I-15 Interregional Partnership

FINAL REPORT

July 23, 2004

San Diego Association of Governments
Western Riverside Council of Governments
Southern California Associations of Governments
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City of San Jacinto
City of Temecula
Riverside County Transportation Commission
Riverside Transit Agency
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Southwest Riverside County Economic Alliance
Inland Empire Economic Partnership
Building Industry Association
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CHAPTER I: INTRODUCTION

Each workday morning, San Diego’s regional traffic reporters broadcast a now-familiar message, “It’s bumper to bumper on southbound Interstate 15 from Escondido through Mira Mesa.” From southwestern Riverside County to central San Diego, this major freeway artery is routinely paralyzed with traffic congestion as I-15 commuters make increasingly longer drives between home and work.

Traffic congestion on I-15 is only a symptom of a larger condition: the flight of thousands of families from the San Diego region to southwestern Riverside County in search of more affordable, suburban, single family homes. The result is an increasing dislocation of jobs and housing in both counties.

To address both the causes and impacts of this growing jobs/housing imbalance, the San Diego Association of Governments (SANDAG) and Western Riverside Council of Governments (WRCOG) joined forces with the Southern California Association of Governments (SCAG), California Department of Transportation (Caltrans) and others to form the I-15 Interregional Partnership (IRP). Funded, in part, by a grant from the California Department of Housing and Community Development, the IRP conducted research and created strategies to reduce both the demand for and impacts of interregional commuting along the I-15 corridor.

PURPOSE OF THE REPORT

The I-15 Interregional Partnership developed 23 strategies to better balance the supply of jobs and housing in the southwestern Riverside County/San Diego region corridor as well as to provide cost-effective transportation facilities to meet future travel demand. This report presents existing and forecast information about the corridor as well as documenting the development of these interregional strategies.

The three-year IRP work program was designed to accomplish the following tasks:

Explore Existing Conditions: The Existing Conditions Report was the first milestone in the I-15 IRP work program. Its purpose was to present information about the land use characteristics and transportation facilities in the study corridor. Housing and employment opportunities and constraints to housing production and employment growth also were described. Information from the Existing Conditions Report is summarized in this report.

Understand the Interregional Commuting Problem: Much of the discussion about interregional commuting has been based on limited observations and anecdotal evidence. From these observations, we know that congestion on I-15 is growing and that some of the vehicles caught in that congestion come from Riverside County. This report is an initial attempt to quantify the interregional commute and explain the various reasons why it is made.
Identify Current Programs to Resolve Interregional Issues: A number of current programs address the causes and effects of long-distance commutes on I-15. These programs range from activities to attract employment to predominantly residential communities to encouraging housing in job-rich areas. A number of transportation programs also exist to provide commuters with alternatives to driving alone. This report identifies those existing programs.

Forecast Commute Conditions: Future travel is evaluated in comparison to existing traffic conditions in the study corridor. Because commuting between the two counties had previously been relatively minor, this evaluation will be the first to combine forecasts for the two regions.

Develop Strategies to Better Balance Jobs and Housing: Based on the Existing Conditions Report and strategies available to the public agencies, the I-15 IRP has developed short- and long-range strategies that will improve the jobs/housing balance within, and between, the two regions, and address the transportation needs as well.

Establish an Implementation and Monitoring Process: The governmental agencies that will implement the proposed interregional strategies will build on existing economic development, transportation, and land use programs in the corridor. This report outlines the process that will be used to guide and monitor the implementation of these strategies.

STUDY AREA

Centered on Interstate 15, this two-county commute corridor extends from central San Diego to the cities of Lake Elsinore, Perris and Hemet as shown in Figure 1. While employment areas in the central and northern areas of the City of San Diego are included in this report, the residential study area is centered along I-15 within 30 miles of the county boundary—from Lake Elsinore and Perris on the north to Escondido on the south. In this report, the larger commute area is referred to as the Study Corridor, and the smaller residential focus area as the Study Area. Because of topography and distance, Riverside and San Diego have defined their communities as being located in separate regions. With increased interregional commuting, the definition of the two regions has blurred.

ABOUT THE I-15 INTERREGIONAL PARTNERSHIP

The I-15 Interregional Partnership (I-15 IRP) was formed in 2001 to address the imbalance of jobs and housing that has developed between the San Diego region and southwestern Riverside County in the past decade and the lengthy commute that has resulted. The I-15 IRP is a voluntary compact between local elected officials representing the San Diego Association of Governments (SANDAG) and the Western Riverside Council of Governments (WRCOG). The Southern California Association of Governments (SCAG), Caltrans and other affected governmental agencies and private sector organizations also participate in the partnership.

The primary goal of the I-15 IRP is to foster a more sustainable land use pattern providing appropriate employment closer to where people live in the study area and more affordable housing closer to employment in jobs-rich areas throughout the study corridor. By doing so, workers would have more opportunities to live closer to work, reducing the need for long distance interregional commuting. The I-15 IRP also has developed strategies that mitigate the impacts of the jobs/housing imbalance on congestion along the I-15 corridor.
The I-15 Interregional Partnership developed a three-year work program that culminated in the identification of strategies to better balance jobs and housing in the I-15 corridor communities. The project was funded primarily through a grant from the California Department of Housing and Community Development (HCD) as part of the state’s Jobs/Housing Balance Grant Program, with matching in-kind services from WRCOG and SANDAG.

DEFINING JOBS/HOUSING BALANCE

Jobs/housing balance is a condition that results in an adequate supply of housing (and, therefore, workers) being located within a reasonable commute distance of compatible employment opportunities. The benefits of jobs/housing balance include reducing demands on the highway system, improving air quality, and reducing the time spent commuting to and from work.

Jobs/housing balance compares the available housing and available jobs within a community, a freestanding city or other geographically defined subregion. In addition, jobs/housing balance also should consider the cost and types of available housing, comparing them to the wage rates and types of jobs that are located in a community. Jobs-housing balance is reflected by three measures:

- Jobs/Worker and Jobs/Household (currently used in the report).
- Housing Affordability Index (percent of resident households or workers that can afford a median-cost home).
- Commute Trip (Home-to-Work) Time.

