

Our San Diego

The Regional Vision Initiative

Spring 2011



Our San Diego will only be possible with the continued support of generous local partners. Our thanks to:



Community Leaders:

Malin Burnham

Ron Fowler

Connie Matsui

Buzz Woolley

Imagine...

It is with tremendous pride that I serve as the chair for *Our San Diego*, a new initiative destined to create a future that doesn't just preserve what we all hold dear in our region, but takes it to a new level of distinction...an even higher level of greatness.

Those of us lucky enough to call San Diego home know we are a fortunate group. Our region is an enviable one, prized by its residents and known collectively as a special, extraordinary place. It offers a unique and rich combination of climate, outdoor activities and community amenities.

Yet, like it or not, our San Diego is changing. Over the next 40 years, we will add one million new residents—most of them, our own children.

What kind of San Diego do we want for future generations? How do we protect and improve those things that we love most? How can we create a place where everyone can thrive, now and for decades to come?

I invite you to learn about *Our San Diego*, a new initiative led by local leaders and residents throughout the region, who understand that San Diego is unlike anyplace else, know that we must be strategic in preserving it for future generations, and have the passionate drive to make it happen.

Coordinated by The San Diego Foundation, *Our San Diego* is a bold and dynamic undertaking, a two-year project to create a 50- to 100-year vision and action plan for the greater San Diego region.

The result will be a clear strategy that determines our most treasured values, identifies the threats and opportunities we face as a region, and creates a path to preserving, sustaining and enhancing San Diego for our children and grandchildren.

We invite you to join us.

We invite you to be a part of San Diego's future.

And as you look through this brief introduction to *Our San Diego*, we invite you to imagine what's possible, and what we can achieve together.

Sincerely,



William K. Geppert
Chair, Our San Diego
The Regional Vision Initiative



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Why do this now?

San Diegans are proud of their region and happy to call it “home.”

However, they have identified the need for action in anticipation of new challenges and opportunities.

We have always loved and treasured our San Diego region. So why create a vision for its long-term future?

The answer is simple—*Our San Diego* is a response to what our fellow residents and civic leaders say they want as they plan for their own future, and that of their children.

- They believe that an ever-increasing population could jeopardize mobility, affordability and our region’s finite supplies of water and energy.
- They believe we sit on a volatile, international border and lack the leadership to create sustainable solutions.
- They believe we need new jobs in order for every resident to thrive. Yet, it is unclear where those jobs will come from.

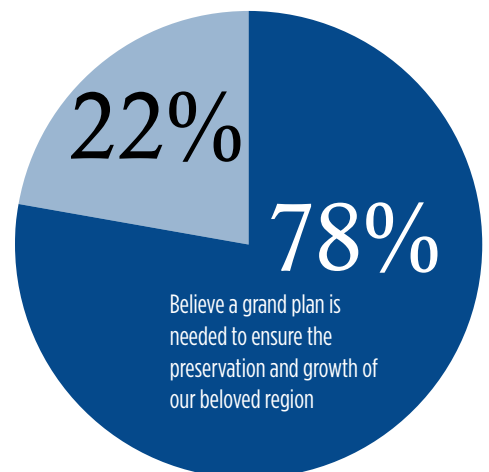
These issues are painfully real and imminent, and need strategic responses.

A vision of regional scope will provide a framework to address these critical issues, leading to decisive action and strategic solutions.

We ask you to join us as we plan for our future.

SAN DIEGO’S RESIDENTS AND ITS LEADERS WANT IT NOW

Through initial research, it was discovered that a vast majority of San Diegans (78%) believe a grand plan is needed to ensure the preservation and sustainable growth of this region. At the same time, prominent local leaders have gathered together to request a regional vision, and have asked for help from The San Diego Foundation to help coordinate this bold task.



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How will
this be different?

Like many regions, San Diego has had its share of well-intentioned planning efforts in the past. Few have been powerful enough to have any lasting impact on policy decisions, or visionary enough to adapt to broad, new challenges.

