

LAKE FOREST PARK LAKEFRONT IMPROVEMENTS
CITY OF LAKE FOREST PARK

STAKEHOLDER ENGAGEMENT PLAN

Introduction & Purpose

The purpose of the engagement plan is to outline a comprehensive strategy for involving the community and stakeholders throughout the project. This plan serves as a guiding framework that states the intent of engagement during each stage of the project. Successful engagement is a collaborative effort by the full project team. This plan outlines roles, responsibilities, and messaging to direct individual team member efforts.

By identifying key stakeholders, determining the timing and methods of engagement, and defining clear goals and metrics, the engagement plan ensures the project team is accountable for conducting meaningful and inclusive interactions. This plan also prioritizes a process for receiving and cataloging feedback to support a successful project with ongoing community support. Emphasizing transparency and collaboration, the plan aims to foster active participation, gather diverse perspectives, and create a shared vision that resonates with the community.

Engagement Guiding Principles

The following guiding principles will inform community and stakeholder engagement efforts:

- Use clear, direct, and plain-language wording in community-facing communications.
- Keep the community informed with regular updates about the project and its status.
- Provide feedback opportunities that are clear and accessible at key milestones and throughout the project process.
- Review and integrate feedback at regular intervals in order to promote transparent feedback loops and to demonstrate inclusive decision-making processes.
- Integrate engagement activities with existing community events to meet community members on their own terms, timing, and spaces.
- Offer engagement using multiple and variety means—in-person, virtually, print, and digitally—to encourage broad participation while accommodating different preferences, abilities, and comfort levels.
- Employ a storytelling approach to design process through fun and enjoyable engagement that listens attentively to the community's observations, questions, priorities, and concerns.
- Proactively identify and seek input from individuals and interest groups who may be unlikely or unable to participate in the process through typical channels.
- Conduct a transparent design process that engages community members authentically, even in discussions about limiting or contentious topics when necessary and relevant to the design effort.

Engagement will be further guided by the *IAP2 Spectrum of Public Participation*¹, which emphasizes a systematic and inclusive approach to engaging the public throughout the project. The framework encompasses five levels of engagement, ranging from providing information to stakeholders (Inform) to empowering them to make final decisions (Empower). The goals for participation will vary based on the specific tasks and the groups being engaged. This approach aims to utilize appropriate engagement strategies at each stage, ensuring that stakeholders are involved, informed, and empowered in a manner that aligns with the project's goals and objectives.

¹ <https://www.iap2.org/page/pillars>

IAP2 Spectrum of Public Participation



IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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2

Engagement Outline and Objectives

Community engagement is anticipated to occur through the full duration of the design effort. During phase one, engagement will strive to deliver the following messages and gather focused community input responding to specific project tasks.

Task	Messaging to community	Desired feedback from community
Pre-design	<ul style="list-style-type: none"> Present preliminary findings and data from site assessment and analysis Inform about site opportunities and constraints, inc. regulatory and other 	<ul style="list-style-type: none"> Input and guidance on project goals and success metrics Institutional knowledge and observations relevant to the project High-level exploration about desired vision, outcomes, functions, and experiences
Interpretive Planning	<ul style="list-style-type: none"> Present preliminary findings from interpretive research Inform about interpretive planning process 	<ul style="list-style-type: none"> Institutional knowledge and observations relevant to site interpretation High-level exploration about site identity and purpose Input on learning objectives, conceptual themes, and elements
Concept Design and Alternatives Analysis	<ul style="list-style-type: none"> Present guiding framework and distilled goals and objectives 	<ul style="list-style-type: none"> Demonstration of understanding and acceptance of design framework and goals Input and guidance on design program

² www.iap2.org/resource/resmgr/pillars/Spectrum_8.5x11_Print.pdf

	<ul style="list-style-type: none"> Present design program; discuss implications, needs, and relationships of specific elements Present design alternatives and articulate pros and cons of each design 	<ul style="list-style-type: none"> Discussion of design alternatives and feedback on design program priorities Input and guidance on selection of preferred alternative
Preferred Design Selection and Schematic Design	<ul style="list-style-type: none"> Presentation of preferred design Inform about process of preferred alternative selection Summarize timeline and next steps 	<ul style="list-style-type: none"> Feedback on preferred design Input on next steps for community engagement

Stakeholder Identification

Based on project influences and city profile and demographics, outreach and engagement should attempt to reach the following stakeholder groups and interests:

