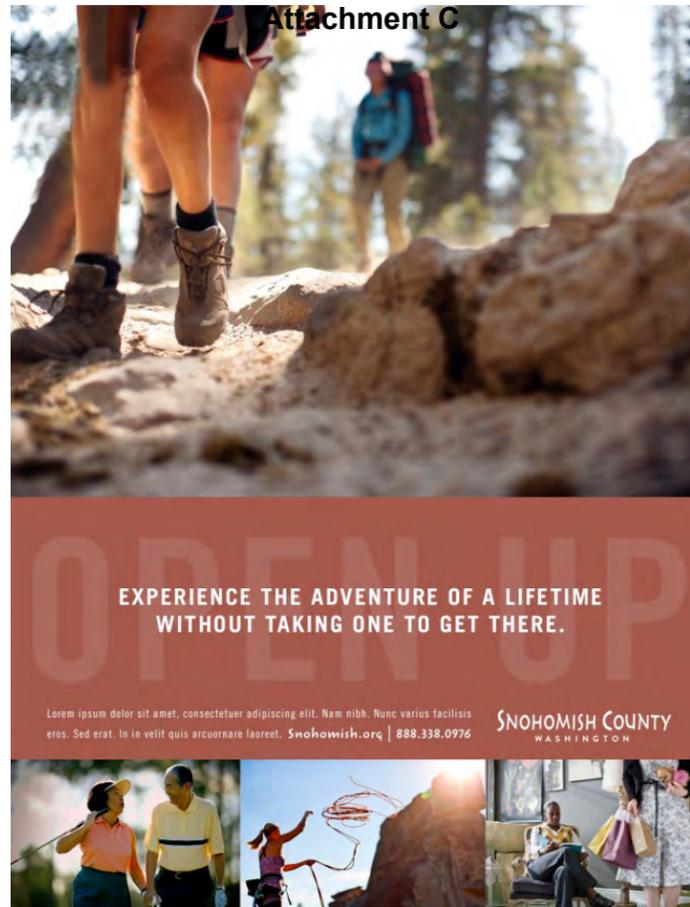
between Seattle and Canada along I-5 and barely contained by the Puget Sound and the Cascades,

POINT-OF-DIFFERENCE:

Snohomish County is where Seattle gets *outside (escapes, gets outdoors, where Seattle meets the outdoors, go out socially, go out shopping, get outside of yourself)*

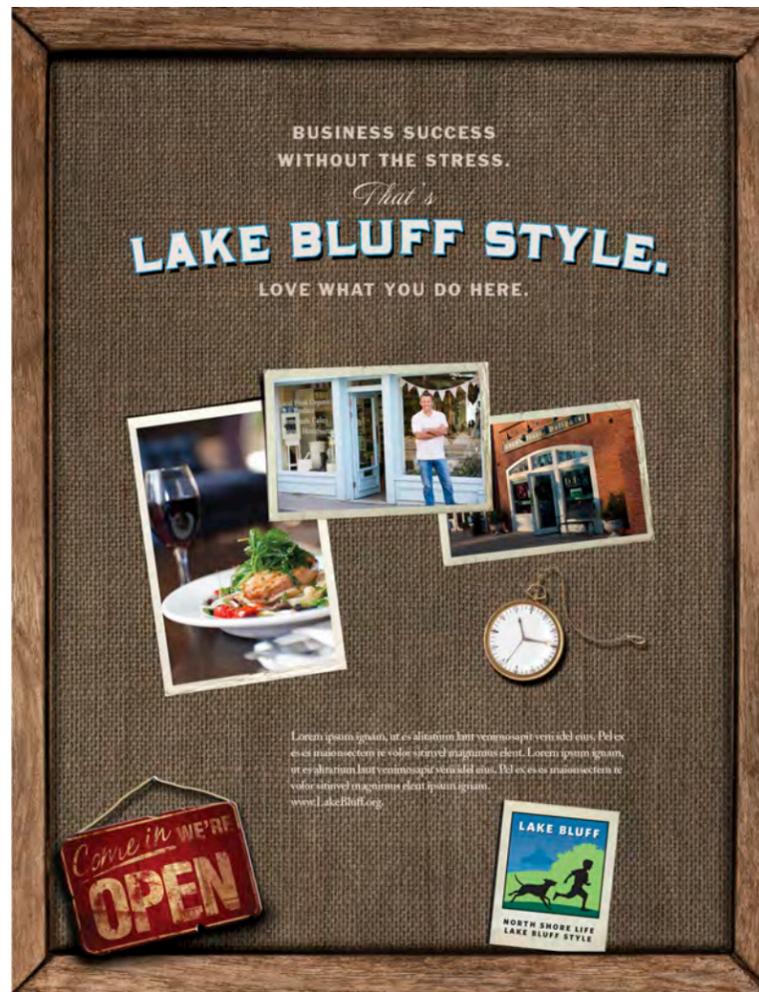
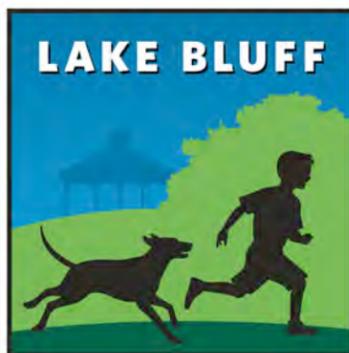
BENEFIT:

and opportunities open up.



open up
SNOHOMISH COUNTY WASHINGTON

Attachment C



- GREATEST APPEAL:** For those who prize experiences over extravagance
- FRAME-OF-REFERENCE:** Lake Bluff, IL is one of the smallest Villages on the North Shore nestled along Lake Michigan, just minutes from Chicago,
- POINT-OF-DIFFERENCE:** where its small size, unpretentious charm, and easygoing spirit set it apart even in prestigious company
- BENEFIT:** so you spend life laughing with the Joneses, not keeping up with them.



love what you do here
LAKE BLUFF
 ILLINOIS



CHALLENGE

Reluctant Marketers. Sometimes the very nature of a place can make branding that place difficult. Take the authentic fishing village of Petersburg, Alaska for example. With their strong Norwegian heritage, the people of Petersburg are hardworking, modest, courageous, quiet and a bit stubborn. Combine that salty character with a couple of previous unsuccessful attempts at branding and you get a community of very reluctant marketers. How best to create an identity for this town worthy of the strong character of the people (and authentic enough to overcome anti-marketing mentalities).

INSIGHT

Petersburg shares many of the assets of other authentic Alaskan towns including breathtaking natural beauty, unrivaled fishing, native culture and small town charm. What it has that no other Alaskan town can boast is a strong Norwegian culture that colors all of its other assets with the character of this fascinating heritage.

BRAND STRATEGY

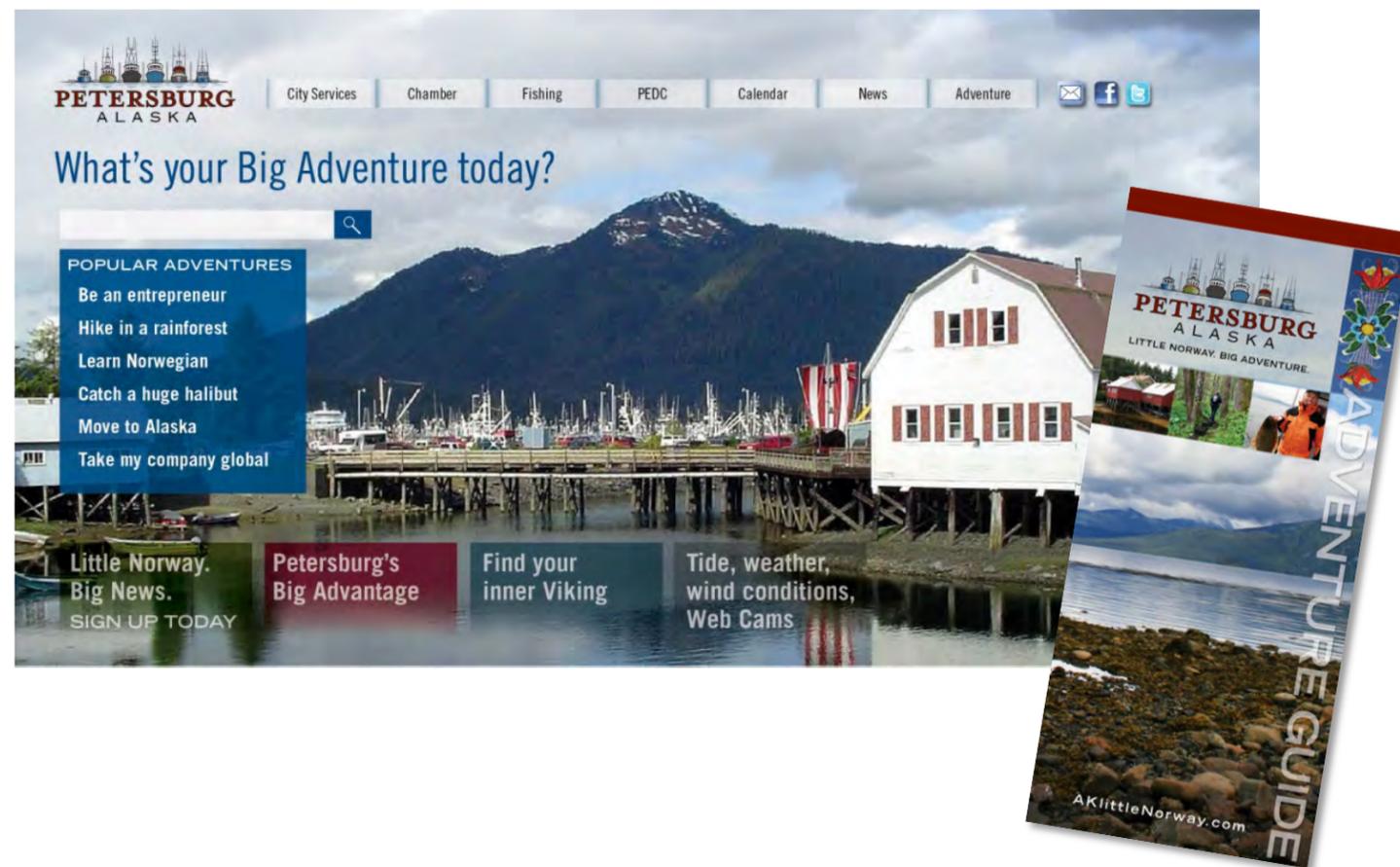
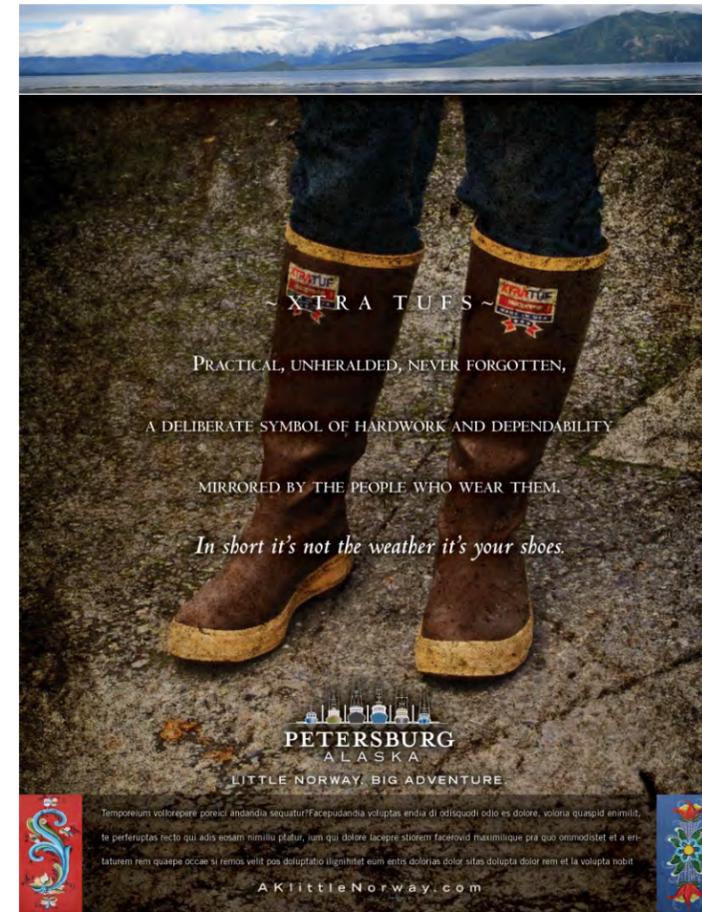
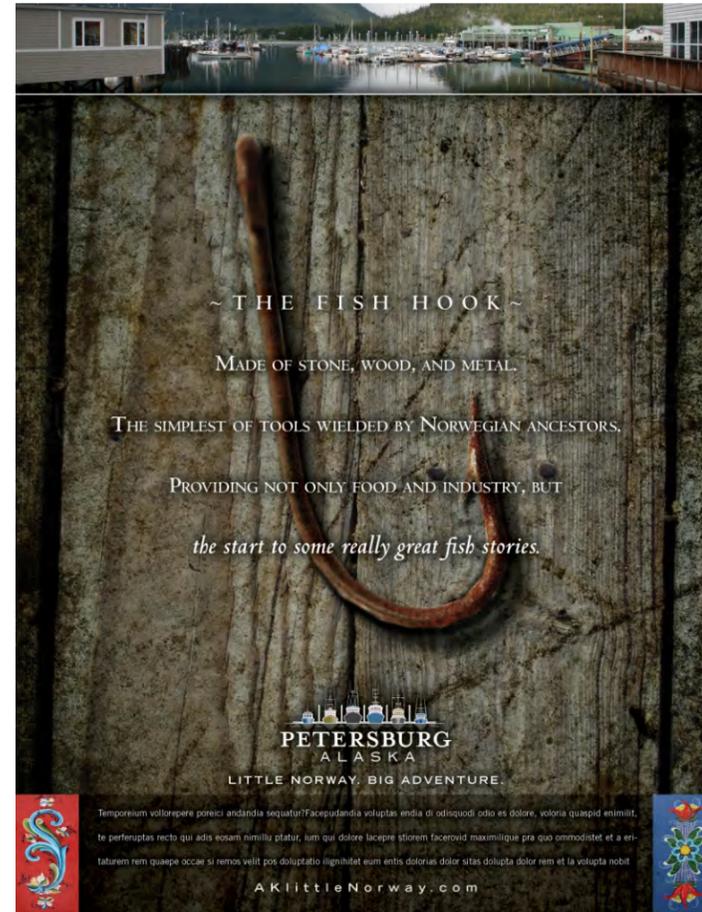
North Star recommended targeting people seeking adventure and independence; positioning Petersburg as the place where the fishing culture is distinguished by a strong Norwegian heritage so your hard work and pursuit of authenticity are rewarded. The line, "Little Norway. Big Adventure" provides a natural evolution from Alaska's Little Norway (which the town had previously used) to a flexible line communicating the range of fun and opportunity that is distinguished by – but not limited to – the Norwegian heritage. The word adventure can be replaced with Opportunity, Fish, Fun, and others for targeted communications to different audiences. The logo represents Petersburg's respected, innovative, hardworking, agile fishing fleet, which is supported by some of the industry's best processors.

