

San Diego Forward: The 2021 Regional Plan

Public Involvement Plan

SANDAG

May 2021

SANDAG Board of Directors

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1.0 INTRODUCTION

SANDAG is leading a broad-based community effort to develop San Diego Forward: The 2021 Regional Plan (2021 Regional Plan). Last adopted in October 2015, the Regional Plan combines the big-picture vision for how our region will grow to 2050 and beyond with an implementation program to help make that vision a reality.

This Public Involvement Plan (PIP) is intended to support the development of the 2021 Regional Plan, creating a variety of opportunities for individuals, organizations, agencies, and other stakeholders to provide meaningful input. The PIP has been created based on input obtained throughout the development of the 2015 Regional Plan, including feedback from the SANDAG Board of Directors, Policy Advisory Committees, working groups, tribal governments, surveys, a wide variety of communications experts, and our regional stakeholders and partners, including a network of Community Based Organizations (CBOs).

The PIP was drafted using the guidelines provided by the agency's overall Public Participation Plan (PPP), which provides the foundation for specific public outreach approaches developed to support individual projects and programs. In addition, the PIP addresses state outreach requirements as identified in California Senate Bill 375 (Steinberg, 2008) (SB 375) and from the 2017 RTP Guidelines for MPOs prepared by the California Transportation Commission. The PIP describes efforts that SANDAG will undertake to secure input on: priorities for transportation projects, programs, and services; transportation networks; infrastructure recommendations; funding alternatives; policies and programs; performance measures; achievement of greenhouse gas (GHG) emissions reduction targets; and other related issues.

This PIP is intended to be a living document. Because of the fluid nature of public participation, this plan may be updated at major milestones and adjusted in response to issues and circumstances that arise throughout the planning process.

Due to the Coronavirus (COVID-19) global pandemic and associated public health emergency, all SANDAG Regional Plan public involvement plan activities occurring after March 19, 2020, and during the public health emergency will be conducted virtually in accordance with Governor Newsom's State of Emergency declaration regarding the COVID-19 outbreak, Executive Order N-29-20, and the Guidance for Gatherings issued by the California Department of Public Health.

1.1 Background

In February 2019, the SANDAG Board approved an action plan to develop a bigger and bolder vision for the 2021 Regional Plan that transforms the way people and goods move throughout the San Diego region, offers true alternatives to driving, protects the environment, creates healthy communities, and stimulates economic growth to benefit all San Diegans. This new vision for the region's future will guide development of an innovative transportation network for the 2021 Regional Plan, anticipated to be adopted by the SANDAG Board of Directors in late 2021.

The 2021 Regional Plan combines two of the agency's most important regional policy documents: The Regional Comprehensive Plan (RCP) and the Regional Transportation Plan and Sustainable Communities Strategy (RTP/SCS). The Sustainable Communities Strategy will guide efforts to meet or exceed the region's 19% greenhouse gas (GHG) emissions reduction targets for 2035 mandated by the California Air Resources Board in 2018 through the coordination of land use and transportation, including by creating more compact, walkable, bike-friendly, transit-oriented

communities, preserving important habitat and agricultural areas, and promoting a variety of Transportation Demand Management and system management tools and techniques to maximize the efficiency of the transportation network. SANDAG will work in close partnership with all the region's cities and the county government to create an innovative plan for our growing region.

2.0 PUBLIC INVOLVEMENT PLAN STRATEGIES AND IMPLEMENTATION TECHNIQUES

This PIP establishes the framework for a dynamic and interactive process to develop and seek input on the Regional Plan. What follows includes a menu of strategies and techniques that may be used in the public outreach process for the Regional Plan.

2.1 Stakeholder Categories

The following is a list of stakeholder categories and interested parties as defined through state and federal requirements pertaining to the development of the Regional Plan. In addition, see Appendix B for a partial list of individuals and organizations that have traditionally participated in long-range planning outreach efforts. That list will be updated throughout the implementation of the PIP.

- Affordable Housing Advocates
- Broad-Based Business Organizations
- Commercial Property Interests
- Congestion Management Agencies
- Environmental Advocates
- Home Builder Representatives
- Homeowner Associations
- Landowners
- Neighborhood and Community Groups
- Transportation Agencies
- Transportation Service Operators
- Transportation Advocates
- Transportation Commissions
- Public Ports
- Tourism
- Natural Disaster Risk Reduction Agencies
- Military
- Tribal Governments
- Federal Land Management
- Air Quality Agencies

2.2 Public Involvement Plan Objectives

The primary goal of the PIP for the 2021 Regional Plan is to engage a broad and diverse cross-section of the San Diego region in the development of the plan. Obtaining this input is critical to creating a plan that reflects the varied needs and interests of the San Diego region's residents and businesses.

The objectives of the PIP are as follows:

- Raise awareness of the plan as the region's updated blueprint that will guide the way as our region grows to 2050 and beyond
- Gain meaningful input from a broad range of individuals, organizations, agencies, and local governments throughout the Regional Plan development and decision-making process
- Make proactive efforts to involve communities and members of the public that have traditionally been underserved or not participated in public planning efforts
- Meet or exceed local, state, and federal guidelines and requirements for public involvement in the development of the Regional Plan
- Deploy an inclusive process that leads to broad support for policies, projects, and programs outlined in the Regional Plan

2.3 Public Involvement Plan Strategies

The following strategies will be implemented to achieve the objectives identified above:

- Provide timely and accessible public information about the Regional Plan to a broad range of regional stakeholders, including to people with limited internet access
- Make public information accessible in a variety of formats and languages, use easy-to-understand language and concepts that interested people can relate to on a personal level, and use a variety of media, including innovative visualization techniques
- Provide a variety of opportunities for the public to be involved, and use technology to reach stakeholders who may not be inclined to participate in traditional outreach methods
- Use a variety of tactics to bring the conversation to the public, ranging from in-person interactions prior to the COVID-19 pandemic (such as pop-up outreach in public places) to virtual and online engagement (such as smart phones and social media platforms)
- Employ a diverse group of spokespeople to communicate with the public regarding the Regional Plan, including Board members, staff, partner agencies, Community-Based Organizations, and interested stakeholders
- Widely promote opportunities for public input to reach a broad and diverse audience
- Communicate the decision-making process to stakeholders and indicate how their input is used in the development of the plan
- Document and address public comments received during the public involvement process
- Disseminate information to related agencies, metropolitan planning organizations, and engaged sectors throughout the state of California and the nation

- Assess the effectiveness of the PIP at key milestones (i.e., following workshops or release of draft documents) to evaluate how the strategies and tactics worked and what enhancements could be made for future phases

2.4 Public Involvement Plan Techniques and Activities

The PIP proposes six main approaches for implementing the strategies above in coordination with key milestones in the development of the Regional Plan, which may include:

- *Research*: Focus groups, roundtable discussions, public opinion surveys
- *Public information*: Written materials, public notices, Board reports, presentations, summary documents made available in-print and online
- *In-person and virtual interactions*: SANDAG Board and committee meetings, briefings and presentations, small group meetings, community event information booths, public workshops
- *Community-Based Organizations (CBOs)*: Partnership network with regional CBOs to reach underserved communities, including people with low income and people of color
- *Digital information and communications*: Website, extensive social media, email updates, text, “virtual” public workshops, visualizations, surveys, videos, renderings
- *Media*: Earned media, media partnerships, paid media

2.4.1 Research

To gauge public knowledge and opinion about issues related to regional planning, focus groups, roundtable discussions, and public opinion surveys may be conducted at the outset of the public involvement program. Existing survey and election-related data may be used to understand profiles and seek geographic-based input on a variety of Regional Plan topics. This research could help identify key topics and the most effective means of public engagement. Additional focus groups and surveys may be conducted as the planning process unfolds to determine the effectiveness of the outreach effort and identify opportunities for improvement. The information gained from this research could help SANDAG make adjustments, as needed, to optimize the outreach effort and inform future outreach processes.

