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Engagement & Outreach Plan

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Our team understands that it's not enough to put forward a team of respected, locally-invested partners; world-class design experience and acumen; and an innovative project design. For a project of this scale and significance to the waterfront and San Diego Unified Port District (District), it must be **owned and embraced by a full range of key stakeholders and community leaders, as well as the community-at-large.**

Successful project delivery requires that the District and the developer team conduct a **community-driven, authentic approach**. The initial project vision must be offered to the community as a starting point, and refined through community engagement that welcomes the range of stakeholders and interests. This participation process must respect the broader design, approvals and entitlement processes, but also ensure the public's voice is represented and reflected in practical and meaningful ways. Ultimately, the project design must **deliver community benefits that are embraced by everyone**.

This is not an easy task. There will be challenges to address through this approach, but also great opportunities that can be leveraged to deliver a world-class project that is embraced by all of San Diego.

Challenges

Countering public perceptions of the Port and the developer's prioritizing financial returns. Largely, the community already perceives the project intent as to "fill the coffers" of the Port and the development team, even among many of those who support the project. All moves and decisions for the project will be through this lens, which limits the understanding and appreciation of community benefits.

Conducting a public discussion focused on a limited number of vocal stakeholders and issues. There are stakeholders contributing to the perception of financial returns over public benefit. A few, narrowly-focused stakeholders who claim to represent the broader community will greatly limit public discussion of project's broader benefits.

Managing a range of expectations and desires for the project. The project cannot be all things to all people at the same time. Stakeholders and the community cannot contribute a range of ideas without understanding if or how they will be reflected and balanced in the project.

Opportunities

Conducting a transparent, iterative process that welcomes community engagement. Instead of taking a traditional "design and defend" approach to the proposed project, the Port and the developer can "educate and engage." The participatory process should focus on defining the project opportunities and challenges, and how public input can make a difference in the final project. Be upfront and consistent throughout the process, and focus on community benefits.

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Building a supporter base of credible stakeholders.
While all community members will be welcomed into the process, the District and the developer must also focus attention on building a diverse supporter base of key community leaders. This contingent will be important to extending the project's reach to the community, and showcasing confidence in the design and approval process.

Providing public participation opportunities for all stakeholders and community members.
Not everyone will want to participate at the same level or frequency. The project team must provide participation opportunities that are varied and targeted to specific groups and interests. Participation should include a mix of in-person activities (e.g., workshops) and remote involvement (e.g., web-based).

Ensuring public participation is meaningful and authentic. The participation activities should be real, and not just to "check the box." Participants should provide input that is relevant to the state of the project design, and also understand how and when public input will be reconciled and addressed in the process.

APPROACH
The challenges and opportunities described above can be addressed through a multi-pronged participatory process. Critical to shaping the participatory process will be integrating it seamlessly with the design, approval and entitlement processes. Our team will utilize a range of proven and innovative methods that engage all stakeholders through targeted efforts, and involve them in the process in creative and meaningful ways.

Community Engagement Strategy
Importantly, after the District selects the our team for negotiation, we will develop and conduct a community engagement strategy that promotes thorough and efficient participation and project approval. Fundamental to our approach will be to integrate participatory processes with technical processes in a structure that facilitates broad, meaningful, well-documented participation, and that provides productive information and shapes the design outcomes. The strategy will outline clear deadlines, roles and responsibilities for our team and the District (if desired) implementing the strategy. We will review progress to date with the District and revise the strategy with updated activities, deadlines, roles and responsibilities on a quarterly basis, or as needed.

Branding and Key Messages
The key to the success of a community engagement strategy is a sustained presence with persistent and deliberate messages directed at core audiences. Maintaining a consistent message with the wide range of stakeholders and the community at large can be a difficult task. Open channels of communication, clearly communicated goals and objectives, and easily available reference tools will be essential elements in achieving a coordinated, comprehensive and effective campaign to build a support for the project.

Collateral Development
Our in-house creative staff understands the dynamics of communication, motivation and human behavior. Our team's experience in developing collateral materials, signage, videos, computer simulations and the full range of marketing and communications products is grounded in our extensive project experience working with public agencies and private interests. We will create products that meet objectives, leverage existing resources, utilize current outreach channels, and focus on our core audiences. We will engage stakeholders with materials that are tailored, creative, new and compelling.

Activities
Stakeholder Interviews and Group Interviews
Specific stakeholder groups will have a high level of interest in the project and may require multiple opportunities to provide input. Stakeholder interviews and focus groups provide an opportunity for key stakeholders to discuss the project and their concerns early in the process while providing a way of systematically "mapping" the political landscape that underlies project opportunities and constraints. The individual and group interviews allow people to speak more candidly about their goals and concerns— helping the project team to identify project issues and opportunities, as well as potential areas of agreement and disagreement regarding the project.

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Individual and group interviews will be conducted with key opinion leaders, interest groups and organizations. Target groups could include:

• Downtown neighborhood associations and groups;
• Business owners and organizations;
• Maritime industry;
• Tourism and convention stakeholders;
• Media outlets;
• Community-based organizations;
• Elected officials;
• City of San Diego agencies;
• Transportation interests;
• Historic preservation groups; and
• Other interest groups (taxpayers' associations, real estate groups, issue advocacy groups, etc.)