CLIENT KUDOS & RESULTS

- ▲ The local school district has adopted the line "Little Norway. Big Ideas"
- ▲ A local NPR integrated the brand into their After School Notes show
- ▲ The Claussen Museum produced a pin that is now being proudly worn all over town
- ▲ Holland American Cruise Line approached Petersburg about being in their onboard magazine
- ▲ A partnership initiated by Ram for an adventure give-away in Petersburg marketed at the Alaska State Fair
- ▲ Nerd Wallet named Petersburg the 2013 "Best Town in Alaska for Young Families"

"It's a testament to North Star that someone stopped me on the street the other day for a conversation that ended, 'I can't believe I'm so excited about a brand!' Well, I can't believe our entire community of reluctant marketers is so excited about a brand... North Star really listened to what the people said about who we are and what we value. And they did so with a sense of humor that made the process fun and engaging. They provided guidance, instilled confidence, and always listened carefully to our input. They ensured the end results made sense for the people of Petersburg. It's obvious they are totally committed to our success!"

– Liz Cabrera, Petersburg Economic Development Council



Little Norway. Big Adventure.
PETERSBURG
 ALASKA

Attachment C



KEY CHALLENGE:

Don't hem me in. Branding helps communities by defining and promoting what is special about the place. But what makes some places unique is the fact that they can't be defined or pigeonholed. Such was the case with South Main in downtown Memphis. This Historic Arts District offers the kind of artistic quirkiness and authentic grit that cool hunters are searching for. But its low marketing profile meant that it wasn't on the radar for many visitors except during major events. And retailers and attractions were cautious about putting down roots in a place without a clearly defined reputation to attract customers. How best to brand South Main to attract people to its streets without destroying its soul. In the words of one stakeholder, "the minute you label a place as an arts district, the real 'artists' leave".

CRITICAL INSIGHT:

It's not that the South Main experience is indefinable; it just resists defining by people who aren't "of the South Main streets". The eclectic mosaic of creative individuals who make up South Main are certainly not at a loss for describing what the area means to them . . . although the medium for that description may range from poetry to performance art to graffiti. The key is to give all these South Main warriors a simple and consistent armature in which to express their love of place and then – get out of the way. And remember, when a brand is growing organically, nothing will kill it like too many rules.

BRAND STRATEGY:

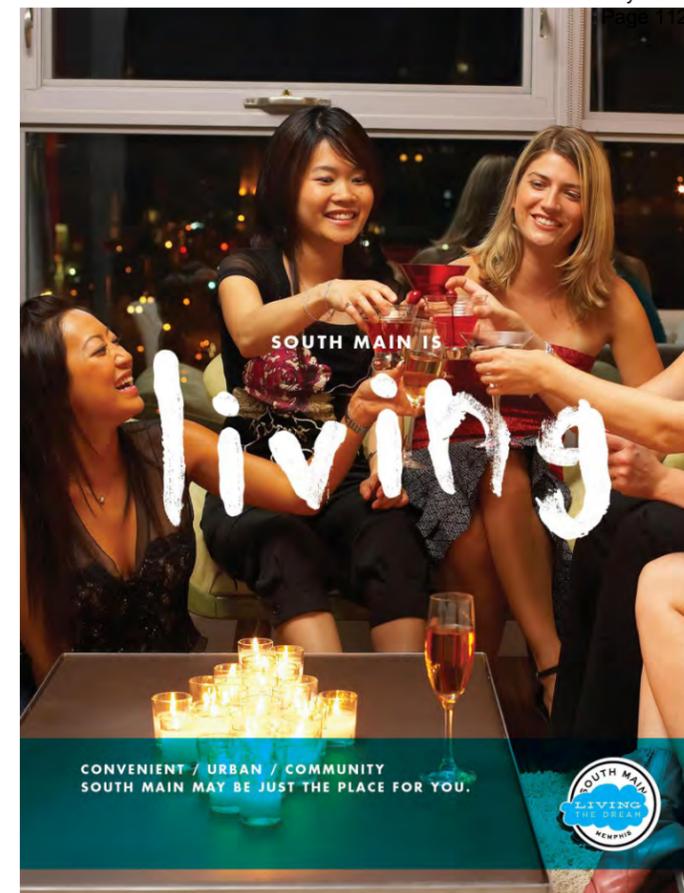
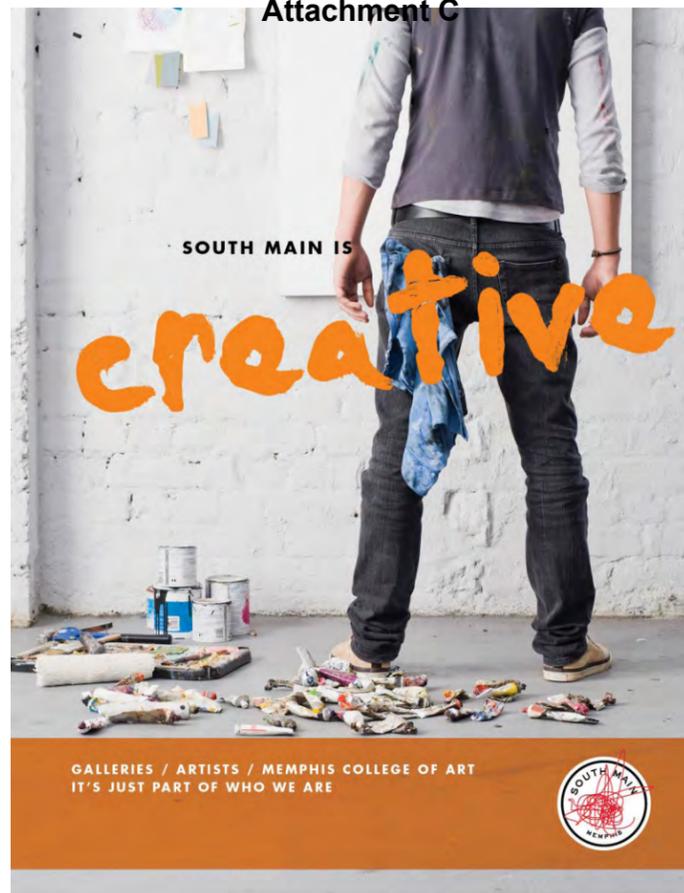
North Star recommended targeting people who love Memphis and positioning South Main as a mosaic of originals (buildings, business, people, history, art) that still gives Memphis a place to create on its own terms.

RESULTS & CLIENT KUDOS:

"South Main means so many different things to so many of its passionate stakeholders – art, food, local shopping, technology, architecture, history, civil rights – getting consensus on a brand that best represented South Main was like herding cats."

North Star's solution helped us package South Main's fascinating story in a way that lets all of the stakeholders take ownership in the brand. Instead of stamping the neighborhood with a singular identity, this brand created by the stakeholders says – yep, we're all of these cool things and more, and oh by the way . . . we're the ones making it cool."

– Leslie Gower, VP Marketing and Communications,
Downtown Memphis Commission



south main is... **SOUTH MAIN** TENNESSEE



CHALLENGE

Water, water everywhere . . . The state of Michigan has the greatest total water surface area in the nation (inland, coastal, Great Lakes). And with more water than land (57%), Manistee County, Michigan, is no exception. The region is hugged by 25 miles of Lake Michigan Shoreline, traversed by 276 miles of rivers and streams, dotted by 8,200 acres of artificial lakes and ponds and cradles 73,503 acres of wetlands. However, many Michigan communities can boast about their abundance of water. Manistee County was looking to leverage its connection to rivers, lakes and wetlands in a way that sets it apart from its neighbors.