2.4.2 Public Information

Create and distribute clear, concise, and engaging information to support public involvement efforts. These materials will have a consistent look and feel, reflecting the branding developed for the plan.

Below is a menu of materials that may be used to provide information about the plan and its components; the development process; why this process is relevant to the region’s residents; and information about how, when, and why stakeholders should get involved. All materials will be written in easy-to-understand terms with limited jargon and provided in Spanish or other languages/formats as needed. Materials will be distributed via a range of channels, including electronically (email and website); at in-person and virtual presentations, meetings, and events; at community locations (libraries, recreation centers, senior centers, and stores); and in the media (both social media and traditional media, including notices and advertisements). Materials will be updated as needed throughout the process.

- *Project fact sheet*: Basic information about the Regional Plan, its components, purpose, timeline, and information about how to get involved. (Translated into Spanish, with translation to other languages available upon request, and available online.)
- *Project brochure*: Engaging images, a summary of opportunities for public involvement, key messages, and basic information about the Regional Plan and its timeline. (Translated into Spanish, with translation to other languages available upon request, and available online.)
- *Multimedia presentation*: An interactive and engaging presentation for speakers bureau opportunities, intended to explain and draw people into the planning process, encouraging individuals and organizations to get involved.
- *QuickGuide*: A brief document outlining the Regional Plan's goals, objectives, planning investments, and implementation strategy. A graphics heavy document providing a brief summary of the contents of the Regional Plan that is reader friendly and available in both English and Spanish.
- *Public notices*: Notices for public meetings and opportunities for public comment published via a variety media outlets, advertisements, and printed materials targeting all segments of the region's population.
- *Frequently Asked Questions*: Addressing the most common questions about the plan and its components.
- *Phone line and email address*: A dedicated phone line and email account, providing easy methods for the public to make comments and ask questions.

2.4.3 In-person and Virtual Interactions

Public involvement efforts can be used to create opportunities for SANDAG to interact directly with stakeholders in a variety of formats, either in-person or virtually. Translation services will be provided as needed for presentations, public workshops, and events. Public outreach opportunities include:

- *Presentations to SANDAG Board, Policy Advisory Committees, and Working Groups*
Presentations to the SANDAG Board, Policy Advisory Committees, and Working Groups throughout the process will provide updates on plan development, share input received from the public, and receive policy direction. These meetings are open to the public and provide ongoing opportunities for discussion and input at multiple stages of the planning process. A wide variety of public stakeholders sit on numerous SANDAG working groups, which range in topic area from energy, to disabled access, to housing, to environmental preservation, and bike- and pedestrian-related issues. Members of all these boards are asked to share information with their constituencies, encourage them to get engaged in the process, and offer SANDAG their feedback about the Regional Plan. Board members also are asked to help identify interested stakeholders and organizations, as well as outreach opportunities.
- *Stakeholder Interviews/Briefings*
Conduct informal interviews/briefings with key stakeholders. These interviews/briefings provide an opportunity to share information about the plan and its purpose, as well as seek input about how stakeholder groups would like to be involved in the process and what public involvement strategies are the most effective with their respective constituencies.

- *Speakers Bureau*

Engage in a proactive effort to offer presentations about the plan to a variety of organizations throughout the region. These groups may include community planning groups, chambers of commerce, environmental organizations, transportation advocacy groups, community collaboratives, CBOs, ethnic organizations, civic organizations, trade organizations, professional organizations, and others. The purpose of these presentations is to educate the public about the planning process, receive public input, and promote opportunities for public involvement.
- *SANDAG Vision Lab/Virtual Vision Lab Sessions*

Create a collaborative space for stakeholders, community members, and the media to discuss the regional planning process with SANDAG staff and policymakers. Space may be multi-functional to use for workshops, presentations, and webinars, and feature interactive tools and maps to promote idea sharing. Virtual sessions provide additional opportunity for community members to engage with SANDAG staff.
- *Public Workshops/Open Houses*

Conduct public workshops/open houses at important milestones during the plan development to solicit input. Online/interactive versions of these public workshops also may be made available. At least one workshop will be conducted in conjunction with the agency's Baja California counterparts in coordination with the SANDAG Borders Committee and the Committee on Binational Regional Opportunities (COBRO). In addition, a Tribal Summit and tribal consultation activities will be held as part of the development of the Regional Plan. SANDAG Board and policy committee members could serve as event facilitators to help focus the conversation around both regional and local issues.
- *Presentations to City Councils, the County Board of Supervisors, and Planning Commissions*

Seek to make presentations to local city councils, the Board of Supervisors, planning commissions, and other planning-related organizations. Work with SANDAG Board of Directors members to identify other opportunities for engagement through local government agencies.
- *Stakeholder Discussion Sessions on Rotating Topics*

Host stakeholder discussion sessions to address various topics and sections of the plan at key milestones during the process. The purpose of these discussion sessions would be to seek high-level input from those who are knowledgeable about the planning process and have specific interests in the plan. While a list of key stakeholders would be developed, these meetings would be open to the public and participants would not be required to attend every meeting. Meeting topics would be determined ahead of time and promoted to the public.
- *Participation in Community Events*

Create a mobile project information booth for use at community events and trade shows. Project information would be available, as well as interactive opportunities for public input, such as mobile kiosks for both educational or survey purposes. For example, an educational project video could run on a loop to provide background information about the planning process, and participants could be provided an opportunity to share their input via an online survey or game using computers/tablets at the booth. Events targeting low-income and minority communities would be included to ensure proactive outreach to these audiences.

- *Pop-Up Booths*

Similar to community event booths, these pop-up outreach opportunities would take place at everyday public locations such as the grocery store, outside a local library, café, etc., to engage community members traditionally less inclined to participate in the public planning process. Virtual “pop-up” events on social media outlets including Facebook, Twitter, and Instagram would take place on a regular basis to engage online audiences traditionally less inclined to participate in the public planning process. This outreach technique affords an opportunity to reach a sector of the public that may not originally have intended to participate in a public planning exercise.

- *Discussions with Mayors, Supervisors, and Councilmembers*

Reach out to leadership throughout the region to seek feedback, input, and opinions during key milestone phases of plan development. Though presentations will be delivered to both the SANDAG Board of Directors and the Policy Advisory Committees, this extra meeting time could allow decision makers to explore topic areas relevant to their jurisdictions more in depth.

- *Subregional Stakeholder Groups*

Create stakeholder groups within each of our subregions. These groups would meet multiple times throughout the process to discuss various aspects of the Regional Plan and draw out specific feedback. That feedback would be documented and its influence tracked as the plan is developed. These sessions also would serve to educate individuals throughout the community about the Regional Plan, creating a secondary group of knowledgeable people able to disseminate information about the Regional Plan throughout the process, as well as encourage further public involvement. SANDAG board members (or other elected officials) from each subregion could participate in the groups, provide leadership, and help encourage sustained engagement.

