



Beach Boulevard

INFRASTRUCTURE RESILIENCY PROJECT

STAKEHOLDER ENGAGEMENT PLAN

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1. Project Background and Purpose

1.1 Project Background

In 1984, the City of Pacifica (City or Pacifica) constructed an 18-22-foot-tall seawall with a rip rap revetment and promenade along Beach Boulevard north of the Pacifica Pier. The southern section of the seawall was constructed in 1987 using a differing design. Since its construction, the north seawall has experienced failures in multiple locations and continues to be an increasing public health and safety risk for the City. The historic West Sharp Park neighborhood, in particular, which includes the Beach Boulevard Promenade, continues to be at risk of erosion and coastal flood damages associated with coastal processes of the Pacific Ocean.

To protect essential public infrastructure along the Beach Boulevard promenade, the City is conducting the Beach Boulevard Infrastructure Resiliency Project (Project) to replace the current seawall and outdated infrastructure. The Project area (see Figure 1) is located parallel to Beach Boulevard, just west of the Palmetto shopping district. The Project will assess the current infrastructure and seawall, which includes four structures:

- North Wall
- Pier Sheet Pile Wall
- South Wall
- South Gap



Figure 1: Project Area

Project Phases

- *Phase 1: Preliminary Planning and Feasibility* will review existing conditions, project future conditions and risks, develop design alternatives, and ultimately determine a single preferred alternative solution. Phase 1 is expected to be completed by April 2021.
- *Phase 2: Design, Environmental and Permitting* will take place between May through November 2021
- *Phase 3: Construction* timing is still to be determined.



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1.2 Project Schedule

The stakeholder engagement process will be planned and implemented around the project timeline and its respective milestones. The overall project schedule is included below.



Figure 2: Project Schedule

1.3 Engagement Plan Purpose

The purpose of the Stakeholder Engagement Plan (Plan) is to provide a “roadmap” for the stakeholder engagement process and to align engagement activities with key project tasks and milestones. The Plan describes objectives, guiding principles, stakeholder audiences and interests, recommended activities and materials, a proposed process schedule, roles and responsibilities, and metrics for success. The Plan is intended to be an internal, living document that will be revisited and updated throughout the process.

The Plan details an engagement approach for Phase 1 and outlines high-level objectives for Phases 2 and 3. The engagement objectives and approach for Phases 2 and 3 will be refined as the Project progresses.

A Note on COVID-19
At the time of writing, there are many unknowns about evolving health, economic, social, and political impacts from the COVID-19 pandemic and social distancing requirements. The health and safety of Pacifica community members is of the utmost importance. Project engagement will adhere to local social-distancing and shelter-in-place requirements, and there will be greater reliance on virtual engagement strategies.

1.4 Plan Development Process

This Plan is informed by interviews with stakeholders representing a broad range of interests in Pacifica. The stakeholder engagement approach is intended to be responsive to their interests and preferences around communications and engagement in support of the Project.

The stakeholder perspectives consulted to help inform development of this Plan include members of the following:

- West Sharp Park residents
- City of Pacifica Parks, Beaches, and Recreation Commissioner



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- Pacifica Climate Committee member
- Pacifica Beach Coalition member
- San Francisco Public Golf Alliance representative

This Plan is informed by input from City of Pacifica staff and Kearns & West’s prior experience working with stakeholders in Pacifica, as well as professional best practices for stakeholder communication and engagement.

1.5 Related Efforts in Pacifica

The Project overlaps in geography and focus with other efforts underway in Pacifica. These efforts, when combined, will help establish Pacifica’s future for development and preservation for decades to come. It is important to help stakeholders understand how these efforts align (or diverge), and ensure that staff responsible coordinate closely to avoid confusion or fatigue for stakeholders. These efforts are summarized below.