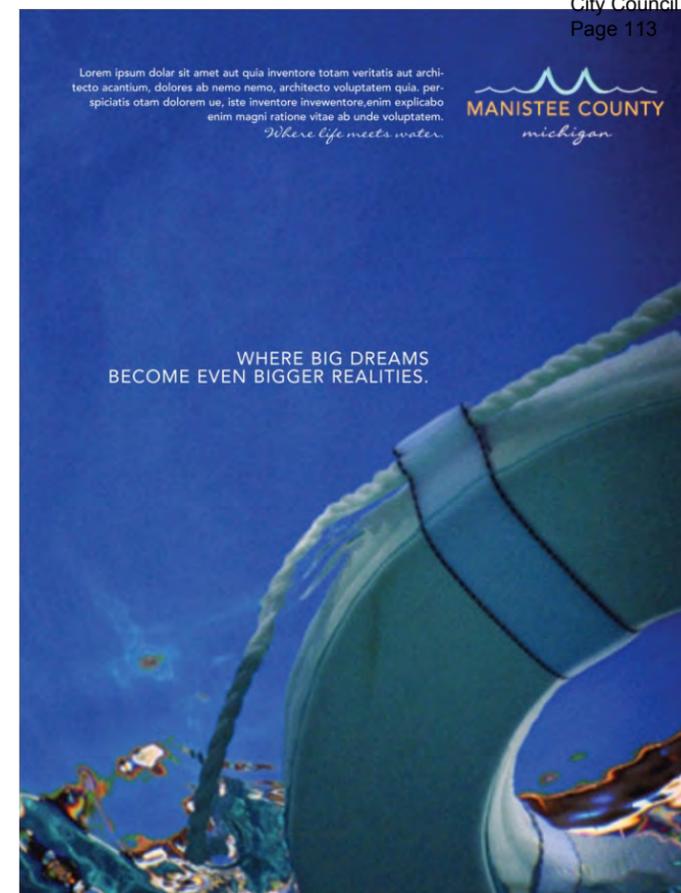
INSIGHT

North Star research found that in Manistee County water really is the source of all life. But what makes Manistee County unrivaled in the world of water is the access that people – visitors, residents and businesses -- have to all that H2O. People can engage with water in almost every way imaginable including fishing, swimming, motor boating, transportation, water sports, kayaking, canoeing, sailing, walking the Riverwalk, sunbathing or just dipping your toes during a leisurely beach or shore stroll. In fact, ensuring access for all is such a top priority, that Manistee County has launched a major nonprofit initiative called Explore the Shores designed to give individuals with disabilities access to the County’s many wetlands and waterways. “People today are very experiential,” explained North Star CEO Don McEachern. “They don’t want to just look at something. They want to understand it, interact with it, touch it . . . feel it. Manistee County leaders had the vision to create a community where people can fully experience the water – soak it up, if you will – on every level.”

BRAND STRATEGY

North Star recommended positioning Manistee County as a place for those drawn to four seasons of natural beauty, which connects tributaries of communities on the eastern shore of Lake Michigan, where access to abundant and diverse bodies of water is an ever-present source of inspiration, charm and attraction.

The graphic identity supporting this strategy is based on the line “Where Life Meets Water,” which celebrates the elevation of even everyday experiences when they are combined with water. The logo is an evocative combination of a wave pattern and the human pulse, giving a nod both to the life-sustaining and life-enhancing relationship all living things have with water. Creative executions offer a different vantage point on the connection people have with water, literally looking at the moment from the water’s perspective. The end result is fluid, cool, otherworldly and infinitely inviting.



where life meets water
MANISTEE COUNTY
MICHIGAN

Attachment C



CHALLENGE

Time for growth. Tiny Estherville, Iowa didn't really have a problem. They were just ready to grow. The community of 6,600 had joined forces – and checkbooks – on several occasions in recent years to improve their infrastructure and offerings. Together they had built a spectacular Regional Wellness Center and they had gathered funds for a major hospital renovation. Next up: resident and business recruitment. Boasting lots of great amenities for a small town, they didn't really know how to talk about those assets.

INSIGHT

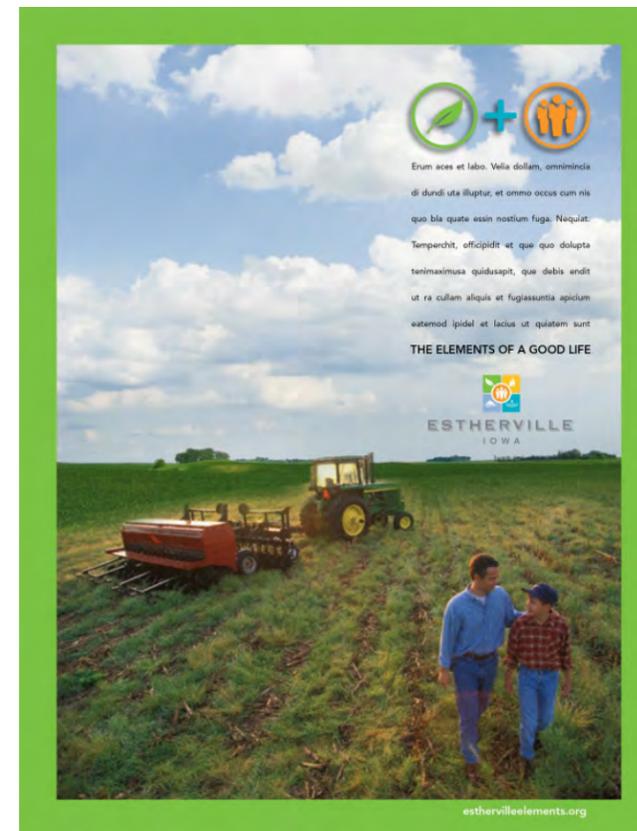
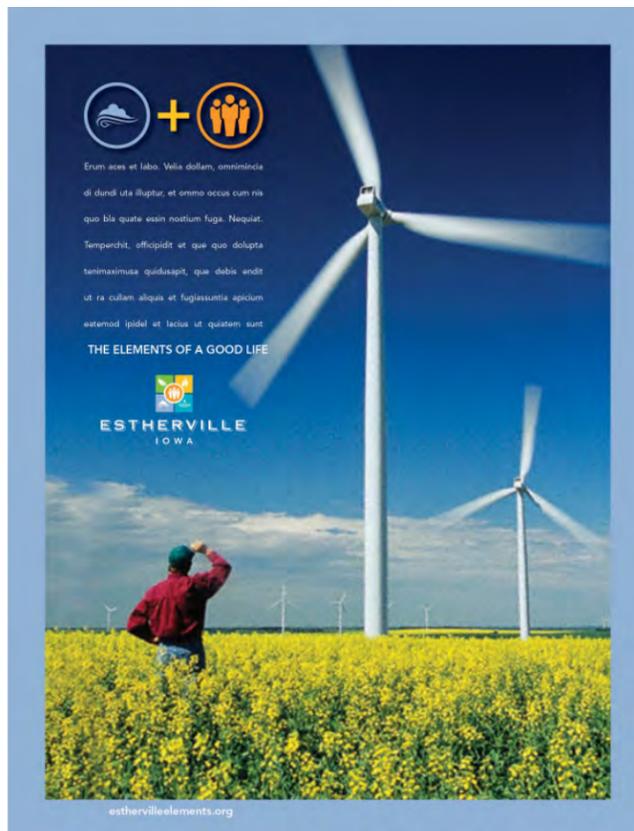
North Star research uncovered a number of assets Estherville was known for including the original landing place of a big meteorite (which they still have a piece of), a nationally renowned Wind Technology Program, deep agricultural roots and immediate access to beautiful lakes and rivers. But the asset that resonated throughout the city was an overwhelming sense of community pride, passion and responsibility. Whether funding a major initiative or joining a fun run, virtually EVERYONE participated. And when you lined up its assets -- fiery meteorite landing, wind, fertile earth, water and people -- it became clear the community was the fifth element that elevated all the natural elements to a greater good.

In fact, Estherville is a heartfelt example of what can happen when you mix a cohesive community with the most vital elements of nature – earth, water, wind and fire. Estherville's spirit is the factor that converts wind into a nationally recognized wind energy program. It translates the earth into food . . . and into food for thought. It boosts the power of fire into a fiery passion for a better life and it elevates water not only to a source for life but a source for fun! Sure, earth, wind, fire and water have made quite an impact of their own over the years. But when you add that key fifth element of community, that's when the magic starts. Because then, and only then, do you have a place like Estherville, with ALL the elements of a good life.

BRAND STRATEGY

North Star recommended targeting consumers seeking the relaxed climate of a small town and positioning Estherville on the northwestern Iowa prairie just minutes from beautiful lakes, where community is the essential fifth natural element so your impact can be great, but life is sublimely simple.

The line, "The Elements of a Good Life" supports the strategy simply and clearly. When coupled with the logo, it conveys both a sense of connection to nature and the connection that exists between the all-important fifth element (in the center of the logo) and nature's elements. Supporting messaging conveys the key idea: It is not just the fact that all these elements exist in Estherville; it is their existence in combination with the fifth element that results in something extraordinary.



the elements of a good life
ESTHERVILLE
IOWA

Attachment C



CHALLENGE

Water, water everywhere . . . Denison, Texas is located on the shores on the fourth largest lake in the nation, Lake Texoma. Lake access is a significant asset for residents, economic development and tourism. But many other communities in the region were using the lake as their marketing point of difference. Denison needed a brand that recognized their proximity to the lake, but set them apart from the competition by identifying their absolutely, unique relationship with this significant body of water.

INSIGHT

Research revealed that Denison is a hub of ingenuity. The city's most famous son is Dwight D. Eisenhower, who helped win a war and save the nation. Denison is also home to Thomas Volney Munson, whose ingenuity saved the world's wine industry and Sully Sullenberger – the pilot who saved all 155 of his passengers by landing in the Hudson. It's the home to Texas' first ice cream soda, the first free public graded school and the first women's club. Not to mention home to engineers and others who developed the technology to harness the power of the Red River, which saved the region from flooding AND created Lake Texoma, an engineering miracle and the nation's fourth largest lake.

BRAND STRATEGY

North Star recommended targeting consumers seeking progress in a more relaxed environment and positioning Denison as a place where ingenuity has harnessed the power of casual lake living letting you create, recreate, or re-create . . . as the mood moves you.

The duality of the region is represented by a sailboat logo, symbolizing forward progress but in an easy breezy way. A "D" for Denison forms the sail of the boat and gives a nod to the popularity of sailing on Lake Texoma. The line "Moving Forward, Kicking Back" reinforces the can-do attitude that exists comfortably next to a relaxed ambience.

