Members
Patricia McCoy, Chair
Mayor Pro Tem, Imperial Beach
(Representing South County)

Greg Cox, Vice Chair
Supervisor, County of San Diego

Crystal Crawford
Mayor, Del Mar
(Representing North County Coastal)

Sam Abed
Councilmember, Escondido
(Representing North County Inland)

John Minto
Councilmember, Santee
(Representing East County)

Wally Leimgruber
Supervisor, Imperial County
(Representing Imperial County)

Ben Hueso
Council President, City of San Diego

Alternates
Rudy Ramirez
Councilmember, Chula Vista
(Representing South County)

Pam Slater-Price
Vice Chairwoman, County of San Diego

Jack Feller
Councilmember, Oceanside
(Representing North County Coastal)

Advisory Members
Thomas Buckley
Councilmember, City of Lake Elsinore
(Representing Riverside County)

Jim Dahl
Mayor Pro Tem, City of San Clemente
(Representing Orange County)

Hon. Remedios Gómez-Arnau
Consul General, Consulate General of Mexico

Elsa Saxod
San Diego County Water Authority

Robert Pleplow
Interim District 11 Director, Caltrans

Chris Devers
Chairman, Pauma Band of Mission Indians
Southern California Tribal Chairman’s Association

Richard Macias
Director of Planning, Southern California Association of Governments

Gary L. Gallegos
Executive Director, SANDAG

BORDERS COMMITTEE AGENDA

Friday, November 20, 2009
12:30 to 2:30 p.m.
SANDAG Board Room
401 B Street, 7th Floor
San Diego

AGENDA HIGHLIGHTS

• UPDATE ON I-15 IRP PHASE III
• UPDATE ON DRAFT SANDAG PUBLIC PARTICIPATION PLAN (PPP)
• UPDATE ON PLANNING FOR 2010 SAN DIEGO REGIONAL TRIBAL SUMMIT

PLEASE TURN OFF CELL PHONES DURING THE MEETING

YOU CAN LISTEN TO THE BORDERS COMMITTEE MEETING BY VISITING OUR WEB SITE AT WWW.SANDAG.ORG

MISSION STATEMENT
The Borders Committee provides oversight for planning activities that impact the borders of the San Diego region (Orange, Riverside and Imperial Counties, and the Republic of Mexico) as well as government-to-government relations with tribal nations in San Diego County. The preparation and implementation of SANDAG’s Binational, Interregional, and Tribal Liaison Planning programs are included under this purview. It advises the SANDAG Board of Directors on major interregional planning policy-level matters. Recommendations of the Committee are forwarded to the Board of Directors for action.
Welcome to SANDAG. Members of the public may speak to the Borders Committee on any item at the time the Committee is considering the item. Please complete a Speaker’s Slip, which is located in the rear of the room, and then present the slip to Committee staff. Also, members of the public are invited to address the Committee on any issue under the agenda item entitled Public Comments/Communications/Member Comments. Speakers are limited to three minutes. The Borders Committee may take action on any item appearing on the agenda.

This agenda and related staff reports can be accessed at www.sandag.org under meetings on SANDAG’s Web site. Public comments regarding the agenda can be forwarded to SANDAG via the e-mail comment form also available on the Web site. E-mail comments should be received no later than noon, two working days prior to the Borders Committee meeting.

In compliance with the Americans with Disabilities Act (ADA), SANDAG will accommodate persons who require assistance in order to participate in SANDAG meetings. If such assistance is required, please contact SANDAG at (619) 699-1900 at least 72 hours in advance of the meeting. To request this document or related reports in an alternative format, please call (619) 699-1900, (619) 699-1904 (TTY), or fax (619) 699-1905.

SANDAG offices are accessible by public transit. Phone 511 or see 511sd.com for route information.
# BORDERS COMMITTEE
Friday, November 20, 2009

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## APPROVAL OF THE OCTOBER 23, 2009, MEETING MINUTES
APPROVE

## PUBLIC COMMENTS/COMMUNICATIONS/MEMBER COMMENTS

Members of the public will have the opportunity to address the Borders Committee on any issue within the jurisdiction of the Committee that is not on this agenda. Speakers are limited to three minutes each and shall reserve time by completing a “Request to Speak” form and giving it to the Clerk prior to speaking. Committee members also may provide information and announcements under this agenda item.

## REPORT ITEMS (3 through 8)

### +3. UPDATE ON DRAFT SANDAG PUBLIC PARTICIPATION PLAN (PPP) (Anne Steinberger, SANDAG)

DISCUSSION

The draft SANDAG agency-wide PPP was released on October 9, 2009, for a 45-day public review and comment period. This plan establishes a process for communicating with and obtaining input from the public concerning agency programs, projects, and program funding. The plan guides the agency’s outreach efforts for transit, highway, smart growth, environmental, planning, growth forecasts, the Regional Transportation Plan, Regional Transportation Improvement Program, Tribal Consultation, and other initiatives. SANDAG is securing input from individuals, organizations, agencies, and others in the update of the PPP. Staff will provide an update on outreach efforts.

### +4. UPDATE ON PLANNING FOR 2010 SAN DIEGO REGIONAL TRIBAL SUMMIT (Chairman Devers, SCTCA; and Jane Clough-Riquelme, SANDAG)

RECOMMEND

SANDAG and the Southern California Tribal Chairmen’s Association (SCTCA) established a Task Force of elected officials to plan the 2010 San Diego Regional Tribal Summit. Chairman Devers, SCTCA, will brief the Borders Committee on the activities of the task force and request that the Borders Committee recommend the proposed draft Summit agenda be presented to both SANDAG’s Executive Committee and the SCTCA Board for approval.
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| 5.     | **DRAFT REPORT ON INTERSTATE 15 INTERREGIONAL PARTNERSHIP (I-15 IRP) ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN**  
( Kevin Viera, WRCOG; and Carolyn Alkire, SANDAG) |
|        | **DISCUSSION** |
|        | The Western Riverside Council of Governments (WRCOG) is the lead agency for this component of the IRP Phase III. The objective of this subtask of the grant is to develop an interregional economic development strategic action plan, based on the results of the employment cluster analysis conducted in Phase II. An Interregional Economic Development Task Force was formed between Economic Development Corporations and chambers of commerce to develop this strategic action plan. Kevin Viera, WRCOG, will present the draft report of the Strategic Action Plan for the Committee's review and input. |
| 6.     | **DRAFT REPORT ON I-15 IRP WESTERN RIVERSIDE SMART GROWTH OPPORTUNITY AREA MAP**  
(Midori Wong, SANDAG; and Kevin Viera, WRCOG) |
|        | **DISCUSSION** |
|        | This item summarizes the development of the Western Riverside Smart Growth Opportunity Area Map, a project of the Phase III I-15 IRP Housing Strategy. This smart growth planning effort included both land use and transit planning components focused on identifying smart growth opportunities centered on the I-15 and I-215 freeway corridors in the cities of Lake Elsinore, Murrieta, and Temecula. Products of this planning effort of this component of the partnership include identification of smart growth place type categories, quantitative and qualitative analysis of designated smart growth opportunity areas, and GIS base maps illustrating these concepts. Midori Wong, SANDAG, and Kevin Viera, WRCOG, will present the draft report for the Committee's review and input. |
| 7.     | **UPDATE ON I-15 IRP WORKFORCE HOUSING PROJECT**  
(Susan Baldwin, SANDAG) |
|        | **DISCUSSION** |
|        | SANDAG is the lead agency for this component of the I-15 IRP Housing Strategy, which is the development of a proposal for a workforce housing project in a Smart Growth Opportunity Area located in proximity to the SPRINTER corridor. Susan Baldwin, SANDAG, will present a status report on milestones achieved and next steps for this project. |
8. **UPDATE ON THE I-15 IRP STRATEGIC TRANSPORTATION IMPLEMENTATION PLAN** (Kevin Viera, WRCOG)

   The main focus of Phase III of the I-15 IRP with southwestern Riverside was the development of a Strategic Transportation Implementation Plan (SIP) which concentrates on short-term strategies for the I-15 corridor near the county line. The SIP includes: an inventory of Project Study Reports (PSRs) in both counties, analysis of transit priority treatments and transit lane infrastructure; the incorporation of goods movement data; a cost effectiveness analysis and overall funding strategy, and the incorporation of the results of the Interregional Vanpool/Buspool/Transit study. The Riverside County Transportation Commission (RCTC) is the lead agency for this component of the IRP and has hired Wilbur Smith Associates (WSA) to conduct the work. A representative from WSA will present an update on the status of this component including milestones achieved and work in progress.

9. **UPCOMING MEETINGS**

   There is no December meeting and according to the calendar previously approved by the Committee, the January 22, 2010, meeting may be cancelled. The next meeting is scheduled for Friday, February 26, 2010, at 12:30 p.m.

10. **ADJOURNMENT**

    + next to an item indicates an attachment
The meeting of the Borders Committee was called to order by Chair Patricia McCoy (South County) at 12:31 p.m. See the attached attendance sheet for Borders Committee member attendance.

1. APPROVAL OF MEETING MINUTES

   Action: Upon a motion by Mayor Crystal Crawford (North County Coastal) and a second by Councilmember Sam Abed (North County Inland), the Borders Committee approved the minutes from the September 25, 2009, meeting.

   Supervisor Pam Slater-Price (County of San Diego) informed that Councilmember Sherri Lightner (City of San Diego) had noted a correction to the minutes from the September 25, 2009, meeting. Item No. 3, “Tribes Celebrate the Fourth Day of September by Renewing Their Ties to the Earth and Keeping Alive the Ways of Their Ancestors” should be changed to “Tribes Celebrate the Fourth Friday of September by Renewing Their Ties to the Earth and Keeping Alive the Ways of Their Ancestors.”

2. PUBLIC COMMENTS/COMMUNICATIONS/MEMBER COMMENTS

   Chair McCoy welcomed Mr. Bob Ham of the County of Imperial.

   Mr. Ham, Executive Director of the Imperial Valley Association of Governments (IVAG), stated the former County of Imperial representative, Supervisor Victor Carrillo, is currently the City Manager for the City of Calexico and the governor has yet to appoint someone to take Mr. Carrillo’s place. He reported that beginning January 1, 2010, IVAG will become the Imperial County Transportation Commission.

   CONSENT ITEMS (3 and 4)

3. PROGRESS REPORT ON THE SAN DIEGO – IMPERIAL COUNTY INTERSTATE 8 (I-8) CORRIDOR STRATEGIC PLAN (INFORMATION)

   The IVAG, in partnership with Caltrans District 11 and SANDAG, completed the Final San Diego-Imperial County I-8 Corridor Strategic Plan in February 2009. This report describes
progress made since the Borders Committee accepted the Final Strategic Plan at its
March 27, 2009, meeting.

Action: This item was presented for discussion only.

4. SENATE BILL (SB) 607 (DUCHENY): IMPERIAL COUNTY TRANSPORTATION COMMISSION
(INFORMATION)

SB 607, chaptered into law in August 2009, creates the Imperial County Transportation
Commission (ICTC) as a regional transportation planning agency, replacing the IVAG. Among
its duties, the new ICTC will be responsible for preparing the Transportation Improvement Program for its county and the short-range transit plan required by the Transportation Development Act.

Action: This item was presented for information only.

Action: Upon a motion by Mayor Crawford and a second by Vice Chair Greg Cox (County of
San Diego), the Borders Committee unanimously accepted Consent Items 3 and 4.

REPORT ITEMS (5 through 10)

5. REPORT FROM THE TRIBAL SUMMIT AD HOC TASK FORCE (DISCUSSION)

SANDAG incorporated into its Fiscal Year 2010 Budget and Overall Work Plan the convening
of a San Diego Regional Tribal Summit. The Southern California Tribal Chairmen’s
Association (SCTCA) and the Borders Committee agreed on the creation of an ad hoc task
force of their leadership and each agency appointed members. The task force has met twice
(September 10 and October 9) to discuss the scope and possible topics of the Summit, as well
as the location and date. Chairman Chris Devers, Pauma Band, SCTCA, a representative of
the task force, updated the Borders Committee about the Summit and will provide a more
detailed report at the November meeting.

Action: This item was presented for discussion only.

Chair McCoy introduced Matt Gleason, Assistant Regional Transit Planner, Southern
California Association of Governments (SCAG), who was filling in for Rich Macias.

Mr. Gleason remarked SCAG enjoys collaborating with their interregional partners and
thanked the Committee for inviting them to the meeting.

6. INTERIM REPORT: COMPREHENSIVE FREIGHT GATEWAY STUDY (INFORMATION)

Christina Casgar, Goods Movement Policy Manager, updated the Borders Committee on the
Comprehensive Freight Gateway Study which is designed to give SANDAG, IVAG, and other
regional stakeholders access to timely and thorough freight flow analytics. The study will
provide analysis of intermodal system issues related to commercial border crossings,
maritime facilities, air cargo facilities, rail, truck, and warehousing flows affecting regional goods movement. The Gateway Study is scheduled for completion in late 2009.

**Action:** This item was presented for information only.

Chair McCoy announced Item No. 8 would not be presented at this time.

### 7. INTERREGIONAL RAIL PROJECTS

**A) LOS ANGELES – SAN DIEGO – SAN LUIS OBISPO (LOSSAN) RAIL CORRIDOR PLANNING ACTIVITIES (INFORMATION)**

The LOSSAN RAIL Corridor runs 351 miles from San Diego to Los Angeles to San Luis Obispo and is the nation's second busiest. Amtrak intercity and Metrolink and COASTER commuter rail passenger service share the corridor with freight. The 2030 Regional Transportation Plan (RTP) calls for significant investment in the corridor over the next 20 years in terms of additional capacity, station improvements, and more service. Linda Culp, Senior Planner, informed on several LOSSAN Rail Corridor planning activities.

**Action:** This item was presented for information only.

**B) FEASIBILITY STUDY TO EXTEND HIGH-SPEED TRAIN SERVICE TO THE INTERNATIONAL BORDER (INFORMATION)**

SANDAG is currently completing a study on the feasibility of extending the state’s proposed high-speed train (HST) system from its current terminus in downtown San Diego to the International Border and specifically to a cross-border terminal on the U.S. side with access to the Tijuana International Airport. Linda Culp, Senior Planner, informed on the results of the feasibility study and outlined next steps.

**Action:** This item was presented for information only.

### 8. MEXICO’S BICENTENNIAL PORT OF ENTRY (POE) SYSTEM IN Tijuana (INFORMATION)

**Action:** This item will be rescheduled for a future date.
9. **SAN DIEGO REGIONAL ECONOMIC DEVELOPMENT CORPORATION (EDC) AND IMPERIAL VALLEY EDC’S MEGA-REGION INITIATIVE (INFORMATION)**

Christina Luhn, San Diego Regional EDC, presented an update on the Mega-Region Initiative’s development. This initiative is a long-term economic development strategy partnering San Diego County, Imperial County, and Baja California for global competition.

**Action:** This item was presented for information only.

10. **UPCOMING MEETINGS**

The next meeting of the Borders Committee is scheduled for Friday, November 20, 2009, at 12:30 p.m.

11. **ADJOURNMENT**

Chair McCoy adjourned the meeting at 1:48 p.m.

Attachment: Attendance Sheet
CONFIRMED ATTENDANCE
BORDERS COMMITTEE MEETING
OCTOBER 23, 2009
12:30 p.m. to 2:30 p.m.

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<td>Dr. Paul Ganster</td>
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UPDATE ON DRAFT SANDAG PUBLIC PARTICIPATION PLAN (PPP)

Introduction

The draft SANDAG Public Participation Plan (PPP) was released by the SANDAG Board of Directors for a 45-day public review and comment period on October 9, 2009. The PPP guides SANDAG public outreach efforts for transit, highway, smart growth, environmental, planning, growth forecasts, binational planning and coordination, the Regional Transportation Plan, Regional Transportation Improvement Program, Tribal Consultation, and other initiatives.

Discussion

The updated draft PPP was developed in accordance with guidelines established by FHWA for metropolitan transportation planning (23 CFR 450.316), and addresses Title VI, related nondiscrimination requirements, and reflects the principles of social equity and environmental justice. Included in the PPP are procedures, strategies, and outcomes associated with the ten requirements listed in 23 CFR 450.316. The plan also fulfills various state and federal public involvement requirements. The PPP reflects the SANDAG commitment to public participation and involvement to include all residents and stakeholders in the regional planning process.

To start the update process for the PPP, in June 2009, SANDAG launched initial public outreach with a survey in English and Spanish to secure input from residents, stakeholders, agencies, and other interested parties on how SANDAG should communicate opportunities to receive information or provide input on regional projects. The survey was distributed at SANDAG Board and Committee meetings, promoted in eRegion (the SANDAG monthly electronic newsletter), circulated to SANDAG e-mail lists, promoted on the SANDAG Web site, and circulated at diverse community events. SANDAG distributed a press release and public notices to promote the survey. More than 1,100 participants responded. Key feedback included recommendations to provide information on the SANDAG Web site; provide information via e-mail newsletters; implement e-mail and online options for providing feedback; and consider conducting some public meetings, workshops, and/or open houses during the workday.
An initial task for the Stakeholders Working Group (SWG) was to provide input on the draft PPP. The SWG is composed of diverse individuals from throughout the region who are interested in providing input into regional initiatives such as the Regional Transportation Plan, the Sustainable Communities Strategy, and the Regional Comprehensive Plan. In September, the SWG received an overview of the plan, in October provided initial input on the draft plan, and will provide final input at its November 18 meeting.

**Notices and Outreach**

In an effort to receive robust input on the draft PPP, notices were posted in the Asian Journal, La Prensa (in Spanish), North County Times (all editions), San Diego Daily Transcript, The San Diego Union-Tribune (all editions), San Diego Voice & Viewpoint, and Star News. Public Announcements on drive-time radio are underway from November 2–13, with a call to action for residents to tell SANDAG how they want to be involved in regional projects. The media list and radio stations for public service advertising are listed in Attachment 1.

