



## City of Lacey, Washington Lacey City Council Worksession Agenda

Refer to the bottom of the agenda for meeting information.

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Tuesday, September 10, 2024

6:00 PM

Council Chambers and Online

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### 1. Call to Order

### 2. Roll Call

### 3. Land Acknowledgment

We, the City of Lacey, are on the ancestral land of the Tribal People of the Treaty of Medicine Creek, including the Nisqually Indian Tribe and Squaxin Island Tribe. We acknowledge, and remember those Tribal People not recognized today who were absorbed or relocated into other tribes for survival. We recognize the ancestors and their descendants who are still here. We recognize and respect the Tribal People of the Treaty of Medicine Creek as the traditional stewards of this land since time immemorial and their role today in taking care of these lands in perpetuity. We recognize and have the responsibility to call attention to the histories of dispossession, forced removal, and abridged treaty rights that allowed our nation, state, and city to develop as they have today. We recommend that community members read the Medicine Creek Treaty of 1854.

### 4. Approval of the Agenda

### 5. Public Comment

Refer to the bottom of the agenda for instructions on how to provide public comment.

### 6. Agenda Items

#### A. Visitor & Convention Bureau Destination Management Plan

Annette Pitts, Chief Executive Officer, Experience Olympia

#### B. Greg Cuoio Park Phase 1A Update

Jen Burbidge, Parks, Culture, and Recreation Director

#### C. 2025 Revenue and Expenditure Estimate

Troy Woo, Finance Director

#### D. Comprehensive Plan Update - Engagement Plan

Vanessa Dolbee, Community Development Director

Ryan Andrews, Planning Manager  
Hans Shepherd, Senior Planner

## 7. Adjourn

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### Meeting Information:

#### Attendance (Remote or In-Person)

The public may attend the meeting in-person, or you may view or listen to the meeting using one of the following platforms:

In-Person: Council Chambers at Lacey City Hall  
420 College Street SE, Lacey, WA 98503

Zoom: [https://us02web.zoom.us/webinar/register/WN\\_dayNvC-NT8SucVP5aCqOjA](https://us02web.zoom.us/webinar/register/WN_dayNvC-NT8SucVP5aCqOjA)

Website: <https://cityoflacey.org/government/public-meetings/>

Facebook: <https://www.facebook.com/cityoflacey>

YouTube: <https://www.youtube.com/watch?v=sizZj5E1DsM>

Phone: (888) 788-0099 or (877) 853-5247 (Webinar ID 893 2518 4341)

#### Verbal Public Comment

Each speaker is limited to three minutes. Comments are welcome on matters connected to City business or specific agenda items.

Prior to starting your comments, please provide your:

- a. Name
- b. City of residence or connection to the City
- c. Topic or subject matter of your comments

Those wishing to provide verbal public comment may do so in-person or by Zoom:

In-Person: Use the sign-up sheet located in the Council Chambers.

Zoom: Preregister using the following Zoom link no later than two hours prior to the meeting:  
[https://us02web.zoom.us/webinar/register/WN\\_dayNvC-NT8SucVP5aCqOjA](https://us02web.zoom.us/webinar/register/WN_dayNvC-NT8SucVP5aCqOjA)

Instructions and access details will be provided once registration is complete.



**Written Public Comment**

Public comments may also be submitted by email to [PublicComment@cityoflacey.org](mailto:PublicComment@cityoflacey.org) The commenting period will close two hours before the meeting time.

Written comments will be provided to the City Council electronically prior to the meeting. Comments will not be addressed during the Council meeting; however, comments received will be added to the official record.





## LACEY CITY COUNCIL WORKSESSION

September 10, 2024

**SUBJECT:** Greg Cuoio Park Phase 1A – Public Art Requirement

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**BRIEFING:** Proposal to designation of Greg Cuoio Park monument sign as public art.

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**STAFF CONTACT:** Rick Walk, City Manager *RW*  
Jen Burbidge, Parks, Culture & Recreation Director *JB*

**ORIGINATED BY:** Parks, Culture and Recreation

**ATTACHMENTS:** 1 - Monument Sign Rendering

**FISCAL NOTE:** Proposed art fund reserves

**PRIOR REVIEW:** Council Worksessions - June 24, 2021, August 26, 2021, October 14, 2021, January 13, 2022, October 12, 2023  
[City Council Worksession • City of Lacey • CivicClerk](#)

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### BACKGROUND

Phase 1A of the new Greg Cuoio Park includes an entrance to the park, 77 parking stalls, access to approximately two miles of walking trails, an 18-hole disc golf course, open space and picnic areas, a large shelter, and the first phase of a large, inclusive playground.

The intended timeline is as follows:

- 100% design this Fall
- Construction documents ready by the end of 2024
- Out to bid quarter four of 2024
- Construction begins quarter one of 2025
- Park open quarter three of 2025

### Monument Sign

The Greg Cuoio Park Phase 1A is subject to [Ordinance 1022](#), which requires ¼ of 1% of the estimate for City projects (except transportation and utility projects) over \$500,000 to be allocated to public art. This project is required to also include approximately \$16,200 in either installed art or transfer into the City's art fund to install art elsewhere in the City.

Because of its scale and beauty, staff would like to propose the monument sign for dedication as public art.

The monument sign will be located at the entrance of the park, highly visible from Carpenter Road whether traveling north or south, and is very different than the rest of the City's park monument signs. The Greg Cuoio Park monument sign is unique and playfully nods to the surrounding nature within the park with its use of a leaf and salmon motif presented as water-jetted cutouts on the main sign panel, and in the large maple leaf side panels. These motifs highlight the character of the park and serve as a linking thread throughout all of the park's signage. The monument sign utilizes Lacey Parks, Culture & Recreation's "Tours Ochre" branded color, which is a warm goldenrod that pops amongst the green trees and meadows of the park at a variety of distances. The sign is fabricated from fluoropolymer coated steel, with all steel galvanized prior to coating for added durability. All lettering and seals will be either metal pin mounted or direct welded to the central sign panel. The selected materials were chosen for their durability and ease of maintenance. The estimated cost of the monument sign is \$82,000. This includes the sign, concrete footings, and in ground lighting.

Per the Lacey City Council Policies and Procedures, the City Council retains final authority on the selection and placement of all art to be located on city-owned properties within Lacey. Due to its unique design, the Greg Cuoio Park monument sign is a candidate to be considered installed art and could meet funding appropriations as identified in [Ordinance 1022](#).

