



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 to 24 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 the best 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 excluded 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.

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Approach

Envision Tomorrow offers opportunities for the public, key civic and business leaders, as well as City staff and elected officials to be involved in the Comprehensive Plan process. The CEP 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 Comprehensive Plan process. 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 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.

- **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.

Core Values

Envision Tomorrow strives to meet the following core values across all community engagement activities:

Inclusive

- We strive to reach every resident—especially those who have not participated in past civic initiatives—to create a citywide culture of engagement among Lacey’s diverse population.
- We are for everyone. We engage and invite all users to join the Envision Tomorrow movement to plan for a healthy and vibrant Lacey.

Relevant

- We want to convey the true meaning of the Comprehensive Plan and its impacts on communities across Lacey.
- We seek to demonstrate how decisions we make today can benefit future generations by creating greater opportunities for housing, local businesses, transportation, and the environment.

Connected

- We seek to show the interconnectedness of every element of the Comprehensive Plan—housing, transportation, and environmental efforts working together to improve people’s quality of life.
- We also hope to convey the connections among all Lacey residents, who travel to and through each other’s neighborhoods as they live, work, study, shop, and play.

Forward-Thinking

- Envision Tomorrow is about making thoughtful decisions today that can create a vibrant tomorrow.
- We must prepare for future changes in population, the economy, and the environment so that we can meet any challenges effectively.
- We encourage people to share what they love about Lacey today, as well as their dreams for how Lacey can grow.

Guiding Principles

The overarching goal of the community engagement process is to provide opportunities for meaningful participation and consensus-building among residents, community groups, partner agencies, City departments, and other stakeholders to define a shared vision for Lacey’s future. The CEP 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 and engage a full range of community and stakeholder groups across Lacey. 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 lower-income communities of color 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 processes.
- **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 will allow the Project Team to interact with community members in a “high touch” fashion. Many of these same materials will be adapted to the digital environment to supplement 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 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, and residents whose primary language is other than English. This plan provides specific recommendations for reaching these priority hard-to-reach subgroups.

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 group is completely monolithic, it is sometimes 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 stakeholders. 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**
- **Older Adults and 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:

- **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
- **Local Businesses**
 - Chamber of Commerce (Ambassador Committee)
 - Major Employers
 - Local Retailers
 - Restaurants (Rock Pizza, e.g.)
 - Recreational Businesses (Cirque Climbing, e.g.)
- **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**

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.). The City should:

- **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.
- **Clear and Defined Plan.** The Project Team can prepare talking points for the CBO to clearly identify out the potential engagement activities and the roles and expectations of the

organization and city staff to engaging and gathering comments. The roles of the organization and expectation for level of input should be mutually agreed on by the organization and City staff.

- **Compensate.** Recognizing that the organization's time and resources are limited, compensation, whether monetary or in-kind, could be offered. Additionally, incentives for community members could be considered in exchange for individual time and input.
- **Communicate and Update.** Following direct participation, the CBO or contact person should be continually updated throughout the duration of the project.

Messaging

Messaging consistency is imperative to effectively communicate the Envision Tomorrow goals, purpose, and process—whether through awareness building, visioning, or topic area policy discussion. Repetition creates recognition, and recognition leads to increased engagement.

Pillar Messaging

The following messages are examples of short statements that encapsulate the goals and purpose of Envision Tomorrow. These statements can be reiterated across various phases of the Envision Tomorrow campaign and media touchpoints to build recognition and support community engagement objectives.

- **Envision Tomorrow starts today!**
- **What's YOUR vision for Lacey's tomorrow?**
- **Envision Tomorrow helps lay the foundation for the future of Lacey.**
- **Keeping our neighborhoods strong and healthy. That's Envision Tomorrow.**

Topic Area Messaging

Topically specific messaging can be targeted to specific audiences, including youth/young adults

- **"More places to socialize after work. That's my vision."**
- **"Biking to school! That's my vision."**
- **"Making sure I have a place to call home when I retire. That's my vision."**
- **"Clean water and healthy trees. That's my vision."**

Talking Points

Envision Tomorrow talking points are longer-form answers to potential questions regarding the Envision Tomorrow program. Consistent articulation and understanding of Envision Tomorrow's goals and purpose are critical in garnering audience support.