Initial media coverage includes a news article that appeared in The San Diego Union-Tribune on October 26, 2009, and a story on KPBS radio on October 26, 2009.

SANDAG staff also contacted working groups, committees, organizations, and agencies to promote the public input period for the PPP and to solicit additional input. Initial reports are that stakeholders are taking the PPP to their groups for input and will report back to SANDAG.

Announcements also were distributed to the following groups to secure input and promote further distribution to other interested parties. Working groups, committees, and interested stakeholders include:

- City Managers
- Planning Directors
- City of San Diego and County of San Diego Community Planning Groups
- Bicycle-Pedestrian Working Group
- Cities/County Transportation Advisory Committee
- Committee on Binational Regional Opportunities
- iCommute (formerly RideLink) Employer Database
- Independent Taxpayer Oversight Committee
- Mid-Coast Corridor Transit Project Working Group
- Regional Energy Working Group
- Regional Housing Task Force
- Regional Planning Stakeholders Working Group
- Regional Planning Technical Working Group
- San Diego Region Conformity Working Group
- Tribal Working Group

SANDAG also is promoting the public comment period and soliciting additional input through the SANDAG Web site, e-mail distribution, and through the rEgion newsletter. Through these outreach efforts, more than 5,000 interested stakeholders will be reached.
Public Comment Period

The deadline for comments is November 30, 2009, at 4 p.m. The plan may be downloaded at www.sandag.org/PPP. Comments will be received via mail, e-mail, fax, or phone. A dedicated phone line has been established to take comments. A printed or electronic copy may be requested from SANDAG. Please direct requests and provide comments or input on the PPP to SANDAG Public Information Office, 401 B Street, Suite 800, San Diego, CA 92101; phone (619) 699-0640; fax (619) 699-1905; e-mail to pio@sandag.org.

Next Steps

Staff will present final draft information to the Regional Planning Committee, Transportation Committee, Borders Committee, and Public Safety Committee. After input and comments are received, staff will incorporate changes into a final draft Public Participation Plan. The final draft PPP will be presented to the Board of Directors for consideration at its December 18, 2009, meeting.

ANNE STEINBERGER
Acting Director of Communications

Attachment: 1. Advertising and Media Distribution List

Key Staff Contact: Anne Steinberger, (619) 699-1937; ast@sandag.org
SANDAG Draft Public Participation Plan Advertising and Media Distribution

- Newspaper Advertising (October 16 – 22)
  - Asian Journal
  - La Prensa (in Spanish)
  - North County Times (all editions)
  - San Diego Daily Transcript
  - San Diego Union-Tribune (all editions)
  - San Diego Voice & Viewpoint
  - Star News

- Radio Advertising (November 2 – 13)
  - KBZT - 94.9 FM  Alternative
  - KCBQ - 1170 AM  Talk
  - KCEO - 1000 AM  Business News
  - KFM B - 760 AM  Adult Contemporary
  - KFM B - 100.7 FM  Adult Contemporary
  - KFSD - 1450 AM  Big Band
  - KIFM - 98.1 FM  Lite Jazz
  - KPRI - 102.1 FM  Adult Album Alternate
  - KPRZ - 1210 AM  Christian
  - KSCF - 103.7 FM  Adult Contemporary
  - KSON - 97.3 FM  Country
  - KSOQ - 92.1 FM  Country
  - KYXY - 96.5 FM  Adult Contemporary
  - XGLX - 91.7 FM  Spanish
  - XHIT - 95.3 FM  Spanish
  - XHRM - 92.5 FM  Top 40
  - XHTZ - 90.3 FM  Urban
  - XLTN - 104.5 FM  Spanish
  - XMOR - 98.9 FM  Hip Hop
  - XOCL - 99.3 FM  Spanish
  - XSPN - 800 AM  Sports Talk
  - XTRA - 91.1 FM  Alternative Rock
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UPDATE ON PLANNING FOR 2010 SAN DIEGO REGIONAL TRIBAL SUMMIT

Introduction

The draft FY 2010 Overall Work Program and Budget includes resources for a San Diego Regional Tribal Summit to be held in the spring of 2010. This report is to update the Borders Committee on the activities of the ad hoc taskforce planning the Summit, and to request its input on the content of the proposed Summit agenda.

Discussion

Background

Over the next two years, SANDAG will be developing the next Regional Transportation Plan (RTP). At its June 26, 2009, meeting the SANDAG Board of Directors approved the 2050 RTP Workplan and Schedule. Over the summer of 2009 a 2050 RTP Tribal Consultation Workplan and Schedule was jointly developed with the Reservation Transportation Authority (RTA) and the Southern California Tribal Chairmen’s Association (SCTCA). It was recommended that holding a San Diego Regional Tribal Summit at a key milestone point in the 2050 RTP process would provide an opportunity to discuss policy level issues related to the RTP development on a government-to-government basis, building on the strong working relationship already established with tribal nations in the region. In addition, this summit will provide an opportunity to review the status of other policy areas of mutual interest that could be included in a future update of the Regional Comprehensive Plan (RCP).

Tribal Summit Planning

Ad Hoc Joint Summit Planning Task Force

It was recommended that an Ad Hoc Summit Planning Task force be formed with three elected officials from the SCTCA (SCTCA Chairman, Robert H. Smith; SCTCA Borders Representative, Chairman Chris Devers; and SCTCA Regional Planning Representative, Chairman Johnny Hernandez) and three from the Borders Committee (Vice Chairwoman Pam Slater-Price, County of San Diego; Councilmember John Mento, East County; and Councilmember Sam Abed, North County Inland).

Recommendation

The Borders Committee is asked to provide feedback and input on the content of the proposed agenda for the 2010 Tribal Summit, and recommend approval of the proposed agenda by the Executive Committee.
The task force and agency staff from the SCTCA and SANDAG met September 10, October 9, and will hold its last meeting on November 12, 2009.

**Goal/Purpose-**

The goal and purpose of the 2010 San Diego Regional Tribal Summit is to:

- Allow elected officials from tribal nations and local jurisdiction to discuss concerns of mutual interest in regional planning;
- Identify areas of common concern; and
- Formulate a set of mutually agreed priority areas of action in transportation, as well as other regional planning policy areas such as energy, conservation, and public safety.

**Structure/Topics-**

The task force discussed the scope and it was determined that the Summit should encompass both transportation issues as well as other critical policy areas, including energy, water, public safety, and conservation.

The meeting agenda will contain the following elements:

- **Milestones:** The Chairs of the SCTCA and SANDAG will provide a brief summary of the accomplishments in collaborative planning which resulted from the action plan developed from the 2006 San Diego Regional Tribal Summit.

- **Overview of Tribal Policy Issues:** This is an opportunity to gather the leadership from the tribal nations, the local governments, and special use districts to discuss major regional initiatives that impact tribes and provide a forum for direct feedback at a policy level. The Task Force is discussing the possibility of the SCTCA developing an introductory video presentation on critical questions regarding tribal governance, sovereignty, jurisdictions, and planning.

- **Regional Vision Quest:** The Board leadership of the SCTCA and SANDAG will share the results of their own recent internal summits as a basis for identifying areas of common concern. This will include a facilitated discussion between elected leaders from the tribal and non-tribal community to determine a shared vision and ways in which tribal and local governments can work together to improve the quality of life in the region.

- **Priority Transportation Strategies for the 2050 RTP:** The Co-Chairs of the Interagency Technical Working Group on Tribal Transportation Issues will facilitate a discussion regarding tribal transportation strategies the Working Group has been discussing for the past several months. The objective is for the Boards of the SCTCA and SANDAG to come to an agreement on collaborative priorities for the 2050 RTP regarding strategies to address tribal transportation issues in the region.

- **Identification of Regional Planning Strategies for Future RCP Update:** At the 2006 Tribal Summit, breakout sessions were held on regional policy issues other than transportation, which were then discussed at SANDAG Policy Advisory Committees (PACs) over the last several years. In the months leading up to the 2010 Summit the PACs were asked to identify opportunity areas for collaboration with tribal nations. The Boards of
SANDAG and the SCTCA will discuss these action areas and prioritize strategies for action. These strategies will be rolled into a future update of the RCP.

Date/Location-

The Task Force recommends the Summit be held on April 9, 2010, in lieu of the regular SANDAG Board meeting. This would provide sufficient time for: a) key elements of the RTP to have been reviewed and analyzed by the Tribal Transportation Working Group; b) various presentations to have been made to the SCTCA Board; and c) it to be early enough in the RTP development process to allow for results of policy discussions at the Summit to be incorporated into the development of the 2050 RTP.

It was also recommended by the task force members that the Summit be held on a reservation. The tribal leadership felt that part of this process is educational; this is a unique opportunity for local elected officials to visit a reservation. Given the substance of issues to be discussed, it is also recommended by the task force that the Summit be a day long event. The SCTCA will discuss among themselves which tribe will host the Summit and inform the task force at their next planning meeting, November 12, 2009. This information will be shared at the Borders Committee meeting. As the SANDAG Executive Committee meets that morning, prior to the Board meeting, accommodations will be made to hold the Executive Committee meeting in the same location immediately before the Summit.

Next Steps

The Taskforce will be meeting on November 12, 2009, to finalize the content and structure of the agenda, to determine the location of the meeting, and to discuss next steps for cooperation in planning the Summit. As the Borders Committee will not meet again until February of 2010, the task force requests its input on the agenda content and structure. Its comments will be incorporated into a final draft agenda which will be reviewed and subject to approval by the SCTCA Board and SANDAG Executive Committee in January. Once the substantive aspects of the Summit have been approved and finalized, staff from the SCTCA and SANDAG will follow up with the logistical planning, reporting back to the Borders Committee in February.

BOB LEITER
Director of Land Use and Transportation Planning

Key Staff Contact: Jane Clough-Riquelme, (619) 699-1909; jcl@sandag.org
DRAFT REPORT ON INTERSTATE 15 (I-15) INTERREGIONAL PARTNERSHIP (IRP) ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

Introduction

The Western Riverside Council of Governments (WRCOG) is the lead for this component of the IRP Phase III. The objective of this subtask of the grant is to develop an interregional economic development strategic action plan, based on the results of the employment cluster analysis conducted in Phase II. To develop the strategic action plan an Interregional Economic Development Task Force was formed with representatives of regional economic development corporations, chambers of commerce, and councils of governments. This Task Force convened an Economic Development Stakeholders Group, which over the course of three meetings identified three key clusters and economic development strategies for each cluster. An additional unexpected benefit of this subtask is the potential creation of an economic development district encompassing northern San Diego and southwestern Riverside Counties. Kevin Viera, WRCOG, will present the draft report of the Strategic Action Plan for the Borders Committee’s review and input. (Attachment 2, Preliminary Draft “Advancing Industry Clusters.”) A full draft report will be presented to the I-15 IRP Joint Policy Committee in December.

BOB LEITER
Director of Land Use and Transportation Planning

Attachments: 1. WRCOG Staff Report on Strategic Economic Development Action Plan
  2. Preliminary Draft “Advancing Industry Clusters”

Key Staff Contacts: Kevin Viera (WRCOG), (951) 955-7985; viera@wrcog.cog.ca.us
                   Carolyn Alkire, (619) 699-5759; cal@sandag.org
Western Riverside Council of Governments

Staff Report

Subject: Economic Development Update

Contact: Kevin Viera, Program Manager (viera@wrcog.cog.ca.us), (951) 955-8305

Date: November 20, 2009

Economic Development: Economic Development has been a key element of the I-15 IRP effort from the outset. Two of the interregional strategies that were developed in Phase I fell into the Economic Development realm: to facilitate greater collaboration between regional economic development entities and to improve job growth through the promotion of new employment opportunities in the cluster industries that drive the bi-regional economies. Phase II implemented those strategies through the completion of a two-county Employment Cluster Study that identified key industry clusters shared by both economies and provided recommendations on how to pursue economic prosperity in both regions.

The scope of work for Phase III calls for facilitating the development of a collaborative strategic action plan between regional economic entities to encourage greater cooperation between the industry clusters identified in Phase II. In particular, the cluster study recommended that cooperative initiatives be undertaken to 1) provide employment opportunities that would ensure a rising standard of living; 2) identify ways to develop, shape, and expand traded clusters; 3) to develop and support shared infrastructure investment; and 4) to develop workforce training and education programs targeting the labor force requirements of selected traded clusters.

To implement the recommendations from the Phase II cluster study, a Economic Development Stakeholders group was formed as part of Phase III, and consists of economic development, business and educational institutional representatives from Riverside and San Diego Counties. To help establish this Stakeholders group, a core group of economic representatives were been asked to guide the development of this work. This group consists of two representatives from the Riverside and San Diego regions. This group working with staff from SANDAG and the Western Riverside Council of Governments (WRCOG) selected a consultant who will perform the analysis to identify specific trade clusters in Riverside County that were listed in the Cluster Study. Four consulting firms were interviewed on April 17, 2009, and BW Research Partnership was selected to perform the work.

Since then the Core group of economic representatives indentified three industry clusters to develop a process that will promote these industries in an effort to create employment for the Southwest Riverside County area and the northern area of San Diego County. The industry clusters are:

- Alternative & Power Generation,
- Biotechnology and Medical Devices Manufacturing, and
- Travel, Tourism, Entertainment and Wineries.

The core group also identified key people who could make up the Economic Development Stakeholders. Three workshops were convened with the stakeholders to begin the process of refining the approach to create or expand on the identified cluster industries. The attached draft report Advancing Industry Clusters provides an overview of the outcomes from the workshops and establishes strategies for consideration to move forward with for these industry clusters. The strategies listed in the report were developed and vetted
through the economic development stakeholder group. One strategy common to all three industry clusters is workforce and education development.

**Economic Development District:** One direct outcome from the establishment of the Economic Development Stakeholders group is the potential creation of an economic development district that will include cities on both sides of the county line.

The San Diego County North EDC and the Southwest California EDC are working together to establish an economic development district in an effort to bring in stimulus funding to the area. The two EDC’s held their first meeting on November 2, 2009 to discuss the establishment of an economic development district and to get initial buy-in from those jurisdictions that would be in the district. Overall response was positive and the two EDC’s will be moving forward to prepare a Comprehensive Economic Development Study (CEDS) for the district.

The basis of the plan will be the three industry initiatives started by the IRP Economic Development Stakeholder group. The CEDS will be used to begin the process of applying for funds from the Department of Commerces Economic Development Administration (EDA). On November 9, 2009 a representative from the EDA will meet with the group to discuss the opportunities and the processes to obtaining funding.

**Web Portal:** A second task for Economic Development in the IRP is to create a business database that can be posted to a web portal in an effort to connect local business together. The objective for this task is to encourage local businesses to use other local businesses to supply goods and services. WRCOG staff is working with Jo Marie Diamond with San Diego East County EDC and the web portal the Connectory, along with Morris Myers of the Southwest California Economic Development Corporation (EDC), representing the Cities in the Temecula Valley, to determine:

1) How the IRP can assist in establishing a portal for Southwest Riverside County;
2) How can the portal be maintained and by who;
3) What resources would be available for collecting business data; and
4) The best method for populating the business database.

On November 13, 2009 WRCOG staff and Morris Myers will met with Jo Marie Diamond to outline the best approach and options for establishing this portal.
Advancing Industry Clusters
A Collaborative Approach to Economic Development in Riverside & San Diego

October 2009

I-15 Interregional Partnership
by BW Research, Full Capacity Marketing and True North
October 2, 2009
Table of Contents

List of Figures ........................................................................................................ i
Introduction ........................................................................................................... 1
PART 1 – The Foundation for the Interregional Economic Development Initiative.............................................................................................................3
PART 2 – Industry Clusters: An Interregional Approach to Economic Development.................................................................................................................6
PART 3 – The Interregional Economic Development Process............................ 20

List of Figures

Figure 1 Map of the Planning Area (PLACEHOLDER MAP For Riverside and San Diego with I-15) ........................................................................................................1
Introduction

In May 2009, the Western Riverside Council of Governments (WRCOG), San Diego Association of Governments (SANDAG) and economic development advisors from Riverside and San Diego moved forward on the next component of the I-15 Interregional Partnership - an industry cluster focused approach to interregional economic development.

This economic development initiative is part of the I-15 Interregional Partnership (IRP), a collaborative effort between the two planning agencies for Riverside and San Diego counties, WRCOG and SANDAG. The purpose of the partnership is to develop mutually beneficial housing, transportation and economic planning to improve the quality of life for the region’s residents through the identification and implementation of short, mid and long-range policy strategies.

Figure 1 Map of the Planning Area (PLACEHOLDER MAP For Riverside and San Diego with I-15)

This initiative is specifically focused on improving job growth through the promotion of new employment opportunities in industry clusters that drive economic growth in Riverside and San Diego counties.

Early on, stakeholders from the initiative identified the key outcomes that would determine the strategies to be developed as part of the initiative. The following are the key outcomes that the stakeholders will be working towards accomplishing.

- Increase the number of high quality jobs in the region with opportunities for continuing career pathways.
- Expand regional employment opportunities that reduce commute congestion on the I-15.
- Strengthen regional economic diversity to improve resiliency to economic challenges and downturns.

From these shared outcomes, the interregional economic development stakeholders discussed and agreed upon the three industry clusters that would be the focus of the initiative. They include;

1. Alternative & Renewable Power Generation
2. Biotechnology and Medical Devices Manufacturing
3. Travel, Tourism, Entertainment and Wineries.
By focusing on, and developing opportunities for these three industry clusters, the two regions in Riverside and San Diego counties will be able to improve its overall employment and economic outlook into the future. Much of the foundation for the initiative’s industry cluster approach to interregional economic development can be found in the research completed during phase II of the I-15 IRP by SANDAG which evaluated the interregional economic clusters with the greatest opportunity to drive economic development in the two regions.

This report is devoted to planning and developing an interregional economic development initiative for the three industry clusters identified as key economic drivers for the Riverside and San Diego Region. This interregional economic development action plan is the first step in creating a more vibrant, robust and integrated economic environment. What is at stake is not only the economic vitality of the region, but ultimately the quality of life that the greater region will be able to offer both residents and the business community.