Using art funds for the sign would satisfy this set aside requirement, in addition it meets the City's adopted [Public Art Policy](#), found in Section 10.03 of the [City Council Policies and Procedures Manual](#), as described below. Should the Council decide not to consider the monument sign as public art, an amount equal to one-fourth of 1% of the estimated construction cost would need to be allocated from a funding source and deposited into the City's art fund.

The sign also accomplishes several of the Public Art Policy objectives:

- Creates a sense of community, identity, and character
- Provides a pleasing living, working, and playing environment
- Enhances economic development and attracts visitors
- Provides sustainable maintenance and operation costs
- Evokes a sense of fun

In addition, the sign reflects several of the Public Art Policy ideas / themes:

- The natural beauty of the City as reflected in its trees and lakes
- Northwest themes (salmon / trees)
- Park entry signs

Finally, the sign meets placement parameters by complimenting or enhancing the following locations:

- Lacey parks, trails and publicly owned spaces

At the Council Worksession on September 10, 2024, staff will brief the City Council on the proposal to designate the Cuoio Park monument sign as public art and satisfy Ordinance 1022. After Council discussion, staff is requesting City Council direction on whether to move forward with the designation or identify other alternatives to meet Ordinance 1022.

## COLORS

- P1: TEXT (D37210)
- P2: OCHRE (5C7287)
- P3: SIGN (B3B8BC)





## LACEY CITY COUNCIL WORKSESSION

September 10<sup>th</sup>, 2024

**SUBJECT:** Comprehensive Plan Outreach and Engagement Update

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**BRIEFING:** The City Council will be briefed on the draft Communications and Community Engagement Plan and on initial outreach efforts. Additionally, staff is seeking general direction on Council involvement in the Comprehensive Plan update process.

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**STAFF CONTACT:** Rick Walk, City Manager *RW*  
Vanessa Dolbee, Community & Economic Development Director *VD*  
Ryan Andrews, Community Planning Manager *RA*  
Hans Shepherd, Senior Planner *HS*

**ORIGINATED BY:** Community & Economic Development

**ATTACHMENTS:** 1. Draft Communications and Community Engagement Plan

**FISCAL NOTE:** No additional resources are necessary. Identified project actions are currently advanced through 2024 Community and Economic Development staff hours.

**WORK PLAN GOAL AND STRATEGY:** Coordinated & Collaborative Planning - (B)(1)

**PRIOR REVIEWS:** First review by City Council. The draft Communications and Community Engagement Plan have been previously reviewed by the Planning Commission and the Commission on Equity.

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### BACKGROUND:

In early 2024, City staff contracted with MIG Inc. to create a Communications and Community Engagement Plan in preparation for the 2025 Comprehensive Plan. The aim of this plan is to ensure an inclusive, informative update to the Comprehensive Plan, fostering active community participation and a sense of ownership in the final product.

The plan is divided into two main sections. The first section focuses on communication strategies that ensure consistent messaging, increase familiarity with the comprehensive planning process, and encourage broad community buy-in.

The second section, dedicated to community engagement, outlines a variety of strategies to boost overall participation. It also includes approaches for reaching community groups that are typically underrepresented in the planning process, such as communities of color, low-income households, non- or limited-English-speaking residents, youth and young adults, renters, and military personnel.

The latest draft of the Communications and Community Engagement Plan has been reviewed by the Planning Commission, the Commission on Equity, and the Community Planning and Communications departments. This latest draft incorporates the feedback and guidance received during these various review processes.

### **EARLY OUTREACH EFFORTS:**

In February 2024, the Lacey City Council participated in a Mentimeter visioning worksession aimed at familiarizing council members with the elements of the Comprehensive Plan, identifying quality of life priorities, and developing a strategy for community engagement. Following this initial guidance, the Lacey Youth Council and Planning Commission were also invited to share their goals using the same Mentimeter platform.

Key themes from these sessions highlighted the importance of strong community relationships, abundant parks and natural beauty, the growing need for more walkable commercial activity centers, and the critical issue of affordable housing.

After these visioning sessions, city staff engaged with the community at two significant events: the South Sound BBQ Festival on July 13th at Huntamer Park, and the Lacey-hosted "Cops, Cars, n' Kids" event on July 27th, 2024, in front of Cabela's. These events provided opportunities to connect with Lacey residents, raise awareness about the Comprehensive Plan and its update process, and gather input on the community's top concerns.

Discussions at these events largely echoed the topics from the visioning sessions, with a focus on family-oriented activities, enhancements to parks and trails, pools and splash parks, expanded transit options, bike lanes and bike-friendly infrastructure, healthcare, and a diverse range of affordable housing options.

### **FUTURE ENGAGEMENT/COUNCIL CHECK-INS**

Looking ahead to the second half of 2024, city staff are preparing to launch a website specifically for the Comprehensive Plan (<https://www.envisiontomorrowlacey.org>). This site will serve as the primary resource for upcoming events, participation opportunities, information on the update process, and access to project materials.

Additionally, two surveys will be launched and will run through the end of 2024. The first survey will act as an inventory of potential sites located across the city that could be rezoned based on the community vision developed as part of the Comprehensive Plan

update. This particular survey will be a map-based platform for community members to submit their ideas for future consideration. The second survey will seek feedback from the Lacey community as they look ahead to 2045.

The topics in the second survey will reflect many of the discussions the Lacey City Council had during the Mentimeter visioning session at the beginning of the year. Once the surveys have been active for a few months, city staff will present early community feedback at a future worksession.

City staff also plan to attend two upcoming community events—[Children's Day](#) on October 5th, 2024, and [Winter Fest](#) on November 2nd, 2024—where they will present these initial findings and offer additional opportunities for community participation in the update process.

In early 2025, the update process will shift from broad community outreach and engagement to a more targeted approach, focusing on the required elements of the Comprehensive Plan and their corresponding draft policies. As city staff refine the draft language using the community feedback collected, it may be necessary to adjust the frequency of scheduled meetings with City Council. At the worksession, staff will lead a discussion about the Council's desired frequency of briefings and check-ins as various Comprehensive Plan elements are drafted.

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## **NEXT STEPS:**

At the September 10<sup>th</sup>, 2024 Council Worksession, staff will present initial findings and next steps as it relates to the update of the Lacey Comprehensive Plan. Following this presentation, City Council members will have the opportunity to discuss outreach plans, proposed next steps, and desired levels of participation in upcoming events and the frequency of staff briefings moving into 2025.



