



**PORT of
SAN DIEGO**
Waterfront of Opportunity

2018 AAPA COMMUNICATIONS AWARDS PROGRAM

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Submission: Port of San Diego: Port
Master Plan Update

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Executive Summary

In 2013, the Port of San Diego began an Integrated Planning initiative to set a blueprint for the next 50 years of baywide planning and development across the five cities and 6,000 acres of land and water under its jurisdiction. To continue the Port's dedication to transparency and best practices in stakeholder engagement, in early 2017 the Port retained Nuffer, Smith, Tucker (NST) to assist in strategic community outreach promoting the next stage of the Integrated Planning process, a comprehensive Port Master Plan Update (PMPU). So, how do you engage approximately 1.6 million residents in five different cities in a planning process that will affect the future of their waterfront? The Port and NST planned and executed a community relations campaign focused on promoting and increasing inclusive public engagement by activating community leaders and influencers, creating a cohesive brand for the effort, and reaching audiences across a variety of platforms.



Integrated Planning

Port Master Plan Update

Learn how to get involved.

I. Challenges & Opportunities

The Port of San Diego has a substantial potential audience across the five member cities that surround San Diego Bay - Chula Vista, Coronado, Imperial Beach, National City and San Diego. Therefore, the Port conducted research to determine the defining characteristics and preference for its largest audience segments:

- Residents of the five members cities
- Civically engaged residents
- Community leaders
- Millennials

The research found:

- The median age across the four top audience segments was 27-33
- Most access media digitally
- The majority live in San Diego

This audience also felt the biggest thing missing from the Port was public outreach, understanding, input and engagement, and awareness, indicating an opportunity for greater public engagement in a process like the PMPU. NST worked with the Port to develop an outreach campaign to address those concerns.

II. Supporting our Mission & Business Operations

The San Diego Unified Port District is a public benefit corporation, established by the State of California in 1962. We are the trustee for 6,000 acres of state tidelands around San Diego Bay, and we are governed by seven Commissioners, from five member cities.

The mission we were assigned within the Port Act, our founding document, is to develop the bay “for multiple purpose uses for the benefit of the people.”

In order to fulfill this mission, we have been using Integrated Planning to take a balanced, comprehensive look at how we set a blueprint for baywide development. We are more than half-way through that process, which culminates with an update to the Port Master Plan.

Development provides revenues that allow the Port to operate as a self-funded agency. Without development, the Port would lack critical resources to maintain its 22 public parks, Harbor Police law enforcement, environmental stewardship and conservation, and public art in our five member cities.

The original Port Master Plan, the guiding document for this development work, was approved in 1980. There have already been 38 amendments to the current Master Plan in an effort to make it more useful in guiding innovative projects in this region. However, none of these amendments have fully addressed the fact that the Port Master Plan is delaying important development projects because it lacks clear guidance for plan users and needs to adapt to modern demands and proposals. Developers tell us that when they look at our Master Plan, it’s so out-of-date that it is essentially useless.

We had the idea to modernize our approach to planning with the goal of setting a blueprint for baywide development that provides certainty for developers and other community members by codifying a vision for how future projects will fulfill public goals.

The potential for this new planning paradigm is great and brings a variety of opportunities that intend to:

- Attract more people to our tidelands,
- Provide public benefits, and
- Optimize the return on investment.

The Port’s Integrated Planning process is based on comprehensive analysis and investigation – all informed by extensive public outreach, including over 100 interviews with stakeholders and agencies, public workshops and Board meetings since 2013. In early 2017 the Port retained NST to assist in strategic community outreach promoting the next stage of the Integrated Planning process, the drafting of a comprehensive PMPU.

III. Planning & Programming Components

The Port's Vision, Mission and Brand Promise along with the sub-brand line of business purpose are all central to the planning process of each of our marketing and communications efforts.

Vision Statement: We are an innovative, global seaport courageously supporting commerce, community, and the environment.

Mission Statement: The Port of San Diego will protect the Tidelands Trust resources by providing economic vitality and community benefit through a balanced approach to maritime industry, tourism, water and land recreation, environmental stewardship and public safety

Brand Promise: Enrich the relationship people and businesses have with the dynamic waterfront of San Diego Bay, providing prosperity and a more remarkable way of life.

