

MIDWAY RISING

A MIDWAY FOR ALL



FEBRUARY 22, 2023

Community Outreach & Engagement Plan



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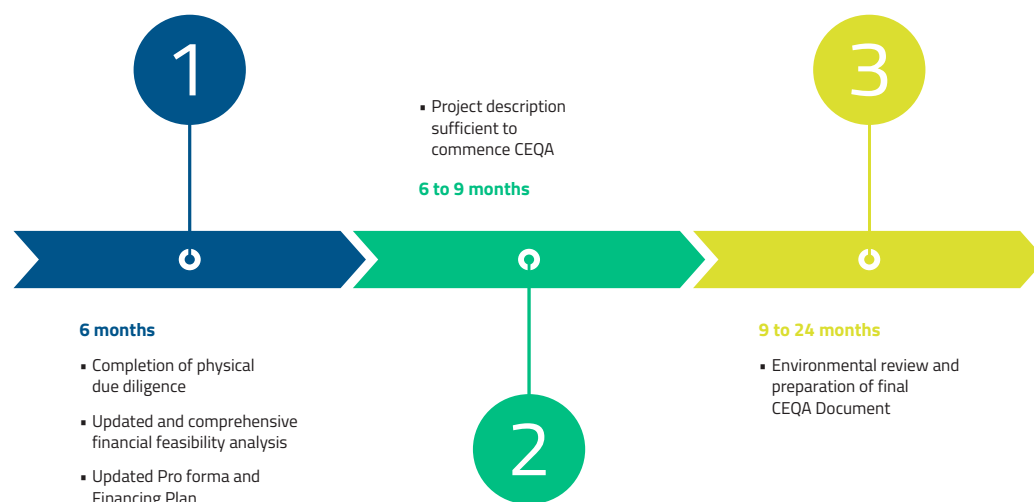
I. SITUATION ANALYSIS

In the fall of 2021, the City of San Diego relaunched the San Diego Sports Arena redevelopment process with the release of a Notice of Availability (NOA) to lease surplus property in accordance with the state's Surplus Land Act (SLA). Five redevelopment teams were deemed responsive to the City's NOA with proposals that featured a minimum of 25 percent affordable housing onsite and a new or renovated arena. After a 90-day good faith negotiating period concluded, the San Diego City Council voted in May 2022 to formally narrow the field of teams from five to three, ranking them based on the highest number of proposed affordable units and average range of affordability.

In the summer of 2022, the City hired Jones Lang LaSalle (JLL) to conduct further financial analysis and due diligence on the three remaining teams and their respective proposals. Following the completion of this process, on September 13, 2022, the San Diego City Council voted 7-1 to formally select the Midway Rising redevelopment team, which is comprised of affordable housing developer Chelsea Investment Corporation, sports venue developer and operator Legends and market-rate housing developer Zephyr. Together, Midway Rising and the City of San Diego finalized an exclusive negotiation agreement (ENA) on December 5, 2022. This agreement will guide the next two years of detailed negotiations for entitlements and CEQA review.

While negotiations, entitlements processing and environmental review are underway, it will be important to ensure that citywide residents and San Diego regional stakeholders alike are made aware of the ongoing redevelopment process and have an opportunity to participate and engage with the City of San Diego's Department of Real Estate and Airport Management and Midway Rising team in the creation of a final Sports Arena project. To accomplish this, the following Midway Rising Community Outreach & Engagement Plan is a guiding document outlining all of the ways that the City and development team will collectively work to keep the public informed and provide input for community input and engagement throughout the process. This is intended to be a living document that may receive periodic updates or changes over the following two years.

II. ENA MILESTONES TIMELINE



III. GOALS

The goals of the Midway Rising Community Outreach & Engagement Plan are as follows:

1. Implement a robust citywide outreach and engagement program that informs and educates San Diego stakeholders and the public at large on the Midway Rising Sports Arena vision and redevelopment process.
2. Provide ample opportunities for public discussion, input and feedback on the Midway Rising project description and subsequent environmental impact analyses.
3. Develop a collaborative Midway redevelopment project that addresses the critical needs of all San Diegans, including surrounding neighbors and entertainment district visitors.