IT EMBODIES A UNIQUE APPROACH

Our San Diego is all-inclusive and collaborative, reaching across geographic, demographic, economic, and political boundaries, reflecting the will of everyone, from our leaders to our most under-represented.

IT IS BUILT UPON HISTORY AND BEST PRACTICES

Other regions have embarked on similar projects, and found outstanding success. As we plan for our process, we look to these other large-scale efforts in Utah, Louisiana, Charlotte, Chicago, Central Florida, and Arizona as examples from which to draw best practices.

IT HAS AN IMPLEMENTATION STRATEGY

Through The San Diego Foundation's *Center for Community Engagement*, the vision will be progressively realized, updated, evaluated, and celebrated. The Center will convene the entities and individuals who will translate the vision into action, and make it a living, evolving guide over decades and generations.

3

What has happened so far?

The vision process will be completed in two parts. Phase I, defined by in-depth values research, concluded in late 2010.

INCREASED UNDERSTANDING AND INITIAL FEEDBACK

The first phase of this bold endeavor, which included a comprehensive study of the region's trends and its residents' values, is complete. We learned what will compel residents to engage, and we formed the framework of the vision process for moving forward.

The study consisted of research on the region's economy and resources, qualitative and quantitative analysis, in-depth interviews with local experts, and much more. It included the scientific polling of more than 1,000 individuals, and focus groups with more than 100 others.

This work has allowed us to formulate a methodology for engaging our residents in the creation of a 50- to 100-year vision.

“Could you afford to buy your current home if it were for sale today?”

35% YES

65% NO



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What is guiding this initiative?

It is not just our enviable geography and climate that make San Diego extraordinary. It is also our ability to apply innovation and strategic thought to every opportunity in order to reach its fullest potential. The development of our outstanding biotech and telecommunications communities provide an illustration of successful economic development and innovation through research.

Phase I taught us that our residents enjoy many regional amenities, they are proud to live here, and they want to preserve what makes the region special. By focusing on these areas, we know they will feel compelled to partner with us to sustain what they love about the region including:

- The extraordinary climate and environment that has been gifted to us.
- The critical mass of education and innovation that has made us industry leaders.
- The diverse array of arts and science institutions that allow us to explore new things while inspiring our future generations.
- The culture of neighbors helping neighbors at every turn. People who give not because they feel they should, but because it's a core belief.

But those strengths are balanced against very real regional threats, including:

- Population growth
- Energy and water supplies
- International border relations
- The need for 500,000 new jobs
- A desire for strong leadership

Those residents polled helped us define the following priorities:

- Affordability
- Transportation options
- Jobs
- Quality and availability of water
- Education

These will guide us in our work, providing the touchstones to measure the effectiveness of our strategies in enhancing San Diego's future.

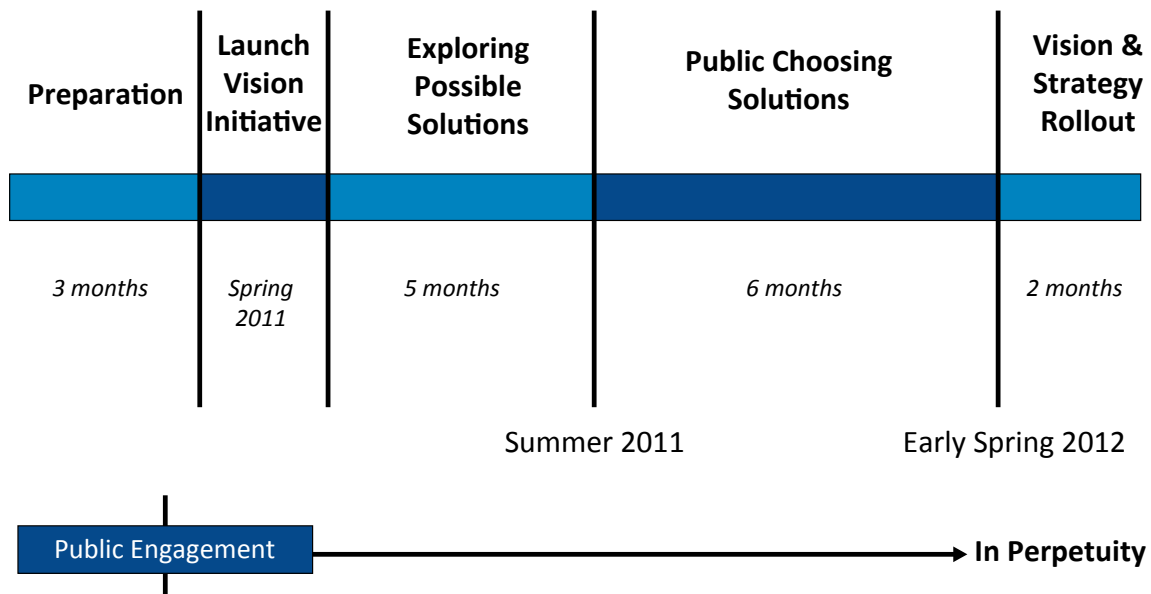
It is now time to hear from many more residents about their priorities and solutions. We will engage residents in all of San Diego County, to learn everything we can, from every community.