This report consists of three parts that describe the interregional economic development initiative and what has been developed through this process.

1. The report begins with a description of the core themes that provided the foundation for this initiative and some of the research and information that helped guide it along the way.

2. The second part of the report introduces the interregional action plan developed for each of the three industry clusters:
   a. Alternative & Renewable Power Generation,
   b. Biotechnology and Medical Devices Manufacturing, and
   c. Travel, Tourism, Entertainment and Wineries.

3. The third and final section of the report describes the process for the interregional economic development initiative. From forming the stakeholder group, to developing findings and recommendations, and lastly planning with stakeholders to look at implementing the initiative’s recommendations.

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PART 1 – The Foundation for the Interregional Economic Development Initiative

The current economic environment in Riverside and San Diego counties has changed substantially over the last 18 months, as it has all over the United States and even throughout the world. Unemployment has increased dramatically, industry increasingly faces reduced aggregate demand and the overall economic outlook has changed from a focus on growth to one of recovery. However, the fundamental objectives of the IRP and more specifically, the goals of the interregional economic development initiative remain unchanged. They require a continued and long-range commitment to the objectives of increasing the number of high-quality jobs in the two regions while retaining the jobs that already exist as well as improving employment opportunities that reduce commute congestion and strengthening economic diversity in each region. These goals are consistent with the I-15 IRP’s long term mission to develop an economic base that can reduce 1) congestion, 2) job loss and 3) dependence on one or a few major industries.

Our prosperity and our competitiveness, in the long run, depend on jobs and productivity: how many people are in work and how productive they are when they are in work.2

Employment and productivity are at the heart of this interregional economic development initiative. The strategies that were developed and largely agreed upon by the stakeholders focus on improving the greater regional infrastructure and connectivity as well as develop new opportunities for employment and advancement. The emphasis on employment, including both new and improved opportunities as well as productivity are critical both for industry and private employers that are focused on profitability and responding to the change and uncertainty that exist in the marketplace. They are also just as important for the public and private institutions that support the businesses and residents in the greater Riverside and San Diego Region, through industry trade associations, education and workforce development as well public policy officials that are considering new strategies to support increased employment and regional economic development.

Core Themes of the Interregional Economic Development Initiative

The interregional economic development initiative is built on several core themes that can be traced back to the common outcomes that were agreed upon by the initiative’s stakeholders as well as the research completed in 2007 by SANDAG which made the case for a collaborative economic development initiative based on the promotion and advancement of specific industry clusters.

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1. **Targeted promotion and advancement of key export oriented or traded industry clusters can have a significant overall impact upon the economy and the employment picture.**

Export oriented clusters have the ability to tap into larger markets, beyond those that serve our local population. These industry clusters not only drive wealth creation in a region, they also often have relatively large multiplier effects on employment. By focusing limited economic development resources on these key clusters, we believe we can be most effective in driving economic growth and providing stronger employment opportunities.

2. **Industry clusters face varying market conditions and require specific strategies to maximize their opportunity for growth.**

Every industry faces different challenges and opportunities, and the one size fits all approach to economic development is typically not very effective, especially with emerging industries that have very specific needs and requirements. This initiative is focused on understanding and responding to the critical needs and opportunities that can be found in closely examining specific industry clusters.

3. **Identify and build upon the resources that are available within the greater region.**

Riverside and San Diego have a rich and diverse tapestry of organizations and institutions that lead and support different aspects of economic development. One of the key objectives of this initiative has been to identify and work directly with as many of these organizations as possible. Through this process, we have identified best practices and resources that can be built upon rather than recreating new programs and processes from scratch.

4. **Focus on strategies and programs that are best developed and implemented interregionally and respect those programs that are best maintained at the local level.**

Stakeholders agreed that several aspects of economic development should be evaluated and developed interregionally. However, there was also the recognition that not all aspects of industry specific economic development strategies should be regionalized and that those components that can be done better locally should not be a part of this interregional initiative. Stakeholders also were concerned that strategies that required significant upfront coordination and were focused on detailing “how”
industries and employers should work moving forward were less likely to be successful.

These core themes provide a foundation for the planning that was developed in the interregional economic development initiative. The next section of the report describes the industry clusters and their specific economic development plans.
PART 2 – Industry Clusters: An Interregional Approach to Economic Development

This role of location has been long overlooked, despite striking evidence that innovation and competitive success in so many fields are geographically concentrated.\(^3\)

The industry clusters that are the focus of this initiative share several key characteristics.

1. Each of these clusters has uniquely positive attributes in either Riverside or San Diego or in the greater region (both Riverside and San Diego).

2. They are export-oriented clusters that currently, or have the potential to, have a considerable impact upon the interregional economy.

3. Each cluster has industry leaders that are willing to work collaboratively to develop a stronger infrastructure and environment for industry growth and development.

\(^3\) Quote: Michael Porter
**Alternative & Renewable Power Generation**

This industry cluster includes those firms that are involved in the design, building and operations of wind, solar, hydroelectric, and geothermal power generation facilities. It also includes those firms that are engaged in the research, development and initial operations associated with biomass and biofuels.

**Industry Cluster Profile**

In 2005, about 75% of regional employment in this cluster was located in San Diego County and 25% in Riverside County. Total employment between the two counties is 5,800 persons, with an average wage of $70,600 per year, or 178 percent of the two-county average of wages in all industries.

This cluster has grown considerably since 2005 and will continue to grow in the foreseeable future. President Obama and the new administration have repeatedly identified clean energy as one of the key sectors to drive economic recovery and our national employment outlook. This cluster’s growth is largely attributed to;

a. **Legislative requirements** such as those found in AB 32 that require increased use of cleaner sources of energy for the State’s overall energy portfolio.

b. **Increased volatility in the price of traditional fossil fuels** that encourages new alternative sources.

c. **Increased demand from consumers** for alternative energy sources that have a reduced impact upon global warming/climate change and our environment in general.

This is still a relatively small cluster with anywhere from 7,000 to 15,000 employees between the two counties and it has been argued that the industry will not grow without continued legislative subsidies and regulatory requirements. Based on a current assessment of firms in related NAICS, there is a limited number of manufacturing firms in the two counties in this cluster. Most firms are focused on designing, building or operating facilities but not on manufacturing the photo voltaic cells or wind turbines associated with at least a growing segment of this cluster. Fuels from algae and other forms of biological materials also provide another opportunity for the regions.

Renewable and alternative energies are one of the key components of the clean and green technologies that are a focus of ARRA (American Recovery &

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4 All data for each of the Industry Cluster Profiles are taken from SANDAG, March 2007, Riverside and San Diego Counties: Cluster Analysis and Opportunities for Cooperative Economic Development. IRP Phase II – Final Report: Appendix A.
Reinvestment Act) funding, There are federal grants and political interest in finding ways to strengthen this industry and more and more grants are giving preference to a broader more regional approach that coordinates efforts among a diverse group of stakeholders.

**Industry and Stakeholder Feedback**

Stakeholders indicated there were three immediate priorities for this industry cluster.

- Legislation, both pending and approved, like AB 811, SB 375 and AB 1106 can potentially have a significant impact on the development of this industry. Energy and energy generation is a highly regulated industry and there are both great opportunities and potential dangers in state and federal legislation that impacts the energy industry. Stakeholders indicated from the outset that a coordinated interregional effort focused on relevant legislation and discretionary funding opportunities (grants) could play a valuable role in the advancement and development of this emerging energy industry cluster.

- The need for a coordinated communication effort that educates decision makers and consumers about the opportunities in alternative and renewable power generation. Communication should educate decision makers and planners on the opportunities within this industry and provide consumers with greater confidence in purchasing and investing in renewable energy technology.

- As an industry that has changed dramatically over the last two years, there are several questions about the size and make up of employers and employment opportunities connected to alternative and renewable energy generation.

Stakeholders identified several strategies that should be considered moving forward. In no particularly order or priority these include:

1. **Education & Workforce Development:** Create a coordinated interregional approach to understand what employers are looking for, what skills and certificates (i.e NABCEP) are needed and the career pathways that should be communicated to workers. This strategy could also look at addressing workforce gaps and maximizing the use of rapid response funding.

2. **Manufacturing:** Develop a strategy that identifies ways to increase the number of renewable energy manufacturing employers and jobs in the greater region.
3. **Engaging Current Employers and Growing New Ones**: Develop a strategy that looks to communicate and understand the needs of current employers and develop resources to support the growth of new businesses. This strategy could also look to retain and develop the “green brain trust” that may leave the region given the current economic environment.

4. **Communication & Outreach**: Develop a strategy to effectively communicate with decision makers and the general public about the benefits associated with a stronger alternative power generation cluster in the greater region.

5. **Inventory of Resources**: Develop an inventory of the employers, education and training resources and support services that are connected to alternative power generation. This resource could provide a clear assessment of where gaps may exist.

6. **Incentive program**: Develop a package of incentives for businesses to locate in the region.

7. **Communicate with Labor/Apprenticeship Providers**: Develop training and certification for technicians in manufacturing and installation of alternative energy products. This could be a part of the education and workforce development strategy.

8. **Public/Private Partnership**: Consider strategic targets for employment and potential public/private partnerships.

**Interregional Strategies for Alternative & Renewable Power Generation**

The strategy development group for Alternative and Renewable Power Generation developed a plan that focuses on four key components. These components include the creation of a comprehensive interregional assessment for renewable power generation and the development of three industry cluster strategies that would be based and guided by this assessment.

**Comprehensive Interregional Assessment**

Riverside and San Diego need to create a combined strategic assessment and plan for alternative and renewable power generation. This plan would detail the alternative and renewable energy resources currently in place, those that would need to be developed to produce the legislative mandates coming out of Sacramento (33% by 2020), and identify resources available to meet that mandate in the most cost-effective manner. The Green Valley Initiative’s
Comprehensive Economic Development Strategy (CEDS) could serve as the foundation for a more specific assessment developed for the greater region.

After there is agreement on the interregional assessment, the most immediate strategies for growing alternative power generation in the greater region will focus on three areas.

1. **Legislative & Grant Opportunities:** Legislation and grant funding play a vital role in developing this emerging industry cluster. The group talked about the importance of actively understanding and advocating for legislation that would help grow alternative power generation in the region. AB 811 was identified specifically as an opportunity to spur demand for Alternative Power Generation. This legislation could be implemented at the county level for both San Diego and Riverside or as part of a larger statewide implementation.

2. **Marketing & Branding:** This strategy component will intertwine the renewable energy assessment with a place branding strategy that communicates to both the renewable energy industry and potential customers the resources that already exist in the greater region and what will exist as we follow the plans of the regional assessment. This strategy places great emphasis on making the industry and residents aware of the renewable energy resources that exist in San Diego and Riverside and what will be coming online in the near future.

3. **Education & Training:** Workforce development remains a key issue for this industry cluster. Developing both a foundational understanding of sustainability and renewable energy as well as developing occupational specific skills. The challenge is developing and implementing programs that are up-to-date and are changing with the industry. The education and workforce planning need to be based on the industry assessment of what we expect to develop moving forward.

**Issues to Overcome:**
A comprehensive interregional assessment on alternative and renewable power generation will require resources to complete, and once it is completed there needs to be a working group that will evaluate and finalize the assessment.

**Expected Outcomes:**

**Resources within the Region:**

1. Green Valley Initiative

2. California Center for Sustainable Energy
3. Energy Policy Initiatives Center, University of San Diego, School of Law

4. California high speed rail proposals and other related transportation initiatives.

**Next Steps:**

1. Develop a comprehensive interregional assessment for renewable and alternative power generation.

2. Identify the resources and individuals that will participate in interregional planning for the three focus areas.
   
   a. Legislation & Grant Opportunities
   
   b. Marketing & Branding
   
   c. Education, Training & Workforce Development.
Biotechnology & Medical Devices Manufacturing

This combined industry cluster includes firms that are engaged in the life sciences, with biotechnology research and the manufacturing of pharmaceuticals as well as those firms that are manufacturing biomedical products and surgical and medical devices.

Industry Cluster Profile

In 2005, biotechnology and pharmaceuticals (biotechnology) in the region was located primarily (93%) in San Diego County, with the remainder (7%) in Riverside County. It is dominated by physical, engineering and biological research (73%). It is complemented by manufacturers of in-vivo diagnostic substances (8%) and pharmaceutical preparations (7%). The cluster employs 31,800 persons, with an average wage of $81,000 per year, or 204 percent of the average for the two-county region.

In 2005, surgical and medical instruments and supplies (medical devices) had two-thirds of employment located in San Diego County. The largest industry is surgical and medical instrument manufacturing (53%), followed by surgical appliance and supplies manufacturing (18%) and ophthalmic goods manufacturing and optical instrument and lens manufacturing (16%). Total employment in the cluster is 8,600 persons, with an average wage of $54,700 per year, or 138 percent of the two-county average. More recent data show increases in employment in medical devices.

This is a high wage cluster with relatively large economic multipliers. Economic forecasts for this industry are generally more robust than other advanced manufacturing industries, as the demand for biotechnology and medical devices is largely driven by the healthcare industry rather than other more cyclical components of the macro-economy that are currently seeing diminished expectations.

This cluster includes some of the strongest industries for job growth in manufacturing. Pharmaceuticals, in particular, were noted as a manufacturing industry expected to grow and see significant increases in employment\(^5\). The State of California has several regions with a concentration of firms and employees in biotechnology and medical devices manufacturing including San Diego and Orange County.

Regions and states all over the globe have actively recruited biotechnology firms to re-locate in their boundaries in the hope of benefitting from high wage employment and the additional employment generated from this industry. These recruitment strategies have shown mixed results and may not provide the return

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\(^5\) Source: July 2009: Executive Office of the President Council of Economic Advisors, Preparing the Workers of today for the Jobs of Tomorrow.
on investment that was expected. Outsourcing and off shoring in other biotechnology hubs have demonstrated that many of the manufacturing and technician positions may not remain in the cluster as firms move towards production. Healthcare reform also could impact the profitability of this industry particularly as it relates to pharmaceuticals.

**Industry and Stakeholder Feedback**

Stakeholders indicated that even in the current labor market, finding and/or recruiting qualified applicants remain a challenge. Employers also face a constant churn in the skills and abilities that they require given changing innovations in technology and as new responsibilities are moved to new locations. There was a strong consensus that biotechnology and medical devices manufacturing remains a critical component in the regional economy and one in which planners and decision makers should remain committed.

Stakeholders identified several strategies that should be considered moving forward. In no particularly order or priority these include:

1. **Education & Workforce Development**: Create a coordinated bi-regional approach to understand what employers are looking for, what skills and certificates are needed and what career pathways should be communicated to workers. This could be done with organizations like BIOCOM that are already focused on the issues for this cluster.

2. **Connecting Clusters & New Technology**: Look at the opportunities in renewable energy (algae, biofuels…) and those associated with nanotechnology as potential drivers of industry cluster growth.

3. **Inventory of Resources**: Develop an inventory of the employers, education and training resources and support services that are connected to biotechnology and medical devices, particularly as it relates to commercialization of current research and development. This resource could provide a clear assessment of where gaps may exist.

4. **Lifestyle & Quality of Life Communications**: Evaluate strategies to improve the perception of the region’s quality of life, particularly in Riverside as it is recruiting new employers and new employees.
Interregional Strategies for Biotechnology & Medical Devices Manufacturing

The strategy development group for biotechnology and medical devices manufacturing identified three areas that should be the focus of any interregional strategies that should be developed.

The collaborative strategies for developing biotechnology and medical devices in the greater region will focus on three areas.

1. **Education & Workforce Development** – Developing basic and technician level skills for opportunities in manufacturing of medical devices primarily in Southwest Riverside. While San Diego has some manufacturing technicians, more of the work in San Diego is focused on research and development and creating higher skills and more educated applicants within the region.

2. **Legislation and Local Policies that Support Expansion and Growth of Current Firms** – Support collaborative efforts to stop the growth and adoption of linkage fees and other local taxes that limit the growth of biotech, particularly in San Diego. Availability of process water is very important to continued growth of biotechnology and life sciences research. This strategy is focused on identifying key legislative and policy issues that both regions can more effectively champion together than individually.

3. **Effective Communication and Outreach to Applicants and New Employers** – Both regions have challenges recruiting the right employees and both regions, and particularly San Diego, face challenges in providing a business environment that is conducive for growth and expansion or attracting new businesses. Some of these problems stem from the perception related to the business and housing environment and others the perceived quality of life (Southwest Riverside). As the greater region improves its destination appeal, it should provide additional ability to recruit qualified applicants and new employers.

**Issues to Overcome:**
Overall connectivity between San Diego and Riverside in the biotechnology industry is relatively low. Employers and industry leaders from the two counties have indicated different challenges and there is less agreement on what the strategies should be moving forward.

**Expected Outcomes:**

**Resources within the Region:**
1. Biocom

2. Nanobiometrics

3. California Healthcare Institute

4. Office of Technology Transfer and Commercialization, California State University of San Bernardino.

Next Steps:

1. Evaluate opportunities to support the advancement and development of Medical Devices manufacturers in Riverside. Get feedback from Medical devices and contract manufacturers employers in Riverside County.

2. Discuss strategies to connect the research and development firms in San Diego (Biotechnology) to the production and manufacturing employers (Medical devices manufacturing) in Riverside.
Travel, Tourism, Entertainment & Wineries

This combined industry cluster includes those firms that are focused on serving tourists in the region, including transportation and lodging services as well as firms that provide recreation, leisure and entertainment services that could assist in drawing tourists to the greater region. Lastly, this combined cluster includes wineries and those firms that support the creation and development of wine in the greater region.

Industry Cluster Profile

In 2005, travel and hospitality in the region saw nearly two-thirds (63%) of employment located in San Diego County. The cluster is represented primarily by hotels and motels (both with and without casinos; 89% of employment). The cluster also includes travel agencies and other travel arrangement services (6%). The cluster employs 49,000 persons, with an average wage of $25,000 per year, or 63 percent of the two-county average.