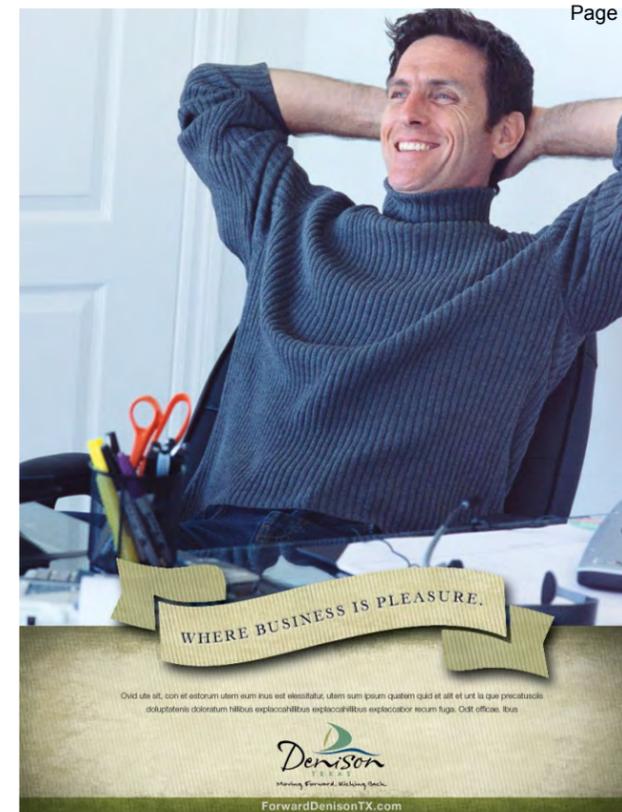
RESULTS & CLIENT KUDOS

Within the first two months the Denison Chamber and Denison Development Alliance have been moving the brand forward with:

- New letterhead and business cards for the Chamber, Development Alliance, and the City
- Branded outdoor banner for the Chamber's 100th Anniversary
- New website design for the Chamber
- Integrated business façade change including signage and window design for the Chamber and Development Alliance
- Design and release of tourism ads, billboards, and new brochures for both internal and external marketing

"The most exciting thing about the brand is the buy-in from everyone. The attitude both from our business community and city government has been phenomenal"

– Anna McKinney, President, Denison Area Chamber of Commerce



moving forward. kicking back.
DENISON
 TEXAS



CHALLENGE

Form vs. function. Although modest in population at 38,000, Columbus, Indiana is ranked a surprising fifth in the U.S. for architecturally significant cities putting it in the same company as New York City, San Francisco, Chicago and Miami. Research showed that residents are well aware – and proud – of Columbus' architectural status. But many don't see the connection between an interesting building and the things that matter most in their lives including jobs, safety, children and education. So how can a city with a reputation for design excellence optimize that advantage and still create a brand that's "of the people."

INSIGHT

More than just a pretty building. North Star's research revealed that Columbus' architecture is not just significant, it's memorable! Dazzling modern design combined with exemplary building standards turn common structures like schools, city hall, bridges and fire stations into functional works of art people won't soon forget.

Research also showed that the outstanding architecture of Columbus is not just about the buildings, it's about applying a standard of excellence to the everyday in a way that inspires greatness in all you do. Ultimately, Columbus doesn't just do buildings better, it strives to do everything better. And that's a connection hardworking residents can feel good about.

BRAND STRATEGY

Position Columbus as a place where there's an environment of excellence, which creates an uncommon atmosphere that inspires you to shape your world.

RESULTS & CLIENT KUDOS

- ▲ Columbus ranked #1 for Area Development's 2012 Leading Locations List
- ▲ In 2011 Columbus experienced: a 19.2% growth in tour sales income, the website had 172,799 visitors, and Columbus enjoyed a 18.5% increase in innkeeper's tax collections
- ▲ Columbus Visitors Center was named National Association of Sports Commissions' Member of the Year in 2008
- ▲ Columbus was recognized as one of America's Top 100 best places to live and launch a business by Fortune Small Business magazine in April 2008 issue
- ▲ 2008 National Geographic Traveler ranked Columbus 11th out of 109 of the globe's most historic destinations – higher than any other U.S. city – calling it the "jewel in the region" which boasts "world-class mid-century modern architecture."

"More than a tagline or an ad campaign, this brand creates our own unique identity. It also lets us tie marketing and business together in a cohesive package."

– Fred L. Armstrong; Mayor, Columbus, IN

"The best part of the program for us was the research that substantiated the ultimate differentiation."

– Rick Johnson, President Johnson Ventures; Columbus private-sector branding partner



Ranked Overall #1
LEADING LOCATIONS
for 2012
AREA DEVELOPMENT

Why Columbus, Indiana is the #1 Leading Location in the U.S.

- ▶ More mechanical engineers per capita and three times the national average for engineering employment.
- ▶ Home to three separate national R&D / Tech Centers and one Fortune 200 Global Headquarters.
- ▶ Project-based STEM education programming offered in local schools from Grades K-16.

Surprised that Columbus, Indiana is #1? Now is a great time to take a closer look at the unexpected wealth of opportunities this unforgettable community has to offer.

columbusindiana
unexpected. unforgettable.
columbusIN.org | 812-378-7300



unexpected. unforgettable.
COLLUMBUS
INDIANA



Lauderdale Lakes

CHALLENGE

Variety's the spice of life . . . Sometimes the spice and flavor of a place aren't readily apparent because of the exterior. Lauderdale Lakes, located in the heart of Broward County, Florida, is a community brimming with diversity. Like really good fusion cooking, this city represents a literal intersection of colorful cultures . . . Caribbean, Afro-American, Jamaican, Indian, Chinese, Trinidadian, Arabian, Irish, German and Canadian. And the textured, spicy flavors of these cultures – food, music, arts, sports, and faiths – mix and mingle in the hearts, homes, churches, shops and restaurants of the community. But few outsiders were really aware of Lauderdale Lake's vibrancy. A lack of harmony regarding planning, marketing, infrastructure and more meant that the colors of the city weren't in sharp focus. How best, then, to converge the color of the community so that visitors, businesses and residents alike are drawn to its bright energy?

INSIGHT

Lauderdale Lakes' location as a major intersection in Broward County was an opportunity to showcase its assets to about 120,000 drivers a day. City leaders had embarked upon redevelopment and branding plans to maximize that exposure. North Star research found that many things beyond culture intersect here: strong leadership ideas, inclusive political structures, commerce/distribution and canals/greenways.

BRAND STRATEGY

North Star recommended leveraging Lauderdale Lakes' place both as a transportation and cultural intersection. The resulting strategy targets hardworking people committed to community involvement and positions Lauderdale Lakes as a place where cultures intersect for a fusion of flavors that makes life more interesting.

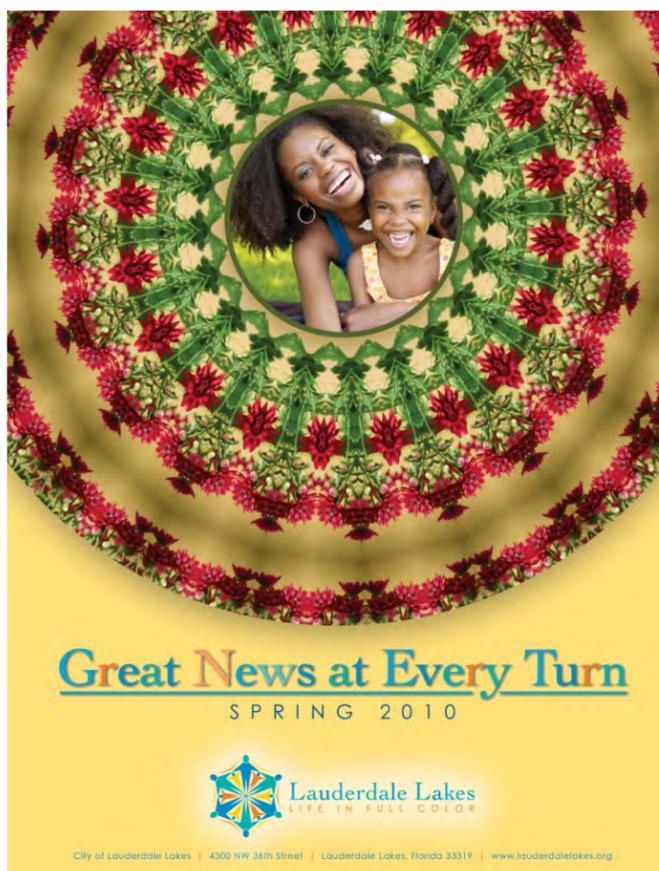
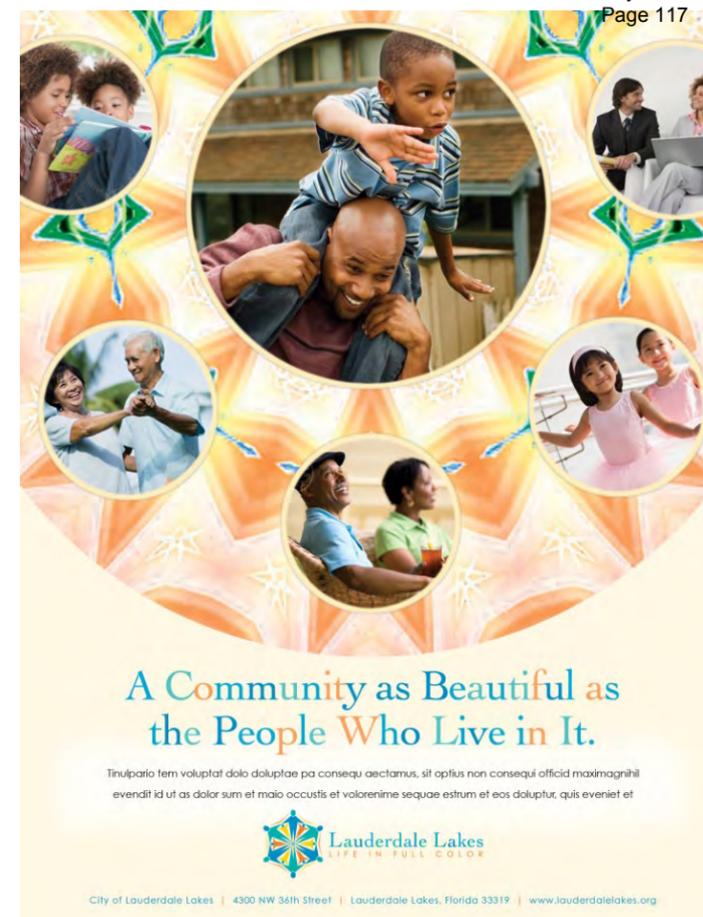
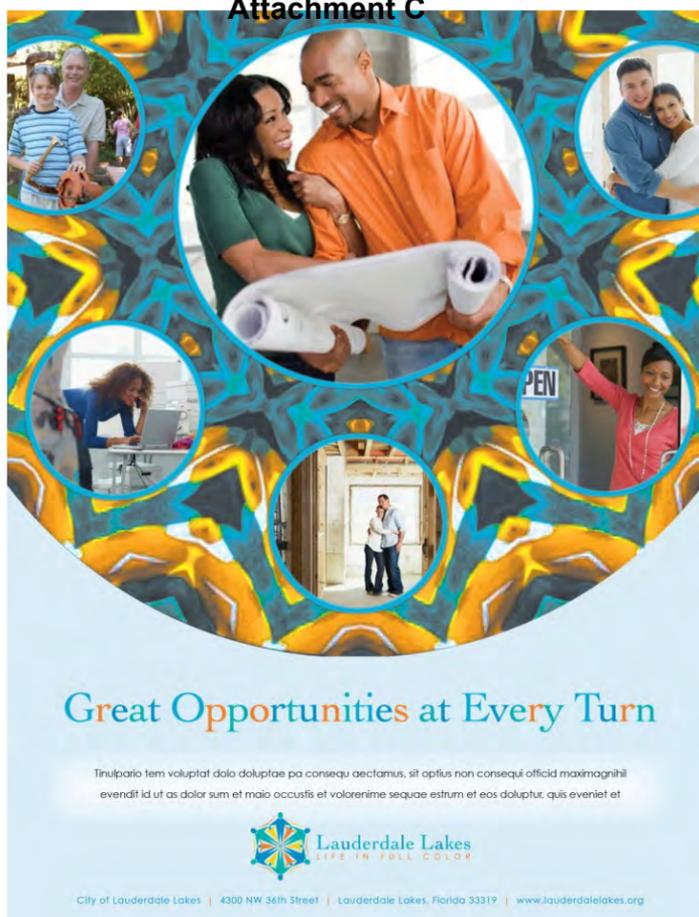
The creative identity for the strategy is anchored by a logo and line pulsing with energy and bright color. The line "Life in Full Color" fully supports the rich cultural diversity of the city and offers endless possibility for speaking to residents, visitors and businesses looking for a more vivid, flavorful experience. The arresting kaleidoscope imagery is flexible and fun, suggesting that endless combinations of color and shape within Lauderdale Lakes offer endless opportunity and possibility.

