

3

CHAPTER 3

Paying for the Regional Plan, Forming Partnerships and Taking Action, and Monitoring How the Plan Performs



San Diego Forward: The 2021 Regional Plan (2021 Regional Plan) puts in place a framework for the future. It envisions a transformational transportation system supported by policies and programs that will help the San Diego region meet its goals, but it will require hard work, which this chapter details.



This chapter describes a strategy for funding the 2021 Regional Plan and details key project costs, describes the partnerships that will be essential for the 2021 Regional Plan to succeed, and reviews how the 2021 Regional Plan's performance will be monitored to ensure that it achieves its goals.

A long-term financial strategy for the 2021 Regional Plan

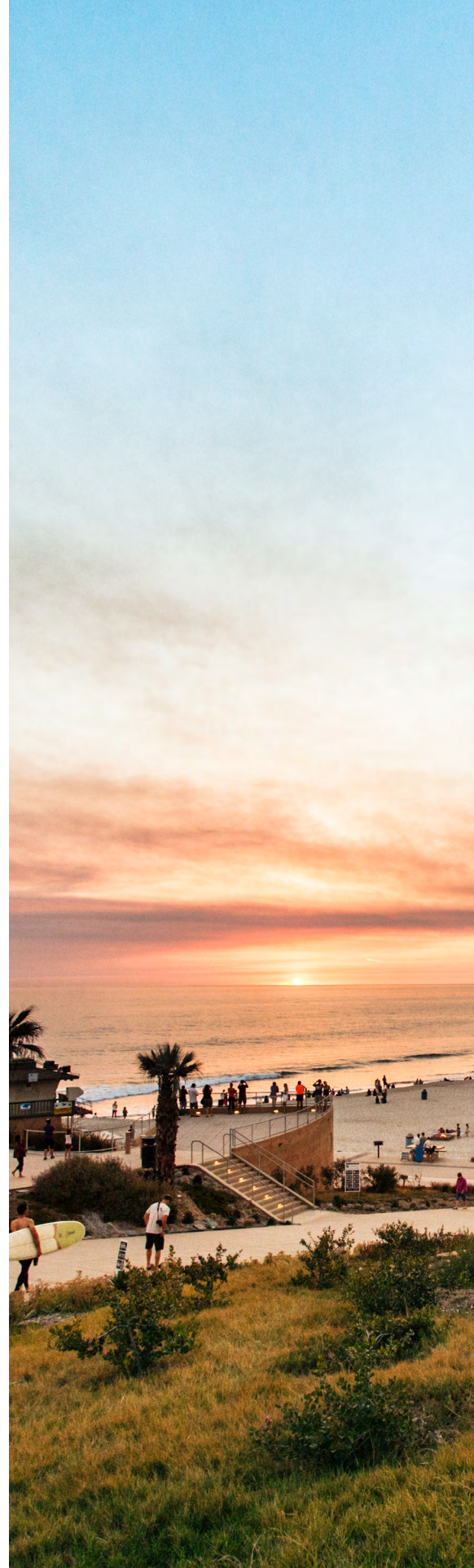
Each update of our Regional Plan improves upon the previous one, reflecting new ambitions, new opportunities, and new realities. As a result, the cost of each successive regional plan also changes. The 2021 Regional Plan and its 5 Big Moves mark a dramatic departure from our last regional plan, which was adopted in 2015.¹

The 2015 update of the regional plan was projected to cost \$130 billion in 2020 dollars. The 2021 Regional Plan is projected to cost \$163 billion. Why the higher cost? As we have detailed in Chapters 1 and 2, the 2021 Regional Plan completely reimagines our transportation system—what mobility can mean for all people who live and work in our region, no matter where they reside, where they work, how old they are, and regardless of their economic, racial, or ethnic background. The 5 Big Moves, as envisioned in the 2021 Regional Plan, will be engines of economic opportunity, social equity, and an elevated quality of life for everyone.

The 2021 Regional Plan dreams big, but it is also fundamentally designed to meet new and aggressive state mandates to reduce our regional emissions of greenhouse gases. Our region simply cannot meet these mandates without reducing the number of miles that people drive on our roadways (an indicator known as “vehicle miles traveled” or “VMT”). Transportation, as we have shown, accounts for a huge percentage of overall carbon emissions in our region. We must act to reduce these emissions.

Our \$163 billion price tag reflects several years of planning projects and programs. All of these projects and programs have been scrutinized and reconsidered, and those that did not move our region toward meeting the goals and mandates driving this new regional plan were eliminated or scaled back. The process followed to build the 2021 Regional Plan ensures that the funds raised to implement it will be maximized to achieve its many goals and objectives. Among the most important objectives is to meet our state requirement to reduce greenhouse gas emissions by 19% below 2005 levels by the year 2035.