Long commutes to work and increased traffic congestion are the most obvious symptoms of an imbalance of jobs and housing. The distance that people commute to their jobs has been growing as our world becomes more industrial and urban. A 2001 survey by the National Board of Realtors reported the median commute time in the nation is nearly 24 minutes each way and only 18 percent of commuters spend more than 30 minutes going to or from work. By comparison, the median commute in San Diego County was 21 minutes in 2001; the median commute for residents of southwestern Riverside County traveling to jobs in San Diego County is an hour or more each way in 2002. It should be noted that the interregional commute for many is not excessive. More than 40 percent of the I-15 interregional commuters do not travel south beyond Escondido.

Balancing jobs and housing in the communities along the I-15 corridor could lead to greater congestion if smart growth principles are not used to guide new development throughout both regions. The plans of SCAG, WRCOG, SANDAG and many cities in the corridor emphasize the importance of implementing smart growth policies such as mixing land uses, focusing development near transit facilities, and improving pedestrian circulation. Implementation of these policies, which call for only a modest increase in planned residential densities, is the foundation that underlies all of the strategies contained in this report.

DESCRIPTION OF STUDY PROCESS

The I-15 Interregional Partnership (IRP) based its strategies on a comprehensive collection of new and existing research, both quantitative and qualitative. The research effort was guided by elected
officials, serving as policy advisors, and by agency staff and private-sector participants, serving as a technical working group.

Policy and Technical Guidance: Working through a committee structure, the IRP identified issues related to jobs/housing balance and traffic congestion along the I-15 corridor, recommended strategies and model approaches to address the issues, and proposes inclusion of its recommendations into existing jurisdictional and agency plans and programs.

Comprised of SANDAG’s Borders Committee and elected officials from WRCOG and Riverside County member agencies, the Policy Committee is the IRP’s policy advisory forum. The Policy Committee meets quarterly to discuss policy issues and consider recommendations from the I-15 IRP Technical Working Group.

I-15 IRP Technical Working Group (TWG) consists of staff from SANDAG, WRCOG, SCAG, other governmental agencies, and private organizations. Agencies represented on the TWG include Caltrans, transit agencies, cities, and economic development agencies. The TWG reviews and provides comments on staff reports and recommendations, and provides recommendations to the Policy Committee for consideration.

Data Collection, Strategy Development, and Public Outreach: A telephone survey of 2,010 adults residing in southwestern Riverside County was conducted during July and August of 2002. The survey was designed to profile residents and interregional commuters and gain a better understanding of the factors, rationales and decisions of long distance commuters that lead them to live so far from where they work. This information, along with pertinent land use, transportation and economic data, was used to develop and evaluate strategies to bring housing and jobs into better balance in both regions. Data from this survey also is being used to evaluate a similar, but much more congested commute, from southwestern Riverside County into Orange and Los Angeles counties along State Route (SR) 91 in a separately funded IRP effort.

Data from this survey was used to establish the boundaries for the study area and study corridor. From the survey it was calculated that 95 percent of the persons commuting into the San Diego region were from the southwestern Riverside County area (from Lake Elsinore and Hemet south to the county line along I-15).

Survey information will be supplemented with information from the special Census Transportation Planning Package (CTPP) that will be available this year. The CTPP will provide more detailed information about the long-distance commute from southwestern Riverside County communities into employment centers in the San Diego region.

In addition to the telephone survey, the Partnership drew information about the two regions and the travel between them from various existing data sources. Census information was used for information about the residents, households, and employment within the corridor as shown in Table 1. Metropolitan area data bases for Southern California and San Diego were used to determine more detailed population and employment estimates.

Strategies to better balance the population and employment within communities within the corridor were drawn from academic research and the planning programs of other similar agencies.
in the San Francisco Bay area, other states, and the southwestern Riverside and San Diego regions themselves.

The Policy Committee and the Technical Working Group played an active role in identifying and evaluating potential interregional strategies. Over a period of more than a year, the I-15 Interregional Partnership (IRP) considered potential strategies to better balance housing and jobs within San Diego and southwestern Riverside counties. In addition, the IRP evaluated potential transportation strategies to mitigate the long-distance commute that has resulted from the existing imbalance of jobs and housing between the two regions.

Public participation and outreach has been an integral part of the IRP work program to date. Staff pursued a preliminary public involvement effort to engage IRP participants. Public outreach also was conducted when initial recommended strategies had been identified. An I-15 IRP public information website was created to provide detailed and timely information on program developments. Stakeholders were notified of IRP meetings by email and direct mail. Additionally, local newspapers published articles about most IRP Policy Committee and Technical Working Group meetings. Presentations about the I-15 IRP continue to take place to inform stakeholders and other interested parties about the project.

APPENDICES

There are three appendices included in this final project report:

Appendix A presents the evaluation criteria used by the project Technical Working Group in evaluating the potential interregional strategies to balance jobs and housing in communities in the corridor or help mitigate the effects of the existing imbalance. This material was reviewed by the I-15 IRP Policy Committee in selecting the strategies adopted as part of the Interregional Partnership.

Appendix B provides a more detailed description of each of the adopted strategies. These descriptions identify the agencies responsible for implementing the strategies as well as the agencies that need to participate in their implementation.

Appendix C documents I-15 Interregional Partnership Demographic, Survey, and GIS data. One of the major goals of the California Department of Housing and Community Development was providing electronic access for mapping the information collected in the interregional partnerships funded by the agency.

In addition, the Existing Conditions in the I-15 corridor were documented in a report published by the I-15 Interregional Partnership in March 2003. Copies of this report can be obtained from SANDAG.
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Source: U.S. Census Bureau, 2000 Census  
*SRA = Subregional Area
CHAPTER II: FINDINGS

SIGNIFICANT FINDINGS

Based on data from the 2000 U.S. Census; an evaluation of land use, economic, and transportation data from both regions; and a telephone survey and focus groups of southwestern Riverside residents conducted for this study, the following major findings were identified.