IV. INTERESTED PARTIES

The following list of proposed audiences will be included in all project-related digital outreach correspondence to be kept apprised of new updates or information. This list includes, but is not limited to, the following groups and entities:

Midway Community

1. Midway-Pacific Highway Community Planning Group
2. Peninsula Community Planning Board
3. Ocean Beach Planning Board
4. Ocean Beach Town Council
5. Point Loma Assembly
6. Point Loma Association
7. Ryan Family YMCA
8. Midway District residents, commercial and industrial businesses

Business/Nonprofit/Civic Groups and Organizations

1. San Diego Regional Chamber of Commerce
2. San Diego Regional EDC
3. Downtown San Diego Partnership
4. San Diego Tourism Authority
5. Goodwill Industries of San Diego County
6. Regional Taskforce on Homelessness
7. Climate Action Campaign
8. San Diego Stadium Coalition
9. San Diego County Bicycle Coalition
10. Asian Business Association
11. Chicano Federation
12. API Initiative

13. YMCA of San Diego County
14. Boys and Girls Clubs of Greater San Diego
15. BAPAC SD
16. NAACP San Diego Chapter
17. San Diego LGBT Community Center
18. Rise San Diego
19. San Diego Military Advisory Council
20. San Diego Restaurant Association
21. Circulate San Diego
22. Old Town San Diego Chamber of Commerce & Visitors Center
23. San Diego Building & Construction Trades Council
24. San Diego & Imperial Counties Labor Council

Government/Military/Education

1. San Diego Community Planners Committee
2. San Diego Community Planning Groups
3. San Diego County Board of Supervisors – District 3
4. San Diego Association of Government
5. San Diego Metropolitan Transit System
6. California Department of Transportation
7. California Department of Housing & Community Development
8. San Diego Unified School District
9. Point Loma Nazarene University
10. San Diego State University
11. University of San Diego
12. University of California San Diego
13. U.S. Marine Corps Recruit Depot
14. Naval Base Point Loma

V. PROJECT THEMES

The following primary and supporting themes are reflective of Midway Rising's proposal, vision and commitments to the City of San Diego and all residents in shaping a revitalized San Diego Sports Arena that features a modern mixed-use entertainment district and serves as an economic driver for the wider San Diego region.

Primary Themes

1. **Affordable Housing First** – Midway Rising's plan prioritizes the construction of 2,000 urgently needed affordable homes for hard working San Diego families.
2. **Community Plan Consistency** – Midway Rising is a bold new vision for the Sports Arena site that is consistent with the Midway-Pacific Highway Community Plan.
3. **Major Economic Boost** – Midway Rising will bring thousands of new jobs, millions of dollars for essential City support services and billions of dollars in regional economic impacts.
4. **A Modern, Dynamic Entertainment District** – Midway Rising's dynamic, mixed-use district and reimagined arena will enhance the entertainment experience for all guests.
5. **Comprehensive Community Benefits** – Midway Rising's Community Benefits Framework is a guiding blueprint to address the essential needs of residents, neighbors and the greater San Diego region.

Supporting Themes

1. **Midway Rising's plan prioritizes the construction of 2,000 urgently needed affordable homes for hard working San Diego families.**
 - Midway Rising will deliver over 4,250 new housing units, which includes 2,000 affordable units for San Diegans making below 80% area median income (AMI), as prioritized by the Surplus Land Act.
 - Starting in the very first phase of construction, Midway Rising is committed to constructing 300 to 500 units of affordable housing every two years.
 - Affordable homes include one, two and three-bedroom units made available to working families, seniors, those with disabilities, veterans and unsheltered individuals.
 - Affordable units will be dispersed throughout the Midway Rising residential community and seamlessly integrated with market-rate residential homes to promote an urban village-style of living.
 - Individual residential buildings will feature unique architecture, landscaping and multifamily areas that are highly interconnected with paseos, parks and gathering spaces to promote active lifestyles and foster community connections.
2. **Midway Rising is a bold new vision for the Sports Arena site that is consistent with the Midway-Pacific Highway Community Plan.**
 - The Midway Rising proposal offers a forward-thinking, balanced approach to creating an inclusive, healthy and economically vibrant community for all of San Diego.
 - Midway Rising will transform the Sports Arena site into a pristine, interconnected village district envisioned by the City's General Plan, Climate Action Plan and Midway-Pacific Highway Community Plan.
 - A regional transportation study will be commissioned by the Midway Rising team to explore transit

and connectivity solutions, which can be implemented through collaboration with the City and regional transportation planning agency partners.

- Existing site infrastructure will be inspected and assessed thoroughly to identify and prioritize short-term and long-term improvements during the project's phased build-out.

3. Midway Rising will bring thousands of new jobs, millions for essential City support services and billions in regional economic impacts.

- A revitalized Midway District will generate billions of dollars in new, positive economic impacts over 30 years and millions of dollars annually in tax revenues.
- Midway Rising will create thousands of new jobs, ranging from construction to hospitality and entertainment and include apprenticeship opportunities and local hiring.
- Midway Rising holds binding labor agreements covering 27 local labor unions to ensure the project creates high-quality construction jobs with living wages for San Diego's working families.
- A hotel is proposed to serve the entertainment district, arena, and wider region and will contribute ongoing annual transient occupancy tax revenue.

