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Lake City Development Corporation  
Community Outreach and Communication Plan

July 2008

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## **Community Outreach and Communications Plan**

*Developed by Pac/West for the Lake City Development Corporation (LCDC)*

### **Part I: Overview**

#### **Situation Analysis**

The trend toward increased attention to the work of public agencies and entities such as LCDC brings with it significant challenges as well as tremendous opportunities. A strong, well-run organization guided by a dedicated volunteer Board of Commissioners, LCDC has an impressive record of accomplishment and a solid foundation of success built over ten years. However, growth and success often draw increased public attention and scrutiny. Negative news coverage and public criticism of LCDC should not be feared, but rather looked upon as an opportunity to develop a plan for improved and open, positive public dialogue.

Pac/West recommends a simple, but ambitious, communications and community outreach plan that includes a clear definition of LCDC's purpose, vision and mission, messaging guidance and delivery tools designed for LCDC's audiences, a proactive media component designed to improve relationships with the local newspaper and provide the public with information about LCDC and its activities on a regular and timely basis, and a public involvement guide that will help LCDC determine how and when to involve community members in decision-making. The overarching goal is to be responsive to the clear need to improve communication so that it is more open and transparent allowing for more productive dialogue between LCDC and interested community members.

Improving communication between LCDC and the community it serves is essential in order to maintain support for the vital economic development tools that urban renewal provides. Effective outreach efforts, if done correctly, can have a very positive effect on building and maintaining healthy community relationships.

As with any issue, being proactive and out in front of speculation aids in shaping opinion. Reaching target audiences requires consistent and varied multiple communication tools to ensure exposure. Direct and regular communication with key constituent groups will be important, particularly given the need to get out factual and often complex information, and a number of audiences must be taken into account. Media relations will also play a principle role in connecting with these constituents.

## **Part II: Defining LCDC** *(Phase 1)*

This project is about developing a proactive strategy for communicating with interested citizens and groups. It is about improving public dialogue in a climate of increasing interest in government transparency, and about communicating openly, honestly and often with citizens about LCDC's vision, mission and priorities. Developing such a plan for LCDC begins with a full understanding of how the agency is perceived by the community it serves. This research helps us determine where the agency's strengths and challenges are. In other words, understanding what LCDC is doing right and where it needs to improve.

### **Methodology**

In order to help guide our communications planning effort, Pac/West conducted individual community stakeholder interviews with a broad group of interested citizens to assess how LCDC is perceived in the community and to identify issue areas to address. We also reviewed existing polling data relevant to LCDC. These data were organized and reviewed for common themes and from that analysis, a series of statements defining LCDC was developed. This basic information becomes the foundation of every communication piece, interview and presentation LCDC conducts.

### **Interview Summary**

As part of the development of this community outreach and communication plan, Pac/West met with 35 community members individually to discuss their views of LCDC and to gather their perceptions and comments regarding how the agency does business, makes decisions and communicates with the public. Participants included business owners and organization representatives, local developers and realtors, property owners, representatives from educational institutions, residents, concerned citizen group representatives, city officials and department staff, state legislators, opinion leaders, news media and others.

Rather than use a list of predetermined questions, Pac/West facilitated a free flowing discussion with interviewees that touched on their overall perceptions of LCDC, the agency's strengths and weaknesses, challenges and opportunities and specific suggestions for how to improve. Participants expressed a wide range of opinions and ideas, many of which were consistent from person to person, but there were also conflicting opinions. Some of the comments addressed issues that go beyond the scope of this project (specifically with regard to past or potential URD legislation and legal issues), so those ideas are not considered here.

The summary represents a pattern of responses rather than individual opinions. Comments generally fell into the following broad categories, and a summary of each category of comments follows:

1. Board and staff issues
2. Districts and priorities
3. Communications
4. Decision-making and public involvement

### **Board and Staff Issues**

While there is broad respect for individual members of LCDC's Board of Commissioners and staff with regard to dedication, talent, intelligence and capability, most all interviewees described some level of concern about the make-up of the LCDC Board and the fact that some board members own property within LCDC District boundaries. Perception among many interviewees was that the ties some individual Board members have to the development/banking community create the impression that those individuals have a conflict of interest. Some stakeholders were specific about their concerns, while others simply expressed a general impression that conflicts of interest may exist.