¹ On October 25, 2019, the SANDAG Board of Directors adopted the 2019 Federal Regional Transportation Plan, which complies with federal requirements. Senate Bill 1730 provided a two-year extension to update San Diego Forward: The 2015 Regional Plan and its Sustainable Communities Strategy for the San Diego region through 2021.



HOW THE BUDGET IS BUILT

So, where will \$163 billion come from? The funding strategy for the 2021 Regional Plan considers all reasonably anticipated revenues to be received over the life of the 2021 Regional Plan—out to 2050. These funds will come with constraints. A majority of the anticipated funds will be tied to certain types of projects (for example, transit infrastructure or highway operations and maintenance), and we do not have the authority to interchange them. These constraints come with specific provisions from Congress or the state Legislature, and our investment strategy for the 2021 Regional Plan is aligned with those rules. Figure 3.1 summarizes the funding for the Regional Plan by source.

SANDAG is also constrained by when funds will become available over the 30-year life of the 2021 Regional Plan. As shown in Figure 3.2, more than half of anticipated revenues are not expected to become available until the 2036–2050 timeframe. This means that to meet state mandates to cut regional greenhouse gas emissions by 2035, investments targeted at reducing those emissions must be made between now and then.

FEDERAL, STATE, AND LOCAL REVENUES

As shown in Figure 3.1, revenues for the 2021 Regional Plan can be divided into three sources: Federal, State, and Local. These are discussed below.

Federal sources of revenues include Federal Transit Administration (FTA) Discretionary funds, Federal Highway Administration (FHWA), and funds from other sources.

State sources of revenues include Road Maintenance and Rehabilitation Account funds, State Highway Operation and Protection Program funds, and funds from other sources.

Figure 3.1
2021 Regional Plan Funding Sources
(in billions of \$2020)

- **Local**
sales tax, impact fees, fuel tax, tolls, passenger fares, fees, general funds, ridehailing service fees, road user charge, and housing revenue
- **State**
fuel tax, cap and trade, fees, and road user charge
- **Federal**
fuel tax, and financing

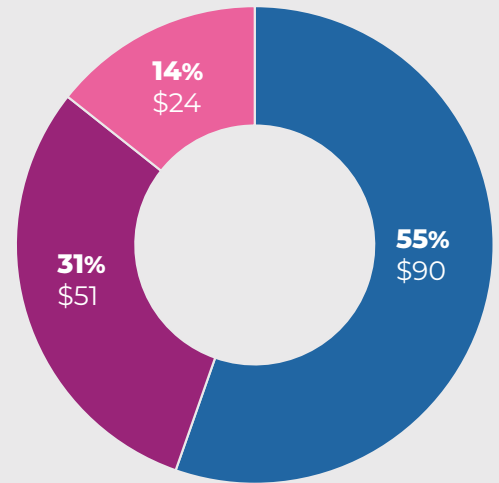
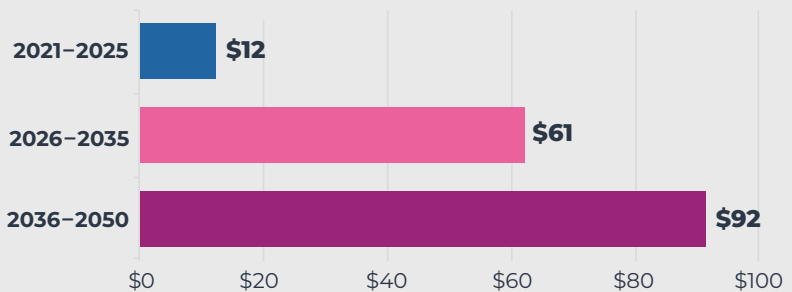


Figure 3.2
Anticipated Revenues by Time Period (in billions of \$2020)



Local sources of revenues include *TransNet* funding, managed lane tolls, farebox revenues, and general local funds from other sources. Assumptions related to new revenues are discussed below.

NEW REVENUES

Traditionally, regional plans have been drafted with the assumption that some combination of 30-plus revenue sources will pay for implementation. The San Diego region has always excelled at leveraging state and federal funds to maximize the potential of every dollar generated locally. However, state and federal transportation funding has declined in recent years; the federal gas tax has not changed since 1993, and fuel tax receipts have declined due to increased vehicle efficiencies.

Also, while California Senate Bill 1 (Beall, 2017) funding has provided additional funds through a gas tax increase and other new fees, those revenues are primarily dedicated to a backlog of existing operations and maintenance projects.

These realities point to a single conclusion: new sources of funding will be needed to fully implement the 2021 Regional Plan. The 2021 Regional Plan's financial strategy proposes several avenues to pursue to raise the needed funds. Below is a discussion of these options and the revenues they could raise over the life of the 2021 Regional Plan.