In 2005, entertainment and recreation had about two-thirds (68%) of employment located in San Diego County and the remainder (32%) in Riverside County. The largest industries are casinos (39% of employment); golf courses and country clubs (16%); amusement and theme parks (10%); and zoos and botanical gardens (4%). Total employment in entertainment and recreation is 51,800, with an average wage of $27,500 per year, or 69 percent of the two-county average.

Wineries and grape vineyards are also grouped in this cluster, although a substantial amount of grapes are sold for purposes other than wine-making. The average wage of wineries and grape vineyards is $17,800 per year, or about one-half of the county average in Riverside.

According to the 2005 data, this combined industry cluster employs more than 100,000 people and based on preliminary analysis, it was more than 110,000 in 2008. The two counties also have several unique and world class resources related to tourism, entertainment and wineries.

This is generally a low wage industry with relatively low economic multipliers. While this industry has some career pathways, they tend to be somewhat limited in terms of overall opportunities. Employees in this cluster are less likely to impact current commute behavior.

The current economic downturn has increased the opportunity for increased travel and tourism among residents that would drive rather than fly to Riverside and San Diego. Ultimately, travel and tourism are typically hurt when

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6 All data for each of the Industry Cluster Profiles are taken from SANDAG, March 2007, Riverside and San Diego Counties: Cluster Analysis and Opportunities for Cooperative Economic Development. IRP Phase II – Final Report: Appendix A

Page | 16

21
discretionary spending is down, which is not expected to improve within the state or the nation anytime soon. The overall economic environment will impact the total potential growth in the two counties for this industry cluster.

Industry and Stakeholder Feedback

Stakeholders indicated they were concerned with the low relative wages in the industry and the ability to recruit more educated applicants. Several stakeholders also indicated that the two counties could become more appealing to potential visitors if they could communicate the strengths of each county and bundle the unique attributes as a single destination.

There was also additional input that the two regions (Southwest Riverside and North San Diego along the I-15) should focus on incorporating the opportunities associated with outdoor recreation and the open spaces that define the region.

Stakeholders identified several strategies that should be considered moving forward. In no particularly order or priority these include:

1. **Workforce & Education Development**: Create a coordinated bi-regional approach to understand what employers are looking for, what skills and certificates are needed and what career pathways should be communicated to workers. This strategy should also look at what skills can be developed in this cluster and used in long-term skill development.

2. **Transition to Higher Paying Opportunities**: Evaluate programs that move entry-level hospitality workers into higher paying, more sustainable jobs while developing greater skills and abilities.

3. **Entrepreneurial Strategies & Self-Employment**: Develop a strategy that identifies ways of increasing the number of tourism, wineries and entertainment employers and jobs in the greater region.

4. **Communication & Outreach**: Develop strategies to market the region and bundle the activities together that will draw tourists to Riverside & San Diego. This strategy will also want to incorporate new technology and social networking mediums.

5. **Inventory of Resources**: Develop an inventory of the employers, education and training resources and support services that are connected to tourism, wineries and entertainment. This resource could provide a clear assessment of where gaps may exist and how to best move forward. This inventory should also include an assessment of the transportation infrastructure that may need to be developed or expanded to better serve tourists.
6. **Use of Waste Products for Biomass Energy Production**: Explore opportunities for biomass energy to be developed at interregional wineries.

7. **University partnerships for Industry Research and Job Training**: Identify and determine University willingness to take an active role in industry research (Viticulture) as well as identifying higher level training programs.

8. **Transportation Assessment**: Evaluate the transportation infrastructure that needs to be developed to connect tourists to all the opportunities, particularly in Riverside and identify opportunities for funding and developing needed transportation infrastructure.

**Interregional Strategies for Travel, Tourism, Entertainment and Wineries**

The strategy development group for travel, tourism, entertainment and wineries proposed three key components that would drive the interregional response to economic development for this industry cluster.

The group was supportive of most, if not all of the strategies identified earlier but felt these three were the most relevant for the initiative.

1. **Entrepreneurial Strategies & Self Employment**: This strategy is focused on training and developing entrepreneurs and individuals looking for self-employment within this industry. This strategy does have an education and training component, but in the context of regional entrepreneurs within travel, tourism and wineries.

2. **Coordinate, Consistent Communication & Outreach**: Temecula CVB and San Diego North CVB have already done considerable work developing brand strategies for their respective regions. This strategy would look to build off the work that has already been done and identify opportunities to consistently brand the greater region and/or develop complimentary messaging that reinforces the strengths of each respective region.

3. **Transportation Improvements**: Transportation infrastructure is an important component to developing better opportunities for visitors who are coming to the two regions. This interregional strategy would evaluate and develop interregional transportation infrastructure that would allow tourists to more easily travel within the greater region. Bike paths and improved public transportation options would both serve visitors in the greater region.
Issues to Overcome:
Finding agreement on how to develop and implement consistent and complimentary messages.

Expected Outcomes:

Resources within the Region:
1. Temecula Valley Convention and Visitors Bureau
2. San Diego North Convention and Visitors Bureau
3. Temecula Valley Winegrowers Association
4. California State University, San Marcos
5. Mount San Jacinto College, Hospitality & Restaurant Management Program

Next Steps:
PART 3 – The Interregional Economic Development Process

Periods of transition and change are often the hardest time to commit to strategic planning, but it is these periods where they may be most important. The economic downturn became most apparent at the end of 2008. Since then both San Diego and Riverside have suffered from double digit unemployment, diminished consumer and investor confidence and a significant decline in the budgets of many of those agencies and organizations that are actively engaged in local and regional economic development.

This section of the report describes the process that was used to develop the findings for the inter-regional economic development initiative.

Roles in the Initiative

There were three general roles that individuals could have in their participation in the inter-regional initiative.

- **Initiative advisors** were responsible for guiding the initiative. The advisors included representatives from WRCOG and SANDAG, as well as key members from San Diego and Riverside’s economic planning and development agencies.

- **Stakeholders** include members of the economic development community of San Diego and Riverside, as well as industry leaders and employers of the three industry clusters that were the focus of this initiative, alternative power generation, bio-technology and medical devices and tourism, entertainment and wineries. Potential stakeholders were initially identified by the initiative advisors and contacted through the executive interview process.

- The **economic development consultant team** included the three consultant firms, BW Research Partnership, Full Capacity Marketing and True North Research.
Stakeholder Input

Stakeholder input and expertise played a central role in every step of the interregional economic development initiative process. Stakeholder input was gathered informally throughout the process, but there were three data collection activities where input from stakeholders was actively sought and acted upon.

1. Initial Executive Interviews with Advisors and Stakeholders: One of the first responsibilities of the project manager was to communicate with advisors and some of the potential stakeholders. This was done through one-on-one interviews, both in-person and over the phone. The interviews provided an important opportunity to get individual feedback on the challenges, outcomes and industry clusters that should be considered for the focus of the initiative.

2. Three interregional stakeholder workshops: Stakeholder workshops were organized and implemented in June, July and October of 2009. All stakeholders were invited to participate in each meeting and each meeting had a specific objective. The June meeting was focused on finding agreement on the common outcomes for the initiative as well as finalizing the industry clusters that would be the focus of the initiative. The July meeting was focused on identifying the strategies to meet the outcomes for each cluster, and the final October meeting was committed to getting feedback and agreeing upon the strategies identified and refined by each of the industry cluster strategy development groups.

3. Industry Cluster: Strategy Development Groups: After the strategies were identified in the June meeting, stakeholders were invited to participate in one of three industry cluster strategy development groups. These strategy development groups were associated with each of the industry clusters;

   a. Alternative power generation;

   b. Biotechnology and medical device manufacturing; and

   c. Travel, tourism, entertainment & wineries.

Each of these industry cluster working groups met at least once to discuss the activities and programs that became the focus of the economic development strategies for each cluster.
Economic Development Initiative Process

This phase of the interregional economic development initiative was organized around three workshops. The three workshops brought together regional planners, economic development specialists and industry leaders and employers from Riverside and San Diego, with particular focus on those agencies and employers that are situated along the I-15 corridor.

Workshop 1: Identify the Industry Clusters and Agree Upon Initiative Outcomes

The initial stakeholder’s meeting in June 2009 was focused on coming to an agreement on the common outcomes for the initiative and identifying which industry clusters should be the focus of the economic development strategies.

The goal of the initial workshop was to get the stakeholders together and have them agree on the objectives and the direction for the initiative. By having stakeholders agree upon the common outcomes relatively early in the process, it provided an important foundation and reminder when discussing and searching for consensus on strategies and the eventual creation of the regional action plan.

Initiative Outcomes

Initiative advisors worked with the consultant team to develop a list of potential common outcomes that stakeholders could respond to, which was sent to stakeholders a week before the actual in-person workshop. Stakeholders discussed the initial list of common outcomes and narrowed and revised the list down to three common outcomes.

Outcome 1: Increase the number of high quality jobs in the region with opportunities for continuing career pathways. This outcome is focused on the expansion of jobs in those industries that will generate additional employment, but also provide high quality employment opportunities for regional job-seekers.

Outcome 2: Increase regional employment opportunities that reduce commute congestion on the I-15. This outcome is focused on the development of employment opportunities closer to where residents live, ultimately reducing congestion on the I-15.

Outcome 3: Increase regional economic diversity to improve resiliency to economic challenges and downturns. This outcome is focused on developing a stronger set of industry clusters that are not dependent on a single economic driver.
Industry Clusters

Again, initiative advisors worked with the consultant team to develop a list of potential industry clusters that stakeholders could respond to, which was sent to stakeholders a week before the actual in-person workshop. The consultant team also developed an initial SWOT (Strengths, Weakness, Opportunities, Target) assessment of each industry cluster, based largely on the industry cluster research completed by SANDAG in 2005. Stakeholders gave substantial consideration to five self-defined industry clusters;

a. Alternative power generation;

b. Biotechnology and medical devices manufacturing;

c. Communications (including telecommunications and related manufacturing);

d. Logistics and the related import and export of goods; and

e. Travel, tourism, entertainment & wineries.

After a lengthy discussion, stakeholders agreed to focus upon alternative power generation, biotechnology and medical device manufacturing and travel, tourism, entertainment & wineries. The recommendation was also made that we should continue to consider opportunities for economic development associated with logistics and communications in the future or as an additional phase of the economic development initiative.

Workshop 2: Identify Economic Development Strategies for each Industry Cluster

The second stakeholders meeting in July 2009 was focused on identifying strategies that would meet the outcomes agreed upon at the initial workshop. This phase of the initiative was focused on identifying all the possible strategies available to the initiative and then identifying individuals willing to participate in working groups to begin to develop the identified strategies.

The SWOT document for each industry cluster was developed as a result of the feedback from stakeholders in the executive interviews, additional feedback from project advisors as well as best practices found in other regions. This revised SWOT document also included some initial strategies specific to each industry cluster that could would help meet the common outcomes agreed upon at the initial workshop.

At the second workshop, stakeholders gave feedback on the strategies that were identified and suggested additional strategies for consideration. Individuals were
also identified that would be willing to participate in the industry cluster strategy development groups.

Unlike previous stages, a unified consensus was not required for each strategy to move forward. Instead a willingness to participate in the development of the strategy from a group of stakeholders was needed for each strategy to move forward. By the end of the process, feedback from stakeholders and advisors would identify which strategies should be the focus of the economic development initiative.

For a full listing of the recommendations, strategies, programs and supporting research that was considered and developed for each industry cluster, please see Appendix 1.

**Workshop 3: Identify Economic Development Strategies for each Industry Cluster along with Communications Tools**

The final phase of the initiative was focused on creating and finding agreement around an interregional action plan and the corresponding communication strategies. The final stakeholder meeting in October 2009 introduced the key components of the action plan to stakeholders and gathered feedback on what was needed to finalize the document and move forward on its recommendations and next steps.

**Communication Strategies**

Along with the recommendations and next steps from each of the industry clusters, communication strategies were being developed for the initiative.

A marketing and communications strategy is in development for targeted audiences, stakeholders and key influencers that need to be engaged to bring the economic development strategies to fruition. The two-pronged approach includes;

a. broad-based communication strategies to inform the community about the initiatives; and

b. individual outreach tools for each of the three identified industry clusters.

To date, items that have been developed include the following:

- Re-design of the I-15 Website to include the economic development strategies.
- Process to drive traffic to the Website and engage target audiences with the strategies.
• Press release to announce the project and garner input from an online survey.
• Templates for developing an outreach plan for each industry cluster including target audience identification, goals/objectives, outreach tools needed, ROI metrics
Introduction

The I-15 IRP Phase III Housing Strategy calls for the development of a Smart Growth Map for selected Western Riverside cities, modeled after SANDAG’s Smart Growth Concept Map for the San Diego region. This report summarizes the development of the Western Riverside Smart Growth Opportunity Area Map.

Discussion

This smart growth planning effort included both land use and transit planning components focused on identifying smart growth opportunities centered on the I-15 and I-215 freeway corridors in the cities of Lake Elsinore, Murrieta, and Temecula. Products of this planning effort of this component of the partnership include identification of smart growth place type categories, quantitative and qualitative analysis of designated local smart growth opportunity areas, and GIS base maps illustrating these concepts. These products are included in the draft report.

The Western Riverside Smart Growth Opportunity Area Map is intended to be used as a long-term planning and coordination tool as local jurisdictions update their General and/or Specific Plans and as local and regional transportation and transit planning efforts advance. Future work expanding the map to include additional jurisdictions will be funded by the Southern California Association of Governments (SCAG) Compass Blueprint Demonstration Project program following the end of Phase III.

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Attachment: 1. I-15 IRP Western Riverside Smart Growth Opportunity Area Map Draft Report

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**ABSTRACT**

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| ABSTRACT: | This report summarizes the development of the Western Riverside Smart Growth Opportunity Area Map, a project of the Phase III I-15 Interregional Partnership (IRP) Housing Strategy. This smart growth planning effort included both land use and transit planning components focused on identifying smart growth opportunities centered on the I-15 and I-215 freeway corridors in the cities of Lake Elsinore, Murrieta, and Temecula. Products include identification of smart growth place type categories, quantitative and qualitative analysis of designated local smart growth opportunity areas, and GIS base maps illustrating these concepts. |
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# TABLE OF CONTENTS

- BACKGROUND ..................................................................................................................................... 1
- PROJECT OVERVIEW ............................................................................................................................. 1
- SMART GROWTH PLACE TYPES ........................................................................................................... 2
- SMART GROWTH OPPORTUNITY AREAS ............................................................................................... 4
  - Maps ........................................................................................................................................ 4
  - Site Descriptions ......................................................................................................................... 4
- NEXT STEPS ........................................................................................................................................... 6
- APPENDICES ......................................................................................................................................... 9
LIST OF TABLES

Table 1  Western Riverside Smart Growth Place Types............................................................. 3
Table 2  Smart Growth Design Principles.................................................................................. 3
Table 3  Smart Growth Place Types............................................................................................ 9
Table 4  Smart Growth Opportunity Area Site Descriptions.......................................................... 17

LIST OF FIGURES

Figure 1  Smart Growth Opportunity Area Map Boundaries..................................................... 1
Figure 2  Final Western Riverside Smart Growth Opportunity Area Map...................................... 5
Figure 3  Interregional Perspective of Smart Growth Opportunity Areas in Western Riverside and Northern San Diego Counties............................................................... 8
Figure 4  Subregional Smart Growth Opportunity Area Map – City of Lake Elsinore................ 13
Figure 5  Subregional Smart Growth Opportunity Area Map – City of Murrieta......................... 14
Figure 6  Subregional Smart Growth Opportunity Area Map – City of Temecula......................... 15
Figure 7  Western Riverside Smart Growth Opportunity Area Map (with polygons).................... 16
BACKGROUND

The I-15 Interregional Partnership (I-15 IRP) is a voluntary compact between local elected officials representing San Diego and Western Riverside counties. The primary goal of the I-15 IRP is to foster collaborative strategies in economic development, transportation, and housing that will improve the quality of life for residents by reducing the impacts of interregional commuting and jobs-housing imbalance in areas along the Interstate 15 (I-15) corridor that links San Diego and Riverside counties. I-15 IRP partner agencies, including the San Diego Association of Governments (SANDAG), Western Riverside Council of Governments (WRCOG), Riverside County Transportation Commission (RCTC), Riverside Transit Agency (RTA), California Department of Transportation (Caltrans), and others have completed two phases of the partnership and are now in Phase III of work.

Building from Phase II recommendations, the Phase III Housing Strategy called for development of a “Smart Growth Opportunity Area Map” for selected Western Riverside cities, modeled after SANDAG’s Smart Growth Concept Map for the San Diego region, to identify areas where higher-density residential and employment development could be located as major activity centers and integrated with transit service.

PROJECT OVERVIEW

This smart growth planning effort focuses initially on three pilot cities in Southwestern Riverside: Lake Elsinore, Murrieta, and Temecula. Development of the map included both land use and transit planning components focused on identifying smart growth opportunities centered on the I-15 and I-215 freeway corridors (Figure 1).

The map has been developed in conjunction with transportation and transit network planning completed for the Phase III Transportation Strategy, including components of the Transportation Strategic Implementation Plan (SIP) developed by RCTC and consultant firm Wilbur Smith Associates.
Future work expanding the map to include additional jurisdictions will be funded by the Southern California Association of Governments (SCAG) Compass Blueprint Demonstration Project program following the end of Phase III, and is anticipated to serve as the foundation for developing a subregional Sustainable Communities Strategy (SCS) for the next update of the SCAG Regional Transportation Plan (RTP), as required by Senate Bill 375 (2008).

The work plan for this phase included:

- Identification of smart growth place type categories applicable to the cities of Temecula, Murrieta, and Lake Elsinore;
- Identification of smart growth opportunity areas exemplifying characteristics of the smart growth place type categories;
- Creation of GIS base maps and shape files illustrating smart growth opportunity areas;
- Quantitative analysis of existing/planned capacity for residential and employment density and transit service; and
- Qualitative description of local planning efforts and progress toward meeting smart growth place type intensities.