- **Plan Pacifica:** In early 2019, the City of Pacifica commenced an effort that was titled Plan Pacifica and comprised of three separate, but related, long-term planning efforts including updating the General Plan, updating the Local Land Use Coastal Plan, and developing a Specific Plan for the Sharp Park neighborhood. Information on the current progress of the Plan Pacifica effort can be found at <https://www.planpacifica.org/>.
 - **General Plan:** The General Plan, last updated in 1980, is the “constitution” for the city and guiding document for development and policy making in a wide range of topics. There was an extensive effort to update the General Plan between 2009 and 2012, but the Draft General Plan was not adopted by City Council. Plan Pacifica aims to update and complete the 2012 Draft, shape a forward-looking vision for Pacifica, and provide the City with a regulatory document that responds to our contemporary issues and legal context.
 - **Local Coastal Program:** The Local Coastal Program (LCP) consists of two components, the Land Use Plan and the Implementation Program.
 - *Local Coastal Land Use Plan (LCLUP):* Specifies the kinds, locations, and intensities of land uses; the applicable resource protection and development policies; and where necessary, a listing of implementing actions.
 - *Implementation Program:* Consists of zoning ordinances, zoning district maps, and other legal instruments needed to implement the Land Use Plan. The current planning process in Pacifica does *not* include the development of an Implementation Program.

A LCP, certified by the California Coastal Commission, provides a local jurisdiction, such as the City of Pacifica, the ability to issue coastal permits for most new development in the Coastal Zone, subject to the standards established in the certified LCP. The LCLUP was last updated in 1980. In February 2020, the City Council approved a draft LCLUP to be sent to the Coastal Commission for certification.

- **Sharp Park Specific Plan:** The Sharp Park Specific Plan will establish a vision for a vibrant, community-focused heart of the City in the historic Sharp Park neighborhood. The Specific Plan will address and provide implementation guidance for economic development, transportation, land use and housing opportunities in the neighborhood.



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- **Beach Boulevard Promenade Public Plaza:** The Public Plaza along Beach Boulevard Project will rejuvenate the sandy regions adjacent to the Beach Boulevard Promenade between Birch Lane and Clarendon Road. Amenities being considered for installation include: exercise furnishings, hard-scaped plaza, bicycle parking, stone animal play structures, and new concrete benches. The project is currently in the design phase and is anticipated to be a short-term project.
- **Proposed Developments:** Several commercial and residential developments are being considered in or near the Project area, including a hotel near the current seawall. The long-term viability of many of these projects require a protected coastline along Beach Boulevard, which the Project aims to provide.

2. Stakeholder Engagement Objectives and Guiding Principles

2.1 Stakeholder Engagement Objectives

The City is committed to designing and conducting a transparent, community-based planning process that allows stakeholders to provide ideas and comments that inform the development of alternatives for the Project. The Project will provide the City and the West Sharp Park neighborhood, in particular, with the opportunity to develop a solution that not only addresses the infrastructure resiliency issues, but also reinvigorates the Beach Boulevard Promenade into an exciting space that the Pacifica community will proud of.

This Plan aims to achieve the following **stakeholder engagement objectives**:

- Engage a wide range of Pacifica stakeholders, particularly those located in or near the West Sharp Park neighborhood and those that regularly use the Beach Boulevard Promenade, to build a broad understanding of the project’s purpose and scope, and how they can participate in the process.
- Provide stakeholders with multiple, meaningful opportunities to participate in the project development process and provide input.
- Align engagement opportunities with key project milestones and deliverables to ensure that stakeholder input can be incorporated to the extent feasible.

Specific engagement objectives by Project phase include:

Phase 1: Preliminary Planning and Feasibility

- Introduce the Project and begin connecting with Pacifica stakeholders.
- Share information related to Phase 1 project deliverables: Existing Conditions, Multi-Hazard Risk Assessment, and Alternative Design Development and Analysis.
- Collect stakeholder input on Phase 1 project deliverables, and ultimately, solicit stakeholder input that will inform the identification of a Preferred Alternative for the project.
- Share information on other recent, current and/or upcoming projects in Pacifica and how they connect to the Beach Boulevard Infrastructure Resiliency Project.



Phase 2: Design, Engineering and Environmental

- Coordinate with regulatory agencies on necessary permits and secure permits by end of Phase 2.
- Share information and collect stakeholder input on potential protection, mitigation and Enhancement (PM&E) measures and other design features (i.e., amenities, aesthetics, uses, access).
- Complete public participation requirements of CEQA not completed in Phase 1, including scoping and public comment periods on the Draft and Final EIR.
- Solicit input on how stakeholders would like to stay informed on construction status.

Phase 3: Construction

- Share information and notify relevant West Sharp Park residents and businesses and users of Beach Boulevard Promenade of construction related impacts (road closures, restricted access, etc.)
- Share project information through the project website and social media.