# Envision Tomorrow 2045: Communications and Community Engagement Plan

**June 2024**

## Introduction

Every 10 years, Washington's Department of Commerce requires, by way of the Growth Management Act (GMA) to reassess where the city is at and plan growth for the next 20 years. This coupled with new legislation around middle housing and climate change and resiliency, the City of Lacey (City) updates its guiding goals and principles in Lacey's twenty-year comprehensive plan.

During the next 18 months, the residents of Lacey have the opportunity, as a community, to define who they want to be, where and how to focus growth, and how best to deliver municipal services and projects to the community with the resources available. This periodic update process aims to provide equitable and equal access to City services and facilities, to support a more robust variety of housing and employment choices, and to create and sustain Lacey as a safe place for all where everyone feels welcomed and included.

The City of Lacey is committed to designing and implementing a dynamic engagement process to ensure the Comprehensive Plan is based on robust feedback from the community, city leaders and the private sector. The development of the Comprehensive Plan will require inclusive engagement across different platforms to ensure integration of voices often left out of, or uninterested in the planning process (including but not limited to those under represented because of race, citizenship, language, age, ability, income or transportation access). Our community engagement approach intentionally solicits, listens to, and incorporates the thoughts, concerns, and hopes of the community which will inform the policies, priorities, and actions in the 2045 Comprehensive Plan.

To coordinate the public engagement, the MIG Team developed this Community Engagement Plan (CEP), which outlines guiding principles, key outreach strategies and methods, target audiences, communication tools and the proposed timeline for implementation.

## Table of Contents

1. Approach
2. Core Values
3. Guiding Principles
4. Target Audiences
5. Messaging
6. Communications Goals
7. Communications Tactics
8. Phased Community Engagement Activities
9. Performance Measurement
10. Implementation Timeline

## Approach

Envision Tomorrow is the public-facing brand identity for Lacey's Comprehensive Plan Update. Envision Tomorrow provides opportunities for the public, key civic and business leaders, City staff and elected officials to be involved in the comprehensive planning process. This Communications and Community Engagement Plan highlights ways that specific outreach activities will seek out and consider the viewpoints of a wide cross-section of Lacey communities, with a targeted focus on reaching populations that are traditionally under-represented in planning processes (e.g., communities of color, low-income communities, immigrants, youth and seniors). Our approach includes the following goals:

- **Leverage Local Networks and Existing Community Engagement Efforts**

Build on the variety and depth of existing community involvement initiatives in Lacey to effectively and efficiently engage the public in the development of the Comprehensive Plan. Tap into existing community-based networks of local leaders and groups to connect with a wider range of community members.

- **Create Opportunities for Inclusive and Equitable Participation.**

Provide multiple and varied opportunities—including pop-up events, neighborhood workshops, and online surveys—for a broad range of community members, businesses, and interest groups to provide meaningful input.

- **Collaborate and Inform Comprehensive Plan Decision-Making.**

Collect useful and relevant public input that reflects local expertise and values and informs decision-making related to the Comprehensive Plan.

- **Educate People About the Comprehensive Plan**

Teach the public about the relevance of the Comprehensive Plan and its impact on future growth, while managing expectations of what the Plan can and cannot accomplish.

- **Build Long-Term Capacity for Civic Engagement around Growth, Development and Community Design.**

Build social capital and support those engaged through the process to stay involved and share not only concerns and issues, but also solutions and strategies necessary to implement the Comprehensive Plan.

## Alignment with City Mission and Vision

Envision Tomorrow supports Lacey's Mission and Vision and strives to achieve the broad goals set forth by the city.

### Mission Statement

Our mission is to enrich the quality of life in Lacey for all its citizens, and to build an attractive, inviting, and secure community. Council works in partnership with residents to foster community pride, develop the economy, plan for the future, and the preservation and enhancement of our environment.

### Vision

- **A Safe and Secure Community**
- **A Vibrant, Diverse Economy**
- **A Vibrant Place to Live, Work, and Play**
- **An Engaged Community**
- **Coordinated and Collaborative Planning**
- **Environmental Stewardship**
- **Excellence in Programs and Services**
- **Quality Transportation and Infrastructure**

## Guiding Principles

Envision Tomorrow's communications and community engagement seeks to provide opportunities for meaningful participation and consensus-building among residents, community groups, patrons, partner agencies, City departments, and other relevant parties to define a shared vision for Lacey's future. The approach is based on the following guiding principles:

- **Authentic and Equitable.** One of the principles of this outreach effort is to start and/or continue authentic dialogue, rooted in planning research and data, to establish a framework for future development and investments. Community education regarding existing conditions and the current degree of equity in the distribution of services, amenities and opportunities for housing and jobs in the City of Lacey will help ground these conversations.
- **Inclusive and Flexible.** Using a mix of creative and traditional approaches, the Project Team will proactively reach out to and engage with the community. The outreach process will accommodate engagement in a variety of settings, for both individuals and different size groups and will be tailored to match local and cultural preferences to the greatest extent possible.
- **Interwoven Equity.** The Comprehensive Plan process will provide a focus on equity issues and offer opportunities to have constructive conversations in under-represented communities regarding challenges to upward mobility and access to educational and economic advancement. We will apply an equity lens to our engagement efforts to ensure that input is collected from vulnerable populations and groups that typically do not participate in City-led planning efforts.
- **High-Touch and High-Tech.** We know that many people respond well to personal, face-to-face communication. Outreach methods such as focus groups, interviews and pop-up events allow the Project Team to interact with community members in a "high touch" fashion. Many of these same materials can be adapted to the digital environment to promote a "high tech" aspect to the engagement – through social media, online questionnaires, and websites.
- **Clear, Focused and Understandable.** Activities will have a clear purpose and use for the input received and will be described in language that is easy to understand.
- **Integrated Framework for Growth, Development and Community Design.** Our approach will focus on synthesizing the best of what is working in terms of growth policies, and creating new, community-centered strategies for addressing Lacey's opportunities and priorities.

## Target Audiences

To impart messages successfully, audiences should be clearly defined with messaging crafted with specific motivations, needs, barriers, and benefits in mind.

Envision Tomorrow communications will hone and cater messages to certain subgroups according to specific campaign messages and goals. Communications efforts will seek to engage audiences who have proven difficult to reach in the past, among them youth/young adults, lower-income households, renters, and residents whose primary language is other than English. This plan provides specific recommendations for reaching these often hard-to-reach members of our community.