- *Facilitated Outreach*

Create a program to engage various organizations in facilitated discussions regarding the Regional Plan. SANDAG would make participation in the program available to organizations throughout the region (such as planning groups, business organizations, service groups, professional organizations, advocacy groups, etc.). A SANDAG facilitator and staff members would attend webinars or meetings of each organization multiple times (at the beginning, middle, and end of the plan development process) to discuss various aspects of the Regional Plan and draw out specific feedback. That feedback would be documented and its influence tracked as the plan is developed. These sessions also would serve to educate individuals throughout the community about the Regional Plan, creating a large secondary group of knowledgeable people and organizations able to disseminate information about the Regional Plan throughout the process, as well as encourage further public involvement.

- *Outreach to Major Employers and Their Employees*

Develop and implement an outreach effort aimed at reaching the region’s major employment sectors. “Lunch & Learn” sessions and focus groups would be scheduled to speak directly to the region’s employees and solicit their input. These informative presentations would provide opportunities for the region’s businesspeople and their employees to learn about the Regional Plan on a lunch break and provide input to SANDAG. Employers from the region’s major employment sectors will be targeted (i.e., hospitals, manufacturing, service industry,

biotech, military, etc.).

- *Outreach to Partner Agencies*

Work with partner agencies (transportation sector, energy/climate, ports, environment) to access their audiences in the cross-promotion of project objectives/campaigns. This tactic allows both agencies to build a broader network and highlight the interplay between the Regional Plan and partner agency activities.

- *Participation in K-12 School Activities*

Reach out to families through K-12 school functions, including parent-teacher associations, school town hall meetings, etc.

- *Outreach to/through Local Colleges, Universities, and the Region's Youth*

Tap into local high schools and colleges/universities to involve youth, either directly or through already existing school classes and programs. Activities could include interactive planning exercises, design charrettes, educational campaigns and toolkits, public interest surveys geared toward youth and higher education students, interactive text campaigns, etc.

2.4.4 Community-Based Organization Network

Community-based organizations (CBOs) and collaboratives, act as forums for local institutions such as churches, schools, health clinics, ethnic groups, and others to discuss issues of common concern. Due to their convening capacities, community collaboratives are critical to the ability of SANDAG to reach out to underrepresented populations who might not otherwise become involved in the process. Collaboratives provide a culturally relevant structure for developing local protocols, crossing language barriers, and structuring meetings. When members of a collaborative begin to make connections between their local concerns and regional planning efforts, they can begin to understand regional planning in a way that is relevant and meaningful to their communities and convey their input into the regional planning process. To help ensure diverse and direct input into the Regional Plan, SANDAG will continue and broaden its partnership network with CBOs and collaboratives in critical communities of concern throughout the region. Through competitive contracts awarded by SANDAG, CBOs will be provided with resources to engage their communities in the planning process and tasked with implementing outreach programs appropriate to their community context. The primary goal of the CBO partnership program is to engage and encourage diverse, inclusive, and active public participation from stakeholders in specific communities who traditionally may not have been involved in regional public policy planning processes (e.g., low-income, seniors, minorities, persons with disabilities, and other identified populations). Approximately 12 to 15 CBOs will form the Community-Based Partnership Network, working closely with SANDAG staff on the development of involvement techniques in coordination with other agency public involvement activities being undertaken to help prepare the Regional Plan.

One designee from each CBO in the partnership network will serve as a representative on the 2021 Regional Plan Social Equity Working Group. The Working Group provides a collaborative open and public forum to review and provide input that will be used to develop and adopt the 2021 Regional Plan. The focus of the Working Group will be to provide a social equity perspective on planning efforts, as well as support the Title VI Social Equity Analysis of the Regional Plan. The Working Group reports to the Regional Planning Committee on specific 2021 Regional Plan elements.

2.4.5 Web-Based Interactive Communications

SANDAG will take advantage of a variety of web-based opportunities to provide information and solicit public involvement in the plan development process. Online opportunities will be translated into additional languages as needed. Additionally, SANDAG can take advantage of linking activities between various outreach platforms (simultaneous online and face-to-face survey data collection, etc.). The following web-based tools may be used as part of the outreach process:

- *Regional Plan Website*

The primary portal for all public information about the project. It will include project information, downloadable public information materials, recorded presentations, and electronic versions of project documents. The public will have the opportunity to submit comments through the website, take online surveys, and sign up for email updates. Regional Plan social media also will be linked to the website, as will any other interactive tools employed as part of the outreach process.

- *Email Updates*

Send regular email updates to stakeholders who opt into the Regional Plan interest list, describing project updates and milestones, promoting opportunities for public involvement, providing a calendar of upcoming events, and featuring links to online survey and social media.

- *Social Media*

Engage through Regional Plan content on SANDAG pages on Facebook, Twitter, Instagram, LinkedIn, and YouTube to provide information to stakeholders and to receive general comments. Social media interactions can include:

- Project videos, TV news coverage about the plan and public involvement process, and videos of public meetings (if available).
- Public comments and ideas that SANDAG can keep track of through the use of hashtags. Facebook and Instagram can be used for more content-rich posts and to promote events and opportunities for public involvement.
- Boosted posts can help to ensure that the information is shared with a wider audience.
- Micro-targeting of select groups (transit riders or corridor users, for example) can help reach specific audiences to help tailor messaging and customize interactions.
- Track stakeholder engagement to inform effective strategies and methods (videos, infographics, images, etc.).
- Useful information about existing transportation services (i.e., commute times, construction impacts, etc.) to build social media audience. Those audiences can later be accessed to share information specific to the Regional Plan.

- *Interactive Text Messaging*

For those that opt in, send push-alert style information to those with a mobile device. This tool also serves as a platform to host interactive micro-surveys at major milestones of the Regional Plan update.

- *Promote Existing Content Relevant to the Regional Plan*

Given the wide reach of the Regional Plan, maximize the opportunities to promote existing

Working Group, Policy Advisory Committee, and Board staff reports and work efforts to educate the public on the implementation of the current Regional Plan, along with the ongoing work of updating Regional Plan for 2021.

- *Visualizations*

Create visualizations to assist in the planning process, as well as to make the concepts explored in the plan more accessible and easier to understand. Place visualizations on the website.

- *Regional Plan Videos*

A series of short (30- to 90-second) videos explaining the importance of the plan to the region's future, why it is relevant to the everyday lives of residents, and how public input will help shape the plan. Educational videos about the types of projects, programs, and services, as well as technologies and policies in the Regional Plan, may also be developed.

- *Web and Text Surveys*

Develop a series of electronic surveys that could be taken via the website and/or text messaging. Access to surveys will be posted on the website throughout the plan development process. While not statistically significant, these surveys could provide an interactive way for the public to share opinions and give SANDAG a "snapshot" of what participants are interested in. Surveys may range from larger sample sizes (thousands) to micro-level depending on the nature and intent behind the survey and desired duration. Take advantage of social media and text-based survey platforms to disseminate these surveys. The surveys could be linked to email updates, promoted in written materials and via the media, and used as an interactive experience at community events.

- *Virtual Public Workshops*

Conduct online public workshops via the Regional Plan website. These virtual workshops could be available for a finite time (e.g., during the public comment period for the environmental document), and comments submitted would become part of the public record. Participants would be provided with project information via video, online versions of handouts and graphics, and/or online presentations. A user-friendly online system for submitting comments would be developed to make the process as simple as possible for stakeholders who wish to use this feature. Custom virtual workshops could be developed or integrated into existing platforms (Facebook Live or Twitter Town Hall).

- *Customer Relationship Management*

Development of a customer relationship management (CRM) database to help customize and personalize interactions with the public through all touch points, including meetings, emails, social media, workshops, website experience, etc.