Appendix V contains details on the revenue sources estimated at \$165 billion.

VALUE PRICING AND USER FEES

An Essential Source of New Revenues

The practice of charging travelers fees for the transportation infrastructure they use is becoming more commonplace nationwide. This is seen as a way to optimize performance of the transportation system while managing congestion and to minimize the effect of somewhat unpredictable state and federal funding. Fees also address the need for innovative financing mechanisms to make transportation financing in the region sustainable long-term to achieve the SANDAG goal of a fast, fair, and clean transportation system; support the region's infrastructure needs (to preserve and improve the system); and promote a balanced transportation system moving forward.

Charging fees for the transportation infrastructure that people use—for example, charging users for each mile they drive on the highway—can change travel behavior. In the San Diego region, an increase in carpooling was observed on the Interstate 15 (I-15) corridor once the managed lanes were opened. Fees can also encourage people to take the bus for a short trip or take the train to work instead of driving alone. Funds raised from user fees can help the region build a complete transportation system that provides travelers with more alternatives to driving alone wherever and whenever they need them. Once it is built, the convenience of the new system could, in effect, sustain changes in travel behavior. The result for everyone would be more mobility, less congestion, less air pollution, lowered greenhouse gas emissions, and a higher quality of life.

User fees also apply a “market-based” approach to achieving environmental, equity, and economic goals and can put a hand on the scale to redress decades of unbalanced investment in roads by making funds available for alternative modes and transit. The inclusion of user fees in the 2021 Regional Plan can encourage travelers to choose more sustainable travel options that improve mobility and access regionwide, reduce carbon emissions, and create greater transportation equity. These fees can also generate sustainable funding to implement the 2021 Regional Plan. The pricing strategies under consideration in development of the 2021 Regional Plan are detailed below.

MANAGED LANES

Managed Lanes can charge variable tolls based on congestion levels and other operating metrics, providing a faster trip to solo drivers if they choose to pay a fee while providing free access to emergency vehicles, transit vehicles, carpoolers, and others. This concept is not new to the region. SANDAG currently operates priced managed lanes on I-15, which allow solo drivers to receive a congestion-relief benefit if they choose to pay a fee. Another managed lanes project, the I-15/State Route 78 (SR 78) Express Lanes Direct Connector Project, is underway. This project will add three miles of new express lane direct connector ramps on SR 78 in both directions that will link the existing I-15 Express Lanes. Managed lanes are popular and effective in many areas of the U.S., including in Los Angeles, which implemented its first managed lanes system on two highways in 2013.



In the 2021 Regional Plan, SANDAG would take managed lanes to a new level with a regionwide system and would use some of the revenues to reinvest in multimodal projects and programs designed to expand and improve the non-vehicle transportation network. As implemented, the region's transit and other alternative transportation will be in place to provide people with alternatives to driving alone. Frequency, reliability, better choices, and safety will be defining features of our regional transportation system. Transit rates, meanwhile, will be structured so that ridership and access to mobility both increase.

ROAD USER CHARGES

Road User Charges are direct user fees that motorists pay to use the roadway network based on the distance they travel. Road user charging can be an equitable way to generate revenue. Leveraging Next OS technology offers the capability to provide discounts to certain populations. As electric and hydrogen-powered personal vehicles become more affordable and revenue from fuel taxes continue to decline, road user charging is also a way to make up for the loss in those revenues. Finally, road user charging is a recognition that any type of vehicle—whether powered by gas, electricity, or hydrogen—causes congestion and places wear and tear on transportation infrastructure. Road user charging is an emerging strategy for rapidly growing metropolitan areas, including those in California, where Caltrans has a Road User Charge pilot program underway. Oregon is also collecting a road user charge as part of its new program, OReGO. A Road User Charge program is proposed to be implemented as soon as 2026 and would require new legislation or another mechanism.