The descriptions and examples below illustrate some of the most common ways to segment the public into targeted audiences for Envision Tomorrow.

- **Demographics**

In most cases, we rely on demographic characteristics to define segments based on age, gender, race/ethnicity, language spoken, household size, geography/neighborhood, etc.

- **Psychographics**

Psychographic attributes comprise commonly-held attitudes and behaviors prevalent in a target population. While no community is completely homogeneous, it is possible to identify shared interests and concerns to be employed in communications campaigns.

Given the city-wide scope of Envision Tomorrow, the primary audience comprises a broad assortment of residents, businesses, and key community patrons. Within that broader group, however, Envision Tomorrow seeks to engage specific audiences that have not previously shown interest in planning efforts. While recommended communications tactics should serve all populations, special care should be taken to optimize reach to the following target audiences:

- **Youth/Young Adults**
- **Military Personnel (veterans, active servicemembers, and their families)**
- **Non-English and limited-English speaking households**
- **Renters**
- **New Residents**
- **People with Disabilities**

## Local Community and Nonprofit Partners

The City can leverage existing relationships and forge new partnerships with local CBOs, schools and colleges, Chambers of Commerce, property management companies, and other organizations to broaden the reach of Envision Tomorrow messaging and receive support for in-person engagement events. Staff can reach out to priority groups (by phone and email) to discuss the Comprehensive Plan process and explore opportunities for partnering.

Potential partners include organizations in the following categories. The City may identify additional organizations to engage with during the phased implementation of Envision Tomorrow.

- **Community-Based Organizations**
  - BIPOC, AAPI and other Advocacy Groups
  - Affordable Housing Advocacy Groups
  - Environmental Advocacy Groups
  - Bike/Ped Advocacy Groups
  - Advocates for Seniors and People with Disabilities
  - Veterans Groups
  - Immigrant Community Groups
  - Tribal Groups
- **Educational Institutions**
  - Saint Martin's University
  - Evergreen State College
  - South Puget Sound Community College
  - North Thurston School District
  - Parochial Schools
- **Businesses Community**
  - Chamber of Commerce (Ambassador Committee)
  - Major Employers, including:
    - Providence St Peter Hospital
    - Safeway
    - Walmart
    - Nisqually Redwind Casino
    - Lucky Eagle
    - Fred Meyer
    - Washington State Employees Credit Union
  - Local Businesses, including:
    - Rock Pizza
    - Cirque Climbing
    - Goodwill
- **Faith-Based Organizations**
  - Sacred Heart Catholic Church
  - St. Benedict's Episcopal Church
  - True Grace Church
  - Temple Baptist Church
  - Faith Lutheran Church
  - Church of Jesus Christ of Latter-day Saints
- **Realtors/Apartment Complexes/Property Management Firms**
  - Britton Place
  - College Glen

- Olympic Rental
- Local realtors

## Leveraging Partners for Community Engagement Activities

The City may identify key partners to assist in the development and implementation of in-person community engagement events (Visioning Session, Community Workshops, etc.). Effective partnering includes the following elements:

- **Inform.** Meet one-on-one with the organization's leadership team to describe why Envision Tomorrow is important to Lacey and the community the organization serves. These discussions should also link the comprehensive plan goals and key policy decisions to the mission of the CBO/partner organization.
- **Clarify.** Prepare talking points for CBOs to ensure that information about Envision Tomorrow is delivered effectively. The roles of the organization and expectation for level of input should be mutually agreed on by the organization and City staff.
- **Communicate and Update.** Following direct participation, the CBO or contact person should be continually updated throughout the duration of the project.
- **Validate.** Create positive feedback loops at all community touch points.

## Communications Goals

Envision Tomorrow communication strategies align with, and support planned in-person community engagement activities outlined in Section 8, and support the following overarching goals:

### 1. Build positive public awareness of Envision Tomorrow.

- Establish an Envision Tomorrow brand identity that residents, businesses, and other groups recognize as representative of the City's Comprehensive Plan process.
- Build consistent messaging across multiple channels so that Envision Tomorrow stays in the public consciousness.
- Ensure that Envision Tomorrow resonates with diverse audiences, especially those that have not participated as fully in past efforts.

### 2. Educate people about the relevance of Envision Tomorrow in their lives.

- Provide resources for people to learn about how the Comprehensive Plan can positively impact communities.
- Align messaging to specific community issues and needs.
- Leverage partnerships with schools and community-based organizations to educate different populations.
- Explore interactive tools (games, activities, etc.) to engage audiences and demonstrate the significance of the Comprehensive Plan.

### 3. Promote Envision Tomorrow community engagement activities.

- Use City-owned media, paid advertising, and media relations to promote community engagement opportunities citywide.
- Create outreach materials and social media content.
- Supplement community engagement activities with relevant content to encourage participation in events
- Follow up community engagement activities with additional messaging to keep Envision Tomorrow relevant.

## Talking Points

The following talking points can serve as source material for outreach and engagement collateral, including outreach toolkits and speaker's guides.

- **What is Envision Tomorrow?**

Envision Tomorrow is Lacey's Comprehensive Plan Update that will set a clear vision for the city over the next 20 years. The Comprehensive Plan sets policy for housing, parks and open space, economic development, historic preservation, public services, the environment, and more.

Envision Tomorrow is a coordinated effort among City staff and experts in Planning, Housing, Transportation, and Public Works, who will work closely to ensure that feedback received is translated directly into proposed policies.

- **Why does Lacey need Envision Tomorrow?**

The State requires all cities to develop a Comprehensive Plan. More importantly, Envision Tomorrow helps ensure that the policies we establish today can help us achieve our long-term goals—goals that we develop through a meaningful public process with people from all walks of life. It sets the foundation for the future.

We must prepare for future changes in population, the economy, and the environment so that we can meet any challenges effectively.

- **How is Lacey working to achieve Envision Tomorrow?**

The process begins with establishing a shared vision—identifying what we want Lacey to look like in the future. Envision Tomorrow gives people the chance to discuss issues that affect their lives every day, like housing, transportation, and the environment.

The input we receive from the public is translated into policy directions, which in turn are vetted by local communities, and eventually become part of the Comprehensive Plan.

- **How can people get involved in Envision Tomorrow?**

Envision Tomorrow prioritizes public input at all phases, from the initial visioning to public review and commenting on the draft plan policies. The City is offering many opportunities for people to share their thoughts and ideas, from townhall meetings, to online surveys, to neighborhood conversations. All outreach is dedicated to gaining input from as many people as possible. It will take time and commitment from all to be successful.