Some were concerned that LCDC Board members are not elected. Many people expressed concern about the lack of turnover on the board, including the Chairmanship. Few people seemed to be aware that Board members do have set terms; the Mayor appoints Board members for 5-year terms after which they can be reappointed or replaced. Those who expressed concern in these two areas most often suggested that the Board's Chair position be rotated on a regular basis and that Board members be term-limited. There was some suggestion that the Board include expertise other than that currently represented, for example a teacher, public relations expert, or 'regular citizen.'

### **Districts and Priorities**

There is broad support for urban renewal as an economic development tool, although there is no consensus among those interviewed regarding what urban renewal is or should be, nor does there appear to be a clear understanding of how LCDC sets priorities, makes decisions or involves the public in its endeavors. Many of the comments received had to do with how and where LCDC places its priorities, although there is no consensus at all in this regard. Some expressed strong support for LCDC's involvement in workforce housing and funding for Sorenson School for example, while others couldn't see how either of these projects fit within the purpose of a URD. There were also questions raised about the amount of money being spent in each of LCDC's urban renewal districts and what the money is being spent on. Many people also wondered how the life of each district is determined, and why the districts are kept open for so long – the sentiment being “why not do the work, then shut them down?” Some people had specific suggestions for LCDC, for example to focus on midtown blight and the upper end of Sherman Avenue. Another suggestion was to focus on small projects rather than the large ones like Riverstone – although people almost universally like the Riverstone project. Another suggestion was to create sub-districts inside the larger district, complete those projects and then close them.

## **Communications**

A common theme that emerged in every interview was that LCDC could do a better job communicating externally about its purpose, priorities, projects and process for decision-making. Interviewees seemed to be aware that LCDC's Board meetings are televised and that the agency has a Web site, but most expressed a desire for more clear, concise and easily accessible information. Generally, input was that LCDC should communicate more often and openly about what it does and how it does it, and that it should describe the value urban renewal adds to the community. Common questions that came up in the interviews were, "How does LCDC choose projects to fund? What process does LCDC use? What are the decision-making criteria? What is the public's return on its investment? How much money does LCDC have and how will it be spent?"

Feedback also suggested the agency should have communications materials that clearly describe its ongoing and potential projects, and an effective set of tools to deliver that information to the people who want it. Some people had very specific suggestions for improvement such as direct mail or e-mail; a better organized Web site; holding Board meetings at a more convenient time to accommodate people who work during the day; project-specific brochures or fact sheets and a stronger presence in the press. Also, some observed that LCDC did not respond to criticism when it began to show up in the newspaper, and that they should have. The impression left was that the criticism might be true since it was never addressed in a substantive and public way.

## **Decision-Making**

Many interviewees said they were not sure how LCDC makes decisions or whether or not there is a plan or guiding document/philosophy that provides a basis for LCDC decisions and activities (some decisions seem random). Most people were also unsure about how or where in the decision-making process they could participate and provide input to LCDC Board members. Because the agency uses public money in part, people who raised this issue had an expectation that they be involved in the dialogue about LCDC priorities and decisions at some point. Most did not articulate when in the process they should be included, but rather communicated the general desire to have a role in decisions made by a public entity.

There was some concern over specific LCDC-funded projects such as the exterior façade on the Patano Building, funding for landscaping or fencing at the Iceplant development and some artwork around the community. Some perceived a very close connection between LCDC and the Coeur d'Alene City Council, causing them to wonder if LCDC is simply a 'cash cow' for the City's projects. Almost all interviewees said they would like to better understand LCDC's funding priorities and how those priorities/projects fit within the agency's mission and priorities (does the use of public money = public good?)