These guiding statements help us determine what we should be supporting operationally – commerce and community, tourism and recreation, prosperity on the waterfront, and also provide us with a framework for how to convey our messaging – innovative, courageous, remarkable.

In alignment with these guiding statements we identified the following goals, objectives and target audiences:

- **Goals:** Educate the public about the importance of the PMPU effort, engage them in a series of quality public events and opportunities to provide feedback, and demonstrate that the Port is a transparent organization that cares about the perspectives of its various stakeholders and its role as a champion of the waterfront.
- **Objectives:** Provide publicity and advertising for three Board workshops and two Open House events, with attendance between 100 and 200 members of the public at each of the five events. Generate touch points between the PMPU outreach process and the community that exceed the estimated population of 1.6 million of the five member cities, delivering messages to target audiences on multiple occasions.
- **Audience:** The Port and NST identified the following target audiences from the existing research: Residents of the five member cities, civically engaged residents, community leaders and millennials.

IV. Action Plan & Outputs

Based on the Port's research, goals and objectives, NST developed a plan for a three-month campaign that would align with the Port planning team's work to create pieces of the draft PMPU. The campaign was formulated to maximize attendance at a series of public events and generate multiple points of contact with the community through tactics including public events, a speakers bureau, re-written materials in Spanish and Tagalog, media relations, social media marketing and a branded video, among others.

- **Strategies:**

- Build consensus for the PMPU through the involvement of stakeholders in honest and meaningful outreach.
- Ensure a consistency of brand and message for all deliverables.
- Leverage Open House events as an opportunity to engage and educate the public, and demonstrate the importance of the PMPU effort.
- Educate Port stakeholders and target audiences, and encourage them to engage in the PMPU outreach process.
- Leverage external networks of community influencers to deliver PMPU messaging.

- **Tactics:**

- **Speakers Bureau Presentations:** A variety of groups and organizations were selected for speaking engagements because of their alignment and reach within the Port's target audiences. These presentations were also used to make sure these important groups had the resources necessary to encourage their networks to be active participants. NST created unique talking points using the branding developed by the Port to create a presentation that could be tailored to each audience and scheduled each presentation. Formal presentations were secured with 21 targeted community and business groups representing civic, community planning, advocacy, professional, government and chamber stakeholders. Port staff conducted presentations and meetings with more than 40 groups representing governmental agencies including the Port's five member cities, environmental and neighboring communities, and interest groups.
- **Media Relations:** NST recommended engaging local print, TV, online and radio media outlets to amplify the PMPU message. The team drafted pitches specifically aimed at securing placement of each event in local community calendar listings, as well as encouraging media and community attendance. NST also re-wrote key messages for the PMPU in Spanish so interviews could reach Hispanic audiences. Earned media placements were secured with nearly every major area media outlet resulting in approximately 2.1 million points of contact.
- **Advertising:** In order to reach the largest audience in the Port's five member cities, NST recommended paid digital advertisements with the region's most widely circulated newspaper and radio traffic spots with the local NPR affiliate. The NST team developed branded graphics for the digital advertisements and ad copy which contained specific calls-to-action with consistent messaging used in other PMPU materials. Digital ads were geo-targeted by age and zip code, allowing NST to select all five member cities and target a portion of the digital ads toward millennials. With a modest budget of \$2,500, the total campaign successfully garnered more than 473,000 points of contact.
- **Social Media:** NST recommended a robust social media program to include the Port's

Facebook, Twitter and LinkedIn profiles. In addition to boosted content on Facebook in both English and Spanish, the Port also created event pages for each of the public events to drive attendance. In total, social media efforts added more than 71,100 points of contact.

- Leveraging External Networks: To reach millennials, NST invited students of relevant academic departments at local colleges to attend the public events. NST also leveraged connections to local organizations to share information about PMPU events through weekly newsletters distributed to the PMPU's target audiences of civically engaged residents. By leveraging these networks, the PMPU garnered 37,000 points of contact. Additionally, regular updates have been sent via email to a 2,200-member list of subscribed Integrated Planning stakeholders and the Port website has been updated weekly with new content resulting in more than 1,300 page views.