We encourage everyone to share what they love about Lacey, as well as their dreams for how our community can grow. The decisions we make today can benefit future generations through opportunities for housing, local businesses, transportation, and the environment.

DRAFT

## Communications Tactics

The following communications tactics and channels can be used across multiple phases of Envision Tomorrow to support key objectives: building **awareness** of the initiative, **educating** the public about key elements of the Comprehensive Plan, and supplementing in-person community **engagement** activities.

### Campaign Website

**Primary Objectives:** Education, Engagement

A dedicated Comprehensive Plan web portal ([www.EnvisionTomorrowLacey.org](http://www.EnvisionTomorrowLacey.org)) will serve as a primary destination for people seeking information and resources. The site can allow users to sign up for email notifications about future events and engagement opportunities by area of interest.

As the Comp Plan process progresses into subsequent phases, the web portal will add relevant content and resources. During Phase 3, the site will transition into the online Comprehensive Plan itself—serving as a “living document” that provides online access to information and policies related to various elements.

Additional features of the site include:

- Usage tracker showing number of site visitors (for analytics and to encourage return visits through positive reinforcement)
- Notification when areas of interest are updated
- User search functionality within the Plan itself
- Printable PDF version of the Plan

**Timing:** Initial launch Phase 1 (Summer 2024); transition to online Plan document during Phase 3 (Spring 2025)

### E-newsletters

**Primary Objective:** Education

City staff can develop content for a monthly or quarterly online newsletter, distributed to subscribers via ConstantContact or similar platform. E-newsletter content can promote community engagement activities and provide more detailed information about relevant issues and policies.

**Timing:** Fall 2024 through Fall 2025

### Event Outreach

**Primary Objectives:** Awareness, Education

The City can staff a table at Night Market at the Depot events during the summer to engage participants about Envision Tomorrow Phase 1 community engagement opportunities. Staff can answer questions, promote the Visioning Session, distribute fact sheets, and encourage people to submit their answers to the question: “What’s YOUR vision for tomorrow?”

Answers to the question can be compiled and some used as content for future display signage, social media posts, and other outreach.

## Social Media

### **Primary Objectives:** Awareness, Education, Engagement

The City will utilize its existing social media network (Meta, X) to launch Envision Tomorrow and promote community engagement opportunities, including the Phase 1 Visioning Session and Phase 2 Community Workshops, among others. City-managed social media can be supplemented with paid promotions and boosted posts targeting specific demographics.

Social media content should serve to engage users and create “buzz” around Envision Tomorrow. In addition to announcing the launch of the Comprehensive Plan process, social media posts can ask questions (“What’s YOUR vision for tomorrow?”) and direct users to a brief survey.

Social media can also be used to promote Phase 2 community engagement activities, as well as the subscriber newsletter, etc.

*NOTE: Due to the nature of the Comprehensive Plan, content related to housing and other topics may need to be pre-vetted to ensure it is not blocked by Meta.*

### **Examples of Social Media posts:**

- *Help us plan the future of Lacey! Join Envision Tomorrow today.*  
Visit [www.EnvisionTomorrowLacey.org](http://www.EnvisionTomorrowLacey.org)
- *Lacey’s Comprehensive Plan is a map for the city’s future. Help us get there. Visit*  
[www.EnvisionTomorrowLacey.org](http://www.EnvisionTomorrowLacey.org)
- *(Image of an enlisted officer) “My vision for tomorrow? Affordable places to rent.”*  
*What’s YOUR vision for Lacey’s tomorrow? [www.EnvisionTomorrowLacey.org](http://www.EnvisionTomorrowLacey.org)*
- *(Image of a tween) “My vision for tomorrow? Parks where I can play!”*  
*What’s YOUR vision for Lacey’s tomorrow? [www.EnvisionTomorrowLacey.org](http://www.EnvisionTomorrowLacey.org)*
- *(Image of a retiree) “My vision for tomorrow? Public transit that gets me where I need to go, safely!”*  
*What’s YOUR vision for Lacey’s tomorrow? [www.EnvisionTomorrowLacey.org](http://www.EnvisionTomorrowLacey.org)*

- (Image of a young adult) “My vision for tomorrow? A vibrant downtown where I can relax after work.”  
What’s YOUR vision for Lacey’s tomorrow? [www.EnvisionTomorrowLacey.org](http://www.EnvisionTomorrowLacey.org)

**Timing:** Organic posts (i.e., using City-owned networks) beginning Summer 2024 through Fall 2025; paid promotional campaign on Facebook, Instagram, etc., during Phase 2 (Fall 2024).

## Digital Advertising

**Primary Objectives:** Awareness, Engagement

The City will explore opportunities for targeted paid digital advertising to align with community engagement milestones. Mobile and digital display ads can be targeted to reach users based on location (geofencing), areas of interest (search engine marketing), and previous engagement (targeting ads to people who previously visited the web portal, e.g.).

Digital ads will promote community engagement activities and lead users to the website and/or interactive media.

### Mobile Ads

Ad units served on mobile devices.

### Digital Display Ads

Ad units served on laptops, tablets and desktop computers.

### Geofenced Ads

Ads served within a specific geographic location and/or after a user has entered a specific location.

### Search Engine Marketing

Ads served based on user keyword searches.

### Behavior Targeted Ads

Ads served based on user browsing history.

### Retargeting

Ads served to users who visit the [EnvisionTomorrowLacey.org](http://EnvisionTomorrowLacey.org) site.

**Timing:** Digital campaign to run during Phase 2 (Fall 2024)

## Interactive Media

**Primary Objectives:** Education, Engagement

Interactive digital media will be most effective during Phase 2 of the process, allowing residents to provide feedback on specific topics relevant to their communities.

### *Map-based Survey*

The Maptionnaire survey tool allows users to answer topical questions and also identify specific locations of interest (e.g., commercial areas where they would like to see more retail, transit corridors that they feel are unsafe, etc.). The City can develop a map-based survey instrument to engage users who are unable to attend local community workshops. The tool would be promoted via social media and accessible via the web portal.

### *Interactive Game*

The City will explore opportunities for developing a simple and engaging interactive game that would teach users about the Comprehensive Plan and how policy decisions made today have an impact on future development and potential benefits to local communities.