Individual and group interviewees may be asked to identify other stakeholders or special interest groups who should be involved in the process. Information from the interviews will provide important guidance in developing the project.

Web Technologies
Our web designers and software engineers build web technologies and tools to promote programs and projects for participatory processes. Social media strategies, online advertising, program websites are an integral part of our communications and marketing strategy and planning. We will work with the District to develop and implement cutting-edge technologies that expand the use of the web as an interactive and dynamic medium. MIG has created a content management system, TownsquareTM, specifically to engage stakeholders in projects that affect their quality of life. This invaluable tool has standard features and can also integrate new features and outside vendors' content and interactive tools

to produce a cohesive design and seamless user experience. Our web tools are easy to use and will be tailored to the project's needs and the Port's preferences, using any combination of Our Team staff, Port District staff, and other project team members.

Public Meetings
Public Meeting Format. Our team will design, plan and facilitate public meetings to gather broad input on the project design and issues. The public meetings provide the setting for both sharing and collecting information: the project team can present the community with project progress and status while soliciting feedback and input. Public meetings will be scheduled at locations that provide the best access to community members. Events can be planned to allow participants to "drop in" for a short or extended period of time.

The public meetings will be structured to ensure clear understanding of the issues and opportunities associated with the project, the options available and their impacts, and preferred options. Public meeting formats will be fixed or flexible, as appropriate, and could be designed to accommodate multiple languages. Public meetings can range from small focus groups and charrettes to town-hall meetings and public forums. Each public meeting will be designed to meet identified goals, with activities including, but not limited to:

• Presentations or progress reports;
• Large or small group discussions;
• Group brainstorming;
• Individual or group feedback exercises; and
• Prioritization or ranking of community preferences.

Facilitation and Graphic Recording. Our team offers a deep bench of professionals and diverse experience in providing facilitation services for planning and design projects. We will apply our internationally-recognized facilitation expertise in developing and using innovative techniques to create an open atmosphere in which different viewpoints can be heard, acknowledged, addressed, and reconciled. Furthermore, our team offers certified translators/interpreters to support development of facilitation materials and to provide real-time/simultaneous translation during meetings. Ultimately, the objectives and desired outcomes for each engagement, as well as the needs and characteristics of participants, will drive the facilitation approach.

In all of our facilitation engagements, MIG combines listening skills, strategy and graphic recording techniques to help the group stay focused, engaged and moving forward- significantly reducing the problems common to groups that do not have facilitation, such as dominance of personalities, "backtracking" and unresolved conflicts. To record outcomes and as an aid to facilitation, MIG uses a technique called "facilitation graphics" that combines leadership skills with graphic note-taking. Particularly effective in group settings, this technique encourages free thinking and the rapid generation of ideas.

Participant comments and questions are recorded in text and illustrations on large wall-sized paper (wallgraphics) that help to establish the group's memory of both the flow and the content of discussions. In our experience, this method of meeting facilitation encourages interaction and cooperative participation, and leads to group consensus because the participants are able to visualize their ideas and build upon each other's

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comments. The wallgraphics are used to aid decision-making during meetings, and produce written reports of group discussions.

Interactive Visualization Tools. MIG utilizes interactive visualization tools in many public involvement processes. Our team has the technical capability to employ several modeling software programs. Each tool has benefits and should be chosen based on the need for interactivity, among others. These tools provide for interactive analysis and 3-D visualization that is very effective for analyzing project designs and engaging the public in the decision-making process.

Depending on the tool, we can integrate the words, numbers, maps and images that planners and designers traditionally use for planning and designing purposes into one real-time, multi- dimensional environment. Additionally, we can provide a web-enabled modeling tool that can be made available to the wider public. In developing this option, it will be important to understand the objectives and the kind of information that would be most relevant and important to both the community and District to make the best use of this exercise.

Interactive Polling and Electronic Voting. Our team can facilitate meetings using Audience Response Systems. This technique is especially effective in large groups where preferences and priorities are being invited. Polling also helps ensure that everyone is an active participant. It's a technique that can be applied to help people stay engaged in discussions, or to help a group discuss trade-offs and select alternatives. Each participant will be provided with a keypad that includes "yes" and "no" buttons and buttons numbered 1 through 9. Participants will use the keypads to indicate their preferences and

priorities. Keypad responses will be routed through a central box that is connected to a computer and video projector that tabulates and projects the responses instantaneously. Results will be projected onto a screen or printed for immediate distribution.

Documentation. Public meetings and facilitation will be married to a process documentation approach that takes careful record of concerns and issues. Our team will work with the District to employ a documentation approach and structure and meets the needs of the design process and ongoing efforts to convey outreach findings to stakeholders, the community, and decision-makers. Critical to the approach will be to provide visible proof that opinions were heard and considered, yet in a concise and accessible format.

Community Presentations
Our outreach team will deploy to organizations with a vested interest in the project to conduct informational presentations. The presentations will focus on the purpose and value of the project; the design status; areas for continued discussion and design development; and how to stay engaged.

Media Relations
Our team's experience working in the local media landscape and relationships with key outlets will bring added value to media relations for the project. Our approach to media relations will be to work closely with the District staff to understand how our team can complement and strengthen the Port's media outreach to the benefit of engaging a broad set of stakeholders and the public at large. It is critical that the Port and our staff have clear protocols about engaging the media in all interactions.