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What happens next?

It is with tremendous anticipation that we embark on Phase II, which hinges on wide-ranging community engagement.

VISION PHASE II



From the work of Phase I, we will develop alternative scenarios for the future and simulate what those could mean. We will ask everyone to weigh-in. We will engage tens of thousands of people to successfully represent their diverse points of view.

While our efforts will include traditional approaches such as town-hall style convenings and media outreach, they will also include new strategies. We will take full advantage of highly accessible and powerful web-based and social-media techniques and tools.

Taken as a whole, these strategies will allow the vision to truly be a product of the people. For the enhancement of the region...in perpetuity.

The end result of this phase will be a comprehensive and cohesive vision of the San Diego region, and an actionable strategic plan for *Our San Diego*.

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How will vast numbers of the region's residents be engaged?

To ensure this vision is representative of the values, concerns and aspirations of all San Diegans, we must involve fellow residents on an unprecedented scale.

Phase I helped outline the region's critical issues. Phase II is an opportunity to solve these issues.

We must engage everyone. We must know what they care about most, what concerns them most, and what they believe will make our future brighter.

We will ensure the critical and meaningful engagement of thousands through the execution of a number of concurrent strategies:

- Broadcast, Print and Digital Media
- Extensive Social Media Outreach
- Publicly Accessible Kiosks
- Community Workshops
- Town-Hall Meetings
- Direct Mail

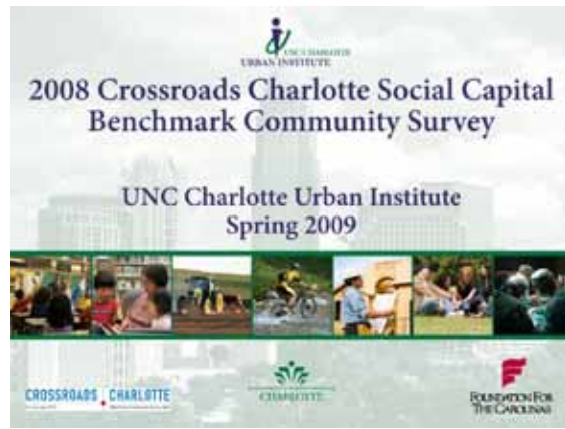
REGIONAL VISION COUNCIL

Phase II will also see the formation of the Regional Vision Council, made up of community members that closely represent the cultural, demographic, geographic, political, business and social diversity of the region. This group will act as champions, encouraging fellow residents to embrace the process, get involved and believe that their contribution will make a dramatic difference.

As representatives of our extraordinarily diverse communities, the Regional Vision Council will help ensure that *Our San Diego* is open and unbiased, resulting in a dynamic strategy that is not only visionary, but also actionable.

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What does the end product look like?