**Timing:** Phase 2 (Fall 2024)

## Display Signage

### **Primary Objective:** Awareness

Prominent branded signage for Envision Tomorrow will help establish the initiative in the public eye. Planning staff can coordinate with the Parks, Culture & Recreation Department and Public Works Department to arrange for implementation of larger banners in City parks, recreation areas, and along public right-of-way.

Large banners will include the [www.EnvisionTomorrowLacey.org](http://www.EnvisionTomorrowLacey.org) URL; posters and display boards will include the URL as well as a QR code linking to the site.

Potential display signage includes:

- Banner at City Hall
- Large (24"x36") posters or display boards at City Hall, Lacey Timberland Library, Lacey Community Center, and Regional Athletic Complex
- Posters (18"x24" or 12"x18") displayed at local retailers and apartment complexes
- Display boards and banner at Night at the Market event table
- Street pole banners

**Timing:** Summer and Fall 2024; some displays to remain up through Fall 2025 if possible.

## Print Collateral

### **Primary Objectives:** Awareness, Education

City staff will develop print materials for distribution to partner organizations and the public. Print collateral provides the opportunity to convey more detailed explanations of key policies. Examples of print collateral include:

- Fact sheet
- FAQ
- Direct mail invitations

**Timing:** Summer/Fall 2024

## Youth Outreach

**Primary Objectives:** Awareness, Education, Engagement

### K-12 Engagement

The project team will collaborate to identify ways that it could work with the Lacey school district to create tailored events and classroom programs to allow youth and teachers the opportunity to engage in the project in a fun and informative way. As part of the partnership with Lacey-area schools, City staff can provide curricular materials for faculty to teach students about Comprehensive Plan topics. Content can be developed for specific levels — from basic information about housing, transportation, and the environment for lower grades to more sophisticated policy-related activities for middle and high school students. Potential materials include:

- Activity packets for elementary school students
- Curricular toolkit for middle and high school students

### Youth Art Contest

During Phase 1, the City can sponsor an Envision Tomorrow **art contest** for local students, with prizes for various age groups. Winning submissions would potentially be used as content for posters during Phase 2, and samples of submitted artwork could be hung and highlighted at City Hall, Timberland Library, and other public spaces. The contest would be promoted through social media and directly through participating schools.

### Multi-Generational Outreach

Encouraging connections between youth and adults can be an effective tactic for engaging people in issues and topics related to the Comprehensive Plan. The City can prepare a questionnaire for teachers to distribute to middle or high school students to interview their parents or guardian(s) with questions focused on current perceived or real barriers or issues to health, safety, equity, development, economic, and growth opportunities for the future direction of the City.

### Post-Secondary Engagement

The City may also engage college students (e.g., at Saint Martin's University, Evergreen State College, and South Puget Sound), potentially as guest lecturers; at the least, providing information about Envision Tomorrow and its impact on the local community.

**Timing:** Fall 2024 through Spring 2025

DRAFT

## Phased Community Engagement Activities

Community engagement activities will follow the Comprehensive Plan development phases: Visioning, Local Needs and Growth Scenarios, Draft Policies, and Comprehensive Plan Review.

### Pre-Phase Activities: Discovery and Preparation

#### *Background Review*

A high-level background review of the community input collected through current and recent planning processes and initiatives is necessary to ensure that efforts are not duplicated. The intent of each effort and activity should be reviewed to minimize engagement fatigue. The goal of this review is to mine the vast amounts of input collected from recent engagement efforts for common priorities, issues and opportunities. This synthesis of community data and priorities will be used to inform the overall Comprehensive Plan process. Building on the contact lists from these community input efforts will also result in a compilation of possibly interested community partners that can be updated throughout the process.

#### *Calendar of Community Events*

In collaboration with other City Departments, a “master calendar” of key community events and planning activities to strategically leverage our efforts and ensure timely participation from key community populations and neighborhoods will provide a strong foundation for the engagement effort. This master calendar will allow the Project Team to participate in and build on existing community events. Examples of community events include the Harvest Festival, Night Market at the Depot, and the Winter Fest: Sip, Savor, Shops.

### Phase 1: Visioning

#### ***Summer/Fall 2024***

Vision Setting is an opportunity to generate excitement and interest in the planning process and engage the community on identifying a shared vision and future for Lacey. Using a combination of passive and active or interactive engagement activities ensures that the guiding principles are embedded in the process.

#### *Community Visioning Events*

The first interactive community workshop will focus on gathering community input on community values, major trends and high-level yet locally specific conversations. This will include larger discussions concerning how urban, suburban, and rural places interact, affordability, mobility and reuse of neighborhood institutions, etc. The city will also use existing information and pop-up event input to provide initial thoughts for community members to respond to during the workshop.

### Pop-Up Events

Pop-Up events are an opportunity to “meet people where they are” and engage them in leisurely settings. Traditional meetings and workshops often attract a regular and active group of residents to planning events. To attract a larger audience beyond the usual participants, pop-up events will be held in a popular area and may be held concurrently with other events that draw in the public.

The pop-ups will be visual, colorful, and allow for brief interactions so a person can participate on their own terms. The pop-ups will include information about the planning process, visualizations and the related graphics/imagery completed to date, and an interactive exhibit that solicits feedback from community members. Demographic information will be collected so there is some understanding of how representative the participation is.

The following are activities that are best suited during summer and early fall where events typically draw larger crowds.

- **Write-in Boards** with prompts allow participants to share what they love about Lacey, what they wish Lacey had more of, and what they want Lacey to be. Boards can be printed or a QR code to a brief survey can be posted on utility boxes, on blank public city walls or in parks throughout the city or the event.
- **Large-Scale Coloring Book** using white and black blank drawings (e.g. of a recognizable Lacey landmark) with prompts, such as “I love Lacey because...” with space to write-in or fill out, in addition to coloring spaces will engage all ages.
- **“Picture This” boards** with a title that reads, “Here is how I picture Lacey” with empty pictures frames, similar to a gallery wall would allow residents to draw or write inside of them. City departments can be engaged and specific comprehensive plan element prompts could be included as well. This activity could also be incorporated as a piece of public art alongside a parking garage or displayed at the City Hall.
- **Notes to Lacey** are prompts with blank spaces to write on pre-printed note cards that can be hung to decorate a city booth or tent. This can be tied with an opportunity highlight a feature of Lacey that is a point of pride for the community. For example, prompts would be written on leaf cut outs and hung on a bare tree or building and housing profiles could populate a blank Lacey skyline.
- **Build the City a Bouquet** could assign specific Pacific Northwest Native flowers (pre-printed or pre-folded) to a vision statement where participants would select their top 2 or 3 statements that results in a large bouquet for the city. The frequency of colors used would be an indicator or community priorities.