4. Midway Rising's dynamic, mixed-use district and reimagined arena will enhance the entertainment experience for all guests.

- A mixed-use entertainment district, which will feature a multi-acre park called The Zocalo, will be an exciting new public gathering space with outdoor concerts, shows, events, viewing screens and other amenities for residents and visitors.
- This district will feature locally sourced restaurants, shops and other retail and commercial opportunities that celebrate San Diego's entrepreneurial spirit, talent, and diversity.
- A reimagined arena will increase San Diego's competitive edge in hosting a wider range of entertainment experiences and events, ranging from concerts and music festivals to major sporting events.
- The Zocalo will be located adjacent to the new mobility hub for easier public accessibility and tie into a multi-acre central urban park that spans the length of the site to connect residential buildings with the entertainment district and arena.

5. Midway Rising's Community Benefits Framework is a guiding blueprint to address the essential needs of residents, neighbors and the greater San Diego region.

- The Community Benefits Framework implements high road employment practices such as local hiring and providing living wages for skilled workers.
- Critically needed childcare, after school care and healthcare facilities will be integrated into the project to support the overall health and wellbeing of residential families, workers and the surrounding local community.
- A first-of-its-kind culinary and hospitality job training center will provide San Diego's local workforce with new career pathways and on-site entertainment district and arena job opportunities.
- With site sustainability as a guiding principle, a new mobility hub featuring transit, bicycle and pedestrian facilities will expand access to the entertainment district and support the residential and employment capacity through Climate Action Planned strategies.

VI. PHASED OUTREACH APPROACH & STRATEGIES

The following phased outreach approach and associated timeframes are guided by the City of San Diego and Midway Rising's ENA milestones. The strategies for this outreach plan should be proactive in educating and informing San Diego residents on all facets of the redevelopment process and announcing each subsequent next step prior to project approval. They are identified and outlined for each separate outreach phase:

Phase I: Education (January - December 2023)

- A. Highlight and contextualize the City's rebooted Sports Arena NOA selection process.
- B. Inform audiences of Midway Rising's proposal, vision and community benefits framework.
- C. Solicit stakeholder input and feedback to develop a collaborative project description.

Phase II: Project Entitlement Documents and Environmental Review (January - September 2024)

- A. Conduct a CEQA public scoping meeting to identify key areas of focus and study.
- B. Host a draft EIR scoping meeting to receive public input on potential impacts and mitigation measures.
- C. Publish draft EIR for public review and comment and prepare Final EIR.

Phase III: Project Approval (October - January 2025)

- A. Educate target audiences on the finalized Sports Arena project description and features.
- B. Achieve concurrence from Midway District and citywide residents and stakeholders.
- C. Present final project and secure ground-lease approval from San Diego City Council.

VII. TACTICS

The following tactics listed below will be implemented throughout the three phases of the Midway Rising community outreach and engagement process.

1. **Website Updates** – The Midway Rising team website (midwayrising.info) is an essential communications tool for providing timely information, updates and progress to a targeted citywide and regional audience. As such, the website will serve as the central hub of information and will be updated regularly to reflect forward progress and next steps during the two-year negotiations process. Furthermore, this page will complement the City's Department of Real Estate and Airport Management landing page on the ongoing redevelopment.
2. **Virtual Engagement Platform** – In the interest of providing an accessible and equitable outreach program for all San Diegans, a new outreach best practice includes creating a virtual engagement platform or hub that gives members of the public an opportunity to provide their input and feedback. As such, a virtual engagement platform such as Social Pinpoint, which is used by local regional transportation planning agencies such as SANDAG and Caltrans District 11, will be developed and embedded or linked to the Midway Rising team website (midwayrising.info) at the conclusion of 2023.