1. Greater housing availability and lower housing prices in southwestern Riverside County compared to the San Diego region are key factors in the growth of interregional commuting.

   Residential development in the San Diego region has not kept pace with demand. In the decade leading up to 2000, jobs in the San Diego region grew by 23 percent. During the same period, the number of housing units increased by less than 10 percent.

   During August 2002, in southwestern Riverside County, where the majority of I-15 interregional commuters reside, the median price for new and existing homes was $250,000, up 21 percent from the same month in 2001. In August 2002 the median sale price in the San Diego region was $339,000, having increased 24 percent from August 2001. A major reason for this price differential is that land costs in Riverside County are substantially less than those in the San Diego region.

   In 2000 there were approximately 151,000 homes in southwestern Riverside County. The Western Riverside Council of Governments estimates that approximately 140,000 homes are currently in the pipeline to be built over the next few years in the same area. This figure would indicate that housing availability will not be a deterrent to those choosing to look in southwestern Riverside County for a home.

2. The ability to own a single family detached home is very important to I-15 interregional commuters.

   Approximately 90 percent of interregional commuters live in a single family detached home and 80 percent own their home. This compares to 52 percent of households living in single family detached homes in the San Diego region, and 55 percent of households that are homeowners.

   Survey results show that just over 90 percent would prefer owning a single family detached home compared to an attached home such as a townhome or condominium. This percentage decreases only slightly when a price differential is introduced, or even when the townhome is said to be 30 minutes closer to work with a commute of only 15 minutes. While the strong desire to own a single family detached home is not unique to I-15 interregional commuters, it is a defining characteristic.
However, based on a recent survey of San Diego County residents, a fairly even split (48 percent versus 42 percent) appears to occur between those who think development should occur in a spread out single family detached style of development versus a more compact style of development that includes townhomes, condominiums and apartments mixed in with shops and office space. This would indicate that a broader range of housing types is needed to serve the needs of all San Diego residents.

3. There are a growing number of interregional commuters, most of whom have moved from the San Diego region.

It is estimated that 29,000 residents of southwestern Riverside County commute into the San Diego region. Approximately half have been doing so for less than five years. Of those living in southwestern Riverside County less than 10 years, 60 percent moved there from the San Diego region.

4. I-15 interregional commuters are concentrated in the Temecula/Murrieta area and are traveling to employment destinations throughout the San Diego region.

Approximately 60 percent of the estimated 29,000 interregional commuters on I-15 live in the cities of Temecula or Murrieta or the adjacent unincorporated area. Stated differently, one household in three in the Temecula/Murrieta area has at least one person commuting on I-15 into the San Diego region.

Over 40 percent of all I-15 interregional commuters travel to jobs in northern San Diego County, including Camp Pendleton, Carlsbad and Escondido. Other key employment destinations for interregional commuters include Sorrento Valley, Rancho Bernardo, Kearney Mesa and downtown San Diego. On average, interregional commuters travel 52 miles to work, spending 60 minutes going to work and 72 minutes returning home from work.

5. I-15 interregional commuters are very satisfied living in southwestern Riverside County.

Residents who are I-15 interregional commuters experience a very high level of satisfaction with living in southwestern Riverside County, expressing an even higher level of satisfaction than did residents who do not have to make the long commute. When comparing the two regions, twice as many I-15 interregional commuters felt southwestern Riverside County is a better place to live than San Diego County than the reverse. When asked in a focus group setting, a number of southwestern Riverside residents indicated that “small town feel” and “slower pace” were two key reasons they liked living there over neighboring counties.

This high level of satisfaction is reflected in the fact that only 63 percent had some interest in moving closer to work in San Diego County even in the unlikely event they could get the same house for the same cost. The percentage with interest in moving closer to work dramatically goes down when the tradeoffs they likely would have to make in terms of housing type and housing cost are introduced.

Interregional commuters appear to be somewhat more interested in changing jobs to work closer to where they live. Seventy percent would be interested in changing jobs to work locally.
if their pay was the same. Almost one-third would be interested in working locally even with a 10 percent cut in pay.

6. A high percentage of interregional commuters drive alone.

Currently approximately 85 percent of I-15 interregional commuters regularly drive alone to work and 13 percent carpool. This compares to 76 percent and 12 percent for residents of the San Diego region.

Survey results indicated a general interest in carpooling and vanpooling among interregional commuters. Just under half stated they would be more likely to use carpool and vanpool services if a carpool lane was extended the length of I-15 within the San Diego region. Currently private bus service is provided between Temecula and San Diego employment centers during peak periods. Also, Riverside Transit Agency (RTA) initiated commuter bus service from the Temecula/Murrieta area to the Oceanside Transit Center near employment destinations in northern San Diego County in early 2003.

About 20 percent of I-15 interregional commuters indicated that they are allowed to telecommute at least once per week. An equal percentage said their employer sponsors carpools and vanpools, with just under half (47 percent) stating they have some degree of flex-time.

7. I-15 peak period traffic congestion is severe south of SR 78.

Traffic on I-15 is reasonably free flow between the junction of I-15 and I-215 in the City of Murrieta and the junction I-15 and SR 78 in the City of Escondido. Congestion is off and on from just south of SR 78 down to Interstate 8 in the City of San Diego. Traffic is at level of service F (traffic volume exceeds capacity) at various points along this stretch of I-15 during peak periods.

While the freeway itself is not congested in the Temecula/Murrieta area, freeway access is backed up during peak periods. To address these backups, several interchange projects in Temecula and Murrieta are funded. In addition, the evaluation of freeway interchange operations and potential improvements is ongoing along the I-15 corridor in the county line area, and will be addressed by the coordination recently initiated by Caltrans District 8 and 11.