### Timing:

- *Initial planning and collateral development: July 2024*
- *Pop-up staffing: July 2024–September 2024*
- *Additional and revised materials as needed: August–September 2024*

### *Online Community Survey*

An online survey, non-statistically valid, that collects input on values, priorities, challenges, opportunities, and trade-offs would be launched at this stage. The survey will be available electronically and paper versions of the survey will be distributed at community events and workshops. The City can combine the Envision Tomorrow survey questions with the existing human services outreach surveys.

**Timing:** *August-September 2024*

### *Communications and Media Roll-Out (ongoing)*

The City will prepare content related to the Comprehensive Plan for use on web portals and/or social media accounts. The website will be used as an outreach tool to connect online with target audiences throughout each phase of the process. The website will provide a broad spectrum of information on the planning process including a library for documents, a schedule of events and plan updates. The content will integrate project identity and branding to ensure a consistent image of the project.

E-blasts, social media posts and website updates will coincide with key milestones and/or dates to generally educate, inform, and promote activities. To the extent possible, the content will contain images, graphics, and otherwise be visual in nature. The outreach and media rollout will draw on established communication channels and key news outlets. While maintaining flexibility, the content updates will include:

- Project kickoff with a project description
- Fact Sheet/FAQ Sheet
- Promotion of pop-up events and workshops
- Promotion online surveys
- Posting visualizations and plan development
- Posting of final reports/plan

**Timing:** *Initial launch Summer 2024*

## **Phase 2: Local Needs and Growth Scenarios**

**Fall 2024 – Winter 2025**

### *Outreach Toolkit and Staff/ Community Volunteer Training*

To ensure input is collected from a wide range of community members, an outreach toolkit to be used by trained community volunteers and City staff. The staff and volunteers will administer the toolkit activities in a variety of settings, such as regular meetings of community organizations or at a gathering of interested neighbors.

Outreach toolkits are designed to expand the community engagement program by “meeting people where they are” and providing local partners with the opportunity to solicit input from their constituents. For example, a local community organization or neighborhood association can administer the toolkit activities during a standing meeting with their constituents, and then share the resulting data and constituent feedback with the City. The toolkit may include elements such as a facilitator’s guide, project fact sheet, survey, interactive exercises, infographics, and sign-in sheets.

At this stage of community engagement, the toolkits would explain to the public and key partners why the comprehensive plan is important and why this update should matter to community members. The project process, milestones, and expectations will be outlined and defined, bringing the public along for the duration of the update process.

**Timing:** September-October 2024

#### *Map-Based Community Survey*

A second online questionnaire, this time map-based will be deployed to collect input on the place types and growth scenarios will launch. The survey will include key questions and potential trade-offs associated with growth and development and other aspects of the community’s vision and placement. Key policy choices or potential tradeoffs for each scenario concept will vary, but will likely include jobs/housing balance, land use mix, conservation, community character/urban design, transportation, fiscal impacts, and access to services. This phase will consult and collaborate with the public to acknowledge concerns and aspirations, and document how public input has influenced the decisions and direction of the update process.

**Timing:** Survey development August-September 2024; launch October-November 2024

#### *Mobile Town Hall (Mobile Outreach)*

As an opportunity to further engage with residents and businesses, design graphic materials that highlight the project and printed on vinyl and used to cover an existing City fleet vehicle (preferably either a van or truck), could act as a mobile town hall. The Town Hall vehicle would be used to bring attention to the project and as a mobile workshop tool. City staff can park the van at major gathering places during event times and solicit people to learn more about the project and fill out surveys.

**Timing:** October-November 2024

#### *Community & Business Partners and Educational Outreach*

Interviewing key community engagement leaders and “connectors” will provide the Planning Staff with a basis of understanding of important issues, barriers, and opportunities community members see in the community. These leaders may include neighborhood representatives, leaders of established

community organizations or City staff that focus on community engagement. The goal of these conversations is to identify strategies to integrate the engagement for the Comprehensive Plan into ongoing or upcoming events. These interviews may also inform the community partners list, as well as strategies for how to best engage Lacey communities and how to sustain their involvement in the process. Each of these interviews provides an opportunity for key individuals to discuss concerns or issues in a more intimate environment than that afforded by larger scale meetings.

**Timing:** *Fall 2024*

### *Community Workshops*

The City can facilitate a series of workshops in key neighborhoods across Lacey. Similar to the Neighborhood Commercial District Community Open Houses held in 2023, the workshops will provide an opportunity for community members to discuss issues from the Comprehensive Plan that are most relevant to their lives, including housing, transportation, economic growth, and the environment, among others.

City staff and technical professionals (transportation planners, environmental experts, etc.) will be on hand to facilitate the workshop and answer specific questions. Attendees will have the opportunity to provide feedback on the type and location of potential changes to housing stock, local businesses, parks and open spaces, and transportation infrastructure.

**Timing:**

- *Planning: August-October 2024*
- *Implementation: November 2024–February 2025*

## **Phase 3: Draft Policies**

**Spring 2025**

### *Community & Business Partners and Educational Outreach*

At least four (4) focus groups as a means of engaging key groups, organizations and constituencies on the growth scenarios and place types. Participants will be invited to share their thoughts and ideas on unique places and those areas that have the greatest potential to transform the City's landscape.

These sessions will include facilitated discussion with 8-15 participants and open with remarks to provide context and framing for the discussion.

### *Web-based Policy Review and Story Map*

During Phase 3, the [EnvisionTomorrowLacey.org](https://EnvisionTomorrowLacey.org) web portal will begin its transition to the interactive Comprehensive Plan document. As part of this process, the site will include a story map that provides a contextual overview of the policies developed during the visioning and growth scenario phases.

The website will also allow users to review and comment on specific policies within key areas of the plan.

**Timing:** Spring 2025

## Phase 4: Comprehensive Plan Review

### *Comprehensive Plan Launch*

At the end of Phase 3, once public comments have been received, the City will launch the Draft Comprehensive Plan. The launch will be publicized through social media as well as engagement through the local press (media advisories, press releases, etc.).

- Social media posts directed users to [www.EnvisionTomorrowLacey.org](http://www.EnvisionTomorrowLacey.org)
- Press releases announcing the launch of the web-based plan
- Official press statement/interviews by key City leaders

**Timing:** Summer 2025

### *Web-Based Plan Commenting*

The EnvisionTomorrowLacey.org web portal will serve as an interactive platform for the public to review and comment on the Draft Comprehensive Plan.