- Video Script: NST used messaging developed by the Port to write a script and storyboard for a video, which was then produced by the Port's in-house multimedia team. The video became an important tool used at outreach meetings, on social media platforms and on the Port's website. The video has received more than 600 views on the Port's YouTube account: <https://www.youtube.com/watch?v=zrK2lvnegfc>

- Printed Materials and Design: The Port developed a branded document to inspire the design of PMPU materials. From that document, NST developed materials that were distributed by Port tenants and community groups throughout the project including brochures, fliers and handouts. Collateral was also developed in Spanish and Tagalog. The resulting products gave the outreach events and communications a consistent look and feel reflective of the project's importance to the region.

OPEN FOR BUSINESS

The District is continuing the important work of developing the waterfront for the benefit of Californians and visitors. The Framework Report (November 2015) will be used as a tool for evaluating various location-specific planning efforts. In addition, developing and evaluating subsequent redevelopment within the Port, such as the Harbor Island Rental Car Lot Redevelopment, the Central Embarcadero Redevelopment, the Tenth Avenue Marine Terminal Modernization, the National City Balanced Land Use Plan, and the Pond 20 Mitigation Bank Development, will be conducted per Board Port Commissioners Policy 752.

GET INVOLVED

There will be opportunities to provide input on the Port Master Plan Update that will build on already completed public workshops and Board meetings, and interviews with stakeholders and other public agencies.

Four ways to get involved in the Port Master Plan Update:

1. Visit portofsandiego.org and sign-up to receive updates
2. Attend or watch a Board meeting: www.portofsandiego.org/read-board-agendas
3. Attend a public workshop – stay tuned for announcements
4. Talk to us! Call us at (619) 686-6254

August 2017



ONE BAY, RICH DIVERSITY

Integrated Planning Port Master Plan Update

WHAT IS INTEGRATED PLANNING?

The Port of San Diego has been conducting an Integrated Planning Initiative that spans 6,000 acres of land and water and is often referred to as "the future of the Port." The goal of this process is to set a blueprint for baywide development. This will create certainty for developers and other community members by codifying a vision for how future projects will fulfill public goals. The Port is more than halfway through the five-year planning process, which culminates with an update to the Port Master Plan. An updated Master Plan supports execution of the Port's mission: to develop the bay "for multiple purpose uses for the benefit of the people." (Port Act)

Integrated Planning has been recognized as innovative, forward-thinking and inclusive, with awards from professional planning, environmental, public affairs and architectural organizations including:

- 2017 National Environmental Excellence Award, National Association of Environmental Professionals
- 2016 National Planning Excellence Award for a Planning Advocate (Commissioner Ann Moore), American Planning Association
- 2016 Silver Bernays Award of Excellence - Public Affairs (Cook and Schmid), Public Relations Society of America
- 2016 President's Award (HKS Urban Design Studio/Randy Morton), American Institute of Architects San Diego

GOALS

- **Balancing the needs of development with those of valuable natural resources.**
- **Prioritizing key planning features and clearly defining land and water use guidelines for development, with enough built-in flexibility to be able to quickly adjust to market demands.**
- **Protecting opportunities for public access and parks on the waterfront for all Californians and visitors to enjoy.**
- **Streamlining the permitting process for developers, investors, and District staff to more effectively and efficiently process projects.**

COMPREHENSIVE IDEAS

As part of the Framework Report effort to guide the next phase of the Integrated Planning process, Comprehensive Ideas that could be applied to the entire bay were identified and assessed. Examples include a Baywide Necklace, Baywide Water Plan, and improved access to the bayfront. The Comprehensive Ideas use the Integrated Planning Vision document, information garnered through the workshops, and Board and public input. The Comprehensive Ideas support multiple potential goals and objectives and represent three strong cross-connecting themes:

- **Healthy Bay and Healthy Communities**
Includes strategies for natural resource protection, climate change resilience, storm water compliance including "green infrastructure", and other "Alternative Compliance" measures.
- **Smart Mobility**
A focus on mobility strategies with an emphasis on multi-modal systems and land use integration to improve public access for all.
- **Regional Economic Engine**
An emphasis on economic development strategies that include a streamlined planning and permitting resulting in greater certainty in the approval process.