2.2 Guiding Principles

To achieve the objectives identified above, the Project and outreach team (Team) will follow the guiding principles of engagement listed below.

- **Use a flexible and adaptive approach:** The Team fully appreciates that the current COVID-19 shelter in place policy will impact the Team's ability to engage stakeholders in the near-term, particularly as it relates to in-person meetings and workshops. We understand that stakeholders will want to be engaged in different ways, and we will aim to be flexible and responsive to their needs. In addition, the Team will identify barriers to effective engagement early in the process (should they occur) and adapt the engagement process as needed.
- **Encourage transparency:** The Team will conduct stakeholder engagement in an inclusive, open, and transparent way. Transparency is a key component for building trust.
- **Communicate early and often:** The Team will introduce the Project to stakeholders as early as possible to build partnership and collaboration. The Team will share regular Project updates and provide opportunities for stakeholder input.
- **Promote easily accessible information and processes:** For both project information and outreach activities, the Team will use a variety of methods to ensure those interested in the project can access information when convenient for them. The Team will use up-to-date technical data in the stakeholder engagement process and translate this information into more easily accessible language for a general,



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non-technical audience. We intend to attend or speak at events where stakeholders are already gathered.

- **Engage “key communicators”:** In addition to conducting direct engagement, the Team will leverage engaged stakeholders, particularly West Sharp Park residents, as “key communicators.” These key communicators will extend the reach of engagement efforts as they communicate with their respective networks and ensure their interests and priorities are included in Project discussions.

3. Stakeholder Audiences and Interests

The protection of the City of Pacifica’s coastal communities and resources is of significant interest and concern. This Plan organizes stakeholders into the following eight audiences recognizing that there will be different levels of interest and influence among stakeholders, and that the stakeholder engagement strategy should be designed to accommodate this reality.

- West Sharp Park residents
- Local businesses
- City of Pacifica Administration and City Council
- Fishing and Recreation
- Conservation
- Regional, State and Federal Regulatory Agencies
- The broader Pacifica community and the Bay Area as a whole, including environmental justice populations

Overarching Stakeholder Interests

- Generally, there is broad support for replacing the current seawall with modern infrastructure that will allow West Sharp Park to thrive in the future. Concerns about the Project mainly center around the City’s ability to pay for the project (and how other priority projects might not get funded if the Project does go through), and potential environmental impacts.
- Stakeholders have stressed that the Project should: protect residents’ homes; allow for continued economic growth; maintain recreational opportunities along the coastline; and help protect the natural environment.
- Stakeholders want a transparent process that builds understanding among Pacifica residents regarding the need and importance for rebuilding coastal infrastructure, and tradeoffs between the Project alternatives that will be identified.

Below are descriptions of the stakeholder audiences and summaries of their interests with respect to the Project. These interests were informed by stakeholder interviews and additional discussions.



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- **West Sharp Park Residents**

Local residents have a direct public health and safety interest in the Project, and they are overwhelmingly supportive of it happening. Due to failing existing infrastructure, the West Sharp Park neighborhood is susceptible to erosion and coastal flood damages. They are also passionate about the City and neighborhood in which they live – they treasure their proximity to the ocean and the natural beauty that makes Pacifica so special. Residents also value the recreational opportunities and health and safety benefits that updated infrastructure would provide.

- **Local Businesses**

The West Sharp Park neighborhood, including the Beach Boulevard Promenade, serves as the City's civic core and is home to many unique businesses. The Pacifica business community has a vested interest in the safe and profitable operation of their businesses in the Project area as well as potential future economic growth.

- **City of Pacifica Administration and City Council**

The City's primary goal for the Project is to protect essential public infrastructure along the Beach Boulevard promenade. The City is committed to the public health and safety of its citizens and visitors in and around the historic West Sharp Park neighborhood and the preservation of its coastline in the area. The City is also committed to conducting a transparent, community-based planning process that is designed to create a multi-benefit solution to protect public infrastructure, recreational activities, numerous homes, businesses and the community at large, from further impacts due to continued coastal erosion.

There are a variety of other City departments that have a keen interest in coastal flooding and erosion issues, including Public Works, the Planning Department, the Parks, Beaches and Recreation Department, and the Pacifica School District.

