

COMMUNITY ENGAGEMENT SURVEY RECOMMENDATIONS - BOARD/MANAGEMENT ACTIONS

1. Complete deferred maintenance and aesthetic improvements so that Lakeside's grounds and buildings are in truly excellent condition at least one week prior to the official season opening. (Management) [Maintenance is underway, along with software implementation, to help manage campus maintenance going forward. Management shared a preparedness report with the Board. Management will communicate with greater frequency.](#)
2. Develop and implement clear internal communication protocols for team members engaging with community members. Ensure staff are trained and consistent in applying them, and communicate these expectations externally using multiple channels so community members know what to expect. Success here is about setting, maintaining, and communicating expectations both internally and externally. (Management) [Training is ongoing and deepening. Management will communicate with greater frequency.](#)
3. Develop a coordinated, sufficiently staffed community relations/communications function to ensure timely, consistent, and transparent engagement across possible communications channels. "Sufficiently staffed" does not necessarily require new additional staff. (Management) [Management will continue staffing to prepare Lakeside for the changing marketplace and to preserve and protect the mission. Management will communicate with greater frequency.](#)
4. Do not raise fees for the upcoming season. Focus instead on demonstrating value and rebuilding trust through visible improvements and consistent service delivery. (Board and Management) [Consideration was given to affordability for families visiting Lakeside in the creation of the 2026 Chautauqua pass rates. For instance, the age range for a Child pass now begins at age 6 and was expanded to age 14. Management and the Board will continue to communicate the value of the Chautauqua pass.](#)
5. Identify models for community participation in board meetings that support engagement without compromising governance integrity. Test and evaluate the most promising approach over a 6-12-month period. (Board) [The August Board meeting is a public meeting, with public comment and community engagement workshop opportunities and social options before and after the meeting. The Board will continue offering these opportunities.](#)
6. Make Association Board meeting minutes more robust and accessible, while maintaining legal and ethical compliance. Publish minutes within two weeks of each meeting and share them through multiple communication platforms. (Board) [The Board issues a Board report within a business week of each Board meeting. The report offers a detailed account of the activities of the Board at the meeting. The Board will continue to do this and to approve the minutes at the next Board meeting. Board minutes are posted to the Board's page of The Lakeside Association's website along with all present and past Board communications.](#)

7. Maintain background checks for volunteers working with vulnerable populations (e.g., children, elders, individuals with special needs) and remove the background check requirement for volunteers serving in other roles. (Management) [Lakeside will continue to background check all volunteers. There are children everywhere in Lakeside. Background checks are good for more than one year.](#)
8. The Association Board should openly recognize and take responsibility for past actions – even well-intended ones – that have contributed to diminished trust and confidence. This acknowledgment should be made without expectation of reciprocal statements from community members whose behavior has also contributed to eroding trust. (Board) [This is a new Board, focused on moving the mission forward in conjunction with all who visit Lakeside and Management.](#)
9. Determine a path for evolving board composition that upholds best practice in governance standards and preserves the Association’s nonprofit status. This process should include meaningful consultation with community members representing diverse Lakeside experiences, while maintaining the Board’s decision-making obligations as a governing body. (Board) [Lakeside is a public charity and takes the most conservative approach to protecting its public charity status. As a public charity, Lakeside exists for the common good. Lakeside conducts a skills assessment, makes a public call for Board nominations, and selects new Directors with the breadth and depth of backgrounds, skills and experiences necessary to generate a diverse and balanced Board that serves the mission of The Lakeside Association. The Lakeside Property Owners Association has three representatives on the Board and the Bylaws require a majority of the Directors at large to be cottage owners. The Church maintains supervision of the Board by way of its two appointees and the pastor of the Lakeside United Methodist Church, who is also a voting Director.](#)
10. Develop a reliable system for community feedback to reach decision-makers and be acted upon promptly. Track and regularly communicate progress from input to completion at every stage. (Board and Management) [The Board and Management are committed to more frequent communication. Opportunities for feedback abound. There are frequent coffee chats, lunch and learns, community forums, and surveys. All are invited to participate.](#)
11. Examine membership alternatives that have the potential to mitigate risk concerns identified during the last bylaws update and acknowledge the symbolic value that membership as a concept holds for some Lakesiders. (Board) [Over the course of the last year, the Board undertook this exercise. The President of the Lakeside Property Owners Association made a presentation on behalf of the Board at the May LPOA meeting explaining Lakeside is not a membership organization. The Board extended the *Commitment to Leaseholders* to honor the special relationship between Lakeside and Leaseholders.](#)