SANDAG travel forecasts show conditions worsening north of Escondido particularly in the northbound direction. Level of service F is shown in both directions south of the county line. In southwestern Riverside County, forecasts show traffic volumes increasing 90 percent along I-15 in the Temecula/Murrieta area and by 130 percent on I-215 just north of the junction with I-15. This increase in traffic is a reflection of the percent increase in population forecasted between 2000 and 2020 in the Temecula/Murrieta area.

8. Comparison of I-15 interregional commuters to their non-long distance commuting neighbors.

To understand why some residents are willing to commute long distances to work, it is helpful to identify how those commuters differ from their neighbors in southwestern Riverside County. In comparison to other residents, I-15 interregional commuters:
• Are more likely to be employed in hi-tech/computers/internet industries;
• Are more likely to be employed in occupations that require training and education, such as ‘manager/administrator/executive’ and ‘technical specialty/technician’;
• Earn more annual income, as a group, from their jobs; and
• Have been at their jobs longer (greater job stability).

GAP BETWEEN JOBS AND HOUSING IN SAN DIEGO AND SOUTHWESTERN RIVERSIDE COUNTIES

In 2000, about 97.5 percent of the 1,250,000 jobs in San Diego County were held by residents of the County based on the Census Transportation Planning Package (CTPP). About 29,000 San Diego residents work in other areas of southern California. 27,600 workers commuted into the San Diego region from adjacent counties; 4,600 workers commuted from Los Angeles County. Just over 400 workers commuted into the San Diego region from Imperial County in 2000.

Nearly 170,000 workers living in Riverside County, about one-third of the resident work force, commute to jobs outside of the County. Of that total, only 11 percent commute to jobs in San Diego County. More than 50 percent commute to jobs in Orange and Los Angeles County; 36 percent commute to jobs in San Bernardino County.

The jobs/housing imbalance between the San Diego region and southwestern Riverside County has developed, in large part, because an adequate supply of relatively affordable housing has not been built to match the employment growth in the San Diego region, while relatively low cost and plentiful single family housing development has occurred in southwestern Riverside County. The increasing number of commuters on I-15 indicates that this trend has continued in recent years.

Several similar measures of jobs/housing balance are used in this report. The most accurate depiction of jobs/housing balance is the number of jobs in an area compared with the number of workers who live in the area. The number of jobs in an area compared with the number of occupied housing units (or households) is available for most areas historically and is used in this report to compare 1990 with 2000 data. For future years, the ratio of jobs per housing unit is used (occupied or vacant).

Based on the average number of jobs per household in the San Diego region in 2000, communities approach a numerical balance when there are between 1.2 and 1.3 jobs for each household. This ratio accounts for civilian military employees, two-worker households and retired-worker households. It does not include uniformed military personnel or self-employed workers.

Based on historical growth trends of suburban areas that developed in the late twentieth century, job growth should increase faster than population growth in southwestern Riverside County. As Orange County did in recent decades, Riverside County should reestablish a jobs-housing balance over the next 50 years.

Based on the most recent (2004) Regional Transportation Plan forecast prepared by SCAG for the year 2030, jobs-housing balance in Riverside County will improve from 0.66 to 0.92 jobs per household. Even with this improvement, a significant number of Riverside County residents will still commute outside the region. Within southwestern Riverside County, jobs per household in the City
of Temecula will increase from 1.21 in the year 2000 to over 2.0 in the year 2030; in the City of Murrieta the balance will remain relatively constant at 0.6 jobs per household.

Unless effective housing programs are implemented, jobs and housing in San Diego County will become slightly more imbalanced in the foreseeable future. Nevertheless, the overall balance of jobs and housing will remain near the state average increasing from 1.14 jobs per household in 2000 to 1.23 in the year 2030.

COMPARING RATIOS OF JOBS TO HOUSING UNITS IN THE STUDY AREA

Within the study area, the City of Temecula, by itself, nearly achieves a jobs/housing balance. However, when the larger community (including Temecula, Murrieta and nearly 10,000 households in the adjacent unincorporated areas) is considered, there are only four jobs for every five households or 0.8 jobs per household for the larger geographic community.

Within the San Diego region, the City of San Marcos has 1.6 jobs per household, because it has maintained a large portion of its land area for employment uses. When taken together with the adjacent cities of Vista and Escondido as well as adjacent unincorporated areas, this larger area has a reasonable balance of jobs and housing. Of course, not every resident of San Marcos works within the city limits. So while consideration of jobs/housing balance on the local level is instructive, the issue must be analyzed on a larger, regional scale.

With the exception of the Lakeview-Nueno communities, the area north of Murrieta has a similar or lower ratio of jobs to households. Similarly, the unincorporated San Diego communities in the north I-15 area have fewer than 0.7 jobs per household. The ratio of jobs per household is shown on Table 2.

EFFECTS OF PROJECTED GROWTH ON PROPOSED TRANSPORTATION IMPROVEMENTS

Based on the growth forecasts in the two-region area, traffic on the existing 8-lane freeway will surpass its capacity sometime between 2015 and 2030, reaching level of service F. While Riverside County has local funding to expand the freeway to 12 lanes, San Diego does not identify funding in its local transportation measure (TransNet) to expand I-15 north of SR 78. More critical facilities in the San Diego highway system are identified for TransNet funding, including expansion of I-15 south of SR 78 in Escondido.