While not a view held by the majority of interviewees, some had the perception that LCDC's recent projects/activities go beyond what was intended under its original charter -- to help address downtown blight, create jobs and increase the tax base. These interviewees cited the proposed Sorenson school project and Riverstone as examples. Many also stated that LCDC must do a better job of demonstrating the 'but-for' test for all projects and be able to show the long term plan for such projects as well as the public benefit.

### **Review of Existing Information**

A review of existing polling data showed that although more than half of registered voters in Coeur d'Alene say they have heard of LCDC, when asked to describe the purpose of the agency, responses were varied and largely inaccurate. Most respondents who were aware of LCDC perceived LCDC's purpose to have something to do with growth and development in downtown or "poor" areas. When asked to recall anything LCDC has done in the community, a small percentage could name specific projects. The top responses were the Kroc Center, Riverstone, the Coeur d'Alene Public Library, Sorenson School and downtown condos. There is support for these projects as well as for LCDC's involvement in the Education Corridor.

Data also revealed that people are unsure about whether LCDC projects promote quality development for the public good and whether projects funded by LCDC required LCDC support in order to move forward. Concerns over perceived conflicts of interest on the Board of Commissioners and tax breaks for developers were also raised.

These data combined with the themes and comments gathered through individual interviews, show some obvious areas of support for LCDC's efforts in the community as well as some opportunities to better define LCDC's purpose and function.

## Defining LCDC

A vision statement is a vivid idealized description of a desired outcome that inspires, energizes and helps an organization create a mental picture of its target. A mission statement defines, in a paragraph or so, any entity's reason for existence. It embodies its philosophies, goals and ambitions. Based on feedback from LCDC Board members and input collected from stakeholder interviews, LCDC's revised vision and mission statements are as follows:

***LCDC's Vision is to be a catalyst for positive change in the creation of an exemplary 21st Century city; a city in which economic prosperity, quality housing and employment opportunities are available to all.***

***Our Mission is to bring together resources to achieve Coeur d'Alene's vision of a diverse, sustainable community with healthy neighborhoods, a vibrant central city, a strong regional economy, sustainable, superior public open spaces, and quality jobs and housing for all.***

Taking these guiding statements a step further, and again using the themes and ideas collected through individual interviews, an analysis of the polling data and integrating LCDC's long term priorities (see *Attachment A*), we developed the following statements that help describe and define LCDC. These statements are intended to help clarify what the agency is for both internal and external audiences.

- LCDC is a full-service redevelopment agency that works hard to foster revitalization and economic development inside Coeur d'Alene's two urban renewal districts.
- LCDC serves as a catalyst, partner and advisor, in a variety of efforts and initiatives to ensure sound growth and development in our growing community.
- LCDC provides critical support for redevelopment projects and quality public amenities that otherwise would not be economically viable.
- LCDC is committed to public/private partnerships that result in projects that are consistent with the agency's mission, such as downtown residences, Riverstone, the Kroc Center, Prairie Trail, Coeur d'Alene's new public library and the Education Corridor.
- LCDC is governed by a volunteer Board of Commissioners committed to providing strong, effective leadership on behalf of the people of Coeur d'Alene in an open and transparent way.

## **Part III: Communication Objectives, Audience Identification and Messaging** *(Phase 2)*

### **Communication Objectives**

We recommend the following communications objectives based on LCDC's vision and mission as well as the findings gathered in the research phase of this effort that identified areas for improvement.

- Clear communication of LCDC's vision, mission and priorities, tying all LCDC project activities back to these fundamentals;
- Improve public understanding of LCDC's purpose;
- Clearly describe and highlight successful LCDC partnership projects;
- Clearly describe how urban renewal projects benefit the community as a whole, "Creating Public Benefit for the People of Coeur d'Alene"
- Clearly define and communicate the public's role in LCDC decision-making;
- Directly address questions and concerns that repeatedly came up in individual interviews.