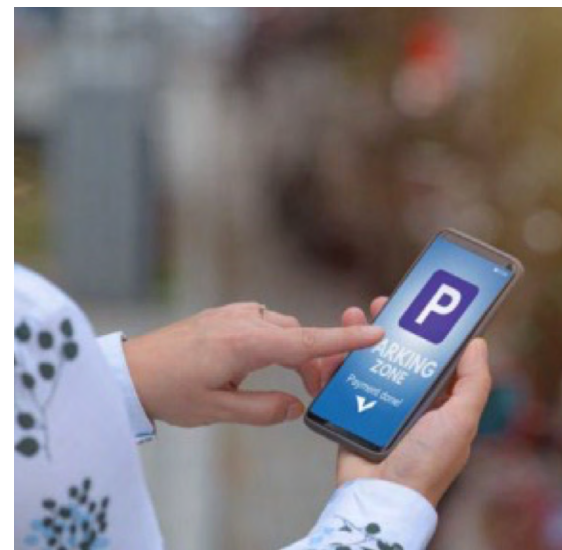
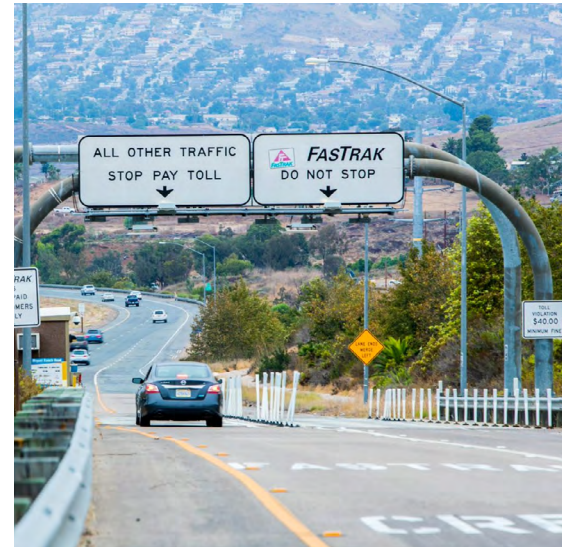
RIDEHAILING COMPANY SERVICE FEES

Ridehail company service fees are per-trip fees charged for on-demand passenger and ridehailing services such as Uber and Lyft. Fees may vary by mileage, occupancy, or other trip factors. Similar fees have been levied in other areas, including Chicago, Seattle, Portland, New York, and The District of Columbia.

TRANSIT FARE SUBSIDIES

Incentives such as transit fare subsidies can encourage more people to use transit, shifting travel from the personal automobile to shared rides on transit vehicles throughout the day. Other incentives, such as offering priority parking to people who share rides, can encourage changes in travel behavior.

If discussions of value pricing and user fee strategies advance, further analysis and public discussions with the SANDAG Board of Directors, stakeholders, and the general public will take place. The aim would be to further prioritize policy goals such as social equity and to tailor each strategy to meet these goals.



BUILDING AN INVESTMENT STRATEGY

Investments in the 2021 Regional Plan are assigned to a handful of key categories, and together, these investment areas add up to a summary of investments that make up the 2021 Regional Plan. These categories are capital investments, operations investments, local streets and roads investments, program investments, and debt service, and are shown in Figure 3.3.

CAPITAL INVESTMENTS

The capital investments in the 2021 Regional Plan are made up of those projects that represent anticipated construction of infrastructure, including new facilities or expansion, renovation, or replacement of existing ones. However, given that the anticipated investment covers the next 30 years of needs, this category is primarily associated with new construction. This represents the largest investment budgeted in the 2021 Regional Plan. Primarily, these investments include infrastructure projects associated with transit, Complete Corridors, Mobility Hubs, and the Next OS. More details are included below.



Figure 3.3
2021 Regional Plan Expenditures



Total Estimate: \$163 billion (\$2020)

- **Transit Leap Capital Investments** are made up of those projects that create a complete network of high-speed, high-capacity, and high-frequency transit services that connect major residential areas with employment centers and attractions throughout the San Diego region. New high-speed transit services—covering longer distances with limited stops—may be separated from vehicle traffic with bridges, tunnels, or dedicated lanes. Improvements to existing transit services—such as the Trolley, COASTER, SPRINTER, and *Rapid*—may include additional rail tracks, dedicated transit lanes, and traffic signal priority to keep transit moving quickly in addition to supporting the movement of goods by rail. Other transit capital projects include People Movers, Trams, and transit center development or reconstruction, as well as vehicle costs for the entire transit fleet (including local bus services).
- **Complete Corridors Capital Investments** will provide the region with a variety of travel choices and will use technologies that will help manage how people use highways, local streets, and roadways in real time. They will provide dedicated, safe spaces for everyone, including freight vehicles and people who walk, bike, drive, ride transit, and use Flexible Fleets. Key features and benefits of Complete Corridors include Managed Lanes that offer priority access to transit, carpool, and vanpool users, as well as access to single-occupant drivers for a fee; Active Transportation and Demand Management technology that enables transportation operators to modify how both arterial and highway infrastructure and services are used based on changing traffic conditions; high-speed communication networks that allow connected vehicles, smartphones, and smart roads to share data to reduce collisions, increase network capacity, and improve travel times; priority access to roadways for public transit, active transportation, and shared mobility services; managed curb space that accommodates different uses based on levels of traffic at varying times of the day; and electric vehicle (EV) infrastructure, including public charging and hydrogen fueling stations. Complete Corridors capital investments will also include curve straightening, intersection improvements, and shoulder widening in rural travel corridors. Finally, Complete Corridors investments will address the growing needs of goods movement and freight infrastructure in our region.