CLIENT KUDOS

"As part of our strategic plan, this new brand will help the city and other organizations, businesses, economic development groups and community builders speak with one common voice. We also are hoping that it will help us attract new businesses, and inspire potential residents and our current residents about the possibilities of life in Lauderdale Lakes."

– Anita Fain Taylor, City Manager, City of Lauderdale Lakes

Attachment C



life in full color
LAUDERDALE LAKES
FLORIDA

P

PROVIDENCE THE CREATIVE CAPITAL

CHALLENGE

Big shoes for a brand to fill. Sometimes a city's challenge is simply living up to the expectations its heritage has set. Such was the case with Providence, RI. Founded as a place for religious freedom, Providence was first referred to as a lively experiment. Today, the experiment has proved to be more than successful and continues in spirit. The city's very essence is openness . . . to experimentation, improvisation, self-expression and independence. In fact, original thinking is the mantra of Providence. Whether you're talking industry, art, education or lifestyle the people of this tiny – but oh so dynamic – capital city don't want to be pigeonholed into a solitary way of thinking.

INSIGHT

North Star research found that just as original thinking and flexibility are watchwords of the Providence spirit, so must they be cornerstones of the Providence brand. The key was to provide a brand armature in which original thinking can flourish and be realized. And, because Providence is one of the top 25 art destinations in the country and home to some of the most revered institutions of higher learning, it was also critical that the brand armature involve and engage the city's best creative minds on an ongoing basis.

BRAND STRATEGY

North Star recommended a strategy that establishes Providence as a vibrant northeastern city where original thinking is expansive and every experience is personal. The creative approach uses the Providence "P" as a framework for an infinite number of themes designed to reflect the essence of the city. That idea, coupled with the line, The Creative Capital, lets the Providence brand grow and change.

RESULTS & CLIENT KUDOS

- ▲ Travel + Leisure Magazine has named Providence one of America's favorite cities.
- ▲ In 2010, REBRAND named Providence as one of their Winning Brands
- ▲ In just 10 weeks, the new site, www.providencethecreativecapital.com, received visitors from 29 countries and 44 states – key metrics, since the main audiences are outside of Providence and Rhode Island

"We have enjoyed every step of the branding process with North Star. I had always hoped that we would end up with something that offered the permanence that a brand requires along with the flexibility that would allow for creativity and fun. North Star helped us accomplish these twin goals with great success..."

"Whenever I give the brand presentation, I am met with great enthusiasm and interest in the brand across all constituencies. People can't wait to find ways to use the brand within their own environment."

– Kibbe Reilly, Project Manager for the Providence Brand Team.

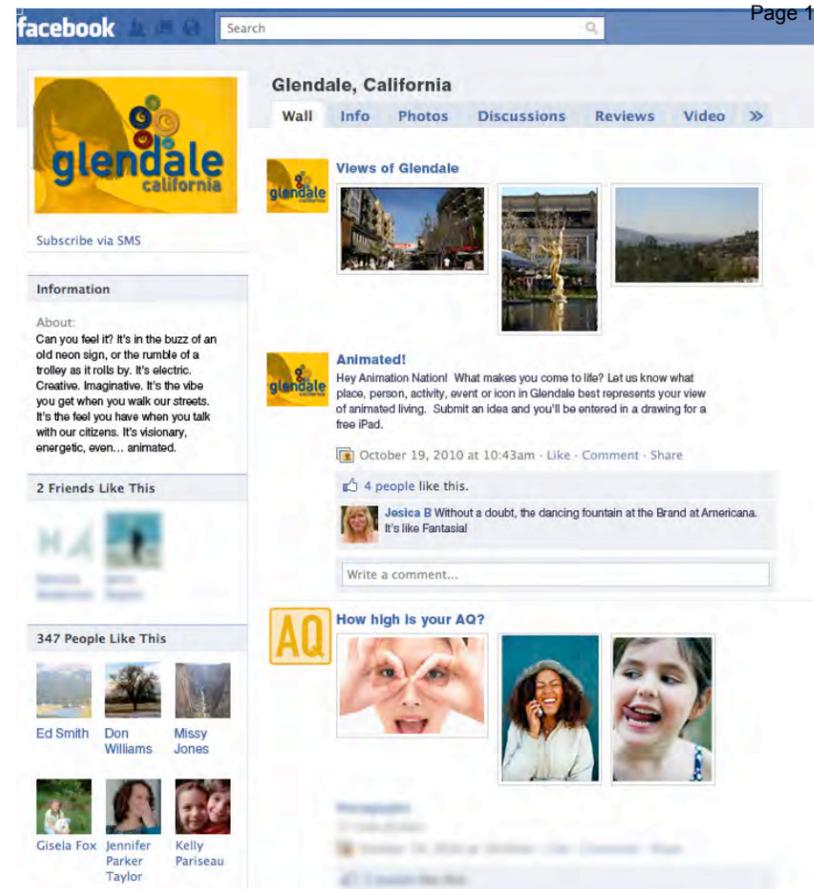


the creative capital

PROVIDENCE RHODE ISLAND



Attachment C



CHALLENGE

Playing it safe doesn't pay off. Located in the midst of Los Angeles, Pasadena and Burbank, Glendale, California has a reputation as a quiet, productive, safe community. But that can translate into boring surrounded by all that glitz and glam. While being safe in Glendale is a good thing, turns out playing it safe doesn't always pay off. How then to get noticed in the heart of the most competitive region in the nation?

INSIGHT

The key was not to try and make Glendale cooler than its competition, but to identify what is special about the city and then find a provocative hook to leverage that essence for the purposes of economic development. Research revealed that Glendale's essence is the confluence of dynamic characters and personalities that brings each of the city's 33 neighborhoods and six business districts to life in a wholly distinct way. The hook is Glendale's animation industry including being home to the creative campuses of the world-famous DreamWorks Animation and Disney Imagineering.

BRAND STRATEGY

North Star connected the dots between the two with a strategy based on the fusion of imagination and vision that makes life more dynamic and animated.

The line, "Your Life. Animated" can be customized by local businesses and industries such as the famous Porto's bakery using "Your Appetite. Animated". The logo, which features five brightly colored graphic spirals can be animated for digital use and manipulated with relevant images in the spirals such as fruits and vegetables for the farmer's market or different brands of high-end cars from the Brand Boulevard of Cars.



your life. animated.
GLENDALE
 CALIFORNIA



CHALLENGE

No fun to be found. Spartanburg, South Carolina, started out wanting a traditional tourism campaign. But early research showed that Spartanburg’s problems went deeper than lackluster tourism. Residents believed that when it came to culture and a good time, Spartanburg was a bust. What’s the point in pursuing visitors, when your residents direct them elsewhere for entertainment?

INSIGHT

North Star’s research uncovered that the internal audience – residents and students attending the city’s five small colleges – had the mindset that Spartanburg was dead; nearby Greenville was the place to go for entertainment. Good stewardship of resources demanded that the branding shift from tourism to a city-driven initiative targeting the internal audience and promoting the idea that Spartanburg is a cultural hub. While the city could be the brains behind this campaign, in order for it to be considered “cool,” the city’s cultural leaders and icons must be the face and voice of the brand.

BRAND STRATEGY

Provide the young citizens of Spartanburg with a sense of community through a cultural movement that celebrates the creativity, ideas and beliefs of the creative class

RESULTS & CLIENT KUDOS

- ▲ In 2005 – one year after the launch of Hub-bub – RevPAR was up 21.4%.
- ▲ Spartanburg’s Hub-Bub campaign was the winner of the 2006 3CMA Savvy Award for Best Citizen Participation in a Communication Marketing Process.
- ▲ A few months after the launch, articles from Greenville papers were saying, “Neighboring Spartanburg has a more soulful feel through projects like Hub-bub, which is trying to create an artistic class.” Kids started wearing Hub-bub t-shirts around town and “cool website” listings regularly include Hub-bub.com

“We have PEOPLE downtown! People are parking IN parking garages AT NIGHT! Who Knew? We are very excited about what seems to be igniting here. North Star has done us a great service in what they’ve contributed.”

– Mark Scott, Former City Manager, Spartanburg, South Carolina.

“I have lived in Spartanburg most of my 48 years, and I have never seen anything catch on with the velocity that this has. In our first eight months we approached audience figures of 10,000 people. This is quickly redefining our city as a creative community.”

– Betsy Teter, Executive Director of the Arts Organization, HUB.BUB.com



causing a cultural stir
SPARTANBURG
 SOUTH CAROLINA



Attachment C



Attachment C



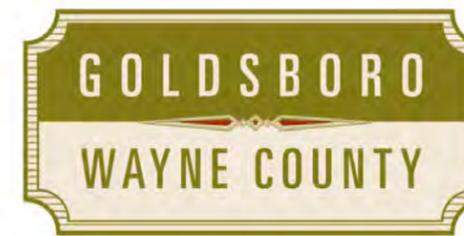
SEBASTOPOL
Local Flavor. Global Vision.



SUSQUEHANNA RIVER VALLEY
every turn a treasure



Attachment C



Rebecca Ableman
Planning Director
City of Lake Stevens

May 20, 2014

Dear Becky:

It was great to connect with you and to hear about the City of Lake Stevens economic development plans. At PRR, we're passionate about working with local communities to share why they are a great place for businesses to locate and for people to visit.

Below we have put together our recommendations based upon our phone call. PRR would be excited to help you with Lake Stevens' goal of successful implementation of its economic development plan.

As you may have noticed on our website, we pioneered the concept of Human-Powered Change to motivate people to make new choices, and this most certainly applies to local governments and the businesses and individuals whom you are trying to attract to Lake Stevens.

We would be honored to help build Lake Stevens' brand and communicate all of the great things Lake Stevens has to offer for residents, tourists and the business community. You are a great place for people to live – and your residents recognize that; now, we need to make the business world more aware that Lake Stevens is a great place to locate a business.

We have included some upfront information on PRR and our Human-Powered Change practice, followed by a breakdown of services and cost ranges as you requested.

Please let us know if you have any questions, and what the next steps are for working together.