Similarly, the California High Speed Rail (HSR) Authority probably will not include funding for a San Diego extension of the state-wide system in its initial bonding proposal. The San Diego HSR extension would be built as a second- or third phase of the system.
### Table 2

**POPULATION, EMPLOYMENT AND HOUSEHOLDS**

<table>
<thead>
<tr>
<th>AREA</th>
<th>TOTAL POPULATION</th>
<th>HOUSEHOLDS (HH)</th>
<th>JOBS *</th>
<th>JOBS / HH</th>
<th>WORKERS / HH **</th>
<th>MEDIAN HH INCOME ***</th>
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<tr>
<td><strong>SOUTHWEST RIVERSIDE CO.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Temecula-Murrieta Area</td>
<td>131,642</td>
<td>42,100</td>
<td>32,653</td>
<td>0.78</td>
<td>1.39</td>
<td>61,052</td>
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<td>Murrieta</td>
<td>44,282</td>
<td>14,321</td>
<td>7,986</td>
<td>0.56</td>
<td>1.16</td>
<td>59,315</td>
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<td>Temecula</td>
<td>57,716</td>
<td>18,367</td>
<td>20,823</td>
<td>1.13</td>
<td>1.24</td>
<td>60,193</td>
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<tr>
<td>Unincorporated</td>
<td>29,644</td>
<td>9,412</td>
<td>3,844</td>
<td>0.41</td>
<td>2.03</td>
<td>63,744</td>
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<td>Elsinore Area</td>
<td>80,626</td>
<td>26,003</td>
<td>15,306</td>
<td>0.59</td>
<td>1.23</td>
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<td>Sun City / Menifee</td>
<td>39,376</td>
<td>16,226</td>
<td>7,784</td>
<td>0.48</td>
<td>0.72</td>
<td>35,692</td>
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<td>Mead Valley</td>
<td>54,450</td>
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<td>13,547</td>
<td>0.94</td>
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<td>Harvest Valley / Winchester</td>
<td>12,692</td>
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<td>4,217</td>
<td>0.94</td>
<td>1.08</td>
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<td>Lakeview / Nueno</td>
<td>8,844</td>
<td>2,776</td>
<td>3,528</td>
<td>1.27</td>
<td>1.57</td>
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<td>San Jacinto Valley</td>
<td>115,506</td>
<td>45,593</td>
<td>34,263</td>
<td>0.75</td>
<td>0.79</td>
<td>29,963</td>
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<td><strong>NORTH SAN DIEGO I-15 AREA</strong></td>
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<td></td>
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<tr>
<td>Fallbrook (SRA 55)</td>
<td>43,952</td>
<td>15,131</td>
<td>10,491</td>
<td>0.69</td>
<td>1.21</td>
<td>49,844</td>
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<tr>
<td>Rainbow (SRA 54)</td>
<td>7,097</td>
<td>2,094</td>
<td>944</td>
<td>0.45</td>
<td>1.29</td>
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<td>Pala/Valley Center (SRA 53)</td>
<td>18,777</td>
<td>6,705</td>
<td>3,593</td>
<td>0.54</td>
<td>1.27</td>
<td>60,475</td>
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<td>Vista (SRA 52)</td>
<td>95,740</td>
<td>30,594</td>
<td>22,943</td>
<td>0.75</td>
<td>1.39</td>
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<tr>
<td>San Marcos (SRA 51)</td>
<td>68,420</td>
<td>23,903</td>
<td>39,432</td>
<td>1.65</td>
<td>1.26</td>
<td>47,942</td>
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<td>Escondido (SRA 50)</td>
<td>146,470</td>
<td>47,914</td>
<td>51,434</td>
<td>1.07</td>
<td>1.36</td>
<td>44,786</td>
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<tr>
<td><strong>COMPARISON AREAS</strong></td>
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<td></td>
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<td>State of California</td>
<td>33,871,648</td>
<td>11,502,870</td>
<td>14,896,600</td>
<td>1.30</td>
<td>1.41</td>
<td>47,493</td>
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<td>SCAG &amp; SANDAG REGIONS</td>
<td>19,329,839</td>
<td>6,381,168</td>
<td>8,036,400</td>
<td>1.26</td>
<td>1.44</td>
<td>46,101</td>
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<tr>
<td>Riverside/San Diego/Orange</td>
<td>7,205,509</td>
<td>2,436,182</td>
<td>3,068,200</td>
<td>1.26</td>
<td>1.45</td>
<td>50,665</td>
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<tr>
<td>Riverside/San Diego</td>
<td>4,359,220</td>
<td>1,500,895</td>
<td>1,671,700</td>
<td>1.11</td>
<td>1.37</td>
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<tr>
<td>Riverside County</td>
<td>1,545,387</td>
<td>506,218</td>
<td>466,500</td>
<td>0.92</td>
<td>1.36</td>
<td>42,887</td>
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<tr>
<td>Western Riverside COG Area</td>
<td>1,201,139</td>
<td>386,842</td>
<td>374,139</td>
<td>0.97</td>
<td>1.24</td>
<td>44,696</td>
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<tr>
<td>Southwest Riverside County</td>
<td>443,136</td>
<td>151,601</td>
<td>111,298</td>
<td>0.73</td>
<td>1.09</td>
<td>41,834</td>
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<tr>
<td>San Diego County</td>
<td>2,813,833</td>
<td>994,677</td>
<td>1,205,200</td>
<td>1.21</td>
<td>1.37</td>
<td>47,067</td>
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<tr>
<td>North San Diego I-15 Area</td>
<td>380,456</td>
<td>126,341</td>
<td>128,837</td>
<td>1.02</td>
<td>1.32</td>
<td>46,843</td>
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<td>Imperial County</td>
<td>142,361</td>
<td>39,384</td>
<td>50,400</td>
<td>1.28</td>
<td>1.09</td>
<td>31,870</td>
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</tbody>
</table>

Source: U.S. Census Bureau's 2000 Census and California Employment Development Department, 2001

* Jobs does not include uniformed military and self-employed. Riverside County data are from the WRCOG forecast (1997)

** For Riverside County, data allocated among Community Planning Areas based on census block groups

*** For Riverside County, data allocated among Community Planning Areas based on census block groups
Planned transportation improvements are described in Chapter VI. These improvements include widening of I-15, partially funded by local revenue sources in Riverside County and south of Escondido in San Diego County. Funding is uncertain for the planned expansion of I-15 in the San Diego region north of Escondido. Expansion of state highway routes 76, 78, and 79 is planned, as well as Interchange improvements in Temecula and Murrieta.