- *Telephone Town Hall Meetings*

Conduct telephone town hall meetings on a regional or subregional scale, bringing together thousands of people in conversations to discuss issues and needs related to the Regional Plan. Involve Board members and other elected officials in the calls to encourage wide participation and provide decision makers with direct feedback from the public.

2.4.6 Media

SANDAG will seek coverage from print, broadcast, and online media to communicate information to a broad audience and promote opportunities for the public to get involved.

- *Reporter Briefings*

Host briefings for reporters covering the Regional Plan development process to inform them of the plan and its purpose and ensure they are made aware of the various efforts to engage the public in the plan's development.

- *Distribute Regular Press Releases/Media Alerts to Local and Regional Media*

To promote awareness among the media and foster accurate news coverage, distribute press releases and agenda information to local and regional media outlets, including print, broadcast, and online media. Keep reporters updated on the development and key milestones of the Regional Plan. (A media list is included as Appendix A.)

- *Press Conferences/Media Availability*

Coordinate in-person and virtual press conferences and media availability opportunities as needed. Convene press conferences to promote unique and newsworthy milestones and events. Coordinate media availability of SANDAG Board members and other officials after key decision-making milestones.

- *Media Kit (print and online versions)*

Key background information for the media to encourage accurate and balanced reporting and public education.

- *Pursue Editorial Opportunities*

Seek opportunities to submit editorial comment about the Regional Plan at milestones throughout the plan development process. For example, an op-ed authored by the chair of the SANDAG Board may be submitted at the launch of the public involvement process to emphasize the importance of public input in the development of the plan.

- *Paid Media*

When appropriate, use paid media to promote the planning process and opportunities for public engagement. This may include print advertising, public service announcements on broadcast media, and online advertising that links back to the Regional Plan website.

- *Cultivate a Media Partnership*

Explore the possibility of cultivating a media partnership or partnerships with local news outlets. These partnerships may include exclusive content for the outlet, joint promotions of events and involvement opportunities, and paid media opportunities.

- *Use SANDAG Board Members as Media Ambassadors*

Work with Board members to serve as media ambassadors encouraging the public to engage in the planning process. Board members may be asked to discuss the Regional Plan in media interviews, on morning TV and radio shows, and author editorial commentary.

- *Outreach via Trade Publications and Stakeholder Email Updates*

Work to place articles about the Regional Plan, its development, its content, etc., in related trade publications locally, as well as statewide and nationally. Seek to place notices and articles in email updates, newsletters, and other communications of various interested stakeholders, including civic organizations, advocacy groups, and business/professional organizations.

3.0 SOCIAL EQUITY, ENVIRONMENTAL JUSTICE, AND COORDINATION WITH OTHER AGENCIES/GOVERNMENTS

SANDAG Commitment to Equity Statement:

We hold ourselves accountable to the communities we serve. We acknowledge we have much to learn and much to change; and we firmly uphold equity and inclusion for every person in the San Diego region. This includes historically underserved, systemically marginalized groups impacted by actions and inactions at all levels of our government and society.

We have an obligation to eliminate disparities and ensure that safe, healthy, accessible, and inclusive opportunities are available to everyone. In 2021, SANDAG will develop an equity action plan that will inform how we plan, prioritize, fund, and build projects and programs; frame how we work with our communities; define how we recruit and develop our employees; guide our efforts to conduct unbiased research and interpret data; and set expectations for companies and stakeholders that work with us.

We are committed to creating a San Diego region where every person who visits, works, and lives can thrive.

3.1 Social Equity and Environmental Justice

Roads, freeways, transit services, and other transportation infrastructure can have a significant effect on the quality of life for a region's residents by shaping access to housing, jobs, services, and recreational opportunities. Achieving social equity and environmental justice in the context of creating a comprehensive plan for the region is a major goal of SANDAG. It requires making investments that provide all residents, regardless of age, race, color, national origin, income, or physical ability, with opportunities to work, shop, study, be healthy, and play. Without proper planning and development, transportation systems can degrade the quality of life in communities. In addition, the construction of roads, freeways, and rail transit systems has sometimes placed health burdens on lower-income and minority communities. At times, new transportation projects have physically divided communities or impacted access to community services, resulting in social and economic costs. It is important to understand the impacts of transportation and other infrastructure investments on our most vulnerable communities in order to better plan for the future. For these reasons, environmental justice principles and social equity goals are an important consideration in the Regional Plan development process. Promoting social equity and environmental justice in regional planning efforts requires involvement from a wide variety of communities and stakeholders.

The Regional Plan PIP incorporates several approaches for SANDAG to reach low-income and minority groups and others that may face challenges participating in the planning process (such as non-English and limited English speakers, individuals with disabilities, and the elderly) to ensure that benefits and burdens are distributed equitably in the region. These techniques include multilingual outreach, public participation conducted in collaboration with community-based organizations, and community planning events that will reach out to communities with high

concentrations of low-income or minority residents. SANDAG also will target organizations and media outlets representing these communities to offer information on the Regional Plan, solicit participation and input, and provide a means for communicating with members of these communities. Lists of these organizations and media outlets are included in the media list (Appendix A) and stakeholders list (Appendix B), and will be supplemented while the Regional Plan is under development based on requests from the public and SANDAG awareness of organizations that should be included.

The PIP complies with SANDAG Board Policy No. 025, Title VI of the federal Civil Rights Act of 1964 (42 U.S.C. 2000d), the Americans with Disabilities Act (as defined in Title 49, Part 37, of the United States Code), Executive Order 12898 on Environmental Justice, Executive Order 13166 on Limited English Proficiency, and other relevant laws and guidance to ensure consideration of social equity, environmental justice, and accessibility. SANDAG is committed to ensuring that no person is excluded from participation in, denied the benefits of, or discriminated against under its projects, programs or activities on the basis of race, color, creed, national origin, sex, age, or disability as provided in state and federal law.

Consistent with U.S. Department of Transportation guidance, SANDAG has developed a Language Assistance Plan (LAP) in order to ensure meaningful input opportunities for persons with limited English proficiency. The SANDAG LAP is available on the SANDAG website¹ and calls for SANDAG to translate certain vital documents, such as public notices, into Spanish. SANDAG may, at its discretion, translate documents into additional languages if the nature of the document and the character of the document's target audience justify additional translation. The LAP provides further guidance for serving limited English-speaking populations.

3.2 Tribal Consultation

SANDAG has a government-to-government framework in place with the tribal nations in the region based on consultation, cooperation, and collaboration. Tribal nations have a voice in the decision-making process in regional planning which is outlined in the SANDAG PPP. For the 2021 Regional Plan, SANDAG will coordinate with tribal nations through the Southern California Tribal Chairmen's Association (SCTCA), SANDAG Board of Directors, the Borders Committee, the Transportation Committee, and the Interagency Technical Working Group on Tribal Transportation Issues. A Tribal Consultation Plan was developed and approved by both the SANDAG and SCTCA Boards in 2017 which will be enhanced through the 2021 Regional Plan process (Appendix C).

3.3 Coordination with Mexico

SANDAG will coordinate with Mexico through the SANDAG Board of Directors, the Borders Committee, the Transportation Committee, and COBRO, as well as other groups conducting binational work and groups and organizations based in Mexico. SANDAG will engage these groups and conduct other outreach efforts, as needed, to include joint U.S.-Mexico planning collaboration. Some of these efforts will be conducted in Spanish and/or simultaneous translation services will be made available.