To facilitate this process, SANDAG and WRCOG engaged community development, planning, and public works department staff from each of the jurisdictions, as well as representatives from the other I-15 IRP regional partner agencies to form the Western Riverside Smart Growth Map Working Group. This group met regularly throughout Phase III to guide development of the map.

The Western Riverside Smart Growth Opportunity Area Map is intended to be used as a long-term planning and coordination tool as local jurisdictions update their General and/or Specific Plans and as local and regional transportation and transit planning efforts advance. The map is a planning document with unconstrained financial considerations. As development and progress moves forward for each smart growth area, further coordination between local and regional agencies will be needed to evaluate financial conditions and to determine the most effective transit services within the broader regional context.

**SMART GROWTH PLACE TYPES**

To help identify possible smart growth place type categories applicable to the pilot cities, the Western Riverside Smart Growth Map Working Group reviewed and discussed various approaches to defining smart growth adopted by several Metropolitan Planning Organizations (MPOs) for use in local and regional planning. These included the SCAG Compass Blueprint Growth Vision Report and 2% Strategy; the SANDAG Regional Comprehensive Plan and Smart Growth Concept Map; and the Sacramento Area Council of Governments (SACOG) Sacramento Region Blueprint and Place Type Menu.

Using these resources as a guide, the Working Group identified six categories of smart growth place types for the map: Regional Centers, Town Centers, Community Centers, Mixed Use Transit
Corridors, Special Use Centers, and Employment Centers. Each smart growth place type is associated with certain general land use type and intensity characteristics, housing and employment density targets, and transit service thresholds outlined below.

**Table 1**
Western Riverside Smart Growth Place Types

<table>
<thead>
<tr>
<th>Smart Growth Place Type</th>
<th>Minimum Residential Target</th>
<th>Minimum Employment Target</th>
<th>Minimum Transit Service Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Center</td>
<td>30 du/ac</td>
<td>45 emp/ac</td>
<td>BRT, Regional, Commuter Express, Local Routes, Shuttle Routes</td>
</tr>
<tr>
<td>Town Center</td>
<td>20 du/ac</td>
<td>30 emp/ac</td>
<td>Regional, Local Routes</td>
</tr>
<tr>
<td>Community Center</td>
<td>20 du/ac</td>
<td>N/A</td>
<td>Local Routes</td>
</tr>
<tr>
<td>Mixed Use Transit Corridor</td>
<td>25 du/ac</td>
<td>30 emp/ac</td>
<td>Regional, Local Routes</td>
</tr>
<tr>
<td>Special Use Center (e.g., educational, medical facilities)</td>
<td>Optional</td>
<td>45 emp/ac</td>
<td>Regional, Commuter Express, Local, Shuttle Routes</td>
</tr>
<tr>
<td>Employment Center</td>
<td>N/A</td>
<td>50 emp/ac</td>
<td>Regional, Commuter Express, Local, Shuttle Routes</td>
</tr>
</tbody>
</table>

The Working Group also identified a seventh place type, Rural Village, which will be further developed in partnership with the County of Riverside as part of the Expanded Western Riverside Smart Growth Opportunity Area Map and Transit Development Plan. A detailed profile of the initial six place types is provided in Table 3 of the Appendix.

Working Group members also expressed agreement for the following design principles applicable to all smart growth place type categories and critical to the success of smart growth.

**Table 2**
Smart Growth Design Principles

- Human-scale built environment that creates uniqueness and identity
- Vertically and horizontally mixed use development, with vertical mixed use located near transit stations
- Robust transportation choices that complement the intensity of development within the Smart Growth Opportunity Area (SGOA)
- Strong pedestrian orientation: network of streets and pedestrian paths, narrower street scales, special designs to facilitate pedestrian crossings at intersections, and the walker having precedence
- Bike access/locker facilities and park-and-ride facilities woven in the human-scale design
- Transit station(s) located centrally within main activity area(s); transit user amenities located adjacent to stations (e.g., child care facilities, coffee bars, dry cleaning drop-off)
- Nearby recreational facilities and public plazas
SMART GROWTH OPPORTUNITY AREAS

Maps

After defining smart growth place types applicable to the study area, each jurisdiction identified local places that currently exemplify the characteristics of the place types, or could in the future, if local plans are updated and regional transit service designations are met. Collectively, 13 smart growth opportunity areas were identified, including 3 Regional Centers, 3 Town Centers, 4 Special Use Centers, 1 Community Center, and 2 Employment Centers (Note: Two Mixed Use Transit Corridors were designated as portions of one Regional Center).

Regional transit services are in various stages of planning, design, and construction. Likewise, local transit routes are flexible and subject to change as often as every three to six months through the short-range transit planning process. To reflect this variability, all categories of transit service are shown as either corridors or overlays. Areas where regional transit services, such as Bus Rapid Transit (BRT), will be prioritized are shown as "Future Transit Corridors." These priority corridors are the I-15 and I-215. Areas where investments in high-frequency local transit service will be prioritized to complement the regional transit network are shown as a “Transit Priority Area” overlay.

The map also shows existing transportation and transit infrastructure, habitat and Regional Conservation Act (RCA) areas, parks, and Native American tribal lands.

Figure 2 shows the final Western Riverside Smart Growth Opportunity Area Map. Subregional maps for the cities of Lake Elsinore, Murrieta, and Temecula are included in the Appendix as Figures 4, 5, and 6, respectively. A version of the regional map showing smart growth opportunity areas as polygons is also included in the Appendix as Figure 7.

Site Descriptions

Working group members also prepared a “site description” for each smart growth opportunity area, coded by an initial and number that correspond to the regional and subregional Smart Growth Opportunity Area maps. The land use description, prepared by the planning staffs of local jurisdictions, describes general land use characteristics and progress toward meeting these density targets through development of plans or other local efforts. This progress is depicted using the following symbols:

Progress Toward Meeting Place Type Intensities

<table>
<thead>
<tr>
<th>Status of Planning Effort:</th>
</tr>
</thead>
<tbody>
<tr>
<td>● General or Specific Plan adopted</td>
</tr>
<tr>
<td>○ General or Specific Plan underway or scheduled</td>
</tr>
<tr>
<td>○ Possible future planning opportunity</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Plan Consistency with Place Type Intensity Ranges:</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Current plan allows for density range at or above place type intensity</td>
</tr>
<tr>
<td>○ Current plan allows for density range near place type intensity</td>
</tr>
<tr>
<td>○ Current plan allows for density range well below place type intensity</td>
</tr>
</tbody>
</table>
Figure 2
Final Western Riverside Smart Growth Opportunity Area Map
Transit service descriptions for each smart growth opportunity area were prepared by RTA and are based on RTA transit service plans. The following transit service designations are used to distinguish between existing and planned services, as well as those that are not included in current plans, but could be implemented contingent upon certain conditions.

**RTA Transit Service Descriptions**

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Existing</strong></td>
<td>Transit indicates that bus service is presently in operation.</td>
</tr>
<tr>
<td><strong>Planned</strong></td>
<td>Transit service refers to bus service that is planned for in the respective area in the next five to ten years based on RTA’s Short Range Transit Plan (SRTP) or Comprehensive Operational Analysis (COA) Study.</td>
</tr>
<tr>
<td><strong>Possible</strong></td>
<td>Transit service indicates that bus service is currently not planned for in the respective area, but could be implemented should the minimum residential and employment density targets be met and financial conditions permitted.</td>
</tr>
</tbody>
</table>

The site descriptions document is included in the Appendix as Table 4.

Note: The planning period for the land use component extends from the present to 2035, the horizon year for the growth forecast approved by WRCOG. Information gathered on the status of local planning efforts varies by the horizon year of each jurisdiction’s current General and/or Specific Plans. The planning period for the transit service component extends from the present to 2018, the horizon year for RTA’s Comprehensive Operational Analysis (COA). Despite differing horizon years, the overarching goal of the process is to use the map to help facilitate long-term planning efforts that result in a greater degree of transit-oriented development in the region.

**NEXT STEPS**

This planning effort ultimately produced a set of specific Smart Growth Place Type categories applicable to the cities of Temecula, Murrieta, and Lake Elsinore; the identification of at least two smart growth opportunity areas per city corresponding to these place types; data analysis and general land use site descriptions for those areas; and a Smart Growth Opportunity Area Map illustrating those areas and the transportation and transit services connecting them. It is anticipated that Western Riverside Smart Growth Map Working Group members, representing planning, community development, and public works staff from each of the jurisdictions, will present these products to local City Councils and other interested parties, and to facilitate public outreach in conjunction with local plan updates in order to obtain feedback from a variety of stakeholders.

In addition, this effort enhanced collaboration among the existing I-15 IRP agencies and engaged new local and regional partners. During the course of planning for this effort, SCAG, as the MPO that receives subregional input from WRCOG, agreed to provide additional funding through its Compass Blueprint Demonstration Project grant program to expand work to additional geographic areas in Western Riverside County (see Figure 3). The initial work funded by the I-15 IRP provides a basis for the expanded project, which will develop an expanded Smart Growth Opportunity Area Map and Transit Development Plan for a larger subregional study area. It is anticipated that this work could be used as a model for SCAG and its subregions to develop the
Sustainable Communities Strategy (SCS) for the next update of the SCAG RTP, as required by Senate Bill 375 (2008). It is anticipated that WRCOG and RCTC will lead this next phase of work.

In considering the continued development of the Western Riverside Smart Growth Opportunity Area Map, the Smart Growth Concept Map for the San Diego region can again serve as a broad framework offering several potential policy options as a guide. For example, in addition to serving as a planning tool, the Smart Growth Concept Map was used as the foundation for developing a competitive incentive program to encourage implementation of smart growth development consistent with goals and policies set out in the RTP and the Regional Comprehensive Plan (RCP). Areas on the map are exclusively eligible for direct financial incentives to support compact, mixed use developed focused around public transit to increase housing and transportation choices. The Smart Growth Incentive Program (SGIP) awards grant funding to local governments to fund public transportation and transportation-related infrastructure improvements in two categories: capital projects and planning projects. Projects funded by the program are intended to serve as models for how infrastructure and planning can make smart growth an asset to communities in a variety of settings, and should help attract private investment to build projects that create great places.

The SGIP is funded by TransNet, the half-cent sales tax for local transportation projects first approved by San Diego County voters in 1988, and then extended in 2004 for another 40 years. Administered by SANDAG, the program’s primary goals are to expand the region’s transportation system, reduce traffic congestion, and implement critical new transportation programs. During the 60-year life of the program, more than $17 billion will be generated and distributed among highway, transit, and local road projects in approximately equal thirds. Approximately two percent of annual TransNet revenues (about $5 million in Fiscal Year 2009) are to be awarded through the SGIP for the duration of the current 40 year program.

As a starting point, the Western Riverside Smart Growth Opportunity Area map can initially inform updates of the SCAG RTP and other subregional plans, particularly to help prioritize transportation infrastructure investments and deployment of transit services to support smart growth development consistent with SCAG Compass Blueprint 2% Strategy and other regional goals. The RTP development process, in turn, can help to identify needed refinements to the map, creating an iterative process where transportation and land use planning adjust to each other over time. Ultimately, the map provides a means for connecting local, subregional, and regional decision-making processes, enabling policymakers and agencies to collaborate on investment decisions that will help the region to achieve land use, transportation, and quality of life goals.
Figure 3
Interregional Perspective of Smart Growth Opportunity Areas in Western Riverside and Northern San Diego Counties
### Table 3
**Smart Growth Place Types**

<table>
<thead>
<tr>
<th>CATEGORY/LAND USE TYPE CHARACTERISTICS</th>
<th>LAND USE INTENSITY TARGETS</th>
<th>TRANSPORTATION SYSTEM CHARACTERISTICS</th>
<th>PUBLIC TRANSIT SERVICE CHARACTERISTICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Center</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment draws from throughout region, while other uses draw mainly from subregional area</td>
<td>Desired Building Types: Mid- to high-rise residential and office/commercial</td>
<td>Freeway connections with multiple access points</td>
<td>Served by BRT, several regional, express, and local transit lines</td>
</tr>
<tr>
<td>Mixed use employment</td>
<td>30-65+ dwelling units/average net residential acre</td>
<td>Exclusive HOV corridors designed for mass transit</td>
<td>High to very high-frequency service (minimum of 30 min, 15 min during peak) on all corridor/regional services</td>
</tr>
<tr>
<td>Civic/cultural facilities</td>
<td>25+ dwelling unit/acre for mixed use sites</td>
<td>Minimal park-and-ride facilities; access should be handled by internal shuttle system</td>
<td>Transit center, along with multiple major transfer locations and/or internal shuttle system</td>
</tr>
<tr>
<td></td>
<td>45+ employees/average net employment acre</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Town Center</td>
<td>Desired Building Types: Low- to mid-rise</td>
<td>Served by one or more regional and several local transit lines</td>
<td>Served by one to two regional lines and local lines</td>
</tr>
<tr>
<td>Draws mainly from immediate subregional area</td>
<td>20-45+ dwelling units/average net acre</td>
<td>Served by regional arterials</td>
<td>High-frequency service (30 min service) throughout the day on most regional and local transit lines</td>
</tr>
<tr>
<td>Residential and office/commercial, including mixed use</td>
<td>30-50 employees/average net acre</td>
<td>Highway connection</td>
<td>Access to transit center, multiple major transfer locations</td>
</tr>
<tr>
<td>Civic/cultural facilities</td>
<td></td>
<td>May include HOV corridor segments</td>
<td>Shared-use parking or dedicated park-and-ride facilities for regional transit services</td>
</tr>
<tr>
<td>Community Center</td>
<td>Desired Building Types: Low- to mid-rise</td>
<td>Served by arterials and/or collector streets</td>
<td>Served by at least one high-frequency local transit service route (30 min in peak, minimum of 60 min in non-peak hours)</td>
</tr>
<tr>
<td>Draws from nearby community/neighborhoods</td>
<td>20-45+ dwelling units/average net acre</td>
<td>Connection to rural and suburban service road network</td>
<td></td>
</tr>
<tr>
<td>Residential and commercial, including mixed use</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Possible community-serving civic uses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CATEGORY/LAND USE TYPE CHARACTERISTICS</td>
<td>LAND USE INTENSITY TARGETS</td>
<td>TRANSPORTATION SYSTEM CHARACTERISTICS</td>
<td>PUBLIC TRANSIT SERVICE CHARACTERISTICS</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>----------------------------</td>
<td>----------------------------------------</td>
<td>----------------------------------------</td>
</tr>
<tr>
<td><strong>Mixed Use Transit Corridor</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Draws mainly from several nearby communities</td>
<td>▪ Desired Building Types: Variety of low-, mid-, and high-rise</td>
<td>▪ Located along a major arterial</td>
<td>▪ Served by regional and/or local transit lines</td>
</tr>
<tr>
<td>▪ Residential and office/commercial, including mixed use</td>
<td>▪ 25-75+ dwelling unit/average net acre along transit corridor</td>
<td></td>
<td>▪ High-frequency service (30 min service) throughout the day on most regional and local transit lines</td>
</tr>
<tr>
<td>▪ Linear size with width extending one to two blocks outward from corridor</td>
<td>▪ Employment: Commercial and retail supportive uses</td>
<td></td>
<td>▪ Multiple station locations with one or more on-street transfer locations with intersecting services</td>
</tr>
<tr>
<td>▪ 30+ employees/average net acre</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Special Use Center</strong></td>
<td>▪ Desired Building Types: Variety of low-, mid-, and high-rise</td>
<td>▪ Nearby freeway access</td>
<td>▪ Served by one or more regional, commuter express, and local transit lines</td>
</tr>
<tr>
<td>▪ Employment draws from throughout region with other uses being community serving</td>
<td>▪ 45+ employees/average net acre</td>
<td>▪ Served by one or more regional and local transit lines</td>
<td>▪ High-frequency service (30 min service) throughout the day on most regional and local transit lines</td>
</tr>
<tr>
<td>▪ Dominated by one non-residential land use, i.e., university or hospital, or casino</td>
<td>▪ Optional residential: 50+ dwelling units/average net residential acre</td>
<td>▪ Peak hour service for commuter express lines</td>
<td>▪ May be served by shuttle service for internal trips with very high-frequency service (15 min service)</td>
</tr>
<tr>
<td>▪ Retail support services</td>
<td></td>
<td>▪ Possible high-frequency shuttle service for internal trips (15 min service)</td>
<td></td>
</tr>
<tr>
<td>▪ Potential residential element</td>
<td>▪ Nearby freeway access</td>
<td></td>
<td>▪ Access to transit center, multiple major transfer locations</td>
</tr>
<tr>
<td><strong>Employment Center</strong></td>
<td>▪ Desired Building Types: Variety of low-, mid-, and high-rise</td>
<td>▪ Nearby freeway access</td>
<td>▪ Served by one or more regional and local transit lines</td>
</tr>
<tr>
<td>▪ Employment draws from throughout region with other uses being community serving</td>
<td>▪ 50+ employees/average net acre</td>
<td>▪ Priority corridors for one or more regional and local transit lines</td>
<td>▪ High-frequency service (30 min service) throughout day on most regional and local transit lines</td>
</tr>
<tr>
<td>▪ Dominated by non-residential land uses</td>
<td>▪ Major arterial corridors</td>
<td></td>
<td>▪ Peak hour service on commuter express lines</td>
</tr>
<tr>
<td>▪ Retail support services</td>
<td></td>
<td></td>
<td>▪ Possible high-frequency shuttle service for internal trips (15 min service)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>▪ Access to transit center, multiple major transfer locations</td>
</tr>
</tbody>
</table>
NOTES:

**Computing Land Use Intensity Measurements per Net Acre:**

**Residential:** Total dwelling units divided by built or planned residential acreage net of public right-of-way

**Employment:** Total employees divided by built or planned office, commercial, and retail acreage net of public right-of-way

**Mixed Use:** Total dwelling units divided by built or planned residential acreage net of public right-of-way and any other non-residential uses (e.g., commercial, retail, etc.)