- **Mobility Hub Capital Investments** will ensure that Mobility Hubs offer people on-demand travel options and supporting infrastructure that enhance their connections to high-quality Transit Leap services while also helping them make short trips around the community using Flexible Fleets. Mobility Hub investments include EV infrastructure, micromobility charging and parking, passenger loading zones, interactive travel kiosks, parcel delivery lockers, and carshare parking. The geographic area of Mobility Hubs may span one, two, or a few miles based on community characteristics. Mobility Hubs will be uniquely designed to fulfill a variety of travel needs while strengthening sense of place. Complete streets makeovers intended to facilitate safe and comfortable travel for active transportation and Flexible Fleets within hubs and to Transit Leap are included in the mobility hub capital investment strategy.
- **Next OS Capital Investments** include investments to create a regional digital platform that will compile information from passenger vehicles, buses, ridesharing vehicles, delivery trucks, bikes, scooters, and other sources into a centralized data hub. Analysis of these data will improve how people plan, operate, and experience transportation. Transportation operators will be able to better manage supply and demand by modifying how infrastructure and services are used throughout the day. The result will be a modernized transportation system with roads and transit services that operate smoothly and serve people better.

OPERATIONAL INVESTMENTS

Operational investments will provide our region with the resources necessary to run and maintain the capital investments discussed above. These include resources to run and maintain the transit system (including the provision of fare subsidies), operations and maintenance needs of the Complete Corridors system, and costs associated with facilitating Flexible Fleets. These fleets will be a combination of shared, on-demand transportation services that provide people with convenient and personalized travel options. Flexible Fleets build on the popularity of services such as rideshare, bikeshare, and scootershare, but can also include neighborhood shuttles and delivery services. These fleets will provide services for all types of trips, 24/7, which can reduce the need to own a car. They also will provide important connections between high-speed Transit Leap services and key destinations such as work or home, making it easier for commuters to choose transit. Flexible Fleets will be primarily accessible through mobile apps and can be operated by public and private agencies or through partnerships.

LOCAL STREETS AND ROADS INVESTMENTS

Investments in local streets and roads will serve a critical need to support municipal roadway infrastructure to facilitate mobility, accessibility, and the implementation of the regional transportation system. Local streets and roads improvements will address capital, rehabilitation, operations, and maintenance needs of the local roadway system managed by the region's 18 municipalities as well as the County of San Diego. Local streets investments will help transportation system operators manage the roadway needs of all users, including those who use the region's local bikeways.

SUPPORTING POLICY AND PROGRAM INVESTMENTS

Policy and program investments include those pertaining to land use, housing, climate action planning, climate adaptation and resilience, EVs, parking and curb management, transportation demand management, and Vision Zero. These investments will support programs that complement the capital and operational investments of the transportation system, encourage sustainable growth and development, and implement innovative demand strategies. Local programs include grants and resources to support capital and planning activities for local jurisdictions. Regional programs support the adoption of new technologies and encourage residents, businesses, and community organizations to use transportation alternatives to driving alone.

DEBT SERVICE

Debt service includes the cost to service debt previously incurred based on the borrowing instruments and financing tools put into place to fund existing projects or those currently under construction.

Appendix A contains detailed tables describing the investments estimated for each project and program. The detailed cost estimation, its methodology, and the summary of investments is included as Appendix U.



PARTNERING FOR SUCCESS

The 2021 Regional Plan is a plan for the entire San Diego region, and its success depends on partnerships and collaboration among SANDAG; local jurisdictions; tribal nations; other federal, state, regional, and local agencies; service providers; community-based organizations; and residents.

LOCAL JURISDICTIONS

Changing our urban form takes time, and local planning is critical to aligning regional projects and concepts of the 2021 Regional Plan with local communities. To support local jurisdictions with this planning work and to advance regional collaboration, 2021 Regional Plan investments include grant programs and technical assistance focused on housing, climate action planning, climate adaptation and resilience, parking and curb management, and Vision Zero. These programs build upon the success of current *TransNet* grant programs by offering more resources for local planning, technical studies, and projects. The housing grant program can help local governments update their plans and ordinances to accommodate increased housing density, new employment opportunities, and enhanced community spaces within mobility hubs.

TRIBAL NATIONS

The 2021 Regional Plan focuses transportation investments within densely populated areas of the western third of the region, but the regional transportation system also must support the needs of our tribal nations, whose reservations are in sparsely populated, rural areas of the region. SANDAG and the Southern California Tribal Chairmen's Association (SCTCA) continue to coordinate projects and initiatives through a government-to-government framework. Together, SANDAG and the SCTCA implement strategies to address issues of significance to tribal nations, such as transportation, cultural resource management, environmental preservation, energy, and economic development. Using funding from a Caltrans Partnership Planning Grant, the two organizations have collaborated on the first-ever effort to collectively assess tribal mobility issues in a regional context. The result was the development of the Intraregional Tribal Transportation Strategy, which provides a framework for supporting tribal transportation needs in the region through interagency cooperation at the federal, state, and regional levels. On July 1, 2020, the SCTCA and SANDAG signed a memorandum of understanding (MOU) to establish a coordinated effort to implement strategies borne out of government-to-government dialogues and regional planning efforts. In particular, the resources provided through the MOU will allow the SCTCA to advance the Intraregional Tribal Transportation Strategy, building capacity to prioritize and pursue transportation projects of interest to tribal nations.