### **Approach**

A two-track integrated approach that harnesses both communications and community outreach should be used to achieve the above communication goals. The aim is to develop a set of effective, low cost communication tools designed to make it easier for interested people to obtain the information they seek and to deliver that information in a way that is effective and understandable to LCDC's various stakeholders.

### **Audience Identification**

Below are the audiences LCDC should be reaching out to with information on a regular basis (not listed in order of importance):

#### **In-District**

- Residents and businesses inside River and Lake Districts

#### **Community leaders**

- Coeur d'Alene City Council and staff
- Elected officials: local, state and federal legislators and/or key staff
- City and County planning department and staff
- Civic or leadership organizations (Rotary, Kootenai County Young Professionals, Leadership CDA)
- Educational Institution Leadership (NIC, U of I, LCSC) and related clubs or groups

### **Business community**

- Chambers of Commerce executives and executive committees (CDA and Post Falls)
- Neighborhood associations
- Business associations (Concerned Businesses, Downtown Association, Association of Realtors, Panhandle Area Council, Jobs Plus)
- Citizen advisory committees (if you form them)
- Not-for-profit organizations and community development groups

### **Interested Parties**

- Anyone who has expressed interest in LCDC activities (via e-mail or meeting attendance)
- Advocacy groups (local and regional)
- Overlapping taxing districts
- Public school districts

### **Media and Public at Large**

- Coeur d'Alene Press
- Spokesman Review

### **Messaging**

Key messages and communications about LCDC's vision, mission and priorities should be simple and straightforward so that they are easy for audiences to digest and recall. Highly technical terms and complicated language should be avoided. The objective is to describe things in a way that is interesting and informative, not condescending or preachy.

## Part IV: Strategy

### Overview

After a thorough review of LCDC's existing communications tools and efforts, materials, Web site and presentations it is our recommendation that these materials and tools be revised to include more definitive language about LCDC's vision, mission and priorities as well as how it conducts business on behalf of the people of Coeur d'Alene. Additionally, new communication and community outreach tools are needed to reach new audiences. The approach we recommend to meet LCDC's communication objectives is to focus first on revising existing communication tools and creating new tools and materials, and then to implement the community outreach plan to ensure target audiences receive the information in an effective way. The ultimate goal is to have the necessary tools and materials LCDC needs to effectively communicate about itself, which will provide the foundation for more informed and open dialogue and information exchange with stakeholder groups. Given the need to be fiscally responsible, recommendations made here are intended to keep costs low and not to create a labor-intensive program, but rather one that will require some work on the front end, but then will be easily manageable once completed.

#### a) Revision and Development of Materials & Tools:

*Web site - Revise and enhance the LCDC Web site as a portal for expanded information on urban renewal; LCDC's vision, mission and priorities; district information; current projects; proposed projects; agendas and action items; and opportunities for public involvement and dialogue.*

- Restructure and revise existing content to provide a more thorough description or snapshot of LCDC's vision, mission and priorities;
- Build new pages to address issues and questions raised during the research phase - pages that can also be used as flyers for physical distribution;
- Design an interactive mechanism to allow interested Web site visitors to sign up for e-mail alerts about specific LCDC projects, or to receive news releases, meeting agendas, meeting minutes, publications and reports or other information;
- Continue to update with fresh content.

*Post link to LCDC's Web site on partners' sites:*

- Work with businesses and organizations to post a link to the LCDC Web site on their own Web sites.

*Brochure*

- Revise the LCDC full color brochure developed in spring 2006 to include more current information about LCDC.

*Develop Mailing Lists*

- Build e-mail and traditional mailing lists to ensure interested groups and citizens receive information.

*Fact Sheets*

- Develop one-page full color fact sheets on each project; LCDC Board make-up, rules and function; LCDC decision-making processes; etc. These pieces should address frequently asked questions which emerged as part of the interview process, for instance how LCDC's partnerships and projects benefit the community as a whole.

*Photography and Videography:*

- Conduct photo and video shoots of current LCDC projects for posting on the Web site and to include in e-communications, fact sheets and other communications.