All the best,

Diana



About PRR, Inc. and Human-Powered Change

PRR is a full-service communications firm that is dedicated to creating custom solutions for causes and products. We are a firm that offers a mix of expertise including marketing, media relations, research, public engagement, graphic design, media buying, and branding. Don't know which one you need? No problem. PRR is committed to finding the most strategic and creative solutions possible, at the best value for our clients. We look at the big picture and bring in our expertise and customized services where it makes sense and provides the biggest return on your investment.

At PRR, we are experts in *Human-Powered Change*. We have a long history in reaching defined goals that involve motivating and connecting with people, and asking them to take action. We are not selling them soda or a fancy new car, we are asking them to open their heart and to make their world better. This is what sets us apart from the other advertising and communications firms. PRR has been a pioneer in "cause-related" marketing since 1981 and has paved the way for many, if not all, of the firms that are practicing it today.

Our secret sauce? Our Human-Powered Change process provides individuals with the right information, at the right time, and in the right place to inspire them to action. Our process brings forward benefits, minimizes risk, and invites others to be a part of something bigger. We engage and empower individuals to improve their health, their community, their workplace, and their planet every day.

For example, we've:

- Informed 29 million Americans about the Global UV index
- Removed 54,000 pounds of hazardous chemicals from area schools
- Removed 30,000 mercury thermometers from homes
- Informed 13 Million consumers about Energy Star consumer electronics products

Truly, Human-Powered Change is at the core of what we do on a daily basis. Through words and images in a range of media, scales, and venues, we encourage change that reflects shared values. PRR promises to deliver results illuminated by inspiration, tailored to meet your unique communications needs. We value our clients above all, and always provide them with personalized, one-on-one attention.

Based in Seattle, PRR is certified by the State of Washington as a Minority Women's Business Enterprise (MWBE) and a Disadvantaged Business Enterprise (DBE).

City of Lake Stevens Consulting Scope of Work

Essential Services

Phase I – Stakeholder Summit

Work will involve a variety of stakeholders from diverse backgrounds with different perspectives and priorities. PRR is skilled at communicating in this type of environment. We will begin this element of the project with members of the project team and all critical Lake Stevens team members; we recommend you invite anyone with veto power on the branding to attend this first phase. Potential agenda items for a 2-4 hour session could include:

1. Validate objectives, including quantifiable metrics
2. Review lessons learned from other efforts
3. Validate priority audiences, influencers, and channels
4. Identify barriers for each audience, and what benefits could overcome those barriers
5. Identify suite of desired materials
6. Identify overarching musts and wants
7. Discuss operational preferences of the City
8. Set critical milestones
9. Next steps

Following the meeting, the PRR team provide the City with a summary of meeting notes for use in planning the branding campaign.

Stakeholder Summit cost: \$5,000 - \$10,000

Phase II- Branding and Messaging

Lake Stevens is great at attracting residents and it is a truly beautiful place to live. But this isn't all that Lake Stevens has to offer. There is a vibrant, well-educated community here that the business world needs to learn about as well as fellow Northwestern families looking for a serene place to visit. As people learn more about all that Lake Stevens has to offer, and trust is built with your City and its accompanying brand, business opportunities will grow.

Brand/Identity: This is how you demonstrate your vision instantly through words, images and materials. We start with a brand platform – a document that captures your vision, authentic values, personality, tone, and finally key messages. It should lead to a “slogan,” if you will, that lets the community – residents and businesses – know what

Lake Stevens has to offer or entices them to learn more about Lake Stevens. Exact number of slogan/tagline concepts and rounds of revision determine the budget size. The brand document becomes your easy-to-follow “brand bible” for all future materials, in order to portray the City of Lake Stevens with a consistent identity.

Visual Identity & Guidelines: Once a new slogan or tagline has been selected by the City, PRR will develop multiple “thumbnail” concepts for you and Lake Stevens officials to review. Once the City selects the desired direction from these options, refinements will be made for an additional round of review of the chosen logo. After that feedback is received, PRR will provide the City with one more round of revisions as well as color options. Informed by feedback from the City, PRR will develop final logo materials for multiple applications (black and white, color, different sizes, etc.) Exact number of concepts and rounds of revision determine the budget size. Our graphic design team will provide a “graphics standards” document as a deliverable, again with the specifications that make consistency easy to achieve.

Branding cost subtotal: \$7,500 - \$12,500

Logo cost subtotal: \$7,500 - \$12,500

Branding + Logo cost total: \$15,000 - \$25,000

Phase III: Research (including Focus Groups)

PRR prides itself on designing and conducting thorough research, led by our in-house PhD-level researcher. Our capabilities include a variety of research methods, from which we select the best techniques for a project’s purpose. Because we offer the full range of research services, we have the unique capacity to develop creative public input approaches and feedback mechanisms.

Focus Groups: PRR has extensive experience in all aspects of conducting focus groups including identification of appropriate participants, development of recruitment screeners, conducting participant recruitment, development of moderator guides, moderating focus groups, data analysis and report writing.

The major benefit of focus groups is that participants are able to hear each other’s responses and make additional comments beyond their own original responses. The resulting synergy allows for insights to be reached that ordinarily would be missed with questionnaires or personal interview techniques. With PRR’s skillful focus group moderation, we can go beyond the superficial level of respondents’ answers and reach the authentic and core values levels.

PRR can also recruit for focus groups in a variety of languages including English, Spanish, Somali, Japanese, Korean, Vietnamese and Chinese, and provide experienced foreign language moderators.

Research – Focus Groups cost: \$5,000 - \$7,000 per group

Phase IV: Wayfinding Signage

Working with your team, we will assess the necessary quantity of wayfinding signage and the prime locations that you are trying to drive people to. PRR recognizes that collaboration – with your team and via the public meetings – is critical to success. PRR has years of experience working with communities, helping them implement the best signage for their project.

Wayfinding Signage: As part of the strategic branding plan and as part of the economic development plan, signage is important. It helps provide residents, business travelers, and tourists with the information they need in an on-time, as-they-need-it basis. That’s why we will work with your team on your vision for Lake Stevens and help guide you to the right types of signs and sign placement that will work for your goals and for your community.

Wayfinding signage design costs: starts at \$6,000 in design time, plus print production expenses (TBD based on quantity)

Phase V: Public Meetings for Brand Roll-Out

The City of Lake Stevens is wise to consider public outreach for a successful brand roll-out. We begin with thoughtful strategy and communication plan development and move to implementing the steps. We also work with City agencies to plan and implement specific elements of their public outreach and communication plans.

Community Meetings: PRR has created and hosted community meetings on a variety of topics for local communities throughout Washington. Prior to your community meetings, PRR can assist your team with a variety of meeting logistics including site location, recruitment of attendees and the development of materials and visual displays.

To engage local residents and the business community, PRR can develop materials for local businesses and create meeting invitation mailers that can be sent in advance to identified residential areas and businesses. We’ll also develop print advertisements to

be placed in local publications and event signage that can be strategically placed throughout the City to direct the public to the event.

For the meetings, we'll work with your team to design boards that visually illustrate the City's economic development goals and how the new brand and logo support those goals of increasing tourism and economic growth in Lake Stevens.

We are equipped to assist your team in the evaluation of community meetings by determining systems for measuring response and compiling feedback, thanking individuals and businesses for participating, and conducting event de-briefs to evaluate meetings and determine how to incorporate public comment into your next steps.

Public meetings cost: starting at \$10,000

Thank you for your interest in PRR! We look forward to talking and working with you!



LAKE STEVENS CITY COUNCIL
STAFF REPORT

Council Agenda
Date:

June 9, 2014

Subject: Renewal of Interlocal Cooperation Agreement with Snohomish County for "urban County" requalification with the US dept of Housing and Urban Development

Contact	Rebecca Ableman	Budget	\$0
Person/Department:	Planning and Community Development Director	Impact:	

RECOMMENDATION(S)/ACTION REQUESTED OF COUNCIL:

Authorize the Mayor to enter into the Interlocal Agreement renewal with Snohomish County for the Cooperation Agreement for "urban County" requalification with the US Dept of Housing and Urban Development(HUD) (**Attachment A**).

SUMMARY:

Each year, the County and several smaller cities cooperate to distribute HUD allocated money for qualifying projects in either the County or participating cities. The City of Lake Stevens has been participating in the Cooperative since 1999 (**Attachment B**). This request is a renewal to the current process.

BACKGROUND:

The City participates in the Cooperative through the Technical Advisory Committee (TAC) each year. Only cities of a certain size get direct HUD money to distribute to qualifying projects. The cities in Snohomish County include Everett, Lynnwood, Bothell and Marysville. Other cities that want to access HUD funds can do so either through the County's Cooperative or the state. The majority of the smaller cities do this through the cooperative. The City received Community Development Block Grant (CDBG) money for the Senior Center project in 2005-2008.

DISCUSSION:

The City has participated through the Cooperative both to receive money and to make recommendations on how the allocated money is spent on affordable housing and community development needs projects in the County. These projects must meet very specific eligibility requirements for which the County has established a rating program. Staff sits on the TAC each year and evaluates several project to recommend how the annual money is awarded. A series of three meetings are conducted with the Cooperative representatives to determine a recommended funding list. This recommendations is sent on to the Community Advisory Committee who makes a final recommendation to the County Council. Non profit human service organizations, affordable housing providers, and participating jurisdictions are generally the recipients of the HUD funds.

APPLICABLE CITY POLICIES:

The City has participated in the Cooperative since 1999. The process for accessing funds through a local process has been effective and the City would be more competitive with the

Cooperative approach than if the City chose to access potential funds through the state process.

BUDGET IMPACT:

NA

ATTACHMENTS:

- A. Letter and Proposed Interlocal Agreement Renewal
- B. 1999 Interlocal Agreement

RECEIVED
JUN 03 2014
CITY OF LAKE STEVENS

Attachment A

Snohomish County
Human Services

John Lovick
County Executive

(425) 388-7200
FAX (425) 259-1444
M/S 305
3000 Rockefeller Avenue
Everett, WA 98201-4046

May 29, 2014

The Honorable Vern Little
Mayor of City of Lake Stevens
1812 Main Street
Lake Stevens, WA 98258

RE: Immediate Action Required

Renewal of Interlocal Cooperation Agreement for "Urban County" Requalification
with the U.S. Department of Housing and Urban Development (HUD)

Dear Mayor Little:

This letter is to inform you that your 2012-2014 Interlocal Cooperation Agreement with Snohomish County will be automatically renewed for 2015-2017 provided that you execute the enclosed required amendment to the agreement, and unless you wish to pursue termination of the agreement, which must be done in writing.

Snohomish County is designated as an "Urban County" under the HUD Block Grant programs, and thereby receives direct annual grants from HUD under these programs. The programs include Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), and Emergency Solutions Grant (ESG). The funds are used to help meet affordable housing and community development needs in our community.

The cities and towns in the County have joined in the Urban County Consortium through Interlocal Cooperation Agreements. This increases the level of assured annual funding for use throughout the County and the participating cities and towns. We hope that you will continue to participate as a member of our Urban County Consortium.

Every three years, HUD requires Snohomish County to re-qualify as an "Urban County" for continued receipt of the grant funds by renewing the Interlocal Cooperation Agreements. Your current agreement for Federal Fiscal Years 2012, 2013, and 2014 extends through June 30, 2015. Under a notice from HUD (CPD-14-07), re-qualification must be done at this time in order to renew the agreement for Federal Fiscal Years 2015, 2016, and 2017 for the program grant period of July 1, 2015, through June 30, 2018.

