

Morena Blvd Station Area Planning Study

Appendix A: Community Outreach/Workshop Materials



A.0 Community Outreach Process

The project team's Community Outreach and Participation Framework focused on building stakeholder consensus and providing outreach to the general public to communicate information on the project and provide opportunities for public input. The ultimate goal for this project was to support the existing and proposed transit system and to increase mobility and within the region.

Outreach efforts included:

- Building awareness about the Morena Boulevard Station Area Planning Study (MBAP) and its importance to regional mobility and local access
- Conducting an open and transparent public process that provides timely public information, opportunities for interested members of the public to comment, and provide input to the decision-making process for the project
- Meeting regulatory public involvement requirements
- Seeking opportunities to involve a broad and diverse range of stakeholders

A.1 Public Outreach Strategy

One of the most challenging community outreach issues was the complexity of balancing the community's desire to retain the residential character now found in Clairemont and Linda Vista with the economic pressures for infill development, changing retail economic models, increased mobility choices and the dynamics of a significant seasonal student population.

For the project to have greater success with community outreach efforts we created partnerships with various community stakeholders. This helped the project to more effectively address and incorporate the broader community's ideas, concerns, and thoughts as they relate to mobility and land use improvements for the area. By establishing and maintaining a clear line of communications through well-orchestrated community partnerships, we were able to achieve participation that better reflected the demographics of the users and the community and better represent the interests of the general public that stands to be affected (either positive or negative) by the project.

The following are some of the strategies we implement to achieve the objectives of the MBAP:

- Established a clear project identity and conveyed consistent messages about the MBAP, its importance to increased mobility in the region, and its benefit to the community and region.
- Involved public stakeholders in the process on a regular basis to foster understanding and agreement on issues related to MBAP.
- Used a variety of communication methods to reach audiences including presentations, one-on-one/small group meetings, public workshops, e-blasts, written materials, online and media communications.
- Coordinated outreach efforts with Mid-Coast Corridor Transit Project (MCCTP) outreach representative to reduce confusion.
- Created a fact sheet that explained the goals and scope of each project MBAP/MCCTP.



- Provided the public with timely information about the MBAP, on a regular basis through presentations, website links, online communications, written materials and news updates.
- Documented public comments received during the community outreach process.
- Provided information to the public about the process and opportunities for review of public documents and opportunities for public comments.
- Utilized traditional and social media to convey project information to a broad audience.

Enhancing community participation and input required additional research of the non-traditional groups that had not yet been represented in the outreach process. This was important to ensure that the City of San Diego hears from all those who stand to be impacted by the project and to help guide the decision making process. In an effort to accomplish this we interviewed key community leaders and organizations within the study area that were willing to participate and motivate others to join in the process. This led to important community partnerships with Canyon Ridge Baptist Church, the San Diego County HHS—Community Wellness Department and the San Diego Unified Schools Vietnamese Parents for a Quality Education. Through these partnerships we were able to enhance the Projects outreach efforts and increase community awareness within the Latino and Vietnamese communities.

We also assisted the City in notifying businesses and residents of the Morena Blvd. Station Area and invited them to participate in three community workshops that were tailored to gather the community's ideas, concerns, and thoughts. The workshops were designed to educate stakeholders about the topics of land-use, mobility, and community placemaking.

A.2 Public Workshops

Once the project area stakeholders had been identified and approached, the community at large was introduced to the MBAP process through a first of three public workshops. At each community workshop, we emphasized that community participation was going to be vital throughout the planning process and that the input provided should help to successfully balance community needs and give them a better project for their community.

To help channel their ideas and register their concerns, we provided simple and concise verbal and written guidelines on the areas needing their input and offered suggestions and examples on how to effectively contribute to the process. Each workshop was approximately three hours in length, and were scheduled and designed to solicit community-wide participation. We alternated the public workshops between weekday evenings and weekend days, to help provide working parents with a choice. The workshops also provided supervised child activities to allow those with children to actively participate. The goal of the workshops was to identify issues important to the community and establish an overall vision desired by the community. A contact database was set-up for quick and frequent communications regarding workshop notices, reminders and follow-up, project-related activities (such as questionnaires and walk audits), website links, newsletter release updates, and individual follow-up briefings. Each workshop averaged 5 to 7 email messages per contact. All three Workshops received excellent attendance by a wide representation of the study areas stakeholders and a fair representation of the general public from the area. Attendance averaged 65 to 75 people per workshop.