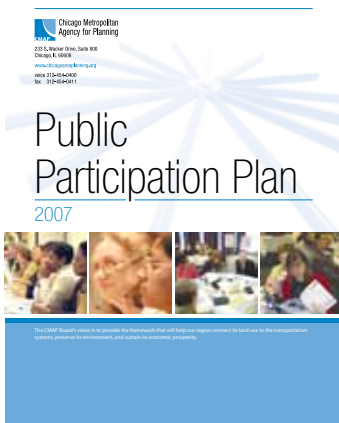
Charlotte

As with all great endeavors, we need to begin with the end in mind. The product of this massive effort will be a vision — presented as a document that will serve as the blueprint for the work to be done over many years in part as a living plan. Soon, we will hold in our hands something incredible, something meaningful...the first iteration of a vision that will keep our region as extraordinary as it is today for the next 50 to 100 years.

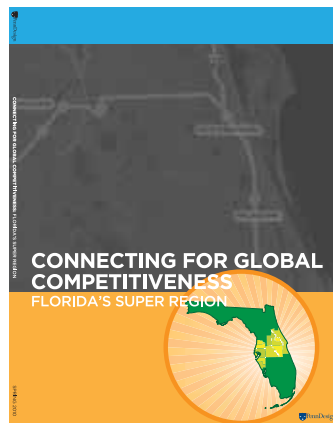
The final product will include an actionable strategic plan to ensure that our children and grandchildren can thrive in and enjoy the paradise we know.

Through this process, we will learn what needs to be done, how it should be done and who can get it done. It will take the collective focus of many entities, including neighborhood-based groups, the private sector, nonprofit entities, local governments, SANDAG, and The San Diego Foundation's *Center for Community Engagement* — to name a few.

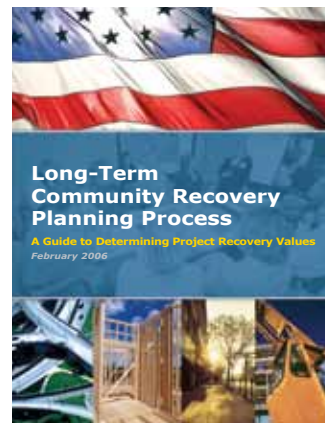
Then we will help make it happen.



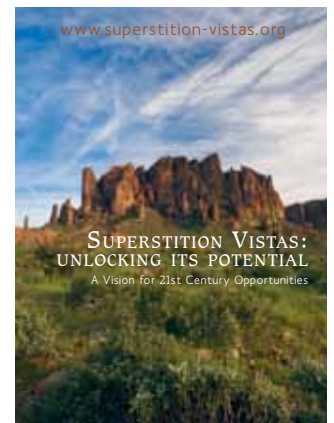
Chicago



Central Florida



Louisiana



Arizona

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What is the investment?

Our San Diego is a critical endeavor, but it is not an inexpensive one. Regardless, we know our region will come forward to support this endeavor.

OUR SAN DIEGO BUDGET

Phase I: Research

Status: Complete

Investment: \$400,000

Phase II: Public Outreach and Engagement

Status: Preparing to Begin

Investment: \$2,000,000

Total Investment: \$2,400,000

WHY WE NEED THIS AMOUNT

- To Engage
- To Involve
- To Motivation for Change

COMMITMENTS ALREADY MADE

The San Diego Foundation has committed to funding part of the overall project.

Additionally, a number of dedicated community leaders and organizations have demonstrated commitment to this work by contributing.

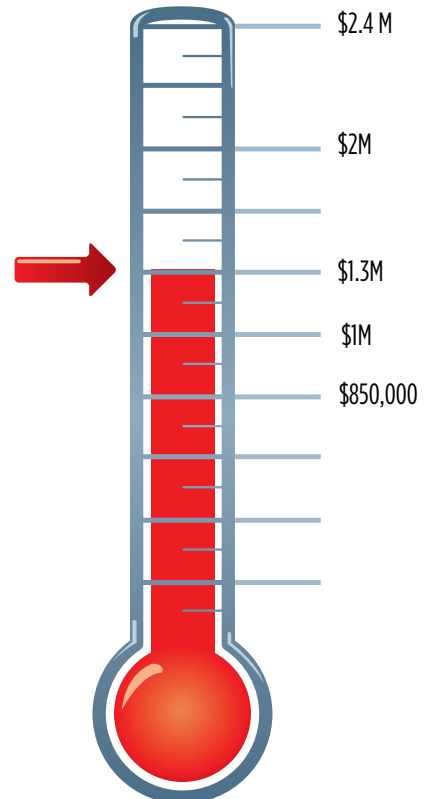
We thank the following for their generosity:

- | | |
|------------------------|------------------------|
| Malin Burnham | Connie Matsui |
| Bridegepoint Education | Qualcomm |
| Cox Communications | San Diego Regional EDC |
| Ron Fowler | Buzz Woolley |
| Leichtag Foundation | |

THE NEED REMAINS

While pleased by the commitments already made, we still have a significant amount to raise.

We invite you to join us in supporting this bold, dynamic and important endeavor.



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Who is guiding this initiative?

We spent significant time in Phase I identifying those locally and around the country who are passionate experts, and who have achieved success in similar projects.

BILL GEPPERT

*Chair, Our San Diego
Former Senior Vice President and General Manager of Cox Communications.*

With nearly 30 years experience in the telecommunications industry, Bill brings vision and charismatic leadership to his role as chair of *Our San Diego*, as well as to The Foundation's board. He has headed Cox Communications in San Diego since 1996 and has personally received numerous honors, including *San Diego Business Journal's* Business Person of the Year, YMCA Civic Leader of the Year, and the Union of Pan Asian Communities' Courageous Leader of the Year award. He is a former chair of the San Diego Regional Economic Development Corporation and chaired The Foundation's Endow San Diego initiative. He also serves on the boards of The Campanile Foundation and USD, and is past chair of the San Diego Regional Chamber of Commerce.

BOB KELLY

President & CEO, The San Diego Foundation

For more than 15 years, Bob has overseen all activities, programs and asset management within The San Diego Foundation. A longtime San Diegan, Bob built his career in philanthropy over several decades. Prior to joining The Foundation, Bob served as the Executive Director of the American Cancer Society in San Diego and Vice President of Southern California. Bob's community service activities include time spent as a board member of the San Diego Symphony Foundation, the San Diego Real Estate Foundation, Beauchamp Charities, Sharp Healthcare, the Children's Initiative, and League of California Community Foundations. He is a past President of the UCSD Alumni Association, past Board Chair of Youth for Progress, and past Board Chair of San Diego Grantmakers. He is a member of the Downtown Rotary and a graduate of UC San Diego.

REGIONAL VISION COMMITTEE

Jennifer Adams-Brooks
President, Clark Consultants

Bob Dynes, PhD
*President Emeritus, University of California
Former Chancellor, UCSD*

Kevin Harris
Executive Director, Regional Vision Initiative

Jerry Hoffmeister
Community Leader

Peter James MacCracken, APR
Principal, Strategic Communications

Connie Matsui
Social Entrepreneur

Kris Michell
President, Downtown San Diego Partnership

Ed Quinn
Community Leader

Ted Roth
Community Leader

Steve Smith
Dean, California Western School of Law

Muggs Stoll
*Director of Land Use and
Transportation Planning, SANDAG*

ROBERT J. GROW

Robert Grow is the founding and current chair of Envision Utah, a public/private partnership for quality growth. Grow has had a diverse career; he currently practices real estate, land use planning, and business law. From 1991 to 1997, he served as the president of Geneva Steel and in 1996 he was elected chair of the American Iron and Steel Institute. He has helped lead numerous regional visioning exercises across the country and is a sought-after public speaker.

DEE ALLSOP, Ph.D.

Dr. Dee Allsop is an American pollster. He was the chairman of the board and CEO of Wirthlin Worldwide from 2000-2004, and then served as president of Harris Interactive Solutions Groups from 2004 to 2008. Since the summer of 2008 he has been the president of Heart and Mind Strategies, a market research firm he founded.