*Monthly E-fliers:*

- Create simple fliers on a different aspect of LCDC work each month that can be easily e-mailed to a master list of interested citizens and groups. This is a good way to promote the LCDC Web site as an information source as well.

*Quarterly Newsletter:*

- Create a community newsletter (electronic and hard copy), which includes updates on current LCDC projects, upcoming events or potential projects.

*Power Point Presentations:*

- Revise existing presentations to include answers to frequently asked questions, that reflect LCDC's vision, mission, priorities and accomplishments.

**b) Community Outreach:**

*Public Speaking:*

- Continue to actively seek opportunities for LCDC Board members to give presentations about LCDC's work in the community on behalf of its citizens, including following up with groups and events LCDC has presented to in the past. Keep a calendar of events and opportunities and try to make one presentation per month.

*Inform Stakeholders:*

- Continue to look for opportunities to reach out to stakeholder groups, whether it is the Downtown Association, Concerned Businesses, neighborhood associations, school boards, or others. Actively seek opportunities for dialogue communicating with the openness and transparency many have been asking for.

*Maintain Current Partnerships:*

- Continue to build upon the good relationships LCDC has with its partners. Communication tools used to reach new audiences must also be shared with LCDC's traditional supporters. Keeping them informed and aware of LCDC accomplishments, challenges and opportunities strengthens their support for the good work LCDC does.

*Broaden Community Involvement in LCDC Planning:*

- Hold an annual legislative lunch meeting in late summer or fall for state legislators and other elected officials to brief them on LCDC activities and any upcoming legislative issues LCDC may be concerned about. This is one group that did not feel they were being kept up to speed on LCDC's efforts a regular basis.
- Cast the invitation list to the annual retreat a little more broadly to include interested citizens that haven't been included in the past, for instance business owners or residents inside the districts. Clearly define the purpose of the annual retreat and the role the public will play in this meeting.
- Hold an annual Urban Redevelopment Forum, inviting a broad spectrum of interested citizens and stakeholders. Provide a meeting format that is interactive, allowing open dialogue between stakeholders and LCDC. Consider including a facilitator who can help interested participants work with LCDC to help set priorities and address issues of concern.
- Consider forming an ad hoc citizen advisory group that would meet once/quarter to exchange ideas, share concerns, and talk about urban redevelopment in Coeur d'Alene. Participants could be appointed by their respective constituencies and should represent a broad cross-section of community stakeholders. This group would provide a vehicle for public participation relating to the growth and redevelopment of Coeur d'Alene and would serve as a communications link between its citizens, LCDC and the City Council.

*NOTE: LCDC would make available sign-up sheets at all events, meetings, etc. to continue expanding the interested parties list*

**c) Media:**

*Editorial board briefings:*

- LCDC Board members and staff should meet with quarterly the Coeur d'Alene Press and Spokesman Review editorial boards to keep the lines of communication open, discuss project progress, and answer any questions the editors or reporters might have.

*Opinion Editorials:*

- Develop and submit one opinion column per quarter highlighting a different topic each time, for example, "The Nuts and Bolts of Urban Redevelopment," "Rails to Trails: an Urban Renewal Success Story." Opinion column space provides a great opportunity to explain in depth a piece of what LCDC does, or highlight a success (such as the Prairie Trail, Riverstone, public library or Kroc Center) -- these are all projects that enjoy strong levels of public support.
- Opinion columns are also a good place to set the record straight on matters of fact or philosophy. If a newspaper runs a letter, story or column that contains inaccuracies, it is very important to correct those errors in a timely and positive manner.

*Use News Releases:*

- Publicize and promote LCDC Board meetings and agendas.
- Communicate about action(s) taken at Board meetings.
- Promote good news, milestones or goals achieved inside the districts.
- Promote forums, events, presentation or other gatherings.

*Media Kit Development:*

- Assemble 'kits' for media or others as appropriate to convey information in an organized way for a special meeting or event.
- Kits include fact sheets, print visuals (photos and graphics), project-specific press statements or releases and other supporting data.