Public Workshop 1 – Introduction – Initial input on vision, goals and objectives as well as concerns and issues that will need to be addressed

Public Workshop 2 – Analysis – Land use trends, market opportunities and constraints, mobility conditions and options, existing zoning and land use flexibility and transit supportive planning policies

Public Workshop 3 – Concepts – Solutions for mobility issues, suggestions for land use changes and design guidelines to protect current uses and users in the area.

A.2.1 Workshop Format

The community workshops were designed as a mix of large-group presentations and open house /information booths set up with resources, materials, and representatives to answer questions. The workshops were set up to encourage comfortable, interactive learning and sharing experience for participants. The priority for the workshops was to learn about the community's values. All workshop handouts, presentation materials, and displays were provided in English and Spanish, as needed. The Workshop were designed so that all participants could visit the stations, interact with City staff and consultant team members, and have their comments, ideas, and suggestions recorded. The data gathered at the workshop was useful in learning about the community's desires, obtaining their comments and feedback on data and information gathered, and for clarifying and confirming the data. As part of the workshop agenda, an overview of the project, project purpose, involvement opportunities and some level of project education was provided as part of an informal presentation. At all three Workshops, Simultaneous Spanish-English translation was provided and Vietnamese translation was offered.

A.3 Walk Audit

Early on, the team conducted a walk audit with public official representatives and members of the community from the study area. Community members were provided with two methods to participate – one in-person walk audit or a self- guided walk audit with prepared materials. Stakeholders that have a great deal of knowledge in the area were encouraged to participate for the added support and expertise they were able to provide during the walk audit process. In consultation with City staff, careful reviews of possible routes was discussed in order to make sure that the routes were typical of the study area and to help highlight the specific issues or concerns that dominate the area. The objective of the audit was to become intimately familiar with the Morena Blvd. Station Area and to evaluate site constraints and potential solutions. During the walk audit, the consultant team representatives actively recorded the input provided by the stakeholders, but also accepted written comments made during the audit. The audit also provided an opportunity to encourage community members to attend and participate in the workshops. Upon completion of the in-person walk audit, a meeting was conducted to assess the issues and opportunities and constraints of key corridors in the area.

A.4 Multi-Modal Mobility Questionnaire



We assisted with the development of Multi-Modal Mobility Questionnaires with the direction of City staff in order to engage the wider community. These questionnaires were distributed at community events, project meetings, and posted online to collect ideas, concerns, and thoughts regarding mobility issues and the potential development around the stations. We also assisted with preparing and reviewing materials for distribution and coordinated with City staff on community areas and routes to target for survey mailers, door to door surveys, email surveys, and surveys available online. All surveys were produced in English and Spanish and provided bilingual team members for door to door surveys, as needed. As an example we conducted a survey of the restaurants participating in the “Taste of Morena,” an event sponsored by the Morena Business Associations. We were able to interview and collect over forty questionnaires from each restaurant owner or management. We also participated in an all day booth opportunity at the Clairemont Family Day at the Bay where we were able to interview and collected over sixty questionnaires from event participant of the area all focusing on fitness and wellness in the neighborhood.

Additionally, we surveyed 68 businesses in the Morena District over a three day period and distributed 250 door hangers to other business in the area. Our focus areas for the survey included businesses along Clairemont & Morena, W Morena Blvd, Morena & Linda Vista Road and the Anna/Sherman industrial area. The survey included questions such as, “How long have you had your business in the Morena District? What do you view as the biggest amenity or strength of Morena District? What would you say is biggest current challenge to the success of our business? Some of the frequent benefit identified by most was for the Morena Districts close proximity to Mission Bay and to the USD campus; Many also expressed greatest dissatisfaction with traffic mobility and lack of parking in the Morena Area. Employers in the industrial area also expressed the need to make their work areas more walkable to/from transit and for recreational walking and buying power; Other provided suggestions for traffic calming measures, improved walking and biking choices and upgraded landscaping and signage.

A.5 Initial Public Involvement

Our early public involvement activities provided us with the opportunity to introduce the public to the MBAP and its development process; and gain initial feedback about how they would like to be involved, and provide input. Public involvement strategies during this period included preparing informational materials to help educate the public about the MBAP. These materials provided information about the project, the development process, and the information and/or referrals about how to get involved in the process. These informational materials included: project background information, project area map, fact sheet, Frequently Asked Questions, multimedia presentations, videos, and other relevant information. These materials were also provided to the City for placement on the City’s website and were updated as needed throughout the process.

A.5.1 Conducted Stakeholder Briefings

We conducted briefings with a representative group of key stakeholders prior to the first workshop as an opportunity to introduce the MBAP, the development process and the upcoming opportunities for public involvement. These briefings helped the City assess



the levels of awareness about the project and identify issues to address through public involvement activities.