MILITARY

The San Diego region is home to the largest concentration of military forces in the country. More than 150,000 military personnel are employed here. Our region has a long history of coordinating a variety of initiatives with the military through the San Diego Regional Military Working Group (Military Working Group). The Military Working Group includes representatives of the region's military installations, adjacent local jurisdictions, transit agencies, the Port of San Diego, Caltrans, and SANDAG. The Military Working Group provides a collaborative forum for the various branches of military and SANDAG to address areas of mutual interest, including growth management, habitat preservation, transportation, regional growth, housing, water, energy, and other related topics that can help inform implementation of the 2021 Regional Plan. The Military Working Group developed the San Diego Regional Military Multimodal Access Strategy, analyzing the mobility issues for each installation, defining strategies to facilitate discussion and coordination, and developing a set of high-priority transportation projects, operational improvements, and programs that support military, regional, and local concerns. The region has continued to leverage this strong partnership through innovative solutions including the Central Mobility Hub/Navy Old Town Campus Redevelopment Revitalization Agreement, Comprehensive Multimodal Corridor Plans, Public-Private Partnerships for Transportation Demand Management programs, and SANDAG's first grant award from the Office of Local Defense Community Cooperation for San Diego Military Installation Resilience. With the signing of the President's Executive Order on January 27, 2021, "Tackling the Climate Crisis at Home and Abroad," SANDAG and the Military Working Group will continue to leverage, collaborate, and maximize future opportunities from State and Federal agencies to contribute to economic growth and improve the regional transportation network.

COMMUNITY PARTNERS

As the 2021 Regional Plan is implemented, SANDAG partnerships with community organizations, residents, and businesses will be important to tailor solutions to specific communities and populations. Community engagement will be critical, as the 2021 Regional Plan envisions direct investments to communities. These investments include flexible fleet pilots, complete street improvements, mobility hub amenities, electric vehicle charging, and local bike projects. As SANDAG develops its housing incentive program, collaborating with nonprofit affordable housing developers and other pro-housing organizations will help SANDAG determine how to best incentivize affordable housing development in the region.



BORDERS

Our region's successes today and its future prospects for cultural and economic prosperity are linked to its relationships with neighboring counties (which include Orange, Riverside, and Imperial counties), Mexico, and the 17 sovereign tribal governments within the region. Each adds a dynamic element to the region's profile and requires SANDAG to pursue ongoing collaboration to build understanding, identify challenges, and prioritize solutions. For this reason, SANDAG created the Borders Committee in 2001 to bring together elected officials and representatives from all neighboring jurisdictions. The Borders Committee addresses joint challenges related to regional planning and collaborates across jurisdictional and international boundaries to develop and implement strategies within the broader context of the megaregion. Megaregions reflect the symbiotic nature of adjacent urban areas that share economic, environmental, and social features as well as infrastructure and geographic connections. It is important, then, to consider how planning decisions at local and regional levels can resonate at the megaregion level.

The California–Baja California border region experiences high levels of interregional and crossborder commuting and goods transport. There are also many industries that are linked across borders. This larger region is an increasingly important trade and travel corridor, and it has a distinct global competitiveness with unique advantages.

The 2021 Regional Plan is designed to build on the close working relationships among partners throughout the California–Baja California binational megaregion. Efforts will include completing the Otay Mesa East–Mesa de Otay II Port of Entry project and implementing the Regional Border Management System and related border wait time monitoring components. These and other initiatives will help create the momentum needed to improve interregional and crossborder mobility.

Partnerships with public agencies in Mexico are critical for the successful implementation of the 2021 Regional Plan—for our region and for the larger binational megaregion in which we live.

PRIVATE-SECTOR COORDINATION

Establishing collaborative public–private partnerships (P3s) enables SANDAG to harness innovations, new ideas, and technological advancements that are driven by the private sector to implement projects, policies, and programs in the 2021 Regional Plan. SANDAG can leverage participation from the private sector to accelerate the delivery of projects, mitigate risks, expand services, or support the financial viability of 2021 Regional Plan projects. This includes tapping into private-sector expertise through alternative P3 procurement models to design and build complex new capital projects such as high-frequency commuter rail services or a Central Mobility Hub or to activate mobility hubs by providing supportive transit-oriented land uses, housing, and hub amenities such as EV charging infrastructure in the region. This also includes forming partnerships to launch and operate on-demand Flexible Fleet services, expanding access to broadband in the region to close the digital divide, and establishing regional data-sharing initiatives to operationalize the Next OS. Proactively forming partnerships with the private sector will be critical to ensure that services and projects envisioned in the 2021 Regional Plan are implemented in support of regional mobility, equity, and sustainability goals.