If you intend to continue participating in the Urban County Consortium, you must execute the enclosed amendment to your Interlocal Cooperation Agreement and return the required documentation to Snohomish County by July 10, 2014. Although the original agreement contains an automatic renewal clause, HUD is requiring the agreement to be amended to incorporate certain revised language in order to re-qualify for receipt of the grant funds for 2015-

2017. Enclosed are two originals of the amendment which includes the required changes. A copy of the agreement which was renewed for 2012-2014 is also enclosed for your reference.

The amendment must be authorized by formal action of the City Council and signed by the authorized chief executive officer. We must receive back two signed originals of the amendment and a copy of the City Council's authorization (either a signed Motion or a certified copy of the Minutes of the Council meeting recording the authorization). Please mail these documents to Mary Jane Brell Vujovic at the address listed below. In order to meet our deadline for submission of the amendment and related documentation to HUD, we must receive this documentation by Thursday, July 10, 2014. Snohomish County will return one original for your records after execution by Snohomish County.

Upon renewal, membership in the Consortium will be binding for the 2015-2017 period. During that time, participating members of the Consortium may apply for funding under the CDBG, HOME, and ESG funds that come to our Consortium, but may not apply for funding under the State CDBG program (membership does not preclude the Urban County or the members from applying to the State for HOME or ESG funds, if the State allows). Conversely, a city or town which is not a member of the Consortium cannot receive Urban County funding, but may apply to the State.

If you intend to withdraw from the Urban County Consortium, you must notify both the County and HUD in writing by June 20, 2014, that you will be terminating the agreement at the end of the current period and will not participate for the 2015-2017 qualification period. The notice must be sent to the following people at the following addresses:

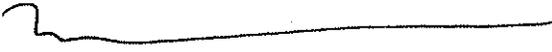
Mary Jane Brell Vujovic, Division Manager
Housing & Community Services
Snohomish County Human Services Department
3000 Rockefeller, M/S 305
Everett, WA 98201

and

Jack Peters, Director
Office of Community Planning & Development
U.S. Department of Housing and Urban Development
909 First Ave., Suite 300
Seattle, WA 98104-1000

We appreciate your current partnership and look forward to renewing this cooperative relationship. If you have any questions, I may be reached at (425) 388-7116 or maryjanebrell@snoco.org. You may also contact Sue Tracy, Human Services Specialist II, at (425) 388-3269 or sue.tracy@snoco.org.

Sincerely,



Mary Jane Brell Vujovic, Division Manager
Housing & Community Services

Enclosures

**SNOHOMISH COUNTY HOUSING AND COMMUNITY DEVELOPMENT
URBAN COUNTY CONSORTIUM**

INTERLOCAL COOPERATION AGREEMENT
AMENDMENT I

WHEREAS, Snohomish County, a political subdivision of the State of Washington (hereinafter referred to as “County”) and the City of Lake Stevens, a political subdivision of the State of Washington “(hereinafter referred to as “unit of local government”), pursuant to the Interlocal Cooperation Act of 1967, entered into an Interlocal Cooperation Agreement (hereinafter the “Agreement”) in 1999 together with other participating units of local governments in Snohomish County for the Snohomish County Housing and Community Development Urban County Consortium; and

WHEREAS, the purpose of the Agreement is to qualify as an Urban County for receipt of Community Development Block Grant (hereinafter “CDBG”), HOME Investment Partnership Program (hereinafter “HOME”), Emergency Solutions Grant Program (hereinafter “ESG”) and such other funds as may be available from the U.S. Department of Housing and Urban Development as a result of the Urban County designation; and

WHEREAS, the original term of the agreement was for Federal Fiscal Years 2000, 2001, and 2002, and the Agreement has been automatically renewed for successive three-year terms through the current term for Federal Fiscal Years 2012, 2013, and 2014 in order to maintain the Urban County designation for receipt of CDBG, HOME, ESG and other grant funds; and

WHEREAS, in order to maintain the Urban County designation for receipt of CDBG, HOME, ESG and other grant funds for Federal Fiscal Years 2015, 2016, and 2017, the U.S. Department of Housing and Urban Development is requiring that the Agreement be amended to more clearly delineate the fair housing and civil rights obligations to which urban counties and units of local government are subject and to add a new requirement regarding the use of CDBG funds that was placed in the Transportation, Housing and Urban Development, and Related Agencies Appropriations Act, 2014, Pub. L. 113-76; and

WHEREAS, other minor revisions to the Agreement are necessary to meet the current requirements for cooperation agreements in the Urban County Qualification Notice for Federal Fiscal Years 2015, 2016, and 2017;

NOW, THEREFORE, the County, and the unit of local government, hereby agree as follows:

1. Section 1 of the Agreement is amended to read:

Each party authorizes the inclusion of its population and other demographic characteristics for purposes of qualification of Snohomish County as an Urban County as defined in the Act; joins together with all other participating units of general purpose

local government to qualify Snohomish County as an Urban County for Community Development Block Grant (hereinafter "CDBG"), HOME Investment Partnership Program (hereinafter "HOME"), Emergency Solutions Grant Program (hereinafter "ESG"), and such other funds as may be available from the U.S. Department of Housing and Urban Development as a result of the Urban County designation; agrees to cooperate to undertake, or assist in undertaking, community renewal and lower income housing assistance activities, specifically urban renewal and publicly assisted housing; and shall take all necessary actions to carry out the provisions of the approved Snohomish County Consolidated Plan. This agreement contemplates that identical agreements will be executed between the County and other cities and towns in Snohomish County and that the population and demographic data from those other cities and towns will further enable the County to qualify for CDBG, and HOME, and ESG funding. Such other cities and towns which enter into identical agreements are hereinafter referred to as "participating units of local government."

2. Section 2 of the Agreement is amended to read:

Snohomish County, as the applicant and grant recipient entity, assumes full decision making authority, including final funding award selections, policy making, and preparation and filing of the Consolidated Plan and annual Action Plan with the U.S. Department of Housing and Urban Development (hereinafter "HUD"), to carry out activities funded from Federal Fiscal Year 2000, 2001, and 2002 appropriations for the CDBG, and HOME, and ESG programs and any program income generated from the expenditure of such funds, and also assumes all obligations of the applicant as provided in the Act and the regulations promulgated thereunder.

3. Section 3 of the Agreement is amended to read:

Through the execution of this Agreement, the unit of local government understands and acknowledges that ~~it is not eligible to apply to the State for CDBG or HOME funding from Federal appropriations for the Federal Fiscal Years for which this Agreement is in effect, it is not eligible to apply for grants from Federal appropriations under the State CDBG Program; that it may only participate in receive a formula allocation under the HOME Program only through the Urban County, and that it may not participate in a HOME Consortium except with Snohomish County, and that this does not preclude the Urban County or the unit of local government from applying to the State for HOME funds, if the state allows; and that it may receive a formula allocation under the ESG Program only through the Urban County and that this does not preclude the Urban County or the unit of local government from applying to the State for ESG funds, if the state allows.~~

4. Section 4 of the Agreement is amended to read:

Snohomish County and the unit of local government will take all required actions necessary to assure compliance with the Urban County's certification required by Section 104 (b) of Title I of the Housing and Community Development Act of 1974, as amended,

regarding Title VI of the Civil Rights Act of 1964, the Fair Housing Act, and including the provisions of the Fair Housing Act, affirmatively furthering fair housing. Title VI of the Civil Rights Act of 1964, Section 109 of Title I of the Housing and Community Development Act of 1974 Both parties must comply with section 109 of Title I of the Housing and Community Development Act of 1974, which incorporates Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, and with other applicable laws.

5. Section 5 of the Agreement is amended as follows:

Snohomish County shall not provide CDBG, ~~or HOME~~, or ESG funding in or in support of any participating unit of local government that does not affirmatively further fair housing within its own jurisdiction or that impedes the County's action to comply with the County's fair housing certification.

6. Section 7 of the Agreement is amended as follows:

Pursuant to 24 CFR 570.501(b), the unit of local government is subject to the same requirements applicable to subrecipients ~~Snohomish County~~ including the requirement of cooperating through written agreement with Snohomish County as set forth in 24 CFR 570.503.

7. Section 14 of the Agreement is amended as follows:

This Agreement shall supersede all previous Urban County cooperation agreements and shall remain in full force and effect from July 1, 2000 to June 30, 2003, or thereafter until all CDBG, ~~and HOME~~, and ESG funds received by the unit of local government from the County from Federal Fiscal Year 2000, 2001 and 2002 appropriations and any subsequent qualification periods under this Agreement and all Program Income generated by activities funded from those receipts are expended and all the activities assisted either with the original receipts or the Program Income are completed. Neither party may terminate or withdraw from this Agreement while this Agreement remains in effect as provided herein and by the Act and Regulations. However, in the event that there is a revision of the Act and/or the Regulations which would make this Agreement out of compliance with the Act or Regulations, both parties will review this Agreement to renegotiate those items necessary to bring the Agreement into compliance. Both parties understand and agree that refusal to renegotiate this Agreement will result in the effective termination of the Agreement as of the date it is no longer in compliance with the Act and/or Regulations as amended.

Each party shall adopt any amendment to the Agreement incorporating changes necessary to meet the requirements for cooperation agreements set forth in an Urban County Qualification Notice applicable for a subsequent three-year urban county qualification period and to submit such amendment to HUD as provided in the urban county qualification notice. Failure to comply with the requirements of this paragraph will void the automatic renewal for such qualification period.

8. Section 15 of the Agreement is amended as follows:

At the end of the initial three year term, this Agreement shall automatically renew for an additional three year term, and thereafter at successive three year intervals, unless and until either of the parties gives Notice to the other, in the required manner, of its intention to terminate the Agreement at the end of the current term. Such Notice must be given in writing by a certain date that will be specified in instructions issued by HUD in advance of each succeeding three year term. The County shall inform the unit of local government in writing of that deadline date for Notice to terminate and its right not to participate, at least 30 days in advance of said date. In the event Notice of intent to terminate is given, the Agreement shall terminate after all CDBG, and HOME, and ESG funds received by the unit of local government from the County from appropriations for the three Federal Fiscal Years of that current term, and all Program Income generated by activities funded from those receipts, are expended and all the activities assisted either with the original receipts or the Program Income are completed.

9. The following Section 16 is added to the Agreement:

The unit of local government may not sell, trade, or otherwise transfer all or any portion of such funds to another such metropolitan city, urban county, unit of local government, or Indian tribe, or insular area that directly or indirectly receives CDBG funds in exchange for any other funds, credits, or non-Federal considerations, but must use such funds for activities eligible under Title I of the Act pursuant to the Transportation, Housing, and Urban Development, and Related Agencies Appropriations Act, 2014, Pub. L. 113-76.

10. All other terms and conditions of the original Agreement remain in full force and effect.

[Signature Page Follows.]

Attachment A

IN WITNESS WHEREOF, the undersigned parties have executed this **AGREEMENT**, this _____ day of _____, 2014.