Because I-15 expansion is not funded in the RTP Mobility Alternative, congestion is projected to occur on the interstate facility north of Fallbrook by the year 2030. In addition, SR 76 congestion west of I-15 is also forecast. However, because the implementation of managed lanes on I-15 south of Escondido will be funded, travel time from southwestern Riverside County to jobs in the I-15 corridor should not increase.

OPPORTUNITIES AND CONSTRAINTS AFFECTING JOBS/HOUSING BALANCE

A number of opportunities and constraints external to the I-15 IRP affect jobs/housing balance issues in the I-15 corridor.

Opportunities supportive of improving the jobs/housing balance between the San Diego region and southwestern Riverside County include:

- SANDAG’s Regional Comprehensive Plan (RCP), Borders Committee work, and housing element updates;
- WRCOG’s smart growth and economic development initiatives, and
- the transportation plans and sales tax measures of the two regions.

SANDAG’s RCP is supportive of the I-15 IRP strategies in several ways. It incorporates all of the strategies from the I-15 IRP into its Borders Chapter; attention is focused on the housing needs of the region and ways to address those needs; and it promotes the coordination and facility improvements that are needed to address the transportation and other infrastructure needs of the growth projected in the region. The RCP states that the San Diego region needs to provide more housing for its residents of all income levels, and that higher density housing should be planned in proximity to transit facilities and in town centers. To help increase housing capacity and encourage local jurisdictions to change their land use plans, the RCP proposes to use its transportation funds as an incentive. The transit stations along the Sprinter line provide an excellent opportunity for additional housing capacity in the northern part of the San Diego region. In addition, the requirement for local jurisdictions to update the housing elements of their general plans provides another opportunity to positively affect jobs/housing issues in the I-15 corridor. Interest in moderate cost housing programs, a particular focus of the IRP, is growing at the local level, based on state and national discussions of this national issue.

SANDAG’s Borders Committee, which meets monthly, provides a high level of commitment on SANDAG’s part to focus on the issues raised and strategies proposed by the IRP.

WRCOG, with funding support of the Southern California Association of Governments has produced two publications that discuss and support many of the strategies developed by the IRP. These reports include the Smart Growth Case Study: Western Riverside County, which analyzes the presence of smart growth in the area, and Workers Ahead: The Balance Between Jobs and Housing in Riverside County, which proposes strategies for improving economic development in the WRCOG area. For several reasons, economic development agencies in southwestern Riverside County appear to be cooperating more effectively and cooperation between agencies in the two regions has been initiated. If the IRP receives funding to move ahead with its economic cluster evaluation and program, this cooperation will continue to grow.
In addition to these regionwide initiatives that support housing, smart growth and economic development, both regions are pursuing transportation planning efforts, which with the improved coordination proposed by the IRP, will provide opportunities for better transit and carpool/vanpool access to people who choose to make the commute between Riverside and the San Diego region. The potential for interregional transit service in the I-15 corridor, either through the development of bus rapid transit (BRT) service or high speed rail/MagLev service, represent major opportunities in the corridor. Two of the interregional strategies propose support of these potential systems, though limited transportation funding represents a major constraint, especially in the San Diego region. An extension of the ½ percent sales tax measure for transportation in the San Diego region could provide support for improvements in the I-15 corridor; the recently approved sales tax measure in Riverside County does provide funds for such improvements.

External constraints to improving the jobs/housing balance in the I-15 corridor include:

Housing constraints: infrastructure deficits in the San Diego region that result in opposition to higher density housing; NIMBY attitudes of residents that have a similar affect; the high cost of land, constrained supply of vacant land, and difficulties in obtaining insurance that make building moderate income housing all but impossible; and reduced federal tax incentives (Tax Reform Act of 1986) that caused a decrease in the construction of multifamily housing. The state/local fiscal relationship is considered a constraint to housing construction as well.

Economic development constraints: WRCOG’s report Workers Ahead: The Balance Between Jobs and Housing in Riverside County describes a number of constraints to economic development in western Riverside County. Some of the constraints include: need for better educated workforce; lack of financial (e.g., venture capital); lack of clear regional identity, business amenities and strategies; and lack of telecommunications infrastructure.

Transportation constraints: lack of coordination between land use and transportation making successful transit difficult to implement; lack of flexibility on the part of employers with respect to flex-time and telecommuting; and lack of funding for transit.

SUPPORTING DATA

POPULATION, HOUSING, EMPLOYMENT, AND DEVELOPABLE LAND

Population: In 2000, the population of San Diego and Riverside Counties totaled 4.3 million with nearly 2.8 million people residing in San Diego County. Of the 1.5 million residents of Riverside County, about 80 percent live in the western Riverside area, to the west of the mountains and desert. Within the southwestern Riverside area, 440,000 persons live within 30 miles of the San Diego boundary on I-15. This southwestern Riverside area includes the cities of Hemet, San Jacinto, Perris, Lake Elsinore, Murrieta, and Temecula.

Within about 15 miles of the San Diego County boundary on I-15, the Murrieta-Temecula area includes the cities of Murrieta and Temecula as well as the surrounding unincorporated areas. Over 130,000 persons lived in this area in 2000, as shown in Table 2.

In San Diego County, 380,000 persons live along I-15 within 30 miles of the northern county boundary. This area includes the cities of Vista, San Marcos and Escondido. Of the total, about 70,000 persons live in the unincorporated communities north of Escondido. In 2000, the population in the two-county study area totaled nearly 825,000 residents, with more than half living in Riverside County.
From 1990 to 2000, the population in both San Diego and Orange Counties grew by about 13 percent, slightly less than the California population growth rate of 13.8 percent. Riverside County grew by more than 30 percent over the same period. Both of the cities of Murrieta and Temecula grew by more than 100 percent.