- 3. Eblast Updates** – Regular email communications to a subscription database of citywide and regional stakeholders are another important tool to disseminate redevelopment information and progress updates. It can also be maintained and utilized after project approvals are secured as an effective outreach tool for site construction, including groundbreaking, anticipated impacts and mitigations, announcing major milestones and eventual completion over various construction phasing. All ebasts will be coordinated and distributed to interested parties who subscribe via the Midway Rising team website (midwayrising.info) to convey pertinent information, updates and can include focused themes such as: traffic mitigation, affordable housing, transit connectivity, arena entertainment, etc.
- 4. Third-Party Stakeholder Toolkit** – To reach and inform the widest possible regional audience of timely redevelopment-related updates, a digital third-party stakeholder toolkit featuring project renderings, fact sheet(s), photos and proposed eblast copy will be prepared to coincide with the completion of each specific ENA milestone. These toolkits may be dispersed via email or file share to interested third parties such as regional Chambers of Commerce, Economic Development Corporations, the Midway-Pacific Highway Community Planning Group, the Building Industry Association and others for inclusion and/or dissemination in their respective organizational newsletters, ebasts, social media platforms, etc., to their third-party audiences.
- 5. Monthly Midway Planning Group Engagement** – The Midway-Pacific Highway Community Plan, updated and adopted in September 2018, serves as the guiding blueprint for the Midway Rising redevelopment proposal and vision. Together, the Midway-Pacific Highway Community Planning Group and City of San Diego Planning Department are responsible for preparing the Community Plan Update. The Midway Planning Group remains an essential body and guiding voice in the ongoing site redevelopment, which once completed, will serve as a catalyst to help uplift and revitalize the entire Midway neighborhood. The Midway Rising team will be embedded in monthly Midway Planning Group meetings to provide new information, updates, presentations on various project themes, address questions and relay any ideas, opportunities or concerns to the wider redevelopment team.
- 6. Social Media Updates** – Since the advent of social media platforms such as Facebook, Twitter and Instagram, these communications tools have become a primary source for news consumption. The Midway Rising team will establish social media channels on Facebook and Instagram and produce regular social media content calendars to disseminate project-related information, updates and opportunities for public engagement and participation in coordination with the City of San Diego.
- 7. Quarterly Informational Workshops** – As a precondition for San Diego City Council selection, the Midway Rising team is committed to providing standing quarterly forums for public participation, input and feedback on the ongoing redevelopment process. In coordination with the City's Real Estate Department, the Midway Rising team will conduct quarterly informational workshops within the Midway District and at other citywide locations to present information, progress updates, field questions and address concerns raised by participating members of the public. These meetings will be noticed in advance and will vary in venue location and days and times of the week, in accordance with ADA accessibility guidelines.
- 8. Quarterly Regional Stakeholder Working Group Discussions** – In the interest of addressing longstanding Midway District, Point Loma and citywide challenges or concerns, the Midway Rising team will develop a working group comprised of local and regional stakeholder representatives. Through this diverse body

of regional stakeholders featuring a variety of backgrounds, organizational affiliations and personal and professional experiences, the Midway Rising team will ensure a range of perspectives and input on issues such as traffic, homelessness, childcare, employment opportunities, etc., are voiced and addressed in the site redevelopment. This regional stakeholder working group will meet, at minimum, on a quarterly basis to solicit direct feedback and input on the latest information, updates and ENA milestone progress.