- **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 process begins with establishing shared goals—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. Eventually, Envision Tomorrow will allow people to review proposed policies for housing, parks and open space, economic development, historic preservation, public services, and more.

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

Washington 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 meaningful public input from people of all walks of life. It sets the foundation for the future.

- **How is Lacey working to achieve 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 authentic input from as many people as possible.

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 that will inform how the City evolves over the next 20 years.

- **How can Envision Tomorrow make a difference?**

Lacey residents, community leaders, organizations, businesses, and elected officials must all speak up for the future of the city. Envision Tomorrow is a long-term effort—it will take time and commitment from all to be successful.

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 stakeholders 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.
- Implement topical messaging targeted 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.

- Utilize City-owned media, paid advertising, and media relations to promote community engagement opportunities citywide.
- Provide material support for community outreach in the form of collateral templates, social media, etc.
- 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.

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) 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.

As the Comp Plan process progresses into subsequent phases, the web portal will add relevant content and resources.

NOTE: While EnvisionTomorrowLacey.org will be the priority URL, the City will also purchase EnvisionTomorrowLacey.com to avoid any potential confusion. Both URLs will direct users to the same site.

E-newsletters

Primary Objective: Education

City staff can develop content for a monthly or bi-monthly 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.

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*
- *(Image of an enlisted officer) “My vision for tomorrow? Affordable places to rent.”
What’s YOUR vision for Lacey’s tomorrow? 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*
- *(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*
- *(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*

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 site.

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.

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 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

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

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.

Post-Secondary Engagement

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

Multi-Generational Outreach

Primary Objectives: Awareness, Education, Engagement

A multi-generation approach to engagement connect youth with aging adults in their community and/or their guardians is an effective way of engagement through non-traditional methods. The City could prepare a questionnaire as part of the stakeholder interview task for teachers to distribute to middle or high school students to interview their parents or guardian 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 Lacey.

The Outreach Toolkit will also include a facilitator's guide that can be used to engage existing programs at the Lacey Community Senior Center, with the Historical Society, or Veterans Service groups to host small group discussions.

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 duplicative to avoid confusion. 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, as the Phase 2 Visioning activities, in particular. 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, to name a few.

Phase 1: Visioning

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.

Citywide Community Visioning Event

The first interactive community workshop will focus on gathering community input on community values, major trends and high-level city form 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 Write-in Mad Libs** that are printed and posted onto buildings on large plotted paper or on chalk painted plywood panels would provide the community opportunities to fill in blanks with markers, post it notes, or chalk. Multiple stories would provide many opportunities to fill-in blanks of “stories” developed by the Project Team and allow the Planning Staff to receive targeted information from the public in a fun and accessible way.
- **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.
- **Yes-No Boards** could be placed on easels and located in multiple areas with a yes/no prompt for visitors to place a sticker preference. These prompts could be specific to the community event space or along corridors, of which responses would later provide policy direction.
- **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 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 of community priorities.

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.

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 of intercept and online surveys
- Posting visualizations and plan development
- Posting of final reports/plan

Phase 2: Local Needs and Growth Scenarios

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.

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.

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 would be developed. 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.

Planning Commission and Council Work Sessions (on-going)

During this phase, it will be critical to inform and keep up to date city leaders and decision makers. Work sessions with the Planning Commission and City Council to explore the key findings from the Phase 1, 2, and upcoming events in Phase 3. The outcomes of the work session will inform the approach to engaging the community on growth scenarios and place types, Phase 4.

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.

Topic Specific Outreach and Focus Groups

Topic specific outreach may be difficult to implement as the material can be dense and too technical. Integrating a creative, culturally relevant activity can be an approachable method to explaining the topic-specific issue and solutions. **Loteria**, a traditional Mexican board game, like Bingo, is played on a deck of cards has been successfully adaptive to tell the complicated story of climate change and resiliency or adapted to tell the story of how transportation systems can be driven by housing and economic decisions and the impacts of it on daily life. Playing with a random 4 x 4 grid of pictures with their corresponding name and number. Players choose a *tabla* (Spanish for "board"), and the caller or *cantor* calls out the cards and reads the description on the back side. Players locate and mark with chips on the board if they have it. The winner is the first player that shouts "*¡Lotería!*" right after completing a "blackout" or (similar to Bingo) a row, column, diagonal, four corners, etc. is completed.