These cross-connecting themes can help to create a bridge between the District's overall vision for the future of the bay, and the specific strategies and actions that will be identified in the updated Port Master Plan. In addition, they can help to communicate the opportunities for collaboration among the wide range of stakeholders that have an interest in the future of the bay and the surrounding areas.

THE PROCESS

The Port Master Plan Update is building upon the already completed Integrated Planning Vision, including the Vision Statement, Guiding Principles and Assessment Report, and Framework Report. The following illustrates the timeline from initiation of the Integrated Planning process through certification of the Port Master Plan Update.

- 2013** Start of Integrated Planning process
- 2014** Vision statement and Guiding Principles accepted by Board
- 2015** Framework Report accepted by Board
- 2016** Initiate Port Master Plan Update and scenario planning
- 2017** Iterative process of Port Master Plan Update public outreach
- 2018** Public review of Draft Port Master Plan Update and Environmental Impact Report
- 2019** Final Port Master Plan Update and Environmental Impact Report / Coastal Commission Certification process

Certification

Prior to consideration by the Board, the Port Master Plan Update will be subject to a comprehensive environmental review process pursuant to the California Environmental Quality Act (CEQA). Environmental review will include the evaluation of land/water use alternatives, summary of technical studies, and input from the public, stakeholders, and other public agencies.

Once the CEQA process is completed and the Port Master Plan Update is approved by the Board, the Port Master Plan Update will be submitted to the California Coastal Commission for consideration and certification. The timeframe for the certification of the Port Master Plan Update will be contingent on the issues raised by the California Coastal Commission and the public.



PORT of SAN DIEGO

Integrated Planning

Port Master Plan Update Workshop

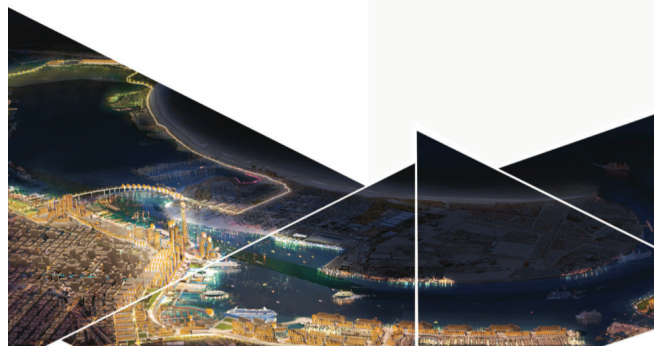
The Port of San Diego invites the public to attend a Board of Port Commissioners workshop on the Port Master Plan Update. The Port has been conducting an Integrated Planning initiative that spans 6,000 acres of land and water with the goal of setting a blueprint for baywide development.

This workshop will provide an opportunity for the public, stakeholders and the Board to engage in a robust discussion on the organizational structure of the updated Port Master Plan, the proposed consolidated land and water use designations, as well as the proposed draft goals for the Land and Water Use Element.

**Thursday, March 9
1:00pm**

Kona Kai Resort
1551 Shelter Island Dr.
San Diego, CA 92106

For more information visit portofsandiego.org.



V. Outcomes & Evaluation

The campaign was formulated to maximize attendance at a series of public events and generate multiple points of contact with the community.

- **Evaluation:**

- Attendance at public events: Attendance counts at public events exceeded 600 – surpassing targets for in-person engagement by 20 percent. Additionally, more than 50 written comments have been received in addition to feedback received verbally at the public events, ensuring the Port’s planning department has sufficient input to create a draft of the PMPU.

- Touch points within the community: To date, the campaign has made more than 2.4 million points of contact with the public, well above the total estimated population of 1.6 million for the five member cities. This indicates that those within the Port’s target audiences were likely served PMPU messaging and branded materials on more than one occasion.

- **Awards:**

In addition to meeting and succeeding the goals of the campaign, the Port’s PMPU community outreach efforts have garnered two awards:

- 2017 Silver Bernays Award of Excellence for Community Relations, Public Relations Society of America (PRSA) San Diego/Imperial Counties Chapter
- 2018 EPIC Award for Community Relations/Participation, California Association of Public Information Officials (CAPIO)