- **Fishing and Recreation Interests**

Recreational use in the Project area is wide ranging and includes walkers, joggers, cyclists, beachgoers, surfers, fishermen and others who use the Beach Boulevard Promenade daily. Recreational interests in the Project include maintaining current recreational activities and protecting the viability of these activities in the long-term. The recreation community includes beach and ocean users such as the Surfrider Foundation and Pedro Point Surf Club, and users of the Sharp Park Golf Course.

- **Conservation Interests**

Interests of the conservation community regarding the Project include prioritizing the health of habitat and species within the Project Area and the protection, conservation and enhancement of coastal resources. The Sharp Park Golf Course in particular provides freshwater habitat for endangered species, including the California red-legged frog and San Francisco garter snake.

- **Regional, State and Federal Regulatory Agencies**

The Project's focus and geography overlap with the jurisdictions of various regional, state and federal natural resource and regulatory agencies, and these agencies will play an important role in validating the technical information that will be used in the Project and, ultimately, issuing permits that will allow



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the Project to proceed to construction.

Relevant agencies include (but is not limited to):

- California Coastal Commission
- California Department of Fish and Wildlife
- California State Lands Commission
- National Marine Fisheries Service
- San Francisco Recreation and Parks Department
- San Francisco Regional Water Quality Control Board
- US Army Corps of Engineers
- US Fish and Wildlife Service

- **Broader Pacifica Community**

The broader public includes Pacifica residents and organizations that are not located in or directly focused on the Sharp Park area, or focused on the issue of coastal resiliency. These stakeholders may not track the Project as closely as others, but they would like to be updated periodically and receive information that is easy to understand and helps explain the Project's impacts on their lives and livelihoods. Residents across Pacifica want to know how the Project will be funded, and whether they will be expected to contribute through a tax measure or other similar means. The California Coastal Commission's Environmental Justice Policy acknowledges climate change and sea level rise hazards will have disproportionate impacts on vulnerable communities and may exacerbate existing environmental injustices. Because of this, the Project will support environmental justice in its planning and in how it engages with frontline communities within and in the neighboring communities around Pacifica.

- **Bay Area Community**

Pacifica's beaches and coastal resources are a popular destination for residents across the Bay Area, including inland visitors, and they want to continue having access to Pacifica's attractions. In addition, there are agencies and organizations who are tracking coastal protection efforts across the Bay Area, and they may have resources and expertise to contribute. This includes OneShoreline, i.e. the San Mateo County Flood & Sea Level Rise Resiliency District.



4. Phase 1 Stakeholder Engagement Activities and Schedule

4.1 Phase 1 Timeline

Consistent with the overall engagement strategy, the Phase 1 (Preliminary Planning and Feasibility) stakeholder engagement process will be planned and implemented around the project timeline and its respective milestones. The Phase 1 timeline (including stakeholder engagement activities) is included below.