Rather than randomly pulling cards, the deck of cards is pre-arranged to first describe the issues, challenges, or barriers, then impacts to daily life, and finally the solutions or policy direction. Due to the highly visual and graphical nature of the card, this game can be played by any age group in any language. The cards can be reused as posters, stickers, or used to brand swag, creating a branding opportunity.

Pop-Up Events

A series of boards will be created to ask participants policy direction or a series of yes/no, or level of significance questions as they relate to the Comprehensive Plan Elements. The project team will work closely with and collaborate with community partners, other city departments, and focus audiences identified in Phase 1-2.

Phase 3: Draft Policies

Community & Business Partners and Educational Outreach

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

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 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.

Phase 5: Comprehensive Plan Review

Draft Comprehensive Plan Open House

During this phase an open house to present and receive feedback on the Draft Future Land Use Map and comprehensive plan goals and policies from the community. The approach may include a presentation of a summary of public feedback to-date, an overview of the Draft Future Land Use Map, how the map accommodates projected population and employment growth.

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.

Pop-Ups Events

A series of informational boards will be prepared and hung by staff to present the Draft Comprehensive Plan to the public.

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
Inform and Engage the Community Using Clear, Focused, and Understandable Language	<p>Use a variety of platforms and methods to reach community members.</p> <ul style="list-style-type: none"> ○ Distribute informational flyers at high foot-traffic areas (e.g., the library, senior center, permitting counter, tabling at community events, etc.) ○ Maintain the project website with up-to-date information. <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"> • Provide a “report card” summarizing public input following each phase, outlining next steps that respond to specific ideas. • Track total number of participants, or the number of visitors to the project website, including collecting demographic data where practical. • Evaluate reach using key performance indicators (KPI), across digital platforms. <ul style="list-style-type: none"> ○ Impressions ○ CTR ○ Reposts/retweets ○ Website visits ○ Average time on site ○ Etc. • Receive a high response from online questionnaire and workshops.¹
Data Informed Decision Making	<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>	<ul style="list-style-type: none"> • Number of expanded or new partnerships with community groups or community leaders. • Consensus agreement of policy and actions from City leaders and elected officials.

¹ 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
	<p>Present project updates to decision makers approximately quarterly or more often throughout the process.</p>	
<p>Leverage Local Networks and Relationships, Existing Community Engagement Efforts and Collaborate with Community Based Organizations</p>	<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"> • Number of meetings led or supported by CBOs for the project. • Number of new partnerships or create agreements with CBOs for a reciprocal relationship to implement the Comprehensive Plan. • Number of new community contacts gathered through CBOs. • Number of new CBOs, that focus on diversity, equity, and inclusion, relationships formed.
<p>Create Opportunities for Authentic Dialogue and Inclusive and Equitable Participation</p>	<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</p>	<ul style="list-style-type: none"> • Individuals participating in activities roughly represent the population in terms of key demographics and there is broad representation from across the wards. • Receive a significant percentage of responses from youth, older adults, and demographically diverse residents. • Maintain a consistent level of participation throughout the process. • Meet with representatives from each of the key audiences.

GOAL	APPROACHES TO ACHIEVE GOAL	MEASUREMENTS AND REPORTING
	<p>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"> • Provide summary report of events, including attendance and results of discussions.
Ensure Transparency and Accountability	<p>Provide summaries of engagement activities and outcomes at key stages of the project.</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>Respond to questions and inquiries in a timely manner.</p>	<ul style="list-style-type: none"> • Periodically present project updates to decision makers throughout the process. • Provide updates to neighborhood groups and others interested in the project. • Individuals attending the events roughly represent the population in terms of key demographics. • Receive a significant percentage of responses from youth, older adults, and demographically diverse residents.²
Build Long-Term Capacity for Public Engagement around Growth, Development, and Community Design	<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> <p>Provide stipends for CBOs to participate in the planning process.</p>	<ul style="list-style-type: none"> • Maintain participation list from non-City public agencies. • Meet multiple new community groups or community leaders. • Identify volunteers to champion a project or recommendation identified in the final plan. • Formalize partnerships or create agreements with CBOs for a reciprocal relationship to implement the plan.

² 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.