Topics that were covered during the briefings included:

- Preliminary project information
- Understanding of the process and how they can provide input
- Input on proposed means of public involvement
- Recommendations on other stakeholders to involve
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In preparation for the first Workshop we approached and briefed the key stakeholders prior to the first Workshop. In addition, we attended the February/March monthly meetings of these organizations to announce and promote attendance at the Workshop.

A.5.2 Participate in Stakeholder Community Events

To reach a wider audience, project information was provided and community was input sought through participation at community events and booth opportunities. These events were sponsored by community groups of the area, with a special emphasis towards a specific audience such as minority groups. Information was shared about the project and its benefits to the community and feedback was collected from members of the public through comment cards, surveys and other means. These events also provided an opportunity for event attendees to opt into e-blast contact database. All community activities were recorded in the Community Outreach Calendar.

A.5.3 Ethnic Community Outreach

The residents in the Linda Vista study area are 64% ethnically diverse and 36% White. The Hispanic population is approximately 31%, the Asian & Pacific Islanders population is approximately 24%, and the Black population is approximately 5%. The residents of the Clairemont area are predominately white at 63% and 37% ethnically diverse. We were careful to administer culturally sensitive outreach methods and techniques to engage this important yet challenging community.

The limited outreach scope authorized for this project limited our ability to reach the limited English proficiency stakeholders. This is an important consideration to ensure social equity, environmental justice, non-discrimination and accessibility. We were however proactive in our efforts to ensure that audiences that may not traditionally participate in the transportation planning process were at least given the opportunity to participate. These audiences include, but are not limited to: minority groups, non-English speakers, and lower income households, individuals with disabilities, the elderly, and transit riders.

To reach audiences, organizations and media outlets representing these communities we approached key community leaders and organizations to provide project information, solicit participation and input, and provide a means for communicating back with members of these communities. Participation was encouraged via presentations to these organizations, participation in events sponsored by these organizations or targeted at these audiences, publishing articles in organizational newsletters, and publishing notices



and articles in ethnic media outlets. Additionally, we identified a number of local organizations that work with or represent underserved populations in the project area such as Canyon Ridge Baptist Church, San Diego Unified School District-Vietnamese Parents for a Quality Education - and the San Diego County HHS – Community Wellness department to enhance outreach efforts and increase community awareness and input from those communities most difficult to reach.

A.6 Stakeholder Briefing Matrix

The following table lists stakeholders/interest groups that were contacted as a part of the outreach of the MBAP. The table details the different methods that were used to contact each group, based on the group’s constituency, visibility, and/or sensitivity to engagement in projects like the MBAP. The methods listed were derived from those explained above and were executed by our team consisting of City staff, consultants, community leaders/representatives.

Table 2-1: Stakeholder Briefing Matrix

Morena Blvd Station Area Planning Study Stakeholder Briefing Matrix		
Stakeholder Organizations	Outreach & Community Partnering	Person Attending
Asian Business Association	Phone Interview/Request Flyer Dissemination	JLC
Asian Heritage Coalition	Phone Interview/Request Flyer Dissemination	JLC
Bayview Plaza Development Owners	Meet & Greet/Brief Project Description/Timeline	KTU+A/JLC
Chicano Federation	Phone Interview/Request Flyer Dissemination	JLC
City of San Diego Disabled Services Advisory Committee	Meet & Greet/Announce & Distribute Workshop Flyer	KTU+A/JLC
Clairemont Community Planning Group	Attend Meeting/Brief Project Description/Timeline	City/KTU+A JLC
Clairemont Town Council	Attend Meeting/Brief Project Description/Timeline	City/KTU+A JLC
Convivio Latino-Bayside	Meet & Greet/Announce & Distribute Workshop Flyer	JLC

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Filipino-American BID	Phone Interview/Request Flyer Dissemination	JLC
Filipino-American Chamber of Commerce	Phone Interview/Request Flyer Dissemination	JLC
Greater Clairemont Chamber of Commerce	Meet & Greet/Announce & Distribute Workshop Flyer	KTU+A/JLC
Jerome's Furnishings – Jerry Navarra	Meet & Greet/Brief Project Description/Timeline	KTU+A/JLC
Kevin Faulconer, Councilman District 2	Attend Meeting/Brief Project Description/Timeline	City/KTU+A Team Member
Linda Vista Civic Association	Meet & Greet/Announce & Distribute Workshop Flyer	KTU+A/JLC
Stakeholder Organizations	Outreach & Community Partnering	Person Attending
Linda Vista Community Collaborative	Meet & Greet/Announce & Distribute Workshop Flyer	KTU+A/JLC
Linda Vista Community Development Corporation	Meet & Greet/Announce & Distribute Workshop Flyer	KTU+A/JLC
Linda Vista Community Planning Group	Attend Meeting/Brief Project Description/Timeline	City/KTU+A JLC
Linda Vista Town Council	Attend Meeting/Brief Project Description/Timeline	City/KTU+A JLC
Lorie Zapf, Councilwoman District 6	Attend Meeting/Brief Project Description/Timeline	City/KTU+A Team Member
MANA	Phone Interview/Request Flyer Dissemination	JLC
Mesa Community College – Associated Student Government	Meet & Greet/Announce & Distribute Workshop Flyer	KTU+A/JLC