In the San Diego County portion of the study area, from Escondido north, population increased by just over 20 percent. About 80 percent of this growth was in, or adjacent to, the cities of Vista, San Marcos and Escondido.

Over the next 20 years, about one-third of the population growth is forecast to result in more people moving into the County than moving out of it. In a reversal of the trends prior to 1990, the San Diego region’s growth increasingly will come from natural increase — a surplus of births over deaths in the County.

Because of the higher growth rate in Riverside County during the 1990s, the percentage of growth from new residents moving into the County is estimated to be much higher than that of San Diego. This trend is anticipated to continue through 2020.

Demographic and Economic Characteristics: The percent of the non-white population (including Hispanic whites) in Southern California exceeds that of the state as a whole. However, the non-white population in both San Diego and Riverside counties is less than the statewide percentage. While the California non-white percentage is more than 50 percent, the percentage for the Temecula-Murrieta area is less than 30 percent. In Riverside County, the only community within the study area that exceeds the state average is Mead Valley, which includes the longer-established City of Perris, in San Diego County, the only community is rural Rainbow.

The lowest percent of non-whites is in Sun City/Menifee community plan area in Riverside County and the Pala/Valley Center area in San Diego County. Sun City/Menifee and Pala/Valley Center also have the highest median age in the study area, about 10 years higher than the statewide, Southern California and County median age. While some high growth communities like Lake Elsinore and Temecula have a lower median age, Murrieta and some other areas do not. In general, the median age in Riverside County and in the Riverside portion of the study area is a year lower than California and the rest of Southern California.

To a large extent, household size reflects the ethnicity of an area and the age of its residents. In the state and Southern California, the mean size ranges from 2.73 persons per household in San Diego County to 2.96 in the greater Southern California area. Riverside County is slightly higher than that range. Areas with a high percentage of non-white population tend to have a high median household size; areas with a high median age tend to have a smaller household size.

Median household income from the 2000 census currently is available for counties, incorporated cities and some unincorporated communities. The median household income in San Diego County is just over $47,000, slightly less than the statewide median. The median household income in Riverside County is $42,900, about 10 percent less.

While the median household income in the City of Lake Elsinore is near that of Riverside County, the median in both Murrieta and Temecula is 50 percent higher. High growth areas, particularly
those with a large number of new single family homes, tend to have higher median household incomes.

Employment 1990-2000: Employment in the San Diego region in 2000 totaled 1.2 million jobs. There were 374,000 jobs in southwestern Riverside County, including 111,000 in the southwestern quadrant of the county and 33,000 in the smaller Temecula-Murrieta area. As noted earlier in this chapter, it is estimated that nearly 30,000 workers commute from Riverside into San Diego County. While these 30,000 interregional commuters are a significant number compared with employment in the I-15 Riverside County communities nearest to San Diego, they fill less than 3 percent of the jobs in San Diego County.

At a regional level, employment in Riverside County grew by 45 percent during the 1990s. This rate is nearly double the employment growth rate of San Diego County and nearly triples the state growth rate. Employment in the northern I-15 area in San Diego County grew by more than 30 percent. In both Riverside and San Diego, employment grew at significantly higher rates than population.

At the regional level, San Diego County appears to have a balance of jobs and housing; however, over the 10 year period ending in 2000, jobs grew at twice the rate as housing. Riverside County does not have a sufficient number of jobs for its residents as evidenced by the 30,000 daily commuters.

Although total employment in 2000 can be mapped, analysis of job information will be conducted based on forthcoming data from the Census Transportation Planning Package (CTPP). This information will include employment growth in the 1990s, employment by sector and employment wage rates for geographic areas within the study area.

Ratio of Jobs to Workers: Until the past decade, Camp Pendleton to the north and the mountains to the east isolated San Diego from the rest of Southern California. As shown in Figure 2, the jobs-to-workers ratio approached the statewide ratio in San Diego region in 2000. The ratio in Orange County grew to exceed the base statewide ratio (1.0).
During this same time period, the ratio of jobs-to-workers declined in Los Angeles County, primarily because of the reduction in aerospace employment. In sharp contrast, Riverside has a significantly lower jobs-to-worker ratio, indicating a large number of workers commuting across the County line to work. In Riverside, Orange, and San Diego counties, employment grew at a faster rate than population.

Housing: Housing in the San Diego region and the San Diego portion of the study area grew at a rate of 10 percent over the 1990s, slightly higher than the statewide housing growth rate. In contrast, Riverside County grew at a rate of 20 percent and southwestern Riverside County grew at a rate of 30 percent. Again, the cities of Murrieta and Temecula grew at a rate of more than 75 percent over the ten years.

About two-thirds of the housing in the state is single family, with the percentage lower in San Diego County and higher in Riverside County. In the new growth areas of Lake Elsinore, Murrieta and Temecula, the percentage of single family homes exceeds 70 percent. At the statewide and San Diego County levels, less than 60 percent of the households own their home. In Riverside County, ownership approaches 70 percent of households. Some Riverside County areas exceeded 80 percent home ownership.

Residents of Riverside County communities pay less for housing in comparison with their income than California and San Diego County residents. Median housing value in Riverside County is 3.4 times annual household income, compared with about 4.5 times the annual household income in San Diego and at the statewide level.
Developable Land: Over half of the 900,000 acres in the study area is privately owned and available for development. This figure includes most of the land in existing agricultural uses. The majority of this acreage is only available acreage for agriculture and residential uses at very low densities – 1 unit per acre or less. About 85,000 acres are available for apartments and single family subdivisions at suburban densities. At currently planned densities, over 250,000 new homes could be built in the two-county study area, three-quarters of them in Riverside County. It is estimated that 140,000 units are currently in the housing “pipeline” in southwestern Riverside County.