Stakeholder Theme	Groups and Interests
Demographic groups	Lake Forest Park residents Older adults Renters People with limited English proficiency People of Color Youth Low-income households Households with poor digital access
Community organizations	Lake Forest Park Stewardship Foundation Third Place Commons/Friends of Third Place Commons Civic Club Sheridan Beach Community Club Shoreline – Lake Forest Park Arts Council Lake Forest Park Garden Club Rotary Club of Lake Forest Park Forterra
Recreationalists and commuters	Cyclists and pedestrians Cascade Bicycle Club Rowing or paddle craft groups Swimming and/or water-related youth programs and sports groups Transit riders
Neighborhood groups	Beach Drive residents
City representatives	City Council Parks and Recreation Advisory Board
External stakeholders	Tribes King County WSDOT Sound Transit

Outreach Tools and Strategies

Defining effective communication methods and tools is crucial in facilitating meaningful engagement with the community and stakeholders. Effective outreach ensures that the project is well-understood, generates public support, and incorporates diverse perspectives. To engage all audiences within the city, it is essential to embrace a range of outreach methods and communication tools that resonate with different individuals, providing inclusive

**Lake Forest Park Lakefront Improvements
Stakeholder Engagement Plan**

DCG/Watershed | 230336

August 25, 2023

opportunities for participation and input. The following tools will be used to support awareness and encourage participation in the project:

Tool	Purpose and content	Consultant roles and responsibilities	City roles and responsibilities
Engagement website – www.lflakefrontpark.com	<ul style="list-style-type: none"> ▪ Provide clearinghouse for project documentation, inc. plans, reports, drawings, etc. ▪ Promote and offer engagement opportunities, inc. event registration, surveys, comment forms, opt-in emails, etc. 	<ul style="list-style-type: none"> ▪ Establish initial website ▪ Provide monthly maintenance and updates 	<ul style="list-style-type: none"> ▪ Review and provide feedback ▪ Request updates as needed ▪ Alert consultant if changes are needed ▪ If requested to appear on website, furnish specialty content, text, and/or graphics
Print promotions – poster, postcard, and utility bill insert	<ul style="list-style-type: none"> ▪ Inform of the project generally ▪ Provide general information, or quick link to information, inc. project website and key contact 	<ul style="list-style-type: none"> ▪ Provide 1 draft and final poster graphic (PDF) ▪ Provide 1 draft and final postcard graphic (PDF) ▪ Provide 1 draft and final utility bill insert graphic (PDF) ▪ Provide 1 draft and final graphic of branded project logo or badge for use in eNews, newsletter, and other print promotions 	<ul style="list-style-type: none"> ▪ Review and provide feedback on drafts submitted ▪ Share contacts for utility bill promotions, eNews, and quarterly newsletter, and notify consultant of schedules and deadlines ▪ Compile distribution list(s) ▪ Coordinate printing and distribute, inc. mailing
Social media	<ul style="list-style-type: none"> ▪ Generate project buzz and build followers ▪ Direct traffic to project website ▪ Remind of and promote engagement opportunities ▪ Celebrate project progress and milestones 	<ul style="list-style-type: none"> ▪ Provide 1 draft and final template for social media posting (4x4 branded graphic in JPG, PDF, and INDD formats) ▪ Provide candidates for project hashtags ▪ Provide schedule of social media promotion ▪ Crosslink or reshare city postings 	<ul style="list-style-type: none"> ▪ Review and provide feedback on drafts submitted ▪ Select project hashtag ▪ Post to social media accounts according to promotion schedule using selected hashtag ▪ Tag consultant account for resharing ▪ Report on social media impressions and statistics
Community events	<ul style="list-style-type: none"> ▪ Provide general project information ▪ Direct traffic to project website ▪ Promote and offer engagement opportunities ▪ Celebrate project progress and milestones 	<ul style="list-style-type: none"> ▪ Provide general engagement materials (print materials noted above) ▪ Provide specific engagement materials (from community charrettes noted below) ▪ Accompany city staff, facilitate exercises, or prepare custom materials, per the scope 	<ul style="list-style-type: none"> ▪ Inform consultant of event dates, format, audience, and important information ▪ Attend and facilitate events ▪ Share project information ▪ Collect and share data received to consultant team