Mexican American Business & Professional Association	Phone Interview/Request Flyer Dissemination	JLC
Mission Bay Park Committee	Attend Meeting/Brief Project Description/Timeline	City/KTU+A Team Member
Mixtec- Familia Indigena Unida	Meet & Greet/Announce & Distribute Workshop Flyer	JLC
Morena Business Association	Attend Meeting/Brief Project Description/Timeline	City/KTU+A Team Member
Neighborhood House Association	Phone Interview & Distribute Workshop Flyer	JLC
Old Town Community Planning Committee	Attend Meeting/Brief Project Description/Timeline	City/KTU+A JLC
Old Town Historical State Park Committee	Phone Interview/Request Flyer Dissemination	JLC
San Diego Mesa College Workforce/Students/Campus Organizations	Meet & Greet/Announce & Distribute Workshop Flyer	KTU+A/JLC
San Diego Workforce Partners	Phone Interview/Request Flyer Dissemination	JLC
Senior Housing/Assisted Living	Meet & Greet/Announce & Distribute Workshop Flyer	JLC
Tecolote Canyon Citizens Advisory Committee	Attend Meeting/Brief Project Description/Timeline	City/KTU+A Team Member
Urban Corps of San Diego County	Meet & Greet/Announce & Distribute Workshop Flyer	JLC
USD Sherman Harmer-School of Business, Real Estate Dept/USD Associated Students	Meet & Greet/Announce & Distribute Workshop Flyer	KTU+A/JLC
USD Workforce/Students/Campus Organizations	Meet & Greet/Announce & Distribute Workshop Flyer	KTU+A/JLC

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Vietnamese Advisory Group	Meet & Greet/Announce & Distribute Workshop Flyer	JLC
Walk San Diego	Phone Interview/Request Flyer Dissemination	JLC
Other General Stakeholders	Outreach & Community Partnering	Person Attending
Bayside Community Center	Post Workshop Notice	JLC
Building Industry Association	Phone Interview/Request Flyer Dissemination	JLC
Clairemont Hills Kiwanis	Phone Interview/Request Flyer Dissemination	JLC
Mid-Coast Corridor Transit Project Working Group	Meet & Greet/Announce & Distribute Workshop Flyer	KTU+A
Move San Diego	Phone Interview/Request Flyer Dissemination	JLC
NAIOP	Phone Interview/Request Flyer Dissemination	JLC
Old Town San Diego Chamber of Commerce	Meet & Greet/Announce & Distribute Workshop Flyer	JLC
San Diego Bicycle Coalition	Meet & Greet/Announce & Distribute Workshop Flyer	KTU+A/JLC
San Diego County Taxpayers Association	Announce & Distribute Workshop Flyer	KTU+A/JLC
San Diego Highway Development Association	Phone Interview/Request Flyer Dissemination	JLC
San Diego Housing Federation	Phone Interview/Request Flyer Dissemination	JLC
San Diego-Imperial Counties Labor Council	Phone Interview/Request Flyer Dissemination	JLC
The Urban Land Institute	Phone Interview/Request Flyer	JLC



	Dissemination	
Media	Outreach & Community Partnering	Person Attending
Asian Journal	Request Posting of Workshop Notice in Community Section	JLC
Clairemont Community News	Request Posting of Workshop Notice in Community Section	JLC
Diario San Diego	Request Posting of Workshop Notice in Community Section	JLC
El Latino	Request Posting of Workshop Notice in Community Section	JLC
Filipino Press	Request Posting of Workshop Notice in Community Section	JLC
Hispanos Unidos	Request Posting of Workshop Notice in Community Section	JLC
La Prensa	Request Posting of Workshop Notice in Community Section	JLC
USD Newspaper – The Vista	Request Posting of Workshop Notice in Community Section	JLC
San Diego Mesa College Newspaper – The Mesa Press	Request Posting of Workshop Notice in Community Section	JLC