12. Finalize a focused strategic direction aligned to a clear long-term vision, including measurable goals that promote accountability. Consider forming time-limited task force clusters to engage non-board members as advisors and collaborators in shaping key measures and strategic priorities. (Board and Management) [The current strategic plan is the culmination of input collected from more than a dozen focus groups. Task forces are used to assist the Board and Management with key initiatives such as the streets and capital improvements, to name a few.](#)
13. Set expectations for C-suite leaders to engage regularly with the community through professional “rounding” or “management by walking around” during both the regular- and off-season. Communicate these practices widely to encourage approachability, awareness, and responsiveness across the community. (Management) [Charles Allen and the senior leadership team conduct professional rounding daily. All staff wear Lakeside shirts and nametags, increasing approachability and responsiveness.](#)
14. Distinct from, or in conjunction with professional rounding, identify and execute a series of tangible, visible actions that address community feedback. Communicate these actions frequently and broadly to strengthen and reinforce a culture of follow-through and accountability. (Management) [Porch talks, coffee chats, lunch and learns, town halls are all examples of feedback opportunities.](#)
15. Collaborate with local residents and merchants to assess what creates the strongest return on investment during the summer season. Identify joint marketing opportunities, event partnerships, and shared improvements that boost the visitor experience and sustainability for Lakeside business owners. (Management) [Lakeside promotes the business district through year round public communications and paid advertising. Lakeside is developing partnerships with sponsors. A good example is Huntington National Bank underwriting Ottawa County Days at Lakeside. Management will continue to communicate regularly on its efforts.](#)
16. Coordinate marketing investments between the Association and Lakeside merchants to boost reach and reinforce a unified brand message, measuring impact through participation data and visitor feedback. (Management) [Management meets with merchants twice per season and facilitates weekly communication. Management values its special relationship with merchants.](#)
17. Develop and test experiences specifically designed to engage youth and young adults that align with Lakeside’s pillars (e.g., evolving seasonal internships, structured leadership and/or faith-based programming, low-cost recreation/gathering, arts opportunities). (Management) [Management has been doing this through building new partnerships with colleges and camps. Management will continue to communicate regularly on its efforts.](#)
18. Finalize a comprehensive (or update an existing) physical plant master plan that integrates seamlessly with Lakeside’s strategic plan, ensuring alignment between mission, facilities, and operational priorities. (Management) [Lakeside is implementing new software to assist with campus management. Management will continue to communicate regularly on its efforts.](#)

19. Launch small-scale tests of high-impact improvements (e.g., facility upgrades, event models, visitor amenities) to measure their effect on participation, satisfaction, and financial performance. (Board and Management) [Orchestra Hall is a great example of this. Lakeside conducts a guest experience survey annually, aimed at all guests. Feedback is used in planning. Management will communicate regularly on their developing efforts.](#)
20. Use insights from ROI testing to evaluate and refine Lakeside's fee model, ensuring that pricing aligns with perceived and actual value for different audiences (property owners, renters, day visitors). (Board and Management) [Much has been shared at the newly implemented financial forums about ongoing efforts to conduct and evaluate pilots for return on mission and return on investment. The Board and Management will continue to communicate several times per year on their developing efforts.](#)
21. Use results from ROI testing to guide long-term investment decisions, helping Lakeside focus its resources on strategies that demonstrably strengthen the community's value proposition. (Board and Management) [Much has been shared at the newly implemented financial forums about ongoing efforts to test concepts for return on mission and return on investment. The Board and Management will continue to communicate several times per year on their developing efforts.](#)