**Land Use Building Type Definitions:**

- **Low-Rise** = 2-3 stories
- **Mid-Rise** = 4-6 stories
- **High-Rise** = 7+ stories

**Riverside Transit Agency (RTA) Route Classifications:**

**Route Classifications** help to define the type of service to operate based on the density of the area in which the service is routed. RTA service can be classified into five fixed-route categories—regional, local, rural, express, and shuttle (or special). Complimentary to the fixed-route service is paratransit service, also known as Dial-a-Ride (DAR).

**Regional Services** are the backbone of the network as it operates between urbanized areas on primary corridors and may utilize the freeway system to travel between communities. It is not uncommon for regional service to travel through non-urban areas to link two urban areas. Within an urbanized area, stops are spaced at intervals of about one-quarter mile, or as development permits.

**Local Services** supplement regional routes by circulating throughout various neighborhoods and serving secondary corridors. A local route also serves as feeder routes to regional and express routes and transports customers within a community on shorter trips. Bus stop spacing is at urban service intervals. Local service is further defined by routes that are operated directly by RTA and those that are contracted to private sector service providers. Routes operated directly account for about three-quarters of the system-wide ridership.

**Rural Service** is an exclusive route serving as lifeline service that feeds regional service. The service is, for the most part, limited in operation and serves secondary roadways within non-urbanized areas. Given the growth of western Riverside County, rural route service is primarily limited to portions of Regional route service and areas between cities.

**Express Services** provide limited stop service designed to transport commuters to and from employment sites and provide connections to service outside western Riverside County. Labeled as CommuterLink, these buses use the freeway system to provide faster service.

**Shuttle/Special Services** are designed to meet the needs of a specific market or community and often are designed as a circulator to serve a targeted group with common travel patterns.
**Paratransit Service**, also known as DAR, complements fixed-route service for customers who are physically challenged and are unable to navigate their way to a bus stop. DAR service is offered curb-to-curb within three-quarters of a mile of fixed-route service, excluding express routes. Passengers eligible for the service are seniors and those qualified under the Americans with Disabilities Act (ADA) law.
Figure 4
Subregional Smart Growth Opportunity Area Map - City of Lake Elsinore
Figure 5
Subregional Smart Growth Opportunity Area Map - City of Murrieta
Figure 6
Subregional Smart Growth Opportunity Area Map - City of Temecula
Figure 7
Western Riverside Smart Growth Opportunity Area Map (with polygons)
### Table 4
Smart Growth Opportunity Area Site Descriptions

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Location</th>
<th>Smart Growth Place Type</th>
<th>Land Use Description</th>
<th>Transit Service Description</th>
<th>Progress Toward Meeting Place Type Intensities</th>
</tr>
</thead>
<tbody>
<tr>
<td>LAKE ELSINORE</td>
<td>Downtown Lake Elsinore: south of I-15 and north of the lakefront between Riley Street and Chestnut Street within the City of Lake Elsinore</td>
<td>Regional Center</td>
<td>The City’s Redevelopment Agency has sponsored the drafting of a Downtown Master Plan for the existing 121 acre downtown area. The Master Plan will serve as a bold vision to transform the historic downtown core of the City into a viable, livable, and memorable city center. The main concept of the Master Plan is to reconnect the existing downtown area with the lakefront to the south. The concept would be achieved by realigning and extending Main Street directly to the water. Moreover, Lakeshore Drive would be extended west across the existing drainage channel. Given the length of Main Street between the I-15 freeway and the lake, and the public’s propensity to walk a limited distance, the design team has created five distinct districts that can be walked in five minutes time. The districts include the following: Gateway District, Garden District, Cultural District, Historic District, and Waterfront District.</td>
<td>Existing local transit service. Planned regional and local transit service with high-frequency throughout the day. Possible commuter express and shuttle service for internal trips could be implemented should the minimum residential and/or employment density targets be met and financial conditions permitted.</td>
<td>Θ It is anticipated that the Downtown Master Plan will be adopted in late 2009. Full build-out of the plan will likely occur over a 20-year period.</td>
</tr>
</tbody>
</table>

**Status of Planning Effort:**
- ● General or Specific Plan adopted
- Θ General or Specific Plan underway or scheduled
- ○ Possible future planning opportunity

**Plan Consistency with Place Type Intensity Ranges:**
- ● Current plan allows for density range at or above place type intensity
- Θ Current plan allows for density range near place type intensity
- ○ Current plan allows for density range well below place type intensity

As of October 1, 2009, the current General Plan Land Use Designations and Zoning/Development standards that govern the property within this place type area yield a density range and employment range well below the place type thresholds. However, anticipated General Plan Updates and the adoption of the Lake Elsinore Downtown Master Plan in late 2009 will serve to allow for an overall average residential density of 30 du/ac. In addition, associated land use designations and standards will allow for the construction of 1,861,038 square feet of commercial/office space which should achieve 45 emp/ac. Therefore, the target thresholds for the Regional Center place type shall be achieved.
<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Location</th>
<th>Smart Growth Place Type</th>
<th>Land Use Description</th>
<th>Transit Service Description</th>
<th>Status of Planning Effort</th>
<th>Plan Consistency with Place Type Ranges</th>
</tr>
</thead>
<tbody>
<tr>
<td>LKE-2</td>
<td>Ballpark District: south of Lakeshore Drive, east of Mission Trail, and north of Victor Street within the City of Lake Elsinore</td>
<td>Town Center</td>
<td>A master planned, mixed use development totaling 87.2 acres. The development is intended to create a unique sense of place and a regional destination venue surrounding the existing Diamond Baseball Stadium complex. The mixed use project consists of a creative blend of retail, office, hotel, education center, and high-density residential uses located around the existing stadium. Supporting uses include lakefront amenities, plazas, and other public places, attractive streetscapes, trails, parking, vehicular and pedestrian circulation. A Specific Plan Amendment and a New Specific Plan are anticipated to be approved in association with the development in late 2009. The project would be developed in three phases – 2012, 2014, and 2016. The City also requests that the previously approved Summerly master-planned community also be included within the Town Center as it is located directly adjacent and to the south of the proposed development described above. The 707 acre site, which includes an existing 18-hole public golf course and clubhouse, was approved for a maximum of 1,956 detached single-family units (6 du/ac). Three tracts have been approved within the development to date totaling, 223 units. However, given the economic downturn, only model homes have been constructed to date.</td>
<td>Existing local transit service. Planned regional and local transit service with high-frequency throughout the day.</td>
<td>☒ It is anticipated that the Diamond Specific Plan will be adopted in late 2009. Full build-out of the place type area will likely occur over a seven to ten year period.</td>
<td>☑ As of October 1, 2009 the current General Plan Land Use Designations and Zoning/Development Standards that govern the property within this place type area yield a density range well below the place type thresholds. However, anticipated General Plan Updates and the adoption of the Diamond Specific Plan in late 2009 will serve to allow for an overall average residential density of 20 du/ac. In addition, associated land use designations and standards will allow for the construction of 897,000 square feet of commercial/office space, which should achieve 30 emp/ac. Therefore, the target thresholds for the Town Center place type shall be achieved.</td>
</tr>
<tr>
<td>Jurisdiction</td>
<td>Location</td>
<td>Smart Growth Place Type</td>
<td>Land Use Description</td>
<td>Transit Service Description</td>
<td>Progress Toward Meeting Place Type Intensities</td>
<td>Status of Planning Effort</td>
</tr>
<tr>
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<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
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<td>--------------------------</td>
</tr>
<tr>
<td>(MURRIETA) MUR-1</td>
<td>South of Keller Road, East of I-215 and north of Clinton Keith Road</td>
<td>Special Use Center</td>
<td>The North Murrieta/I-215 Corporate Corridor, anchored by the Loma Linda University Medical Center at Murrieta, is poised to be an employment center for future medical related, technology, and professional offices. The City is embarking on a General Plan Update that will create this new vision for the area, including mid- and higher-rise offices, with increased floor area ratio. This is a departure from the current industrial/business park and single-family residential zones, most of which is vacant, however, it reflects the new demand for job creating office and technology businesses and support for the Medical Center.</td>
<td>Existing regional transit service. Planned regional and local transit service with moderate to high-frequency throughout the day. Possible commuter express service during peak hours and shuttle service for internal trips could be implemented should the minimum residential and/or employment density targets be met and financial conditions permitted.</td>
<td>A Comprehensive General Plan Update, to be adopted in April 2011, includes a Focused Redevelopment Area Land Use Analysis for evaluation of land uses and zoning.</td>
<td>☐</td>
</tr>
<tr>
<td>MUR-2</td>
<td>Intersection of I-15 and I-215, north to Los Alamos Road</td>
<td>Regional Center</td>
<td>Murrieta Golden Triangle Regional Center, at the heart of Murrieta, provides future opportunities for mixed use retail and office development. With existing office, retail, and multi-family housing, this area provides the future opportunity for a true “urban regional center” in Murrieta. Transportation amenities include access to both the I-15 and I-215 freeways and a proposed High-Speed Rail stop. Available land encourages creativity in developing a range of mixed land uses that supports regional retail development and employment opportunities.</td>
<td>Existing local transit service. Planned regional and local transit service with moderate to high-frequency throughout the day. Possible commuter express service during peak hours could be implemented should the minimum residential and/or employment density targets be met and financial conditions permitted.</td>
<td>There is an existing Specific Plan for the triangle portion of site at the southern end. The site is a proposed location for a High-Speed Rail station, and has the potential for regional commercial and office uses as the area develops. The area to the north of Murrieta Hot Springs Road is also being evaluated with the Comprehensive General Plan Update.</td>
<td>☐</td>
</tr>
<tr>
<td>Jurisdiction</td>
<td>Location</td>
<td>Land Use Description</td>
<td>Transit Service Description</td>
<td>Status of Planning Effort</td>
<td>Plan Consistency with Place Type Ranges</td>
<td></td>
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</tr>
<tr>
<td>MUR-3</td>
<td>South of Kalmia Street, west of I-15, east of Washington Avenue</td>
<td>The Murrieta Town Square, which houses the city government offices, is centrally located within this Town Center location. Town Square is the Civic Center encompassing City Hall, the Police Station, Fire Station #1, Library, Senior Center, and Community Services Center. The surrounding has a strong base of retail uses and range of housing. Also within the area is Historic Downtown Murrieta and vacant land, providing opportunities for redevelopment of under utilized sites and new mixed use development.</td>
<td>Existing local transit service. Planned regional and local transit service with high-frequency throughout the day.</td>
<td>☐</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>MUR-4</td>
<td>South of Murrieta Hot Springs Road, west of I-15, east of Jefferson Avenue</td>
<td>The South Murrieta Business Corridor, on the west side of I-15, is anchor to the new Murrieta Education Center, a 5-story &quot;state of the art&quot; education complex, which will include major technical and vocational learning opportunities. As a regional draw, this anchor will serve as a special use job center, promoting like facilities with freeway exposure and access, and additional office development. Like the North Murrieta-215 Corporate Corridor, the City is embarking on a General Plan Update that will create a new vision for the area, including mid- and higher-rise offices, with increased floor area ratio. This is a departure from the industrial/business park zones and non-conforming residential uses, currently in the area, but reflects the new demand for education and job creating businesses.</td>
<td>No existing or planned transit service. Possible regional and local transit service with moderate to high-frequency throughout the day; and connections to commuter express service during peak hours could be implemented should the minimum residential and/or employment density targets be met and financial conditions permitted.</td>
<td>☐</td>
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</tbody>
</table>

The area includes much of the Historic Murrieta Specific Plan. Projected housing and employment densities for this location support a Town Center without changes to the land use and zoning.

A Comprehensive General Plan Update, to be adopted in April 2011, includes a Focused Redevelopment Area Land Use Analysis for evaluation of the land use and zoning.
<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Location</th>
<th>Smart Growth Place Type</th>
<th>Land Use Description</th>
<th>Transit Service Description</th>
<th>Progress Toward Meeting Place Type Intensities</th>
</tr>
</thead>
<tbody>
<tr>
<td>(TEMECULA) TEM-1</td>
<td>Westside Business Park- Bounded by Diaz Road and Murrieta Creek to the east, Cherry Street and the City of Murrieta to the north, bordering Riverside County (within the city's Sphere of Influence) to the west and the boundaries of SP-8 (Westside Specific Plan) to the south.</td>
<td>Westside Business Park Employment Center</td>
<td>The Westside Business Park functions as the City's main employment center. The area consists primarily of property designated as Industrial Park and Public Institutional, with smaller areas designated as Professional Office, Community Commercial, and Service Commercial. The area is characterized by primarily built-out property with a mix of moderately intense industrial, office, research and development, and warehouse uses. Some vacant properties exist within this area and present the potential for future in-fill development. Additionally, this area also includes the site of the future Temecula Transit Center, which is anticipated to be located on the northwest corner of the Westside Business Park Smart Growth Opportunity Area, bordering the City of Murrieta to the north.</td>
<td>Existing regional service on Diaz Road from Winchester Road to Rancho Way. Planned local transit service with moderate to high-frequency throughout the day. Possible regional and local transit service with connections to commuter express service during peak hours could be implemented should the minimum residential and/or employment density targets be met and financial conditions permit.</td>
<td>○ As of August 25, 2009, possible future planning opportunity exists for this place type area. ○ As of August 25, 2009, the current various General Plan Land Use Designations and Zoning/Development Standards that govern the property within this place type area will yield a density range that is well below the minimum place type intensity of 50 emp/ac. The potential consideration and opportunity for a General Plan and Zoning Amendment exist to increase the target FAR and modify the development standards in this area to meet the minimum 50 emp/ac threshold, including allowing incentives to attract future large employers to the area to help achieve the place type minimum.</td>
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<tr>
<td>Jurisdiction</td>
<td>Location</td>
<td>Smart Growth Place Type</td>
<td>Land Use Description</td>
<td>Transit Service Description</td>
<td>Progress Toward Meeting Place Type Intensities</td>
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<tr>
<td>TEM-2</td>
<td>Old Town - Located west of I-15 between Rancho California Road to the north and SR-79/ Temecula Parkway to the south, and bounded by the City’s most western boundary adjacent to the City’s existing Sphere of Influence boundaries.</td>
<td>Town Center</td>
<td>Old Town encompasses the Old Town Specific Plan (SP-5), the Westside Specific Plan (SP-8), as well as a linear extension of Old Town located to the south. This area is characterized by historic, cultural, civic, retail, commercial, industrial, and some residential land uses with a traditional grid pattern street network. The Old Town Specific Plan is currently being amended to allow for higher-density residential and mixed use development to promote walkability and transit opportunities. The Westside Specific Plan is characterized by vacant and underutilized property with a mix of land use designations, including light industrial, professional office, medium density residential and open space. This area is anticipated to be developed with a university campus and other land uses that are complimentary to the uses anticipated in Old Town proper. Immediately south of Old Town proper is Old Town South, a linear extension of Old Town with underutilized commercial land uses. The Old Town Place Type is accessed by two major arterial streets with access to I-15. Local bus service and park-and-ride currently serves this area. This area has the potential for future regional transit connections.</td>
<td>Existing local transit and shuttle service. Planned regional and local transit service with high-frequency throughout the day; and shuttle service with very high-frequency.</td>
<td>☔ A comprehensive update to the Old Town Specific Plan is currently underway. This comprehensive amendment is anticipated to be adopted by February 2010. Build-out of the Old Town area, based upon the revised Specific Plan, is anticipated to occur over an approximate 30-year period.</td>
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<td>☐ The Old Town Specific Plan amendment allows for densities ranging from 15-40 du/ac in the Neighborhood Residential Zoning District. Once adopted, the Specific Plan will also allow for the construction of additional residential units within two different mixed use areas: the Downtown Core and Residential/ Limited Mixed Use zoning districts. Based upon the residential projections for these areas, it is anticipated the 30 du/ac minimum that is required to meet the Town Center place type designation will be achieved. Additionally, The Old Town Specific Plan will allow for the construction of 2,235,990 square feet of commercial and 159,809 square feet of civic uses, which should achieve the 30 emp/ac minimum that is required to meet the Town Center place type designation.</td>
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</table>
### Progress Toward Meeting Place Type Intensities