3.4 Collaboration with Military

SANDAG will coordinate with various branches of the military throughout the development of the

¹ *Language Assistance Plan* (August 2015). sandag.org/lap

Regional Plan update via the SANDAG Board of Directors, the Regional Planning Committee, and the Regional Military Working Group. SANDAG will proactively engage these groups to address mutual planning interests including growth management, habitat, transportation, regional growth, housing, water, energy, and other related topics.

3.5 Coordination with California Metropolitan Planning Organizations, Air Quality, and Regional Transportation Planning Agencies

SANDAG will collaborate and exchange information with the Southern California Association of Governments, other metropolitan planning organizations, and regional transportation planning agencies, as well as the California Air Resources Board, on the GHG emission reduction target-setting process and other SB 375 efforts. SANDAG will carry out air quality planning mandates in cooperation with the San Diego County Air Pollution Control District, including conducting interagency consultation for air quality conformity. In addition, SANDAG will coordinate with member agencies and other local governments to disseminate information about the plan development process and encourage public participation.

4.0 PUBLIC INVOLVEMENT PLAN ASSESSMENT

To assess the effectiveness of the Regional Plan PIP, SANDAG will analyze the results of public involvement efforts conducted at key milestones in the plan development process. These reviews will help SANDAG evaluate public involvement strategies and techniques, and make adjustments as needed. These reviews will include:

- A summary of all outreach efforts and input received
- A qualitative assessment of how effective the efforts to obtain input were (i.e., audiences or stakeholders reached, the type of input provided by the stakeholders needed for development of the Regional Plan, etc.)
- A quantitative assessment of the public involvement effort, including the number of meetings/ presentations/events participated in, website hits, number of survey responses, approximate number of people reached, number of comments received, and number of media contacts/ amount of media coverage
- Monitor and track the following public outreach metrics

**Table 1
Outreach Performance Metrics for San Diego Forward: The Regional Plan**

Metric	Baseline – 2015 Regional Plan	Goal for 2021 Regional Plan
Public Workshops	19 workshops	Increase number of workshops by 10 percent
Pre-document consultation	8,227 individual remarks	5,000 individual remarks
Email subscribers	1,405 subscribers	Increase subscribers by 15 percent
Opportunities for engagement	<ul style="list-style-type: none"> • Public workshops • Special topic/targeted workshops • Presentations to community groups • Public meetings (SANDAG Board, Policy Advisory Committees, working groups) • Draft documents available online • Online interactive activities to seek input (online surveys, comment cards, and videos) • Provide opportunity for interaction via social media 	<ul style="list-style-type: none"> • Increase variety of platforms for public engagement by 15 percent • Hold at least one bilingual workshop in English and Spanish • Special topic/targeted workshops • Presentations to community groups • Public meetings (SANDAG Board, Policy Advisory Committees, working groups) • Draft documents available online • Online interactive activities to seek input (online surveys, comment cards, presentations, and videos)

Metric	Baseline – 2015 Regional Plan	Goal for 2021 Regional Plan
Opportunities for engagement (continued)		<ul style="list-style-type: none"> • Provide opportunities for interaction via social media (Facebook, Twitter, Instagram, and YouTube channels) • Conduct workshops streamed live via SDForward.com
Web presence	<ul style="list-style-type: none"> • Created dedicated project website • Sent 11 email updates • 1,404 average monthly unique page views on SDForward.com web page • Established project presence on social media (SANDAG Facebook, Twitter, and YouTube channels) • Provided five opportunities for comment/interaction on website 	<ul style="list-style-type: none"> • Continue dedicated project website at SDForward.com • Send 10 email updates • Increase average monthly unique page views on SDForward.com web page by 10 percent • Expand project presence on social media (SANDAG Facebook, Twitter, Instagram, and YouTube channels) • Provide continuous opportunities for comment/interaction on website
Engaging low income, minority, and senior populations	Fourteen grants awarded to CBOs to conduct outreach within communities of concern	<ul style="list-style-type: none"> • Ensure that the CBO Outreach Network has representation from each of the most vulnerable communities indicated by Cal Enviroscreen • Increase resources provided to CBOs by 20 percent
Partnerships	<ul style="list-style-type: none"> • Military Working Group • Economic Stakeholder Outreach • Public Health Stakeholders Working Group 	Continue current partnerships for 2021 Regional Plan and engage youth and higher education students
Tribal Consultation	Prepared and implemented Tribal Consultation Plan with Tribal governments, SCTCA, and SANDAG Board of Directors	Prepare and implement Tribal Consultation Plan with Tribal governments, SCTCA, and SANDAG Board of Directors

5.0 CONNECT WITH SANDAG

SANDAG is committed to a public involvement plan that includes opportunities for interaction with the Board of Directors, other elected officials, local planning and public works directors, business, community, and education leaders, other key stakeholders, and the general public. Public workshops, meetings, and other in-person or virtual outreach efforts provide forums for input and feedback on SANDAG policy, program, project, and funding decisions.

Contact SANDAG Regarding the PIP or San Diego Forward: The Regional Plan

For up-to-date news and materials related to the Regional Plan, visit SDForward.com and sign up to receive email updates at SDForward.com/subscribe. The website serves as the information portal for all news, community events, and reports related to the plan. Or call (619) 699-1950 or write to Regional Plan at 401 B Street, Suite 800, San Diego CA, 92101.

Contact Our Public Information Office

The public information office operates on a compressed work schedule and is open to the public nine days every two weeks, 8 a.m. to 5 p.m. daily, with every other Monday designated as the office closure day. You can reach the public information officer by phone at (619) 699-1950, by email at pio@sandag.org. [Following guidance from public health authorities, SANDAG offices](#) at 401 B Street, Suite 800, San Diego, CA 92101 are closed to the public. View a [calendar](#) of office closures.

Get on Our Contact Lists

SANDAG maintains email, text, and mailing lists so we can provide information to those who request it. Contact SANDAG at pio@sandag.org or (619) 699-1950 to be added to our contact lists.

Visit sandag.org

The comprehensive SANDAG website is your resource for regional information, project updates, meeting schedules and agendas, and reports and other publications. SANDAG periodically posts surveys and promotes opportunities for online input.

View Our Calendar

Visit sandag.org/calendar for a comprehensive monthly calendar of all Board of Directors and Policy Advisory Committee meetings, working group meetings, ad hoc meetings, public workshops, and more. These meetings are open to the public and agendas are typically posted seven days in advance of the meeting. Meetings related to the Regional Plan also may be listed on the SDForward.com site. As part of SANDAG's response to the COVID-19 pandemic, SANDAG is conducting meetings and other important outreach virtually.

Listen Live to SANDAG Meetings

Most SANDAG Board and Policy Advisory Committee meetings are broadcast via a live audio and video stream available on the sandag.org home page. For a complete list of meetings, dates, times, and agendas, visit sandag.org/meetings.

Sign Up to Receive the SANDAG Region eNewsletter

To subscribe to Region, the SANDAG free monthly eNewsletter, go to sandag.org/subscribe. Each month you will receive information to keep you updated on what's happening in the San Diego region with regard to transportation planning and construction, environmental management, housing, open space, growth, energy, criminal justice, binational topics, and more. To read the latest edition of Region, visit sandag.org/region.

Connect with Us Through Social Media

Stay informed and get involved in the region's decision-making process. Find us on Facebook, Instagram, and YouTube @SANDAGregion, and follow us on Twitter @SANDAG.