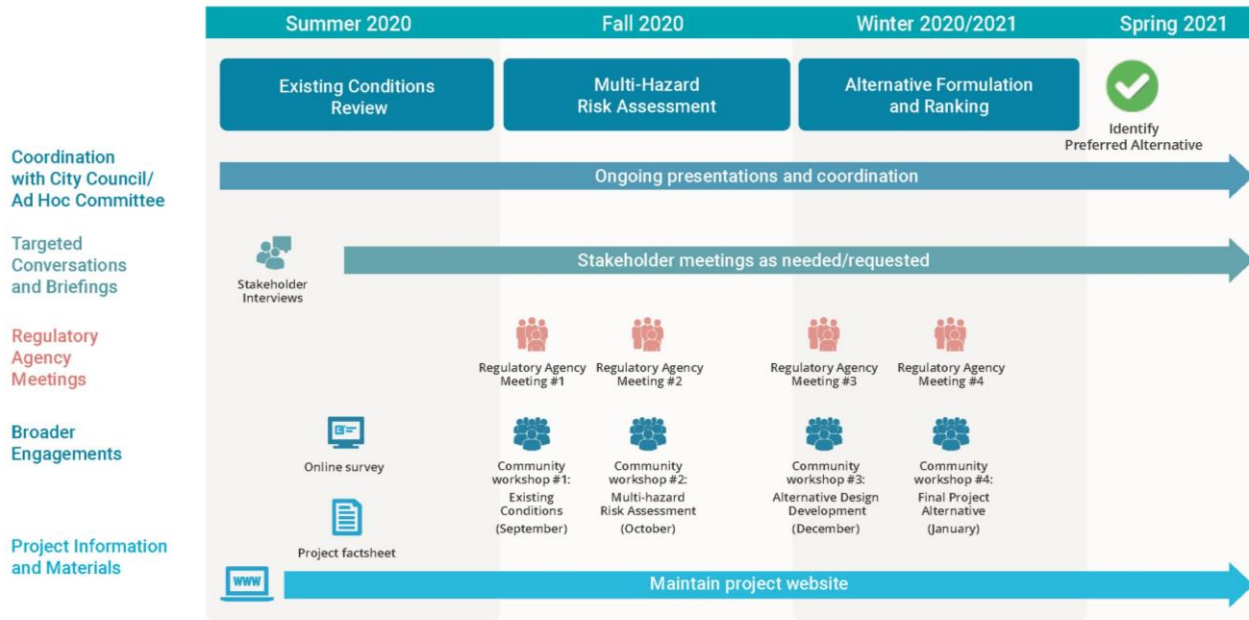


Figure 3: Phase 1 Timeline

4.2 Overview of Phase 1 Components and Input Sought

Phase 1 includes three main components: Existing Conditions; Multi-Hazard Risk Assessment; Alternative Formulation and Ranking. What follows are descriptions of the three components, the information provided for each component, and the input the City will seek.

Existing Conditions	
Overview	Information Shared and Input Collected
Existing Conditions will review and evaluate existing data sources on the current seawall and identify any information gaps. The project team will review engineering as-built and past inspections information, and conduct a visual inspection and topographic survey to determine the most current above-water condition of the wall and surrounding infrastructure. The findings from this task will be detailed in a memo describing the data, sources and insights gained.	<ul style="list-style-type: none"> ○ Share information on the Existing Conditions task including approach and status. ○ Collect input from stakeholders on problem areas as they exist today ○ Collect input on how stakeholders interact with or use the project area, and what they value most about it.



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Multi-Hazard Risk Assessment	
Overview	Information Shared and Input Collected
<p>The Multi-Hazard Risk Assessment (MHRA) task will analyze flood, earthquake, utility, environmental and economic impacts of the project alternatives versus the no Project condition. The results of these analyses will inform the response of the existing seawall and potential project alternatives. Data and studies performed under this task will be used to assess the direct and indirect impacts of the project alternatives as a Benefit/Cost analysis.</p>	<ul style="list-style-type: none"> ○ Share information related to MHRA deliverables the project team is developing, the approach for studying hazards, and how the MHRA will inform alternatives development. ○ Collect stakeholder input on priorities and concerns as they relate to the data presented and gather initial input on potential project alternatives at a conceptual level. There will be less emphasis on discussing the specific methodology, models, etc., and more emphasis on what the resulting data/information means for stakeholders.

Alternatives Design Development and Analysis	
Overview	Information Shared and Input Collected
<p>Based on the existing conditions and the potential risks, the project team will develop five different project design alternatives, including no project and sand nourishment alternatives. The project team will develop and use a multi-criteria decision matrix comparing the advantages and disadvantages of each alternative considering topic areas such as environmental impacts, visual impacts, flood reduction, habitat creation, recreational opportunities and initial and maintenance costs. The project team will identify three alternatives to study further before selecting a preferred alternative.</p>	<ul style="list-style-type: none"> ○ Share information on the Alternatives Design Development and Analysis task including approach and timeline. ○ Share information on each alternative under consideration and the criteria that will be used to identify the preferred alternative. ○ Solicit stakeholder feedback on the Project features and amenities toolbox which will inform the development of Project alternatives. ○ Collect stakeholder input on criteria and the alternatives under consideration.

4.3 Phase 1 Engagement Activities

What follows are descriptions of the engagement activities the City will implement to inform Phase 1 documents and decisions.



Coordination with City Council and Ad Hoc Committees

The project team will periodically present to, solicit input, and coordinate with the Pacifica City Council which will be particularly focused on having effective community engagement for the Project. The City Council may also designate an Ad Hoc Committee to focus specifically on the Project.