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Location</th>
<th>Smart Growth Place Type</th>
<th>Land Use Description</th>
<th>Transit Service Description</th>
<th>Status of Planning Effort</th>
<th>Plan Consistency with Place Type Ranges</th>
</tr>
</thead>
<tbody>
<tr>
<td>TEM-3</td>
<td>Temecula Regional Hospital Core - Generally located west of the intersection of Margarita Road and Temecula Parkway and is bounded by the Paloma del Sol Specific Plan (SP-4) to the east, Pio Pico Road to the north, and situated east of Dona Lynora Road, adjacent to the Rancho Pueblo Planned Development Overlay (PDO-6).</td>
<td>Special Use Center</td>
<td>Temecula Parkway is a major east/west thoroughfare in the City of Temecula from I-15. The future potential development of the Temecula Regional Hospital Core is associated with the anticipated future development of the Temecula Regional Hospital located east of Dona Lynora Road, north of Temecula Parkway and west of Margarita Road. The Temecula Regional Hospital will consist of five buildings: a 320-bed hospital facility with a helipad, a bed tower, two medical office buildings, and a cancer treatment and research facility. The property surrounding the Temecula Regional Hospital has been identified to potentially redevelop as the City's main core for future medical, health, and technology oriented businesses. Future land uses surrounding the hospital facility are anticipated to support the Temecula Regional Hospital and the future medical educational facilities for nurse training. Currently, the property within this potential smart growth corridor is designated as Community Commercial, Professional Office, Highway Tourist Commercial, Public Institutional, and the De Portola Road Planned Development Overlay PDO-8.</td>
<td>Existing local transit service on Temecula Parkway between Margarita Road and Meadows Parkway. No existing or planned transit service west of Margarita Road. Possible regional and local transit service with moderate to high-frequency throughout the day; connections to commuter express service and park-and-ride lot during peak hours; and shuttle service for internal trips could be implemented should the minimum residential and/or employment density targets be met and financial conditions permit.</td>
<td>Possible future planning opportunity exists for this place type area.</td>
<td>As of August 25, 2009, the various General Plan Land Use Designations and Zoning/Development Standards that govern the property within this place type area will yield a density range that will result in a much lower density than the minimum 45 emp/ac than that required by the Special Use Center Place Type designation. The future planning effort for this area may include a General Plan and Zoning Amendment, which may include a change in FAR to achieve the minimum employment density, as well as a number of incentives to attract potential future employers and uses that are related to the future Temecula Regional Hospital and medical/biotech industry. Although, the Special Use Center Place Type does not require a minimum number of dwelling units, the future plan for this area may consider allowing for the development of mixed use residential development, or residential development associated with the future medical educational facility to support nurse training and instruction in close proximity to the hospital.</td>
</tr>
<tr>
<td>Jurisdiction</td>
<td>Location</td>
<td>Smart Growth Place Type</td>
<td>Land Use Description</td>
<td>Transit Service Description</td>
<td>Progress Toward Meeting Place Type Intensities</td>
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<td>TEM-4</td>
<td>French Valley Airport Employment Center - Located north of the City of Temecula within the County of Riverside Jurisdiction and City's Sphere of Influence, bordered by Winchester Road to the east and Benton Road to the north. The French Valley Airport is located in the Borel Airpark Specific Plan - SP #365, which encompasses the entire French Valley Airport and immediately surrounding property</td>
<td>Employment Center</td>
<td>The area immediately surrounding the French Valley Airport runway, designated as the French Valley Airport Employment Center, has the potential to develop as a large-scale employment center associated with the airport and surrounding land uses. The property within this potential smart growth area is designated primarily as Industrial Park, Public Institutional, and Professional Office. A small portion of the property within this area is designated as Community Commercial and Highway Tourist Commercial. The future development of this area has the potential to have a range of industrial, manufacturing, and warehouse oriented uses that are complimentary to the airport. The commercial nodes that exist within the area have the potential to develop to serve the surrounding businesses and communities. Currently Regional Bus Service runs parallel to the airport along Winchester Road/SR- 79.</td>
<td>Existing regional transit service on Winchester Road/SR-79 from Temecula to Hemet. Planned regional and local transit service with moderate to high-frequency throughout the day. Possible connections to commuter express service during peak hours could be implemented should the minimum residential and/or employment density targets be met and financial conditions permit.</td>
<td>Possible future planning opportunity exists for this place type area.</td>
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<td>As of August 25, 2009, this property is located within the City of Temecula’s General Plan Sphere of Influence, and is currently under the County of Riverside’s jurisdiction. The current plan for this area allows for a density range that is well below the minimum place type intensity of 50 emp/ac. This area has the future potential to be annexed by the City of Temecula. As part of the annexation effort, the City of Temecula may propose pre-zoning that would result in the appropriate Land Use Designation, Zoning and Development Standards that would allow the property within this place type area to develop in a manner that would be consistent with the Employment Center place type designation and yield a minimum of 50 emp/ac. Incentives that would attract employers may also be considered.</td>
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<tr>
<td>Jurisdiction</td>
<td>Location</td>
<td>Smart Growth Place Type</td>
<td>Land Use Description</td>
<td>Transit Service Description</td>
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<td>TEM-5</td>
<td>Regional Center</td>
<td>Temecula Regional Center – Bounded by Murrieta Creek to the west, bounded by Margarita Road to the east, generally located north of Rancho California Road and south of the Harveston Specific Plan (SP-13) area.</td>
<td>The Temecula Regional Center encompasses the Promenade Mall, Abbott Vascular Research Laboratory, Temecula Auto Mall, and surrounding commercial properties. The Temecula Regional Center smart growth area includes the most diverse land use designations and has the highest daytime and evening activity within the City. This area is predominately designated as Community Commercial, Service Commercial, and Highway Tourist Commercial. Smaller portions of the smart growth area are designated as Industrial Park and Professional Office. This area also includes two future mixed use transit corridors: the Jefferson Avenue Mixed Use Transit Corridor and Ynez Road Mixed Use Transit Corridor. The Jefferson Mixed Use Transit Corridor is a four lane arterial that parallels the I-15 freeway to the west and is characterized by older underutilized commercial land uses connecting to Old Town Temecula to the south and the future Temecula Transit Center to the north. The Ynez Mixed Use Transit Corridor is characterized by commercial, retail, restaurant, and office uses, and also includes the County Administrative offices. Both of these major north/south mixed use transit corridors are intended to redevelop with mixed use and transit oriented development to support additional transit opportunities in the area. This area is accessible by two major interchanges (I-15/Winchester Road and I-15/ Ranch California Road) and is served by four important transportation corridors (Winchester Road/SR-79 North, Rancho California Road, Jefferson Avenue and Ynez Road). Winchester Road/SR-79 North operates as a regional transportation corridor with regional bus service. The area is served by both regional and local bus service, as well as multiple park-and-ride locations along Winchester Road and Rancho California Road. BRT could potentially accommodate this area in the future and could become more feasible as the mixed use transit corridors are redeveloped. A portion of this smart growth place type is within the City’s Redevelopment boundary, giving this area an advantage to redevelop with higher residential densities and mixed use development that will support local transit service and pedestrian scale development.</td>
<td>Existing local transit, regional, express, and shuttle service on Jefferson Avenue, Ynez Road, and Winchester Road/SR-79. Planned regional and local transit service on Jefferson Avenue and Ynez Road with high-frequency throughout the day and connections to BRT and commuter express service at the transit center. Possible shuttle service to connect the Jefferson and Ynez corridors with other Mixed Use and Special Use areas could be implemented should the minimum residential and/or employment density targets be met and financial conditions permit.</td>
<td>Possible future planning opportunity exists for this place type area.</td>
<td>Yes</td>
</tr>
<tr>
<td>Jurisdiction</td>
<td>Location</td>
<td>Smart Growth Place Type</td>
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</table>
|              |          | Community Center         | Harveston Community Center is characterized as a high-quality, master planned community with a lake/park at its center. The land use designations for this smart growth area include a mix of low, medium and high-density residential development and open space. Additionally, a 1.8 acre portion of the site has been designated as a mixed use overlay area known as the “Village Center”. This mixed use “Village Center” is located at the core of the smart growth area, nestled between the high- and medium-density residential areas. This area is intended to attract neighborhood commercial land uses to serve the immediately surrounding neighborhood and its residents. There is also a 12 acre portion of property that is designated Public Institutional that has been developed as an Elementary School. Harveston Community Center is also characterized by recreational amenities including an expansive trail network that provides an alternative pedestrian and bicycle oriented network along the local, collector and major arterial roadways. This trail network provides connectivity throughout the area. Additionally, Harveston Community Center is served by local transit service (Trolley), which runs through Harveston, to the Promenade Mall and into Old Town and back to Harveston. | Existing and planned shuttle service from the Harveston community to the Promenade Mall. Possible local transit service with high-frequency could be implemented should the minimum residential and/or employment density targets be met and financial conditions permit. | ●

The Harveston Specific Plan was adopted August 2001, and amended August 2003. However, the current specific plan would not allow for development to occur to meet the 20 du/ac minimum that is required to meet the Community Center place type designation. |
|              |          | Special Use Center       | Pechanga Entertainment Center is a destination resort with a regional draw, and is classified as a special use center. The facilities include a casino, full service hotel, golf course, spa, various entertainment oriented venues, and restaurant/dining opportunities. Pechanga Band has been a sovereign government before the establishment of the United States and are recognized as a sovereign nation. The Pechanga Band has a government-to-government relationship with the U.S. | Existing and planned local transit that connects to other local and regional service at the Promenade Mall. Possible regional, local, and express transit service with high-frequency and connections to the transit center could be implemented should the minimum residential and/or employment density targets be met and financial conditions permit. | The City of Temecula does not have land use jurisdiction within the boundaries of this smart growth opportunity area. |

- A Specific Plan Amendment may be considered to allow for additional mixed use development, which would result in the construction of additional residential units within the 112 acre commercial site located on the western-most portion of the Specific Plan.
UPDATE ON THE INTERSTATE 15 INTERREGIONAL PARTNERSHIP (I-15 IRP) WORKFORCE HOUSING PROJECT

Introduction

The purpose of this report is to provide an update on the I-15 IRP Workforce Housing Project. The goal of this project is to develop a proposal for a workforce housing project that will help reduce the strain on the interregional transportation system by providing more affordable housing opportunities for employees who work in the San Diego region, particularly those who work in the North County area. The project goals are to:

1. Identify potential sites for moderate income/workforce housing projects in Northern San Diego County in Smart Growth Opportunity Areas along the SPRINTER line.
2. Foster the involvement of one or more large regional employers toward a proposal for a workforce housing project at one or more of the identified sites.
3. Identify specific development and financing components for a successful project.
4. Generate needed support from regional and local partners to facilitate a successful project.
5. Advance the project as much as possible toward achieving the actual construction of a workforce housing project.
6. Build a foundation for a workforce housing project that could be emulated elsewhere along the SPRINTER line and in other areas of the region.

Keyser Marston Associates (KMA) was hired in May to provide consultant assistance for the I-15 IRP Workforce Housing Project. This report summarizes the work completed to date on this project. KMA has completed two-thirds of the scope of work for their portion of the project.

Discussion

Task/Deliverable 1 (Initiation and Identification of Potential Sites) - Task Complete

KMA sent a questionnaire to the five jurisdictions with SPRINTER stations (Oceanside, Vista, San Marcos, Escondido, and the County of San Diego), CSU-San Marcos, Palomar Pomerado Health, and NCTD asking them to identify potential workforce housing sites. Ten sites were initially identified (two in San Marcos, four in Vista, three in Escondido, and one in the unincorporated area of the County). Information was provided for these sites regarding size, ownership, location in a redevelopment area, and site condition (e.g., vacant or underutilized).
From the ten sites, five were chosen for further evaluation based on the data collected by KMA and discussions with SANDAG and local jurisdiction staff. (The sites chosen include three in Vista, one in Escondido, and one in the County.)

**Task/Deliverable 2 (Site Analysis, Stakeholder Interviews, Project Descriptions, and Meetings) - Task Complete (See Attachments 1 and 2)**

Evaluate the sites identified in Task 1 to select one preferred site for further study/analysis.

**Site Analysis** - KMA created an evaluation matrix of five candidate sites from Task 1, which includes: ownership, size (square feet), existing uses, surrounding uses, land use and zoning; whether the site is in a Redevelopment Project Area; jurisdiction policies and/or inclusionary requirements; and potential local support and/or opposition to moderate/workforce housing development.

**Stakeholder Interviews** - KMA interviewed three developers to get their perspectives regarding approaches to the development of workforce housing and opportunities to partner with public agencies and/or institutional employers.

**Project Description(s)** - KMA has prepared project descriptions for possible development scenarios for the five candidate sites that are consistent with site conditions and land use/zoning, including range of land uses, densities, parking solutions, etc. For illustrative purposes, KMA provided photographic examples of comparable developments.

**Meeting with SANDAG Staff** - KMA met with SANDAG staff to review draft findings from Task 2 on October 26, 2009. SANDAG staff will be providing direction regarding the preferred site (maximum of one) and the preferred development options (maximum of three).

The tasks remaining include:

**Task/Deliverable 3 (Financial Feasibility, Implementation Strategy, and RFP Approach)** - Following review and input from SANDAG staff, KMA will draft a proposal for a workforce housing project at the preferred site identified in Task 2. The draft proposal shall be broadly representative of near-term development opportunities within the jurisdiction where the site is located and shall include, but not be limited to, the following components:

**Financial Feasibility** - KMA will prepare financial pro formas to test the viability of the development economics for each development scenario (maximum of three).

**Implementation Strategy** - KMA will review methods of implementation appropriate for the preferred alternative. Further, KMA will prepare a menu of potential funding sources and/or mechanisms available to help implement the workforce housing project. KMA will identify specific methods or programs, provide a brief definition, and assess the applicability of each approach to the project.
**Request For Proposal (RFP) Approach** - KMA will recommend an approach to the developer selection process. This approach will include a checklist of the key components and submittal requirements of a developer solicitation document such as an RFP. (The actual RFP will be prepared by SANDAG in conjunction with the local jurisdiction.)

**Task/Deliverable 4 (Final Proposal)** - SANDAG will create a Final Proposal for a workforce housing project at the preferred site identified in Task 2 based on review and input from stakeholders involved in the project.

**Task/Deliverable 5 (Presentation Materials)** - During the course of this work, SANDAG will prepare materials to be presented to two SANDAG working groups, the SPRINTER Smart Growth Working Group and the Regional Housing Working Group, whose members will provide input into the study. Materials will cover: Status updates and/or draft products for Tasks/Deliverables 1 to 4 and possible approaches to generating potential financial support toward a workforce housing project.

**BOB LEITER**
Director of Land Use and Transportation Planning

Attachments: 1. Table 1 – Evaluation of Candidate Sites for Task 2 Analysis
              2. Map of Workforce Housing Project – Candidate Sites

Key Staff Contact: Susan Baldwin, (619) 699-1943; sba@sandag.org
### TABLE 1
EVALUATION OF CANDIDATE SITES FOR TASK 2 ANALYSIS
WORKFORCE HOUSING PROJECT - I-15 INTERREGIONAL PARTNERSHIP
SAN DIEGO ASSOCIATION OF GOVERNMENTS

<table>
<thead>
<tr>
<th>#1</th>
<th>SEC S. Santa Fe Ave. and Vista Village Dr.</th>
<th>#2</th>
<th>N. Santa Fe Ave. from Washington to Orange St.</th>
<th>#3</th>
<th>NEC Santa Fe Ave. and Cananea</th>
<th>#4</th>
<th>2102 Victory Drive</th>
<th>#5</th>
<th>Escondido Transit Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Community</td>
<td>Vista</td>
<td>Vista</td>
<td>Vista</td>
<td>Unincorporated County</td>
<td>Escondido</td>
<td></td>
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<tr>
<td>B. Site Size</td>
<td>1.50 acres</td>
<td>1.66 acres</td>
<td>11.00 acres</td>
<td>18.18 acres</td>
<td>5.03 acres</td>
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<tr>
<td>C. Smart Growth Opportunity Area</td>
<td>VS-1 Potential Town Center</td>
<td>VS-1 Potential Town Center</td>
<td>VS-5 Existing/Planned Mixed Use Transit Corridor</td>
<td>CN-4 Potential Community Center</td>
<td>ES-1 Existing/Planned Town Center</td>
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<tr>
<td>D. Ownership</td>
<td>City of Vista Community Development Commission; existing Disposition and Development Agreement (DDA) with G8 Development Inc. (Developer) approved June 2008</td>
<td>City of Vista Community Development Commission</td>
<td>Developer: 73% / Other Private Owners: 24% / City/CDC: 3%</td>
<td>Private owner</td>
<td>North San Diego County Transit</td>
<td></td>
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<tr>
<td>E. Existing Uses</td>
<td>Vacant</td>
<td>Vacant</td>
<td>Vacant</td>
<td>Vacant / agricultural uses</td>
<td>Vacant</td>
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<tr>
<td></td>
<td>Adjacent to Vista Transit Center</td>
<td>Adjacent to Vista Transit Center</td>
<td>Approximately 1 mile to Vista Transit Center</td>
<td>In proximity to Buena Creek Sprinter Station</td>
<td>In proximity to Vista Transit Center</td>
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<tr>
<td></td>
<td>Adjacent to Vista Village shopping center</td>
<td>Within 1 mile of Vista City Hall and Vista Unified School District</td>
<td>Within 1 mile of Vista City Hall and Vista Unified School District</td>
<td>Approximately 3 miles from Palomar College and 5 miles from CSUSM</td>
<td>Approximately 1 mile to Vista Transit Center</td>
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<td></td>
<td>Within 1 mile of Vista City Hall and Vista Unified School District</td>
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<td></td>
<td>In proximity to North County Square shopping center</td>
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<tr>
<td>G. Zoning/Density</td>
<td>Undergoing revised Specific Plan to permit mixed-use project through proposed overlay process for 40 units/acre</td>
<td>Undergoing revised Specific Plan to permit mixed-use project through proposed overlay process for 40 units/acre</td>
<td>General Plan Update in progress proposed to allow for 30+ units/acre</td>
<td>General Plan Update proposed to allow 30 units/acre; anticipated adoption Fall 2010 or later</td>
<td>General Plan Update proposed to allow for single-family residential uses</td>
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<td></td>
<td>Undergoing revised Specific Plan proposed to allow for 55 units/acre</td>
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<td>Existing zoning allows for single-family residences</td>
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<tr>
<td>H. Inclusionary Requirements</td>
<td>Six percent (6%) of all new multi-family units are reserved for lower income households at 80% of AMI</td>
<td>Six percent (6%) of all new multi-family units are reserved for lower income households at 80% of AMI</td>
<td>Six percent (6%) of all new multi-family units are reserved for lower income households at 80% of AMI</td>
<td>None</td>
<td>None</td>
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<tr>
<td>I. Key Constraints</td>
<td>Significant ground-floor commercial</td>
<td>Narrow elongated site</td>
<td>Requires structured parking</td>
<td>Private ownership has not expressed development interest</td>
<td>Zoning does not permit residential uses on ground floor</td>
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<td></td>
<td>Requires structured parking</td>
<td></td>
<td></td>
<td>Site will require rezoning and annexation</td>
<td>NTCD policy is to ground-lease, thereby limiting potential for for-sale housing</td>
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<tr>
<td>J. Local Support/Policy</td>
<td>CDC interested in moderate/mixed-income developments</td>
<td>CDC interested in moderate/mixed-income developments</td>
<td>CDC interested in moderate/mixed-income developments</td>
<td>CDC interested in moderate/mixed-income developments</td>
<td>County targeting site and surrounding area to be 30 units/acre residential density</td>
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<td></td>
<td>City has Vista Home Ownership Program (VHOP) which serves qualifying first-time home buyers with down payment assistance loans to purchase homes ($60,000 per home)</td>
<td>City has Vista Home Ownership Program (VHOP) which serves qualifying first-time home buyers with down payment assistance loans to purchase homes ($60,000 per home)</td>
<td>City has Vista Home Ownership Program (VHOP) which serves qualifying first-time home buyers with down payment assistance loans to purchase homes ($60,000 per home)</td>
<td>City has Vista Home Ownership Program (VHOP) which serves qualifying first-time home buyers with down payment assistance loans to purchase homes ($60,000 per home)</td>
<td>City targeting increased homeownership opportunities and preservation/rehabilitation of existing housing stock as a source of low- and moderate income housing</td>
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<td></td>
<td>City has Homebuyer Entry Loan Program (HELP) which qualifies first-time home buyers with down payment/closing cost assistance loans to purchase homes (less than 5% of purchase price of $25,000 per home)</td>
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<td>City has Homebuyer Entry Loan Program (HELP) which qualifies first-time home buyers with down payment/closing cost assistance loans to purchase homes (less than 5% of purchase price of $25,000 per home)</td>
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<td>K. Conceptual Preliminary Development Program (KMA Assumptions)</td>
<td>Proposed project per DDA</td>
<td>Proposed project based on discussions with City staff</td>
<td>70 for-sale attached three bedroom units on 40% of the site (zero lot line)</td>
<td>200 rental apartments</td>
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<td></td>
<td>80 for-sale units</td>
<td>305 for-sale condominiums and 42 townhome units</td>
<td>Attached garages</td>
<td>Mixed-income (20% to 25% moderate)</td>
<td></td>
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<td></td>
<td>27,000 SF retail</td>
<td>Mixed-income (50 moderate units)</td>
<td>Surface lots, one level below-grade, and attached garages</td>
<td>Limited commercial space on ground floor</td>
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<td></td>
<td>14,000 SF office</td>
<td>Surface lots and at-grade encapsulated parking</td>
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<td>Surface lots and at-grade encapsulated parking</td>
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<tr>
<td></td>
<td>At-grade encapsulated and below-grade parking</td>
<td></td>
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I-15 Interregional Partnership Phase III