Visit Our Additional Websites

SDForward.com
sandag.org
KeepSanDiegoMoving.com
511sd.com
SBXthe125.com
iCommuteSD.com
ShiftSanDiego.com
GObyBIKEsd.com

APPENDIX A: REGIONAL PLAN MEDIA LIST

This list is intended to give a general sense of the media outlets SANDAG will disseminate information to regarding the regional plan development process and public involvement opportunities. It will grow and evolve over time. Any additional media organizations identified during the process that may be interested in the regional plan will be added.

A.1 San Diego County Media Outlets

Alpine Sun	Fox 5 News
Asia Media	Gay + Lesbian Times
Asian Journal Associated Press	Good News, Etc.
Beach & Bay Press	Heartland News
BIA Builder Update Magazine	Hi Sierran
Biz San Diego	Hispanos Unidos
Borrego Sun Business Action Cal Regions	Hoy San Diego
Carlsbad Business Journal	Imperial Beach Eagle & Times
Carlsbad Patch	Indian Voices
Carlsbad Sun	Informant
Carmel Valley News	Julian Journal
Chinese News	Julian News
Clairemont Community News	KBNT TV Channel 17
CNS City	KBZT FM
Coast News Group	KCBQ AM
Convisions	KCEO AM
Coronado Eagle & Journal	KCR AM
Coronado Lifestyle Magazine	KECR AM
CTN County Television Network	KEYC TV Channel 9
Daily Journal	KFMB AM
Daily Transcript	KFMB FM
Del Mar-Carmel Valley Patch	KFMB TV
Del Mar Times	KFSD AM
Diamond Gateway Signature	KGB FM
Diario San Diego	KGFN FM
East County Californian	KGTV Channel 10
East County Gazette	KHTS FM
East County Herald News	KICO AM
East County News	KIFM FM
El Latino	KIOZ FM
El Semanario Deportivo	KKSM AM
Examiner	KLNV FM
Fact Magazine	KLQV FM
Filipino Press	KLSD AM
	KMYI FM
	KNSD TV (NBC 7/39)
	KOGO AM
	Korea Times
	KPBS FM

KPBS TV - S.D.S.U.
KPRZ AM
KQVO FM
KROP AM / KSIQ FM
KSCF FM
KSDO AM - Hi Favor
KSDS FM
KSON FM
KSWB/ Fox 5 News
KURS AM
KUSI TV
KUSS FM
KWST AM/KMXX
FM/KSEH FM
KXO AM/FM
KYXY FM
La Jolla Light
La Jolla Patch
La Jolla Village News
La Opinion
La Prensa San Diego
La Sonrisa Latina
Lemon Grove Patch
Mercury News
Mira Mesa/Scripps Ranch Sentinel
Mission Times Courier
Mission Valley News and Views
Navy Dispatch
NBC 739
North County Insider
North County Times
North County Voice
North Park News
Oceanside Magazine
Peninsula Beacon
Philippine Mabuhay News
The Philippines Today
Pomerado Newspaper Group
Poway Patch
Presidio Sentinel
Prime News
Ramona Home Journal
Ramona Patch
Ramona Sentinel
Rancho Bernardo News Journal
Rancho Bernardo Sun
Ranch & Coast Magazine
Rancho Santa Fe News

Rancho Santa Fe Review
Rental Owner
San Diego AP
San Diego Business Journal
San Diego Christian Examiner
San Diego Channel
San Diego City Beat
San Diego Commerce
San Diego Community Newspaper Group
San Diego Daily Transcript
San Diego Downtown News
San Diego Family Magazine
San Diego Home/Garden & Lifestyles
San Diego Jewish Journal
San Diego Lawyer
San Diego Living
San Diego Magazine
San Diego Metro Weekly
San Diego Metropolitan
San Diego Metropolitan Uptown Examiner
San Diego Monitor News
San Diego Newslines
San Diego Reader
San Diego Seniors
San Diego Uptown News
San Diego Union-Tribune
San Diego Voice & Viewpoint
San Diego's Learning Channel
San Marcos/Vista News
San Marcos Sun
Santee Patch
San Vicente Valley News
Sentinel Magazine
Solana Beach Sun
Star News
Tieng Viet San Diego
Tierra Times
Times of San Diego
Today's Local News
Tribal TANF newsletter
Uptown-Marquee
Valley Roadrunner Views
Village News
Vista Sun
Voice of San Diego
We Chinese In America

We Chinese In America Weekend
XDTV 13
XEPE AM
XEWTV Televisa
XHAS Telemundo 33 News
XHRM FM
XHTY Uniradio

XHTZ FM
XPRS FM
XLNC FM
XLTN FM
XPRS AM
XSUR
XTRA FM
ZETA

A.2 Orange and Riverside Counties Media Outlets

Los Angeles Times – zoned editions
Orange County Business Journal
Orange County Register
Riverside Press Enterprise
The Californian

A.3 Imperial County Media Outlets

Imperial Valley Press

A.4 Tijuana Media Outlets

Baja Times
El Mexicano
El Sol de Tijuana
En Linea Tijuana
Frontera
La Prensa
Mi Enlace
Periodico El Latino
Tijuana Press
Zeta Tijuana

APPENDIX B: REGIONAL PLAN STAKEHOLDERS LIST

This list is intended to give a general sense of the stakeholders SANDAG will seek to involve in the process of developing the Regional Plan. The list includes individuals and organizations that expressed interest during the initial outreach process that SANDAG conducted to inform the writing of this PIP, as well as those involved in the development of the 2015 Regional Plan and other outreach efforts SANDAG has conducted. This list should be considered partial, and it will grow and evolve over time. Any additional stakeholders identified during the process that may be interested in the Regional Plan will be added to this list.

AARP San Diego
Able-Disabled Advocacy
Accessible San Diego
Access to Independence
Adams Avenue Business Association
AECOM
All Congregations Together
Alliance for Habitat Conservation Alpha Project
Alpine and Mountain Empire Chamber of Commerce
Alta Planning & Design
Alzheimer's and Aging Research Center
American Institute of Architects, San Diego
American Institute of Architects, San Diego, Urban Design Committee
American Lung Association of San Diego
American Planning Association, San Diego Section
American Society of Landscape Architects
Apartment Consultants Inc.
Asian Business Association of San Diego
Asset Management Group
Associated General Contractors of America
Association of Environmental Professionals San Diego
Automobile Club of Southern California
Azalea Park Neighborhood Association
Bankers Hill/Park West Community Association
Barratt Group
Barrio Logan College Institute
Barrio Logan Project Area Committee
Bayside Community Center
Bayview Community Development Corporation BIOCUM
Black Mountain Ranch Community Planning Group
Bonita Business and Professional Association
Bonsall Chamber of Commerce
Bonsall Community Sponsor Group
Borrego Springs Chamber of Commerce
Borrego Springs Community Sponsor Group
BRIDGE Housing Corporation - Southern California
Bronze Triangle CDC
Brookfield San Diego Holdings

Building Industry Association San Diego
Building Owners and Managers Association
California Air Resources Board
California Center for Sustainable Energy
California Coastal Coalition
California Coastal Commission
California Department of Housing and Community Development
California Department of Transportation
California Native Plant Society San Diego
California Nevada Cement Association
California Sustainability Alliance
California Trucking Association
California Public Utilities Commission
CALPIRG
Cal-Prop Investments & Management
Campaign for Affordable Housing
Capital Growth Properties Inc.
Cardiff 101 Main Street
Cardiff-By-The-Sea Chamber of Commerce
Cardiff School District
Carlsbad Chamber of Commerce
Carlsbad Economic Development Division
Carmel Mountain Ranch Community Committee
Carmel Valley Community Planning Board
Carmel Valley NOW!
Casa Familiar
Cassidy Turley BRE Commercial
Catalyst Network
CB Richard Ellis Inc.
CDC Commercial Real Estate
Center for Supportive Housing
Center on Policy Initiatives
Central San Diego Black Chamber of Commerce
Centre City Advisory Committee
Century 21 Horizon
Cherokee Point Neighborhood Association
Chicano Federation
Chula Vista Chamber of Commerce
Chula Vista Community Collaborative
Chula Vista Growth Management Oversight Committee
Circulate San Diego
Citizens Coordinate for Century 3
City Heights Business Association
City Heights Community Development Corporation City Heights PAC
City of Carlsbad
City of Chula Vista
City of Coronado
City of Del Mar
City of El Cajon