IMPLEMENTATION OF THE 2021 REGIONAL PLAN

Actions that Will Place the Region on a Course to Succeed

With a financial strategy in place and essential partnerships guiding our work, implementing the 2021 Regional Plan will require specific and deliberate steps. Taking these steps will ensure that the 2021 Regional Plan advances on a firm footing and is primed for success. Implementation actions are specific steps taken to bring projects, policies, and programs to reality, and each one supports the 2021 Regional Plan's defined strategies. There are ten Priority Implementation Actions, and each one has near-term and continuing actions that support their full implementation; all near-term and continuing actions are described in Appendix B.

PROGRAMS, PLANNING, AND POLICIES

Eleven (11) policy and program areas were identified for the 2021 Regional Plan. Detailed information on the implementation actions, program costs, and social equity considerations for each are included in Appendix B. These policies and programs complement the projects described in Chapter 2 and support the ten priority implementation actions.

1. ***Land Use and Regional Growth***
2. ***Housing***
3. ***Climate Action Planning***
4. ***Climate Adaptation and Resilience***
5. ***Electric Vehicles***
6. ***Parking and Curb Management***
7. ***Transportation Demand Management***
8. ***Vision Zero***
9. ***Fix It First***
10. ***Transportation System Management and Operations***
11. ***Value Pricing and User Fees***

PRIORITY IMPLEMENTATION ACTIONS

1. Apply the Social Equity Planning Framework and ensure that equity is considered throughout 2021 Regional Plan implementation.
2. Develop Comprehensive Multimodal Corridor Plans to refine 2021 Regional Plan projects at the corridor level and qualify the region for future funding opportunities.
3. Update SANDAG policies, including the *TransNet* Ordinance, to reflect 2021 Regional Plan projects and priorities.
4. Develop a Value Pricing and User Fees Implementation Strategy.
5. Seek new local funding in addition to pursuing state and federal funding opportunities.
6. Advance Next OS by preparing technical and planning studies and initiating pilot opportunities.
7. Implement the Regional Transportation Improvement Program and near-term projects.
8. Partner with local jurisdictions, tribal governments, agencies in Mexico, the military, and other agencies on collaborative efforts to implement the 2021 Regional Plan.
9. Expand regional programs on low-carbon transportation options, roadway safety and maintenance, and nature-based climate solutions.
10. Advance a data science program to better understand travel behavior in the region, update travel demand modeling tools, and improve transparency and reporting on program effectiveness and project delivery.

PERFORMANCE MONITORING

The 2021 Regional Plan provides a bold new vision for transportation, land use, and infrastructure investment for the region. The 2021 Regional Plan summarizes where the region is, where the region wants to be by 2050, and what the region needs to do to get there. Historically, SANDAG plans have included performance indicators to monitor the region’s progress in a number of areas.

The performance-monitoring indicators for the 2021 Regional Plan follow the overall vision and goals of the 2021 Regional Plan and are grouped into five goal categories: healthy environment, energy and water, housing, quality of life, and transportation planning. The indicators are meant to capture a snapshot of regional areas of importance—in other words, how the region is doing in these general areas. Other monitoring reports, such as the SANDAG Annual State of the Commute, or resources provided by the San Diego County Water Authority, for example, provide more detailed information on subject-specific areas. Pursuant to California Assembly Bill 1730 (Gonzalez, 2019), SANDAG is also required to monitor implementation of the Sustainable Communities Strategy on a two-year cycle; this report is submitted to the California Air Resources Board and complements the performance monitoring of the 2021 Regional Plan.

Table 3.1 shows the performance indicators for the 2021 Regional Plan and the data sources for each of the indicators. SANDAG will prepare performance-monitoring reports for the 2021 Regional Plan on a four-year cycle, with the next monitoring report due in 2023. The data sources listed in Table 3.1 are the best sources identified as of the completion of the 2021 Regional Plan and are subject to change if new data sources are identified before the completion of the Performance Monitoring Report. When data are available, the monitoring report will review the indicators’ impact on equity in the region. Reviewing key outcomes every several years will provide a foundation for preparing future updates to the regional plan.