FOR _____

ATTEST:

BY _____

BY _____

TITLE _____

TITLE _____

FOR SNOHOMISH COUNTY

ATTEST:

BY _____

BY _____

TITLE _____

TITLE _____

APPROVED AS TO FORM:

Rebecca Wendling 5/28/2014

Attachment B

Return Address:

Grants Administration, MS 304
Snohomish County Planning and Development Services
3000 Rockefeller Ave.
Everett, WA 98201



199907220502
07/22/1999 03:47 PM Snohomish
P.0006 RECORDED County

AUDITOR/RECORDER'S INDEXING COVER SHEET

Document title: Interlocal Cooperation Agreement

Grantor: City of Lake Stevens

Grantee: Snohomish County

Reference Number(s) of Documents Assigned or Released: None

Legal description: Not applicable

Assessor's Property Tax Parcel/Account Number: Not applicable

199907220502

**SNOHOMISH COUNTY HOUSING AND COMMUNITY DEVELOPMENT
URBAN COUNTY CONSORTIUM**

INTERLOCAL COOPERATION AGREEMENT

WHEREAS, the Congress of the United States of America has declared that the nation’s cities, towns and smaller urban communities face critical social, economic, and environmental problems, and has enacted the Housing and Community Development Act of 1974, as amended (hereinafter “the Act”) in response thereto; and

WHEREAS, the Act makes federal financial assistance available for:

1. Eliminating slums and blight, blighting influences and the deterioration of property in neighborhood and community facilities of importance to the welfare of the community;
2. Eliminating conditions detrimental to health, safety and welfare of the public through enforcement of regulatory standards, demolition, interim rehabilitation assistance and related activities;
3. Conserving and expanding the nation’s housing stock so as to provide a decent home and suitable living environment for every person and primarily those of low income;
4. Expanding and improving the quantity and quality of community services, principally for persons of low income, which are essential for sound community development;
5. Utilizing land and other natural resources so as to afford the most rational and best arrangement of the residential, commercial, industrial, recreational, and other needed activity centers;
6. Reducing the isolation of income groups within communities and geographic areas by promoting and increasing the diversity and vitality of neighborhoods through lessening housing concentration of low income people and revitalizing deteriorating and deteriorated neighborhoods;
7. Restoring and preserving property of special value for historic, architectural, or aesthetic reasons;
8. Community revitalization in areas with population out-migration and/or stagnating or declining tax base; and
9. Conserving the nation’s scarce energy resources, improving energy efficiency, and the providing of alternative and renewable energy source supplies; and

WHEREAS, the Act and the Regulations established thereunder (hereinafter “Regulations”) establish certain eligibility requirements for receipt of federal financial assistance; and

WHEREAS, Snohomish County may be eligible to receive federal financial assistance under that Act as an “Urban County;” and

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WHEREAS, the Interlocal Cooperation Act of 1967 (Chapter 39.34, Revised Code of Washington) permits local governmental units to cooperate in a manner that will accord best with geographic, economic, demographic and other factors influencing the development of local communities;

NOW, THEREFORE, Snohomish County, a political subdivision of the State of Washington (hereafter referred to as "County"), and the City of Lake Stevens, a political subdivision of the State of Washington (hereafter referred to as "unit of local government"), pursuant to the Interlocal Cooperation Act of 1967, in consideration of the promises and covenants hereinafter set forth, agree as follows:

1. Each party authorizes the inclusion of its population and other demographic characteristics for purposes of qualification of Snohomish County as an Urban County as defined in the Act; joins together with all other participating units of general purpose local government to qualify Snohomish County as an Urban County for Community Development Block Grant (hereinafter "CDBG"), HOME Investment Partnership Program (hereinafter "HOME"), and such other funds as may be available from the U.S. Department of Housing and Urban Development as a result of the Urban County designation; agrees to cooperate to undertake, or assist in undertaking, community renewal and lower income housing assistance activities, specifically urban renewal and publicly assisted housing; and shall take all necessary actions to carry out the provisions of the approved Snohomish County Consolidated Plan. This agreement contemplates that identical agreements will be executed between the County and other cities and towns in Snohomish County and that the population and demographic data from those other cities and towns will further enable the County to qualify for CDBG and HOME funding. Such other cities and towns which enter into identical agreements are hereinafter referred to as "participating units of local government."
2. Snohomish County, as the applicant and grant recipient entity, assumes full decision making authority, including final funding award selections, policy making, and preparation and filing of the Consolidated Plan and annual Action Plan with the U.S. Department of Housing and Urban Development (hereinafter "HUD"), to carry out activities funded from Federal Fiscal Year 2000, 2001, and 2002 appropriations for the CDBG and HOME programs and any program income generated from the expenditure of such funds, and also assumes all obligations of the applicant as provided in the Act and the regulations promulgated thereunder.
3. Through the execution of this Agreement, the unit of local government understands and acknowledges that it is not eligible to apply to the State for CDBG or HOME funding from Federal appropriations for the Federal Fiscal Years for which this Agreement is in effect, that it may only participate in the HOME Program through the Urban County, and that it may not participate in a HOME Consortium except with Snohomish County.

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4. Snohomish County and the unit of local government will take all required actions necessary to assure compliance with the Urban County's certification required by Section 104 (b) of Title I of the Housing and Community Development Act of 1974, as amended, including the provisions of the Fair Housing Act, Title VI of the Civil Rights Act of 1964, Section 109 of Title I of the Housing and Community Development Act of 1974, and other applicable laws.
5. Snohomish County shall not provide CDBG or HOME funding in or in support of any participating unit of local government that does not affirmatively further fair housing within its own jurisdiction or that impedes the County's action to comply with the County's fair housing certification.
6. The County and the unit of local government have each adopted and are each enforcing a policy prohibiting the use of excessive force by law enforcement agencies within its jurisdiction against any individuals engaged in nonviolent civil rights demonstrations; and a policy of enforcing applicable state and local laws against physically barring entrance to or exit from a facility or location which is the subject of such nonviolent civil rights demonstrations within jurisdictions.
7. Pursuant to 24 CFR 570.501(b), the unit of local government is subject to the same requirements applicable to Snohomish County including the requirement of cooperating through written agreement with Snohomish County as set forth in 24 CFR 570.503.
8. A Policy Advisory Board is hereby established which shall advise the County Council and Executive in matters of planning and administration of the Urban County program, including preparation of the Consolidated Plan and annual Action Plan, establishing and maintaining program management policies, and selecting among competing funding applications.
9. The Policy Advisory Board shall consist of the Snohomish County Executive (or his/her designee); three (3) members of the Snohomish County Council; one (1) Mayor or Council member to represent all participating units of local government whose population, independently, is 10,000 or greater; one (1) Mayor or Council member to represent all participating units of local government whose population, independently, is between 3,000 and 10,000; one (1) Mayor or Council member to represent all participating units of local government whose population, independently, is less than 3,000; one (1) Mayor or Council member to represent all participating units of local government at large; and one (1) Snohomish County citizen selected and appointed by the other eight (8) members of the Policy Advisory Board to serve ex officio as Chairperson of the Board. The four members representing participating municipalities shall each be selected and appointed in a manner agreed upon by the units of local government represented. Each Policy Advisory Board member shall have one vote in the Board's proceedings, except that the ex officio Chairperson shall vote only in the event of a tie.

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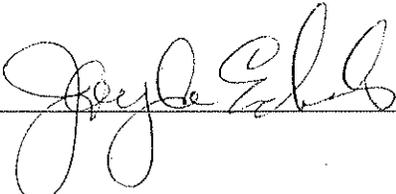
10. The Policy Advisory Board shall adopt bylaws, hold public hearings, advise on public and intergovernmental information and consultation processes, review and make recommendations on proposed plans, priorities, and policies, and review and make recommendations on proposed funding awards.
11. For the purpose of assisting in assessing funding applications for such characteristics as community need, conformance with adopted plans and priorities, nature and extent of benefit, financial or technical feasibility, or other factors bearing upon the merit of proposals competing for funding, a Technical Advisory Committee is hereby established which shall make recommendations to the Policy Advisory Board.
12. The Technical Advisory Committee shall consist of one (1) representative appointed by each participating unit of local government; two (2) representatives of Snohomish County appointed by the Snohomish County Executive; one (1) representative appointed by the Housing Authority of Snohomish County; and eight (8) Snohomish County residents appointed by the Policy Advisory Board to represent the following population groups: two residents representing low-income persons; two residents representing handicapped persons; two residents representing senior citizens; and two residents representing minority persons. Each Committee member shall have one vote.
13. Awards of all funds administered by the County under this Agreement shall be executed by written contractual agreements, in the form prescribed by the County, between the County and the participating units of local government or other eligible public and private nonprofit award recipients; and all activities receiving such financial assistance shall be carried out in compliance with those agreements and with all other applicable laws and regulations.
14. This Agreement shall supersede all previous Urban County cooperation agreements and shall remain in full force and effect from July 1, 2000 to June 30, 2003, or thereafter until all CDBG and HOME funds received by the unit of local government from the County from Federal Fiscal Year 2000, 2001 and 2002 appropriations and all Program Income generated by activities funded from those receipts are expended and all the activities assisted either with the original receipts or the Program Income are completed. Neither party may terminate or withdraw from this Agreement while this Agreement remains in effect as provided herein and by the Act and Regulations. However, in the event that there is a revision of the Act and/or the Regulations which would make this Agreement out of compliance with the Act or Regulations, both parties will review this Agreement to renegotiate those items necessary to bring the Agreement into compliance. Both parties understand and agree that refusal to renegotiate this Agreement will result in the effective termination of the Agreement as of the date it is no longer in compliance with the Act and/or Regulations as amended.

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15. At the end of the initial three year term this Agreement shall automatically renew for an additional three year term, and thereafter at successive three year intervals, unless and until either of the parties gives Notice to the other, in the required manner, of its intention to terminate the Agreement at the end of the current term. Such Notice must be given in writing by a certain date that will be specified in instructions issued by HUD in advance of each succeeding three year term. The County shall inform the unit of local government in writing of that deadline date for Notice to terminate, at least 30 days in advance of said date. In the event Notice of intent to terminate is given, the Agreement shall terminate after all CDBG and HOME funds received by the unit of local government from the County from appropriations for the three Federal Fiscal Years of that current term, and all Program Income generated by activities funded from those receipts are expended and all the activities assisted either with the original receipts or the Program Income are completed.

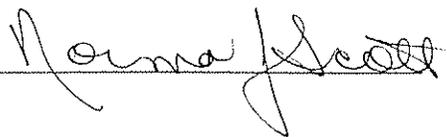
IN WITNESS WHEREOF, the undersigned parties have executed this AGREEMENT, this
15th day of July, 1999.

FOR City of Lake Stevens

BY 

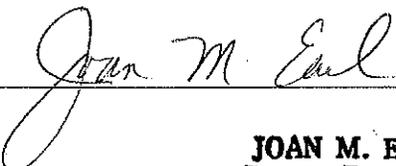
TITLE Mayor

ATTEST:

BY 

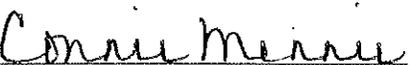
TITLE City Clerk/Admin. Asst.

FOR SNOHOMISH COUNTY

BY 

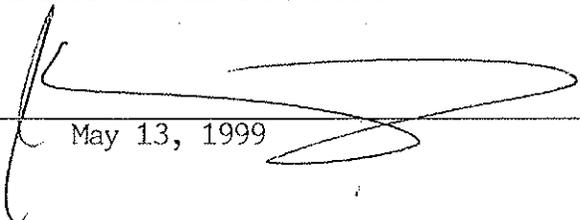
TITLE JOAN M. EARL
Deputy Executive

ATTEST:

BY 

TITLE Executive Admin Asst

APPROVED AS TO FORM:


May 13, 1999

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