Community Workshops

The City will convene four community workshops during Phase 1 to provide information and gather community input. Workshops will be open to the public and will begin with a presentation designed to educate participants on relevant topics, followed by a structured exercise to solicit input. Workshops will be conducted virtually or in-person depending on COVID-19-related restrictions at that time.

The anticipated focus and schedule of the public workshops are as follows:

Workshop	Date	Topic
Workshop #1	September 2020	Project Kick-off and Existing Conditions
Workshop #2	November 2020	Multi-Hazard Risk Assessment
Workshop #3	January 2021	Alternatives Design Development and Analysis
Workshop #4	March 2021	Final Project Alternative

The project team will notify Pacifica residents of upcoming workshops through a variety of channels, including email notification, social media, coordinating with local organizations to help spread the word, and potentially sending invitations via postal mail to West Sharp Park residents.



Coordination with Regulatory Agencies

While the City will not be seeking permits from regulatory agencies until Phase 2, it will be critical to keep them informed and gather their feedback in the process of developing project alternatives in Phase 1. Coordinating with the California Coastal Commission, a state agency with quasi-judicial regulatory oversight over land use and public access in the California coastal zone, will be particularly important. Other agencies include the US Army Corps of Engineers (USACE), the California State Lands Commission (SLC), and the San Francisco Regional Water Quality Control Board (SFRWQCB).

The anticipated schedule of Phase 1 coordination with regulatory agencies is as follows:

Meeting	Date	Topic/Audience
Meeting #1	September 2020	Project kick-off with CCC staff
Meeting #2	September 2020	Introductory briefing(s) with USACE, SLC, and SFRWQCB
Meeting #3	December 2020	Meet with CCC Staff to present findings and solicit feedback on and question re: alternatives
Meeting #4	January 2020	Meet with USACE, SLC, and SFRWQCB present findings and solicit feedback on and question re: alternatives



Stakeholder Interviews

Kearns & West conducted stakeholder interviews in July 2020 to inform the Project’s stakeholder engagement strategy, and future interviews may be conducted to gather feedback on a specific topic or series of topics. This one-on-one engagement allows for detailed information gathering on specific issues, opportunities, constraints and solutions, and can be conducted at various times throughout the Project. The one-on-one setting allows for direct and nuanced input, and the interviews help to build trust and contribute to long-term relationship building.



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Targeted Stakeholder Meetings and Presentations/Briefings with Community Groups

The project team will organize and conduct strategic, targeted conversations between project team members and influential or active stakeholders or organizations to solicit their input on Project content and the overall process. These targeted meetings will allow for honest, direct feedback and help to foster productive working relationships with key stakeholders. They can be used to vet potential solutions and test the level of support before sharing broadly. In addition to scheduling targeted meetings, the project team will also consider identifying opportunities to attend community group-hosted events and provide information and updates on the Project, including upcoming workshops and other opportunities to provide input. Attending existing meetings is a resource-efficient way to meet with stakeholders and demonstrates a willingness to show up and listen.



Online Surveys

The team will customize and disseminate online surveys to gather input from stakeholders on their experiences and priorities as they relate to the Project. Online engagement can be an effective method for building community support and awareness, and serves to collect public feedback to inform the Project. The survey tool will feature a fast and effective online experience, and it can be leveraged strategically with the County's social networking tools. The team will develop and disseminate an online survey in August 2020 to inform Existing Conditions. The team will consider additional online surveys later in Phase 1.

Additional Engagement Activities to Consider

The project team will consider implementing the following additional engagement activities, depending on stakeholder and Project needs.

- **Pop-up Workshops**

Mobile, or “pop-up,” workshops are an effective engagement tool for bringing information to community members and asking for their input. Pop-up workshops can serve as an alternative or supplement to large public workshops. The Team will consider conducting at key gathering places (e.g., farmers markets), and will accommodate social distancing requirements for the pop-up workshops as needed.

- **Site Tours**

Site tours help foster a deeper understanding of project needs and alternatives. The Team will consider hosting site tours to get stakeholders out onto the Project site. Self-guided audio tours, combined with an online comment form, could also be developed.

- **Community Working Group**

A Community Working Group (CWG) could provide ongoing input for the Project during Phase 1 in an advisory capacity to the City. The CWG would reflect the diversity of interests in Pacifica, and while the CWG would not have decision-making authority, it would help the City stay connected to key stakeholders and organizations.