**Timing:** Summer 2025

### *Pop-Ups Events*

A series of informational boards will be prepared and hung by staff to present the Draft Comprehensive Plan to the public, with QR codes and URLs directing viewers to the plan.

**Timing:** Summer 2025

## Performance Measurement

The following metrics of success will be used to help evaluate the Community Engagement Plan.

These criteria provide a starting point to measure success and will be revised and fine-tuned during the planning process as it evolves.

| GOAL                                                                                     | APPROACHES TO ACHIEVE GOAL                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | MEASUREMENTS AND REPORTING                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Inform and Engage the Community Using Clear, Focused, and Understandable Language</b> | <p>Use a variety of platforms and methods to reach community members.</p> <ul style="list-style-type: none"> <li>○ Distribute informational flyers at high foot-traffic areas (e.g., the library, senior center, permitting counter, tabling at community events, etc.)</li> <li>○ Maintain the project website with up-to-date information.</li> </ul> <p>Hold events at locations or times that are convenient for the community. Offer the same event at different times of the day, as necessary.</p> <p>Attend standing meetings of community groups to provide project updates.</p> <p>Identify existing and new partnerships and CBOs to connect with.</p> | <ul style="list-style-type: none"> <li>• Provide a “report card” summarizing public input following each phase, outlining next steps that respond to specific ideas.</li> <li>• Track total number of participants, or the number of visitors to the project website, including collecting demographic data where practical.</li> <li>• Evaluate reach using key performance indicators (KPI), across digital platforms. <ul style="list-style-type: none"> <li>○ Impressions</li> <li>○ Click-through rates</li> <li>○ Reposts/retweets</li> <li>○ Website visits</li> <li>○ Average time on site</li> </ul> </li> <li>• Receive a high response from online questionnaire and workshops.<sup>1</sup></li> </ul> |
| <b>Data Informed Decision Making</b>                                                     | <p>Complete an existing conditions analysis that summarizes key land use and demographic information.</p> <p>Confirm key findings with the community through the engagement process.</p> <p>Highlight how community input influenced process and policy decisions in the engagement summary documents.</p> <p>Present project updates to decision makers approximately quarterly or more often throughout the process.</p>                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>• Number of expanded or new partnerships with community groups or community leaders.</li> <li>• Consensus agreement of policy and actions from City leaders and elected officials.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

<sup>1</sup> Response targets can vary from 1-2% of the population (more typical) to 15%. A single rate can be established or variable rates for different events or activities. Specific targets would be set through further consultation with City staff and/or decision-makers.

| GOAL                                                                                                                                | APPROACHES TO ACHIEVE GOAL                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | MEASUREMENTS AND REPORTING                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Leverage Local Networks and Relationships, Existing Community Engagement Efforts and Collaborate with Community Based Organizations | <p>Build off contacts and networks developed through previous planning efforts and other city-led engagement efforts.</p> <p>Engage CBOs through Interested Parties outreach.</p> <p>Ask CBOs to share information about the project with their networks.</p> <p>Create a separate email list for CBOs and send targeted messages with project updates/engagement opportunities.</p> <p>Work with CBOs and local businesses to seek out and work with informal community leaders.</p>                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Number of meetings led or supported by CBOs for the project.</li> <li>• Number of new partnerships</li> <li>• Number of agreements with CBOs to support implementation the Comprehensive Plan.</li> <li>• Number of new community contacts gathered through CBOs.</li> <li>• Number of new CBOs, that focus on diversity, equity, and inclusion, relationships formed.</li> </ul>                                                                                                                                                       |
| Create Opportunities for Authentic Dialogue and Inclusive and Equitable Participation                                               | <p>Collect demographic data to compare characteristics of participants to the demographics of Lacey as a whole.</p> <p>Hold events at locations or times that are convenient for the community. Offering the same event at different times of the day, as necessary.</p> <p>Hold focus groups and community conversations with new and existing community groups and leaders.</p> <p>Create an advisory group that is topic specific or for the overall guidance of the project, with participation by community groups.</p> <p>“Piggyback” on planned City or community events to meet people where they are.</p> <p>Conduct discussion groups or meetings in Spanish, or provide Spanish language materials</p> | <ul style="list-style-type: none"> <li>• Individuals participating in activities roughly represent the population in terms of key demographics and there is broad representation from across the wards.</li> <li>• Receive a significant percentage of responses from youth and demographically diverse residents.</li> <li>• Maintain a consistent level of participation throughout the process.</li> <li>• Meet with representatives from each of the key audiences.</li> <li>• Provide summary report of events, including attendance and results of discussions.</li> </ul> |
| Ensure Transparency and Accountability                                                                                              | Provide summaries of engagement activities and outcomes at key stages of the project.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Periodically present project updates to decision makers throughout the process.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                              |

| GOAL                                                                                                   | APPROACHES TO ACHIEVE GOAL                                                                                                                                                                                                                                                            | MEASUREMENTS AND REPORTING                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                        | <p>Hold events at locations or times that are convenient for the community. Offering the same event at different times of the day, as necessary.</p> <p>Respond to questions and inquiries in a timely manner.</p>                                                                    | <ul style="list-style-type: none"> <li>• Provide updates to neighborhood groups and others interested in the project.</li> <li>• Individuals attending the events roughly represent the population in terms of key demographics.</li> <li>• Receive a significant percentage of responses from youth and demographically diverse residents.<sup>2</sup></li> </ul> |
| <b>Build Long-Term Capacity for Public Engagement around Growth, Development, and Community Design</b> | <p>Hold focus groups and community conversations with new and existing community groups and leaders.</p> <p>Train local CBOs and other community groups to facilitate meetings</p> <p>Identify volunteers to champion a project or recommendation that stems from the final plan.</p> | <ul style="list-style-type: none"> <li>• Maintain participation list from non-City public agencies.</li> <li>• Meet multiple new community groups or community leaders.</li> <li>• Formalize partnerships or create agreements with CBOs for a collaborative relationship to implement the plan.</li> </ul>                                                        |

<sup>2</sup> Targets can vary, depending on a variety of factors, including demographic conditions in Lacey. A target for 10% of total respondents from youth or ethnic groups could be used as a starting point. Targets may vary specific demographic groups and/or for different events or activities. Specific targets would be set through further consultation with City staff and/or decision-makers.