JOHN FREGONESE

As president of Fregonese Associates, John Fregonese operates a full-service planning firm that specializes in visioning, comprehensive and small area planning, implementation strategies, and public involvement strategies. A planner for 30 years, he has earned the rare reputation of being able both to create an energizing vision for communities and to develop concrete, workable solutions to urban problems. Since starting the firm in 1997, he has led some of the most significant regional plans in recent decades.

GREGG LOGAN

Gregg Logan is the managing director of RCLCO. Over the past 30 years, Logan has worked with leading real estate developers, land owners, investors, builders and public-sector entities, helping them make the best development, investment and/or planning decisions for their real estate. Logan's advisory work has included market evaluations and strategies for residential, commercial, and mixed-use developments; town centers and suburban business districts; and economic development studies for cities, counties, and community improvement districts.

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How will success
be measured?



Center for Community Engagement

We have identified the goals of *Our San Diego*: a comprehensive vision to guide our next 50 to 100 years and the implementation plan to make it happen.

We will know we have been successful when it is clear that:

- **Our community** engagement is broad, responsive, and represents all geographies and demographics.
- **Our product** provides a step-by-step roadmap based on public input, includes milestones, and is understandable, accessible, measurable, and adjustable.
- **Our vision** is compelling, inspiring, achievable, relevant, and actionable.
- **Our process** is accessible, built on proven best practices, and nationally respected.
- **Our progress** over time includes a measurable increase in momentum, optimism, confidence, and support surrounding the initiative.

*We invite you to join us in creating a new vision,
a new future, for which we can all be proud.*

How can you get involved?

As a San Diego resident who cares deeply about this region, your participation is not just requested.

It's critical.

We believe the success of Our San Diego hinges on the involvement of a broad, diverse representation of our residents. And so we ask you to consider joining us.

PARTICIPATE

First, we ask for your time. We know that it is incredibly valuable, and so we don't ask for it lightly. We need your critical feedback on this initiative, on your priorities, on what you value today, and what you envision for tomorrow because the mission is paramount and the outcomes are critical.

By participating in our convenings, our outreach, our committees, our social media efforts, you will be a part of one of the most exciting, ambitious and important initiatives in the history of our region.

DONATE

We ask you to partner with us through a donation. *Our San Diego* is not an inexpensive endeavor, but we have heard the clarion call from community members and leaders that now is the time to strategize for San Diego's future.

We ask you to consider what this initiative will mean for San Diego, and for its children. We ask you to envision a future filled with a level of beauty, opportunity and quality that surpasses even what we have today. And we ask you to help create it by giving what you can.

ADVOCATE

No single voice can be *Our San Diego*. Instead, it will take the collective voices of thousands to fully embrace the strategies and endeavors that will create our future. It will take careful thought, dedicated time, difficult decision making and ongoing support.

We know you understand and believe in this initiative. Now, we ask that you help others do the same. Connect with your networks to spread the good news...that our future will not be defined by chance, that there is a plan for San Diego's future.

Encourage others to join with you, and with us, to preserve, sustain and enhance San Diego far into the future.

To learn more about *Our San Diego*, contact Daniel Beintema at Dan@sdfoundation.org, call (619) 235-2300, or log onto www.sdfoundation.org.

Learning from Others

While the character of San Diego and its residents is extraordinarily unique, the process of creating a regional vision is not. As we move forward with our process, we are fortunate to have the ability to look to other regions that have conducted regional visioning or long-range planning initiatives. We look to them for lessons learned, for effective strategies, and for practical information on how they've achieved the objectives of their visioning work.

We invite you to do the same. You can learn more by visiting the web sites below and reading about the initiatives that have been completed or are currently underway in these other regions.

We believe their success stories will not just inform you, but will also inspire you.

Chicago

GO TO 2040

<http://www.cmap.illinois.gov/2040/main>

Charlotte

Crossroads Charlotte

<http://www.crossroadscharlotte.org/>

Central Florida

My Region

<http://www.myregion.org/>

Arizona

Superstition Vistas

<http://www.superstition-vistas.org/>

Louisiana

Louisiana Speaks

<http://www.louisianaspeaks-parishplans.org/>

Utah

Envision Utah

<http://envisionutah.org/>