*Radio:*

- Be available to do local radio interviews, especially before and during a new project launch or public involvement effort.

*Other:*

- Develop and pitch other story ideas to appropriate outlets. Ideas include workforce housing, a Sorenson update, Education Corridor, hosting a media tour of new project areas (to emphasize the need for revitalization) or to highlight progress made in older ones. A "Then and Now" feature about the positive changes made in Coeur d'Alene as a result of LCDC's efforts is also a good idea.

## **Part V: Public Involvement**

### *When and how to involve the public in LCDC planning and decision processes?*

LCDC needs a policy that identifies the activities and projects that require public participation. However, when public participation is optional, the policy should encourage public participation opportunities when appropriate and useful to the project. We suggest the following to help guide LCDC public involvement.

#### **Public Involvement Policy**

As a public agency entrusted to administer and invest public resources to accomplish a variety of goals and objectives that benefit the City of Coeur d'Alene, meaningful, timely and effective public participation in various aspects of LCDC activities is essential to the successful implementation of LCDC's policies, programs and projects.

Meaningful public participation helps promote democracy and civic engagement, builds public trust in government and enhances LCDC's credibility within the community.

Effective public participation can improve the quality and effectiveness of your plans and decisions. The purpose of this policy is to ensure that appropriate public participation processes and activities are incorporated into LCDC planning and decision-making and that they are consistent with these Guiding Principles:

1. *Building relationships, trust and community capacity* – The foundation for successful public participation is opening channels of communication early with partners and stakeholders, and developing collaborative working relationships with them. Effective public participation activities should leave neighborhoods and communities stronger and with increased capacity to influence their livability.
2. *Inclusive and respectful* - Everyone's participation will be welcome. An effort will be made to identify, invite and encourage stakeholders to be involved early in public participation processes; and their input and feedback will be given careful and respectful consideration.
3. *Adaptable and Creative* - The extent, timing, manner, and outcomes of public participation activities will necessarily vary to suit the circumstances and magnitude of a particular project or decision, and facilitate maximum public participation.

**A. Definitions.**

1. *Public Participation* - Any process that strives to inform, gather input or involve the public regarding decision-making processes. Public participation is the umbrella term to describe all levels of “public” information, education, relations, outreach, input, involvement and collaboration.
2. *Public Information* - A one-way communication from LCDC to the public with the goal of providing balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.
3. *Public Education* - A hands-on public participation activity with the goal of deeper public understanding about the project, program or activity, e.g. questions and answer sessions, guided tours, etc.
4. *Public Input* - Seeking community feedback on a proposal, analysis or alternatives. Requires a response from the public, but limited opportunity for public dialogue.
5. *Public Involvement* - Working directly with the public throughout a process to ensure that the project, issues, aspirations and concerns are consistently understood and considered by staff in planning and decision making. Involvement includes many elements of both public information and public outreach, but adds a third dimension of two-way communication.
6. *Public Collaboration* - To collaborate with members of the public in some or all aspects of a decision including the development of alternatives and the identification of a preferred solution.
7. *Public Outreach* - Identifying and inviting target audiences and stakeholders to participate in a public participation activity, or to market LCDC products and services.
8. *Public Participation Plan* - A customized plan for undertaking public involvement, information, education and/or outreach activities for a specific project or decision-making process.
9. *Public Relations* - The dissemination of information to the media and the public, with an emphasis on the promotion of a particular policy, project or solution.
10. *Stakeholders* - Any individual, group of individuals, organization or political entity that has an interest in or is potentially impacted by an LCDC policy, program or project.
11. *Target Audiences* - Specific private or public individuals, groups and strategic partners within the larger community who are impacted by and whose participation is needed or highly desirable to achieve an identified public participation or project goal.

## **B. Required Public Participation.**

Public participation is required and will be an integral component of project schedules, budgets, and Board decision-making processes for the following types of activities.