- **Project Team “Office Hours”**

“Office Hours” allow stakeholders to ask questions of project team members in an informal and one-on-one fashion.



5. Outreach Materials and Resources

The Team will develop and disseminate Project materials to share information and ensure a common understanding of the Project's purpose and scope and promote awareness of opportunities to participate in upcoming events. This will include the following activities:



Project Webpage

The City will update and utilize the Project [webpage](#) to provide easily accessible information to stakeholders. The webpage will be updated regularly throughout the process as more information becomes available. The webpage will include a sign-up form so stakeholders can be added to the Project distribution list, and it could also potentially feature an online comment form to gather rolling feedback throughout the process, particularly around Project milestones.



Information Materials

Providing consistent messaging about the Project's purpose, scope and status will be a critical component of the outreach effort. The Team will develop outreach materials including a Project Overview factsheet, and other brochures/factsheets as needed, that will be posted on the Project webpage and will be distributed during stakeholder meetings. The development of outreach materials will include translating technical information into a more accessible format for the public. The Team will explore translating information materials, as needed, into other languages prominently spoken throughout Pacifica, including Spanish and potentially Chinese and Tagalog.



E-News Updates and Notifications

The Team will leverage the City's stakeholder database and send email updates to the listserv throughout the Phase 1 process, focused around Project milestones or the release of publicly accessible Project documents. The Team will also encourage partner agencies and organizations to share Project updates through their respective email distribution channels, further extending the reach of Project communications

Updates regarding the Project could also be included in the City's Connect with Pacifica e-newsletter.



Social Media

The project Team will leverage the City's existing social media channels, including as Facebook, Twitter, and NextDoor to share information with the general public. In particular, the project team will create and share social media posts to notice upcoming meetings and opportunities to provide comment. Since social media is meant to reach a broad range of stakeholders.

6. Measuring Success and Planning Engagement for Future Phases

6.1 Measuring Success

The Team will use an adaptive approach to plan and implement the Project's stakeholder engagement program. It will solicit ongoing feedback from stakeholders regarding the effectiveness of engagement activities and will adjust future activities to be responsive to the extent feasible. The Team will meet periodically to evaluate and discuss the engagement program and may solicit stakeholder input in advance to inform these conversations.



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At a high-level, determining whether stakeholder engagement is successful depends on whether the Project's main engagement objectives are met, namely:

- Engage a wide range of Pacifica stakeholders, particularly those located in or near the West Sharp Park neighborhood, to build a broad understanding of the project's purpose and scope, and how they can participate in the process.
- Provide stakeholders with multiple, meaningful opportunities to participate in the project development process and provide input.
- Align engagement opportunities with key project milestones and deliverables to ensure that stakeholder input can be incorporated to the extent feasible

If the above three objectives have been met, then the engagement program is serving its intended function. If they are not being met, the project team will work collaboratively with stakeholders to determine how best to meet them in the future.

Additionally, the following qualitative and quantitative metrics can be used to measure the success of the Project's stakeholder engagement efforts.

Proposed *process-focused metrics* for the engagement activities outlined in this Plan include the following:

- Community workshops
 - Workshop attendance
- Coordination with regulatory agencies
 - Meeting attendance and representation of all invited agencies
- Targeted stakeholder meetings
 - Number of meetings conducted/briefings provided
 - Number of stakeholder constituencies (and individual organizations) involved
- Online surveys
 - Number of online survey responses
- Project website
 - Number of website visitors
- Outreach materials
 - Number of outreach materials produced and shared on the Project website and through other virtual platforms
- E-news updates and social media
 - Number of e-news updates sent related to the Project
 - Reach (i.e., number of recipients) for each communication channel

Additional higher-level, *outcome-focused metrics* include:

- Qualitative and/or quantitative metrics to indicate level of stakeholder support for the Project alternatives and, ultimately, the Preferred Alternative (check-in calls with key stakeholders and, potentially, periodic surveys).



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6.2 Planning Engagement for Phases 2 and 3

The project team has developed engagement objectives specific to Phases 2 and 3 (see Section 2), and it will develop more detailed engagement strategies for each phase as these phases approach. And, by guiding stakeholders through Phase 1 and gathering feedback along the way, the project team will be able to bring forward a well-informed approach. The project team will likely conduct stakeholder interviews to inform engagement for Phases 2 and 3.