Workforce Housing Project Candidate Sites

November 20, 2009

Attachment 2

Western Riverside
- Initial Smart Growth Map
- Expanded Smart Growth Map Study Area

San Diego County

Smart Growth Place Types
- Existing
- Planned

Urban Center
- Town Center
- Community Center
- Rural Village
- Mixed Use
- Transit Corridor
- Special Use Center

Workforce Housing Project Study Area

Site # 3

Sites # 1 and # 2

Site # 4

Site # 5
UPDATE ON THE INTERSTATE 15 INTERREGIONAL PARTNERSHIP (I-15 IRP)
STRATEGIC TRANSPORTATION IMPLEMENTATION PLAN

The main focus of Phase III of the I-15 IRP with southwestern Riverside was the development of a Strategic Transportation Implementation Plan (SIP) which concentrates on strategies for the I-15 corridor near the county line. The SIP includes: an inventory of Project Study Reports (PSRs) in both counties, analysis of transit priority treatments and transit lane infrastructure, the incorporation of goods movement data, a cost effectiveness analysis and overall funding strategy, and the incorporation of the results of the Interregional Vanpool/Buspool/Transit study.

The Riverside County Transportation Commission (RCTC) is the lead agency for this component of the IRP and has hired Wilbur Smith Associates (WSA) to conduct the work. A representative from WSA will present an update on the status of this component including milestones achieved and work in progress.

BOB LEITER
Director of Land Use and Transportation Planning

Attachments: 1. RCTC Staff Report
2. 2009 Park and Ride Inventory

Key Staff Contacts: Tanya Love (RCTC), (951) 787-7141; tlove@rctc.org
Heather Werdick, (619) 699-6967; hwe@sandag.org
STAFF RECOMMENDATION:


BACKGROUND INFORMATION:

The focus of the transportation related activities for Phase III is the development of the SIP building upon previous Phase I and II work efforts. The Riverside County Transportation Commission (RCTC), acting as the primary agency for transportation activities under Phase III, in partnership with the Western Riverside Council of Governments (WRCOG) – acting as the lead agency – is responsible for coordinating and administering the necessary work to complete the transportation tasks and deliverables for this project. Other I-15 IRP partners include the San Diego Association of Governments (SANDAG), Caltrans Districts 8 and 11, and the Riverside Transit Agency (RTA). Phase III transportation deliverables consist of:

- Compilation of Project Study Reports (PSR);
- Document existing goods movement data for the I-15 and connecting corridors;
- Analysis of transit priority treatments and transit lane infrastructure development;
- Cost-effectiveness analysis and overall funding strategy;
- Develop report and maps on potential park and ride sites and improvements; and
- Develop SIP

To assist with the project deliverables, RCTC retained the consulting services of Wilbur Smith Associates (WSA). The following information is provided as an overview and status report on project deliverables to date:
Compilation of PSRs

As reported at the June 15, 2009 I-15 IRP Joint Policy Committee, the PSR report is complete. Through the report process, a total of seven PSRs were collected: five in Riverside County and two in San Diego County. The PSRs document the agreement on the project scope, schedule, and estimated cost of the project. They highlight short-term strategies and detail how and when various projects within the I-15 county line area can be implemented. Using data from the PSRs, WSA reviewed average weekday peak period traffic, number of interregional vanpools, daily interregional transit ridership, and peak period vehicle occupancy at the county line.

Through the PSR review process, staff learned that focusing on only PSR’s highlighted a potential shortcoming in the Scope of Work for the Phase III transportation activities. For example, RCTC has launched a comprehensive effort to widen 42.5 miles of the I-15 from the San Bernardino County Line all the way to the confluence of the I-15 and I-215. The overall effort will include new toll lanes between State Routes 60 and 74, and additional lane widening throughout the entire length of the facility. Along with the I-15 Corridor Improvement Project, RCTC is pursuing improvements to State Route (SR) 91 which will also include an additional general purpose lane, new toll lanes, improved access to the freeway and a significant upgrade to the 91/15 interchange. In fact, the planned improvements are so significant that it will include major investments on approximately six miles of the I-15 from the Hidden Parkway interchange in Norco all the way to the Cajalco interchange in Corona.

The current status of these two projects is that both have entered into the environmental analysis stage. An environmental document is expected to be approved for SR-91 in 2011 and in 2012 for the I-15 project. Construction on the SR-91 Corridor Improvement Project will begin in 2012.

The level of information that has been obtained on the SR-91 and I-15 projects far surpasses what is available in a PSR.

Status of Work Product: Completed

Document Existing Goods Movement Data

Despite the recent downturn in the economy, the amount of goods that reach their final destination across the country via Southern California’s goods movement network is expected to triple by 2030. While goods movement transport is not the paramount issue to be dealt with in the I-15 corridor through Riverside and San Diego counties, it is still an issue that needs to be considered and planned for. The draft report titled Summary of Goods Movement Data in the I-15 Corridor was reviewed by staff from the I-15 IRP partnering agencies in July 2009. Included in the report was data on truck vehicle miles traveled, average daily truck counts, truck tonnage, and total freight train movements. Following is a summary of the draft goods movement report:
• Truck goods movement is more prevalent in Riverside County than San Diego County on the I-15 and in the county in general;
• San Diego County has significant border-related freight movement and some port-related goods movement traffic via container ships; and
• Riverside County freight corridors mostly run in an east/west orientation, while San Diego County's major freight corridors run more north/south.

Status of Work Product: Complete Pending Policy Level Review

Transit Analysis and Infrastructure Development

In August 2009, the draft Transit Priority Treatments and Transit Lane Infrastructure Report was distributed to agency staff participating in the I-15 IRP. Although the draft report was subsequently up-dated to reflect input from various agency staffs, several outstanding issues remained that needed to be resolved prior to completion. To assist with the process, a meeting was held in late October 2009 with executive level staff from Caltrans, RCTC, SANDAG and WRCOG. Discussion included the following:

• SB 375;
• Smart Growth Planning;
• Land use; and
• Bus on shoulders concept.

An outcome of the October 2009 meeting was that issues related to SB 375, Smart Growth Planning and land use would be developed as a separate report by agency staff.

While the bus on shoulder concept is a viable strategy, it is not needed in Riverside county as RCTC has plans to add two tolled express lanes and one mixed flow lane in each direction from SR-60 to SR-74 as well as the construction of one HOV lane in each direction from the SR-74 to the I-215/I-15 interchange at an estimated cost of $1.7 billion. It’s estimated that the construction start date will be 2015 with project completion in 2019. Full details of the I-15 Corridor Improvements can be found at www.i15project.info.

RCTC will also construct two tolled express lanes and a general purpose lane from Orange County line to I-15 and a general purpose lane to Pierce Street. A new direct connector will be built between eastbound SR-91 and northbound SR-71 and a separate eastbound road between the Green River Road interchange and 71/91 interchange. In addition, RCTC will build new direct connectors linking SR-91 and I-15 tolled express lanes at an estimated cost of $1.87 billion. It’s estimated that the construction start date will be 2011 with project completion slated for 2016. Full details of the SR-91 Corridor Improvements can be located at www.sr91project.info.
The transit report was subsequently up-dated and recirculated for review by agency staff; final feedback is anticipated by November 4, 2009. An up-date on the progress of this deliverable will be provided at the November 20, 2009 Border’s Committee.

*Status of Work Product: Draft Report Submitted for Review; Agency staff writing supplement report on SB 375, Smart Growth Planning and land use.*

**Cost Effectiveness Analysis and Overall Funding Strategy**

The Cost Effectiveness Analysis and Overall Funding Strategy portion of the SIP report is contingent on completion of the other transportation related deliverables especially the Transit Priority Treatments and Transit Lane Infrastructure report. At the time of writing this staff report, RCTC had distributed the draft scope of work for the cost effectiveness analysis; a follow-up conference call is planned with agency staff. An updated status report will be provided at the November 20, 2009 Border’s Committee.

*Status of Work Product: Pending completion of transit report.*

**Develop Report and Maps on Park and Ride Sites:**

RCTC provides funding to support park and ride facilities in Western Riverside County through a provision in Measure A - the county’s half-cent sales tax measure. These facilities are leased by RCTC and used by Riverside County residents for their home to work commute. It’s commitment to the lease approach enables RCTC to assess park and ride needs and facilities, and establish locations quickly as an enhancement to existing Caltrans permanent locations. Currently, RCTC leases spaces from five locations in Menifee and Temecula providing over 270 park and ride spaces. In partnership with RCTC’s Commuter Assistance Program, WRCOG developed the attached draft 2009 Park and Ride Inventory Map for Southwest Riverside County.

*Status of Work Product: Complete Pending Policy Level Review*

**Develop SIP**

The SIP will combine the analysis done for all tasks, prioritize the proposed strategies and projects and present a clear action plan for the agencies to follow in the implementation of short-term projects selected by the I-15 IRP Policy Committee. The report will also incorporate the results of SANDAG’s Interregional Transit, Buspool, and Vanpool study.

*Status of Work Product: In process; however, report is dependent on completion of the Transit Analysis Report and Cost Effectiveness Strategy.*

RCTC and consultant staff will provide an update on the status of the transportation-related activities currently underway at the SANDAG’s Border’s Committee.
### 2009 PARK AND RIDE INVENTORY
**FOR SOUTHWEST RIVERSIDE COUNTY**

#### Park And Ride locations
- PERRIS
- HEMET
- MURRIETA
- TEMECULA
- LAKE ELSINORE
- SAN JACINTO
- BEAUMONT
- CANYON LAKE
- 9
- 8
- 76
- 5
- 4
- 3
- 1
- 14
- 13
- 12
- 11
- 10
- 2
- 15
- 215
- 74
- 79

#### Attachment 2

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<th>STATUS</th>
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<td>31300 Rancho Community Way</td>
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<td>San Jacinto Assembly of God (RCTC)</td>
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<td>SR 79 South &amp; I-15</td>
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<td>Lake Elsinore Storm Stadium</td>
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<td>19</td>
<td>Dexter Park and Ride</td>
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Item 4
Update on Planning for 2010 San Diego Regional Tribal Summit

Recommendation:

The Borders Committee is asked to provide feedback and input on the content of the proposed agenda for the 2010 Tribal Summit, and recommend approval of the proposed agenda by the Executive Committee.
I-15 IRP Western Riverside Smart Growth Opportunity Area Map

November 20, 2009

Overview
San Diego Smart Growth Concept Map

Project Boundaries

San Diego Smart Growth Concept Map

Project Boundaries

Riverside County
Local and Regional Partners

Smart Growth Map Working Group
Work Plan

- Identify place type categories
- Identify smart growth opportunity areas
- Link with transportation/transit services
- Produce GIS maps

Place Type Resources
Place Type Development

**Land Use**
- Types
- Intensity

**Transportation**
- System Characteristics
- Transit Service Levels

Smart Growth Place Type

Smart Growth Place Types
- Regional Center
- Town Center
- Community Center
- Rural Village
- Mixed Use Transit Corridor
- Special Use Center
- Employment Center
Regional Transit Corridors

Local Transit Priority Area
Smart Growth Opportunity Areas

Lake Elsinore
Products

- Smart growth place types
- Local smart growth opportunity areas
- Site descriptions
- Regional and subregional maps
Next Steps

- I-15 IRP Joint Policy Committee
- Local public outreach
- Next phase to be funded by SCAG

I-15 IRP Western Riverside
Smart Growth Opportunity Area Map

November 20, 2009
Study Objective

- Develop a Strategic Implementation Plan for short term improvements to the transportation system along the I-15 corridor
Study Tasks

- Summarize Existing Project Study Reports (PSRs)
- Review Existing Goods Movement Data
- Analyze Transit Priority Treatments and Transit Lane Infrastructure Development
- Undertake a Cost-effectiveness Analysis and Develop an Overall Funding Strategy
- Develop report and maps on existing and potential park and ride sites
- Final Task: Develop a Strategic Implementation Plan

Summary of Existing PSRs

- 7 PSRs collected
  - 5 in Riverside
  - 2 in San Diego
- PSRs document agreement on the project scope, schedule, and estimated costs
- Flawed scope: PSRs are an incomplete source of information
I-15 Corridor – Additional Work Outside of PSRs

- RCTC has launched a comprehensive effort to widen 43.5 miles of the I-15 from San Bernardino County Line all the way to the confluence of the 15/215
  - Add 2 toll lanes & one mixed flow lane between State Routes 60 and 74
  - Add HOV lane from SR-74 to 15/215
    - $1.7 Billion - estimated cost
- RCTC pursuing improvements to SR-91
  - $1.87 Billion - estimated cost

Summary of Goods Movement

- Truck goods movement is more prevalent in Riverside County than San Diego County on the I-15 and in the county in general
- San Diego County has significant border-related freight movement and some port related goods movement traffic via container ships
- Riverside County freight corridors mostly run in an east/west orientation, while San Diego’s major corridors run more north/south
Transit Priority Treatments & Transit Lane Infrastructure Development

- Planned improvements
- Transit expansion options, including bus on shoulder concept
  - Viable strategy but planned improvements in Riverside County provide capacity for transit service
- Incorporate into long range transportation plans
- SB 375 and smart growth planning

Cost-effectiveness Analysis and Overall Funding Strategy (Dependent on Completion of Transit Report)

- Investigate and analyze multi-modal options for the I-15 corridor
- Evaluate performance factors
- Develop overall funding strategies for each alternative
- Identify challenges to implementation
**Strategic Implementation Plan (SIP) (Final Task)**

- Include analysis from previous tasks
- Prioritize the proposed strategies and projects and present an action plan for the implementation of selected short-term projects
- Analyze the existing and potential park & ride facilities
- Incorporate the results of the Interregional, Transit, Buspool, and Vanpool Study

**Next Steps**

- Finalize Cost-effectiveness Strategy
- Draft SIP
- Joint I-15 IRP Policy Committee - December 2009
Questions?
15 FREEWAY IMPROVEMENTS

Construction Start Date: 2015
Construction End Date: 2019
www.i15project.info

- Add 2 tolled express lanes and one mixed flow lane in each direction from SR-60 to SR-74
- Construct one high occupancy vehicle (HOV) lane in each direction from SR-74 to I-215/I-15 Interchange
- Coordinate with other projects along the corridor
- Estimated Cost: $1.7 Billion

PROJECT STATUS

- Preliminary Engineering and Environmental Work Underway
- Received State Tolling Authority
- Working on Agreement with Federal Highway Administration for Federal Tolling Authority

EXISTING I-15
THREE (3) LANES EACH DIRECTION FROM I-215 TO SAN BERNARDINO COUNTY LINE

PROPOSED I-15
ADD ONE (1) HOV LANE IN EACH DIRECTION FROM I-215 TO SR-74

PROPOSED I-15
ADD TWO (2) TOLL LANES + ONE (1) MIXED FLOW IN EACH DIRECTION FROM SR-74 TO SR-60

LEGEND:
- Towed Express
- Towed Lanes
- Mixed Lanes
91 FREEWAY IMPROVEMENTS

- Construct two tolled express lanes and a general purpose lane from Orange County line to I-15 and a general purpose lane to Pierce Street
- Build a new direct connector between eastbound SR-91 and northbound SR-71 and a separate eastbound road between Green River Road interchange and SR-71/91 interchange
- Build new direct connectors linking SR-91 and I-15 tolled express lanes
- Estimated Cost: $1.87 Billion

Construction Start Date: 2011
Construction End Date: 2016
www.sr91project.info

PROJECT STATUS

- Preliminary Engineering and Environmental Work Underway
- Presents Significant Right-of-Way Needs
- Selected a Project and Construction Management (PCM) Consultant to Oversee Design-build Activities
- Received State Tolling Authority
- Working on Agreement with Federal Highway Administration for Federal Tolling Authority