City of Encinitas
City of Escondido
City of Imperial Beach
City of La Mesa
City of Lemon Grove
City of National City
City of Oceanside
City of Poway
City of San Diego
City of San Marcos
City of Santee
City of Solana Beach
City of Vista
City of San Diego's Committee on Smart Growth and Land Use
City of San Diego Disabled Services Advisory Council
City/County Reinvestment Task Force
CityMark Development
Civic San Diego
Clairemont Town Council
Coalition of Neighborhood Councils College Area Community Planning Board
Colliers International
Commercial Facilities Inc.
Community Associations Institute, San Diego Chapter
Community Catalysts of California
Community HousingWorks
COMPACT
ConAm
Consulate General of Mexico
Corky McMillin Companies
Cornerstone Property Management
Coronado Chamber of Commerce
Corporation for Supportive Housing
County and City Libraries
County of San Diego
County of San Diego Department of Public Works
County of San Diego Health and Human Services Agency Covey Commercial
CrossBorder Business
Cushman & Wakefield, Inc.
CW Clark
Deaf Community Services
Del Mar Chamber of Commerce
Del Mar Community Planning Board
Del Mar Mesa Community Planning Board
Department of Defense
Department of Homeland Security
Dimex Freight
Dole Food Company
Downtown San Diego Partnership
DR Horton

Eagle Aggregates
East County Action Network
East County Economic Development Corporation
Eastern Area Communities Planning Committee
ECP Commercial
El Cajon Business Improvement Association
El Cajon Community Collaborative
El Cajon Community Development Corporation
Elder Housing Complexes
Encanto Neighborhoods Community Planning Group
Encinitas Chamber of Commerce
Encinitas Union School District
Endangered Habitats League
Environmental Health Coalition
Environmental Protection Agency
Equinox Center
Escondido Chamber of Commerce Environmental Science and Policy - UCSD
Evanco Realty Advisors Inc.
Fairmont Park Neighborhood Association
Fallbrook Chamber of Commerce
Fallbrook Community Planning Group
Family Health Centers of San Diego
Family Resource Center
FedEx Corporation
Federal Highway Administration
Filipino-American Chamber of Commerce of San Diego
Friends of Adult Day Health Care Centers
Friends of Rose Canyon
Friends of Tecolote Canyon
Friends of the San Diego River Mouth
Federal Highway Administration
Federal Transit Administration
Gaslamp Quarter Association
Gateway Property Management
Gay and Lesbian Chamber of Commerce
Golden Hill Community Development Corporation
Golden Triangle Chamber of Commerce
Greater Clairemont Chamber of Commerce
Greater Clairemont Mesa Chamber of Commerce
Greater Golden Hill CDC
Greater Golden Hill Planning Committee
Greater San Diego Business Association
Green Campus Program - UCSD
Grossmont Cuyamaca Community College District
Grossmont Union High School districts
Hallmark Communities
Hidden Meadows Community Sponsor Group
Grossmont Union High School District
HNTB Corporation

Housing Development Partners of San Diego
Housing You Matters
Hughes Marino
I Love A Clean San Diego
IBI Group
ICLEI – Local Governments for Sustainability USA
Inland Pacific Commercial Properties
International Energy Agency
International Rescue Committee, San Diego
International Union of Operating Engineers Local 12
Imperial Beach Chamber of Commerce
Imperial County
Imperial Valley Economic Development Corporation
Industrial Environmental Association of San Diego
Inland Pacific Commercial Properties
International Rescue Committee, San Diego
International Union of Operating Engineers Local 12
Investment Property Management Group Inc.
Irving Hughes
It's How We Live
J. Whalen and Associates
Jacobs Family Foundation
JHD Planning
Jones Lang LaSalle
Julian Chamber of Commerce
Justice Overcoming Boundaries
Juvenile Diabetes Association of San Diego
Kearny Mesa Planning Group
Kensington-Talmadge Business Association
Ken-Tal Planning Committee
Kimball Elementary School
Kiwanis of San Diego
KM Realty Inc.
Laborers International Union
La Jolla Community Planning Association
La Jolla Golden Triangle Rotary Club
La Jolla Shores Association
La Jolla Town Council
La Jolla Traffic and Transportation Board
La Jolla Village Community Council
Lakeside Chamber of Commerce
La Maestra Community Health Centers
La Mesa Chamber of Commerce
La Mesa Adult Enrichment Center
La Mesa Spring Valley School District
League of Conservation Voters, San Diego
League of Women Voters
Ledford Enterprises, Inc.
Lee and Associates, Inc.

Lemon Grove Chamber of Commerce
Linda Vista Collaborative
Linda Vista Community Planning Committee
Little Italy Association
Little Italy Residents Association
Local Agency Formation Commission
MAAC Project
Meissner Jacquet Investment Management Services
Melroy Property Management
Metropolitan Transit System
Mid-City Community Action Network
Mid-City Rotary Club
Midway Community Planning Advisory Committee (North)
Mira Costa College
Mira Mesa Chamber of Commerce
Miramar Ranch North Planning Committee
Mission Beach Town Council
Mission Hills Town Council
Mission Valley Unified Planning Organization
NAACP San Diego Youth Council
NAIOP Commercial Real Estate Development Association - San Diego
National Association of Hispanic Real Estate Professionals
National City Chamber of Commerce
National City School District
National Latino Research Center, California State University of San Marcos
National University System Institute for Policy Research
Navajo Community Planners, Inc.
Neighborhood House Association
Nile Sisters Development Initiative
North Bay Redevelopment PAC
North County Eco Alliance
North County Transit District
North Park Community Association
North Park Main Street
North Park Planning Committee
North San Diego Chamber of Commerce
North San Diego County Association of Realtors
North San Diego County NAACP
Ocean Beach Community Development Corporation
Ocean Beach Town Council
Oceanside Chamber of Commerce
Oceanside Planning Commission
Oceanside Unified School District
Old Town Community Planning Committee
Old Town San Diego Chamber of Commerce
Olivewood Gardens
Operation Samahan
Otay Mesa Chamber of Commerce
Otay Mesa Nestor Community Planning Group