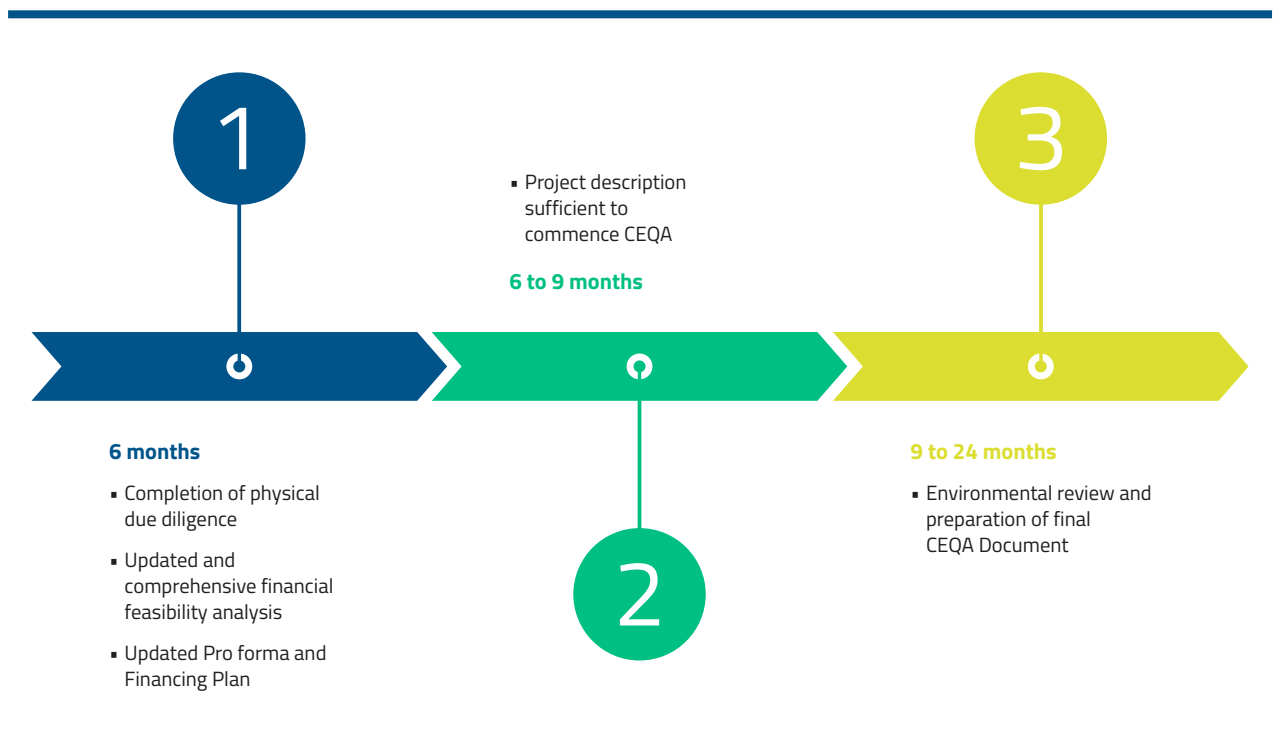
- 9. Quarterly Progress Updates to San Diego City Council** – As a precondition for San Diego City Council selection, the Midway Rising team is committed to providing quarterly progress updates to San Diego City Council in coordination with the City’s Department of Real Estate and Airport Management. These meetings are an important forum to share progress updates and to receive input, feedback and address questions from the nine City Councilmembers who represent tens of thousands of respective constituents residing in each City Council district. In addition, these quarterly presentations provide an important opportunity for members of the public to weigh-in and voice their ideas, feedback or concerns so that the final project addresses the critical needs of all San Diegans, residents and visitors alike.
- 10. CEQA Public Scoping Meeting** – In accordance with the California Environmental Quality Act (CEQA), the City’s Department of Real Estate and Airport Management, Development Services Department and the Midway Rising redevelopment team will publicly notice and host a CEQA Environmental Public Scoping Meeting for regional San Diego stakeholders. This is a critical step in the environmental review process, as the input and feedback received from participants will determine the full range and scope of the environmental impact analysis and inform the creation of a draft Environmental Impact Report (EIR).
- 11. Draft EIR Public Meeting** – Following the completion of a draft EIR, the City’s Department of Real Estate and Airport Management, Development Services Department and the Midway Rising redevelopment team will publicly notice and host one or more draft EIR public meetings to present on the environmental analysis findings and address any questions, feedback or concerns raised by regional San Diego stakeholder attendees.
- 12. Community Group Presentations (as requested)** – Outside of the City’s and Midway Rising’s commitment to planned quarterly community meetings, updates and programming, it is important that regional stakeholder community groups and organizations have an opportunity to engage directly with the Midway Rising team for the benefit of their own constituencies or membership. The Midway Rising team is available to facilitate virtual or in-person ad hoc outreach presentations, upon request, through the project website (midwayrising.info) to speak directly with groups, bodies or organizations and share information, updates and address questions, feedback or concerns.
- 13. Community Events (as applicable)** – The Midway Rising team will seek to identify and participate in community-organized or community-based events within the Midway District and Point Loma communities, as well as citywide and within the broader San Diego region, to interact directly with event attendees and provide project-related information, address questions or concerns and share additional opportunities for public participation or involvement in the redevelopment process. These may include, but are not limited to: street fairs, networking events, annual holiday celebrations or festivals, 5k walks/runs, K-12 or higher education events, etc.

- 14. Ad Hoc Outreach to Stakeholder Organizations/Individuals (as requested)** – In addition to community group presentation requests, individual stakeholders or organizations are encouraged to directly engage with the Midway Rising team via the project website (midwayrising.info) to submit project-related inquiries, feedback or ad hoc requests for outreach materials including fact sheets, presentations, project renderings, etc. The Midway Rising team will work to coordinate any inquiry responses and/or address any ad hoc requests in a timely manner.

VIII. TIMELINE & NEXT STEPS

The Midway Rising team is excited to embark on a comprehensive outreach campaign in 2023 and 2024 to directly engage with citywide residents and regional stakeholders. The Midway Rising vision is to create a redeveloped Sports Arena and mixed-use entertainment district that provides thousands of desperately needed affordable housing units and exceptional entertainment events and offerings, but more than that, is thoughtfully curated through robust stakeholder input and collaboration so that it addresses the critical needs of all San Diegans and uplifts the entire Midway community.

The following graphic displays an anticipated timeline of the Sports Arena negotiations process set to unfold over the following two years. Please note, milestones noted on the timeline below are subject to change.





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