Community charrettes	<ul style="list-style-type: none"> Present on project progress and stages Actively engage the community in the design process 	<ul style="list-style-type: none"> Develop custom event plans and materials Print custom materials Facilitate charrettes Compile feedback Promote events and share event summaries on project website 	<ul style="list-style-type: none"> Review and provide feedback on materials submitted Host and attend charrettes Promote events through social media and other channels
Direct engagement meetings	<ul style="list-style-type: none"> Provide alternate means of focused public engagement 	<ul style="list-style-type: none"> Prepare for and accompany city staff, as requested and per the scope Suggest direct engagement meetings as appropriate 	<ul style="list-style-type: none"> Identify direct engagement meetings, when needed, and notify consultant Schedule or initiate scheduling with attendees
Official meetings	<ul style="list-style-type: none"> Provide for official review and input on project progress and status 	<ul style="list-style-type: none"> Prepare for and present on project progress and status Receive and implement guidance from city officials 	<ul style="list-style-type: none"> Host and attend official meetings Liaise with official body regarding agendas and notice to appear Inform consultant of specific formatting and schedule needs and requirements

Feedback Documentation and Analysis

Engagement feedback will be compiled and analyzed for emergent themes that will guide, direct, or inform design designs and process. Feedback will be compiled as it is received and analyzed and reanalyzed prior to progressing the design work from one stage to another. After analysis, trends will be interpreted into actional design guidance, which will be shared with project sponsors and integrated into successive design efforts.

Emergent themes will be revealed through analysis of feedback received; however, themes that emerged from past similar projects have included: design program or project outcomes (e.g., preferences regarding specific materials, facilities, or elements such as benches or lighting); experience and perspectives (e.g., safety, accessibility, cultural traditions); placemaking and interpretation (e.g., learning objectives, project history, art integration); nature and landscape (e.g., planting, preservation, stewardship, impacts); and/or, operations and maintenance (e.g., costs, staffing, recommendations).

Schedule of Engagement Activities

The following table proposes a schedule of outreach corresponding to the notification tools and events described above.

Activity/Event	Messaging	Schedule/Timeline
Engagement website – www.lfplakefrontpark.com	<ul style="list-style-type: none"> About the project (general) Project update and schedule (monthly) Get involved! (feature latest information and opportunities; direct links to registration and activities) Project documentation (archive of relevant information) Sign up for more! (opt-in form) 	<ul style="list-style-type: none"> Launch July 2023 Monthly updates or as milestones occur

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DCG/Watershed | 230336

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Print promotions – poster, postcard, and utility bill insert	<ul style="list-style-type: none"> ▪ About the project (general) ▪ Get involved and sign-up! (link to project website) 	<ul style="list-style-type: none"> ▪ First distribution – summer 2023 ▪ Second distribution – fall 2023
eNews and newsletter	<ul style="list-style-type: none"> ▪ About the project (general) ▪ Project update and schedule (quarterly) ▪ Get involved and sign-up! (link to project website) 	<ul style="list-style-type: none"> ▪ Quarterly on publication schedules
Social media	<p>General:</p> <ul style="list-style-type: none"> ▪ Get involved! (link to opportunities) ▪ Sign up for more! (link to opt-in form) <p>Event specific:</p> <ul style="list-style-type: none"> ▪ Save the date! (link to event forms) ▪ Attend! (link to registration) ▪ Don't forget! (link to registration) ▪ See you at ___! (link to event form) 	<p>General:</p> <ul style="list-style-type: none"> ▪ Monthly (general) <p>Event specific:</p> <ul style="list-style-type: none"> ▪ Save the dates – as soon as events are scheduled, plus weekly 4-6 wks out from event ▪ Attend – as soon as registration is active, plus weekly 1-4 wks out from event ▪ Don't forget – daily from 1 wk out ▪ See you at ___ – morning and midday day of event
Community events	<ul style="list-style-type: none"> ▪ About the project (general) ▪ Get involved and sign-up! (link to project website) 	<ul style="list-style-type: none"> ▪ On community calendar
Community charrettes	<ul style="list-style-type: none"> ▪ Your input matters ▪ Share your vision ▪ Participate through custom engagement 	<ul style="list-style-type: none"> ▪ Per project schedule
Direct engagement meetings	<ul style="list-style-type: none"> ▪ You are heard ▪ Share your input and concerns 	<ul style="list-style-type: none"> ▪ As needed
Official meetings	<ul style="list-style-type: none"> ▪ Project update and schedule (latest) ▪ Detailed progress report (latest) ▪ Request for focused guidance and feedback (custom) 	<ul style="list-style-type: none"> ▪ Per city calendar