1. *Major Policy Decision* - When LCDC is developing a major policy or implementation plan that will be adopted by the LCDC Board of Commissioners. Examples of these circumstances are:
  - a) 30-day notice for public input on bonds or refinancing. This notice is posted in the legal section of the newspaper.
  - b) Expanding the Lake District to include Sorenson and Winton Schools.
  - c) Annual LCDC Budget.
2. *Other Laws* - Procedures for public notice and/or public participation contained in federal, state or local laws or regulations and applicable to a particular program or project activity shall be followed in lieu of any similar process otherwise required by this policy.

## **C. Optional Public Participation.**

*Public involvement, information and/or outreach activities* - including the development of a Public Participation Plan - are optional in LCDC projects and activities that are not covered by Section B (above).

1. *Project Planning* - When LCDC is creating a development study or plan for a specific site or area to implement an adopted Urban Renewal Plan or strategy. Example is:
  - a. Helping build the vision for the Education Corridor master plan
2. *Strategies and Programs* - When LCDC is developing an implementation strategy or program to guide future efforts and investment by the Commission to meet Urban Renewal Plan or City goals.
  - a. Workforce Housing in midtown
3. When undertaking optional public participation activities, staff should follow LCDC guidelines and best practices in planning and carrying out those activities.
4. Development of a Public Participation Plan is highly recommended whenever multiple public participation activities are planned for a project or process.

**D. Extent of Public Participation.**

Whether required or optional, the extent of public participation will necessarily vary based on a variety of factors, including:

- The desired outcome (e.g., policy, plan or decision).
  - Geographic scope and impact.
  - Financial magnitude of public investment.
  - Relationship to existing public policies and plans.
  - Extent and diversity of stakeholder impacts and interest.
1. Major Policy Decisions will generally require more formal steps in the public participation process such as public hearings and Board meetings; and involve the broadest range of stakeholders.
  2. Project Planning will typically have a focused range of stakeholders and these common steps.
    - Visioning
    - Planning
    - Designing
    - Implementation Plan/Strategy

### E. Developing a Public Participation Plan

Developing a clear plan at the beginning of a planning or decision-making process clarifies how public input will be used and how final decisions are made. Ultimately, the plan will help staff, development partners, key stakeholders, and the community at large to generate, identify and understand the best opportunities for the public to influence the decision-making process. The plan should include:

1. Public Participation Goals
2. Timelines
3. Planned activities
4. Key decision points
5. Project parameters or milestones that require or would benefit from public input
6. Feedback from participants

### F. Identify Public Participation Tools

Different goals may require different public participation tools. Select the tools that will accomplish your public participation goals and meet the “Promise to the Public” commitment for each level of public participation. Be clear about your goals for public participation BEFORE you pick a tool or vehicle. Here are examples of selecting tools to achieve identified goals:

**Level of Participation: Public Information**

**Goal:** Inform and educate the public about how brownfields are assessed and redeveloped.

**Tool:** Create a Brownfield Fact Sheet to distribute and post on your Web site.

**Level of Participation: Public Input**

**Goal:** Solicit input from interested citizens on how to improve public participation efforts in a particular URD.

**Tool:** Conduct a survey of interested citizens via Web poll, public meeting or other survey.

**Level of Participation: Public Involvement**

**Goal:** Involve key stakeholders in the plan to include Sorenson School in the Lake District.

**Tool:** Convene a Citizen Advisory Committee to review proposals, report findings and make a recommendation to the Board.

## **Part VI: Implementation**

Once the LCDC Board has reviewed and adopted this Communications and Community Outreach Plan, Pac/West can and will be prepared to implement the work outlined in the Communication Plan Strategy section of this document if the LCDC Board so chooses.

The following outlines the regular administrative activities necessary to implement a plan of this type. Pac/West will provide the following administrative tasks:

- Participate in regular coordination/team meetings with LCDC staff and Board members, review activity status and adjust work plan as needed.
- Produce regular progress reports and provide to LCDC staff.
- Provide monthly invoices to LCDC with detailed work descriptions.