**Table 3.1
Performance Indicators for the
2021 Regional Plan**

INDICATOR	DATA SOURCE
Healthy Environment	
Air quality	San Diego County Air Pollution Control District
Beach widths	SANDAG Regional Beach Monitoring Report
Habitat conserved within designated preserve areas	US Fish and Wildlife Service Annual Monitoring Report, Conserved Lands Database, Local Jurisdictions
Energy and Water	
Water consumption	San Diego County Water Authority
Diversity of water supply	San Diego County Water Authority Annual Reports
Impaired Waterbodies	San Diego Regional Water Quality Control Board
Diversity of energy supply and use	San Diego Gas & Electric Power Content Label
Electric and natural gas consumption by sector	California Energy Commission
Housing	
Share of new housing units and jobs located in Smart Growth Opportunity Areas	Longitudinal Employer-Household Dynamics Origin-Destination Employment Statistics Workplace Area Characteristics
Housing units permitted by income category – NEW	Local government annual housing progress reports
Percentage of households with housing costs greater than 35% of income	American Community Survey
Annual income needed to afford fair market rent	National Low-Income Housing Coalition

INDICATOR

DATA SOURCE

Quality of Life

Unemployment – NEW	State of California Employment Development Department
Social Equity – NEW	California Office of Environmental Health Hazard CalEnviroScreen
Telework – NEW	Annual SANDAG Telework Survey
Homelessness – NEW	San Diego Regional Task Force on Homelessness
Drug Use – NEW	Annual Substance Abuse Monitoring reports
Crime	Annual Crime Report
Real per capital income, compared with California and the United States	U.S. Bureau of Economic Analysis
Regional poverty rate, compared with California and the United States	American Community Survey

Transportation Planning

Fatalities/serious injuries (total and per Vehicle Miles Traveled)	California Highway Patrol, Statewide Integrated Traffic Records System and National Highway Traffic Safety Administration, Fatality Analysis Reporting System
Travel time to jobs	American Community Survey
Travel times and volumes for all modes	Caltrans Performance Management System
Commute mode share	American Community Survey
Bike Lane Miles – NEW	SANDAG and local jurisdictions
Annual Transit Ridership – NEW	Annual Boardings Data; Metropolitan Transit System (MTS), North County Transit District (NCTD), SANDAG
Annual Transit Boardings	Annual Boardings Data; MTS, NCTD, SANDAG
Border Wait Times	U.S. Customs and Border Protection
Vehicle Miles Traveled	Caltrans Performance Management System



What will we leave for the region's next generations?

Our region has been built by people with vision—people with a long view toward the future and the foresight to understand that what we do today will shape the quality of life for future generations. As we head toward mid-century, we have a lot to be proud of and a lot to protect: our beautiful beaches; our coastal canyons, mesas, and estuaries; our unique communities and neighborhoods. The San Diego region thrives from a vibrant international border, a rich cultural history of Native American peoples, some of the finest higher-educational institutions in the world, and a culture of innovation and invention. We are home to the U.S. Navy's prestigious Pacific Fleet and we are a focal point of Marine Corps training and readiness. We share a love for the San Diego region for many reasons, and it is up to us—right now—to ensure that our region is the place where future generations of people want to call home.

For this to happen, we will have to overcome some significant challenges—challenges that have to do with enhancing mobility, providing adequate housing, making our region a more equitable place, protecting the natural spaces we love so much, and reducing our greenhouse gas emissions and air pollution to comply with state and federal mandates.

With the COVID-19 pandemic passing into history, traffic congestion is once again dominating our roadways. While many people are once again on the move, many others still do not have equitable access to jobs, housing, education, healthcare, and transportation. As our region moves to narrow this gap between those who are benefitting from a revived economy and those who are still left behind, we also must build a recovery that reduces air pollution everywhere and does not exacerbate the consequences of global climate change.

The long-term well-being of our region depends on us—people living in this day and age, right now—to make meaningful changes.

The 2021 Regional Plan reflects a bold new vision for this wonderful place that we call home. Our success tomorrow will depend on investing in our future—today.



SANDAG ACKNOWLEDGEMENTS

Many individuals aided in the preparation of material contained in San Diego Forward: The 2021 Regional Plan. SANDAG committees and working groups are acknowledged.

SANDAG COMMITTEES AND WORKING GROUPS

Audit Committee	Freight Stakeholders Working Group
Borders Committee	Interagency Technical Working Group on Tribal Transportation Issues
Public Safety Committee	Regional Energy Working Group
Regional Planning Committee	Regional Planning Technical Working Group
<i>TransNet</i> Independent Taxpayer Oversight Committee	San Diego Region Conformity Working Group
Transportation Committee	San Diego Regional Military Working Group
Active Transportation Working Group	San Diego Regional Traffic Engineers Council
Cities/County Transportation Advisory Committee	Shoreline Preservation Working Group
Committee on Binational Regional Opportunities	Social Equity Working Group
Environmental Mitigation Program Working Group	Social Services Transportation Advisory Council

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