Otay Mesa Planning Group
Pacific Beach Community Planning Committee
Pacific Beach Town Council
Pacific Coast Commercial
Pala-Pauma Community Sponsor Group
Paradise Valley Hospital
Parent Institute for Quality Education (PiQUE)
Peninsula Chamber of Commerce
Peninsula Community Planning Board
Penn State University
Point Loma Association
Poway Chamber of Commerce
Prescott Companies
Professional HOA Consultants, Inc.
Psomas Engineering
Quality of Life Coalition
Radelow Gittins
Rail America
Rainbow Community Planning Group
Ramona Chamber of Commerce
Rancho Bernardo Planning Community
Rancho San Diego - Jamul Chamber of Commerce
Rancho Santa Fe Association
Rapid Transfer Xpress
RBF Consulting, Inc.
Real Property Management, Inc.
Regional Task Force on the Homeless
RISE San Diego
Rotary Club of San Diego – Youth Service
Rotary District 5340 – Youth Exchange
Sabre Springs Planning Group
Samahan Community Health Center
San Diego 350
San Diego American Planning Association
San Diego and Imperial Counties Labor Council, AFLCIO
San Diego Apartment Association
San Diego Archaeological Society
San Diego Association of Realtors
San Diego Audubon Society
San Diego Bicycle Coalition
San Diego Building and Construction Trades Council
San Diego Business Improvement District Council
San Diego Canyonlands
San Diego Capital Collaborative
San Diego County Air Pollution Control District
San Diego City College Associated Students
San Diego Coastal Chamber of Commerce
San Diego Coastkeeper
San Diego Community College District

San Diego Community Housing Corporation
San Diego Convention & Visitors Bureau
San Diego Convention Center Corporation
San Diego Council of Design Professionals
San Diego County Aging and Independence Advisory Council
San Diego County Air Pollution Control District
San Diego County Archaeological Society
San Diego County Bicycle Coalition
San Diego County Farm Bureau
San Diego County Hispanic Chamber of Commerce
San Diego County Regional Airport Authority
San Diego County Taxpayers Association
San Diego County Water Authority
San Diego Countywide Alliance of Tenants
San Diego Downtown Partnership
San Diego East County Chamber of Commerce
San Diego Fair Housing Council
San Diego Foundation
San Diego Habitat for Humanity
San Diego Housing Commission
San Diego Housing Federation
San Diego Interfaith Housing Foundation
San Diego Jewish Chamber of Commerce
San Diego Local Initiatives Support Corporation
San Diego North Chamber of Commerce
San Diego North Convention and Visitors Bureau
San Diego North Economic Development Council
San Diego Organizing Project
San Diego Redevelopment Agency
San Diego Regional Center
San Diego Regional Chamber of Commerce
San Diego Regional Economic Development Corporation
San Diego Regional Sustainability Partnership
San Diego River Coalition
San Diego River Conservancy
San Diego River Park Foundation
San Diego Senior Games Association
San Diego Sierra Club
San Diego State University Center for Regional Sustainability
San Diego Tourism Authority
San Diego Unified Port District
San Diego Urban Economic Corporation
San Diego Urban League
San Diego Workforce Partnership
San Diego World Trade Center
San Diego Youth and Community Services
San Diego Youth Commission
San Dieguito Planning Group
San Dieguito River Park

San Dieguito River Valley Conservancy
San Dieguito Union High School District
San Marcos Chamber of Commerce
San Ysidro Business Association
San Ysidro Chamber of Commerce
San Ysidro Community Planning Group
Santee Chamber of Commerce
Save Our Forest and Ranchlands
Scripps Health
Scripps Miramar Ranch Planning Group
SDSU Associated Students
SDSU City Planning Department
Sempra Utilities
Senior Community Centers
Serra Mesa Planning Group
Shea Homes
Sherman Heights Community Center
Sierra Club San Diego
Sierra Club – North County Group
Skyline-Paradise Hills Planning Committee
Social Services Transportation Advisory Council
Save Our Forest and Ranchlands
Solana Beach Chamber of Commerce
Solar Turbines
Solana Beach Chamber of Commerce
Solana Beach Cycling Club
South Bay Community Services
South County Economic Development Council
Southeastern San Diego Planning Group
Southern California Housing Development Corporation
Southern California Tribal Chairmen's Association
Southwestern College
Spectrum Management
Spring Valley Chamber of Commerce
Spring Valley Youth and Family Coalition
St. Vincent de Paul
State Farm Insurance
Student Sustainability Collective - UCSD
Sunrise Property Management
Surfrider Foundation
Sustainable SDSU
Sweetwater ASB Teamsters Union
Swami's Cycling Club
Teralta West Neighborhood Alliance
The Accretive Group of Companies
The CSA Edge
The Nature Conservancy, San Diego Office
The Olson Co.
Tierrasanta Community Council

Torrey Hills Community Planning Board Property Management Inc.
Transcore
Transit Alliance for a Better North County (TABNC)
Transportation Corridor Agency
Trilar Management Group
Twin Oaks Valley Community Sponsor Group
U.S. Green Building Council
USD Sustainability Program
UCSD Associated Students
UCSD Sustainability Solutions Institute
UCSD Systemwide Sustainability
UCSD Urban Studies and Planning Department
UCSD Transportation Services
ULI San Diego/Tijuana Chapter Union of Pan Asian Communities
University City Community Association
University City Community Planning Group
University City Planning Group
University Heights Community Association Uptown Planners
Urban Collaborative Project
Urban League U.S. Department of Defense
U.S. Department of Transportation
U.S. Environmental Protection Agency
USD Sustainability Program
Valley Center Chamber of Commerce
Valley Center Community Planning Group
Veteran Affairs San Diego Healthcare System
Vista Chamber of Commerce
Vista Community Clinic
Voit Companies
Wakeland Housing & Development Corp.
Watco Companies
WildCoast
Winzler and Kelly
Women in Transportation Seminar
Worldtrans
YIMBY Democrats of San Diego County

APPENDIX C: 2021 REGIONAL PLAN – TRIBAL CONSULTATION PLAN

1. Leadership Meetings Between SANDAG and SCTCA

Engaging the tribal leaders in a smaller setting will enable the leadership to facilitate a meaningful dialogue, which can inform the Tribal Consultation Plan for the 2021 Regional Plan, as well as other regional issues such as transportation funding strategies.

2. Policy Level Dialogue Between SANDAG and SCTCA

At a timely and meaningful moment in the process of developing the 2021 Regional Plan, two types of policy meetings may be convened:

- San Diego Regional Tribal Summit: The Boards of SANDAG and the SCTCA will convene to discuss key policy issues for inclusion in the Regional Plan and a potential collaborative agenda.
- Joint meeting of the SANDAG Borders Committee and SCTCA: A subcommittee of the SANDAG Borders Committee and the SCTCA will convene to discuss policy issues relevant to the development of the 2021 Regional Plan.

The policy level discussions will be informed by a policy paper developed through workshops held with area experts from the tribes.

The discussion will include collaborative strategies and strategic actions that can be taken on identified policy issues. The strategic actions agreed upon in the Summit will be included in the Regional Plan, as well as issues of concern to tribal nations.

3. Transportation Issues Collaboration

The Interagency Technical Working Group on Tribal Transportation Issues (Working Group) will serve as the Advisory Group for the transportation elements of the Regional Plan and implementation of the *Intraregional Tribal Transportation Strategy* developed as a near-term action of the Regional Plan.

At key decision-making points for the 2021 Regional Plan, the Working Group will serve as a forum to provide recommendations on tribal transportation issues to the SCTCA for consideration and relay this input to the SANDAG Transportation Committee through their representation on that Policy Advisory Committee.

4. Incorporate Tribal Issues into the Draft Regional Plan

Collaborate on drafting Tribal Consultation Chapter and other tribal elements in the draft Regional Plan.

Incorporate strategic actions identified at the Summit and Joint Borders/SCTCA meetings.

5. Collaborate on Outreach for the Draft Regional Plan

The SCTCA will support outreach to all tribal nations to collect input/comments on the draft 2021

Regional Plan for their tribal communities

Approved:

June 20, 2017: Southern California Tribal Chairmen's Association Board Meeting

July 28, 2017: As part of the Public Involvement Plan for the Regional Plan