## **ATTACHMENT A**

### **LCDC Strategic Long-term Goals 2008**

*“Creating Public Benefit for the People of Coeur d’Alene”*

#### **Education**

- Help facilitate the creation of the Education Corridor in partnership with the City of Coeur d’Alene, U of I, NIC, LCSC, Fort Ground Neighborhood and other community stakeholders, including an LCDC partnership effort to implement the “Four Corners” plan (area of Government Way, Northwest Blvd. and Mullan Avenue).
- Help to support the success of the downtown neighborhood-oriented Sorenson Magnet School by providing funding for meeting ADA improvements.
- Help to support the long-term viability of Winton Elementary School.

#### **Workforce Housing**

- Provide support in helping the city achieve its vision for workforce housing in the community.
- Midtown: LCDC/IHFA (Idaho Housing & Finance Assoc.) workforce housing project.

#### **Create New & Enhance Existing Public Space**

- Continued support of the CDA Public Library partnership involving a \$250,000 pledge for capital costs.
- Partnership funding for the Kroc Community Center; \$500,000 pledge towards long-term public improvements.
- Help to implement the City Council-approved McEuen Field plan.
- Continue LCDC partnership with the North Idaho Centennial Trail Foundation to develop the Prairie Trail bike/pedestrian trail.
- Continue efforts to secure long-term public access to the lake and river waterfronts, i.e. Mill River (Johnson) Park.
- Partner with City to define Winton Park’s long-term community role.

#### **Job Creation/Retention**

- Continue partnership efforts to facilitate job creation and job retention in both urban renewal districts.

#### **Public Parking**

- In partnership with the City and the Downtown Association, help develop and plan for a downtown mixed use structured parking garage facility.

#### **Midtown Redevelopment**

- Partner with the City, Midtown property owners, and Midtown businesses to help redevelop the Midtown core (4<sup>th</sup> street south of Harrison) via a place-making initiative.

## **ATTACHMENT B**

### **Proposal for New LCDC Web Site**

Pac/West will further the Lake City Development Corporation's (LCDC's) goals by redeveloping its existing Web site to reflect a sense of openness to its users and the general community. This openness will be communicated to the user through:

- 1) Reorganization of Web content
- 2) Simpler navigation
- 3) A friendlier, more contemporary design, and
- 4) A welcoming landing page.

### **Reorganization of content**

The existing LCDC Web site provides useful content. However, the information is cluttered and difficult to locate. Certain pages, such as the "Lake District" and "LCDC Partnership Projects" pages require a great deal of scrolling (as many as twelve page lengths) in order to discover all the content. This is generally regarded by users as unfriendly and difficult to access.

A major component of redesigning the Web site will be to organize existing content into easy-to-locate categories. This reorganization will avoid long pages that require excessive scrolling.

### **Simpler Navigation**

With the Web content reorganized, the new Web site will make it incredibly simple for the user to locate desired information. This will be accomplished through a horizontal drop-down menu system at the top of the page. Additionally, the user will be able to access sub pages by clicking on page names on the left side of the screen. The flow of the Web site will be intuitive to the user, reducing a feeling of having to "hunt" for information.

### **A friendlier, more contemporary design**

The existing Web site has a professional look, but does not communicate the human or personable feel that would enhance LCDC's outreach efforts. The new Web site will accomplish this through a new design that uses blue and green colors as well as more attractive images that "feel" like Coeur D'Alene. This simple and contemporary look will help communicate a sense of ease and openness to the user.

Additionally, animated Flash images will be used on the new site to fade from one photograph image to the next. These animations lend Web sites a high-quality feeling that is visually engaging to users.

### **A welcoming landing page**

As a final means to communicate warmth and openness directly to the user, the new Web site will utilize a landing page. The landing page will act as an attractive welcome to the user as well as providing them with a short introduction to LCDC. The effect of this page will be like a friendly greeter welcoming you into a store.