In the San Diego portion of the study area, nearly 100,000 jobs could be accommodated on the land planned for commercial and other employment uses at current employment densities. General land use plans in Riverside County identify even more acreage for employment uses. In San Diego County, a relatively large percentage of both housing and employment growth will be accommodated within existing communities through redevelopment. While this will occur primarily in the older communities in the southwestern portion of San Diego County, some of it will occur in other traditional center such as Oceanside and Escondido. Even lower density suburban areas like older industrial parks that developed within the last 30 to 50 years, some redevelopment will occur. Total redevelopment acreage in Riverside County has not been determined.

Projected Growth: Over the next 20 years, population in the I-15 study area will increase by approximately 60 percent to more than 1.3 million residents. Of this increase, 395,000 or about three out of four new residents will live in Riverside County.

To accommodate this growth, the Temecula-Murrieta area will increase its housing stock by 45 percent, a rate similar to their population growth. This growth is an increase of approximately 20,000 housing units. During the same period, employment in this area will increase by more than 40,000 jobs – nearly three times the rate of increase for housing. As a result, the ratio of jobs and housing are forecast to be nearly balanced in 20 years.

Existing land use in the I-15 corridor is shown in Figure 3; Planned land use in Figure 4.

INTERREGIONAL TRAVEL

In preparing its Regional Transportation Plan for the year 2030, SANDAG forecasted population and employment growth in its region as well as the impact of its employment growth on Riverside County and other adjacent areas. This forecast indicates that some persons who work in the San Diego region will seek housing in other areas, likely southwestern Riverside County and Baja California, Mexico. Table 3 shows the forecasted travel on Interstate 15 for the year 2030.

<table>
<thead>
<tr>
<th>Highway Location</th>
<th>2000</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Riverside County Line</td>
<td>95,000</td>
<td>230,000</td>
</tr>
<tr>
<td>North of SR 76</td>
<td>90,000</td>
<td>215,000</td>
</tr>
<tr>
<td>North of SR 78</td>
<td>103,000</td>
<td>210,000</td>
</tr>
<tr>
<td>South of SR 78</td>
<td>185,000</td>
<td>280,000</td>
</tr>
</tbody>
</table>

Source: SANDAG Transportation Model, 2030 Mobility Emphasis RTP Alternative
Living in Riverside County:
- Almost 50 percent of I-15 commuters have lived in Riverside County for less than five years.
- Almost 65 percent of I-15 commuters who moved to Riverside County in the past 10 years stated that they did so, in large part, because the cost of living and housing was less expensive.
- Sixty percent of I-15 commuters who have lived in Riverside County less than 10 years moved to Riverside County from San Diego County.
- I-15 commuters are generally very satisfied with Riverside County as a place to live, and twice as many I-15 commuters feel that Riverside County is a better place to live than San Diego County than the reverse.

Selecting a Home:
- When selecting their home, I-15 commuters indicated that affordability, safety of neighborhood, and overall look and feel of the home were the strongest factors in their decision.
- Over half (52 percent) of I-15 commuters did not consider homes near their place of work when they were searching for their current residence. The main reasons for not considering homes near their work were cost of housing and cost of living.

Trade-offs:
- Fifty-eight percent of I-15 commuters indicated that they would be interested in applying for a job within a 15 minute drive of their current home even if it involved changing careers.
- Thirty-one percent of I-15 commuters indicated that they would be interested in applying for a job within a 15 minute drive of their current home even if it involved a 10 percent reduction in pay.
- Eighty-nine percent of I-15 commuters live in a single family, detached home.
- Although 63 percent of I-15 commuters who own a home in Riverside County would be interested in moving their residence to be within a 15 minute drive of their current employer if it involved a similar home at the same price, interest in moving substantially declines once trade-offs such as smaller home size or higher mortgages are introduced.
- A substantial percentage of I-15 commuters indicated that, if the services were available, they would be likely to ‘regularly carpool to work’ (60 percent), ‘regularly use a vanpool service to commute to work if the vanpool group received a $400 monthly incentive’ (56 percent), and ‘use a free service that would match them with a convenient carpool’ (56 percent).
- Forty-eight percent of I-15 commuters stated that they would be at least somewhat more likely to carpool if a carpool lane were developed on I-15 that spanned the entire length of San Diego County.
- Nearly 60 percent of I-15 commuters stated that they would be likely to pay a toll to use the aforementioned carpool lane if it were also a FasTrak lane.

Attitudes about Priorities, Area and Commuting:
- Like other southwestern Riverside County residents, I-15 commuters expressed a strong preference for living in a single family home with a yard, although they were more likely than their counterparts to view having parks and open space around their home as important.
- I-15 commuters are much more likely than their non-commuting counterparts to agree that they do not have enough free time to enjoy their lives.
- The majority of I-15 commuters indicated that they are not interested in making sacrifices and trade-offs in order to live and work in the same area and thereby reduce their commute.

Recent Travel Trends: Travel volumes for the major highway facilities in the study area are shown in Table 4. The number of trips on the study area’s major highways grew significantly during the
The following information is based primarily on the findings of a southwestern Riverside resident telephone survey conducted by the I-15 interregional partnership in the summer of 2002.

Basic Individual Commute Patterns:
- Of those that commute to work, just over half (55 percent) commute to a city within Riverside County. Other counties include Orange (13 percent), Los Angeles (12 percent), San Diego (8 percent) and San Bernardino (7 percent).
- Over 92 percent of respondents who commute to San Diego County or Imperial County use I-15 when they commute.
- Just under one quarter (24 percent) of southwestern Riverside residents who commute to San Diego or Imperial counties use FasTrak at least once per week.
- Approximately 15 percent of southwestern Riverside County households, those living within 30 miles of the county boundary at I-15, have at least one person qualified as an I-15 commuter.
- Within the Temecula, Murrieta and Winchester area, 32 percent of households have at least one person qualified as an I-15 commuter.

Work Commute Details:
- The average distance between home and work for I-15 commuters is 52 miles.
- The average time it takes to commute to work for I-15 commuters is 60 minutes.
- The average time it takes to commute back home from work for I-15 commuters is 71 minutes.
- Nearly 60 percent of I-15 commuters stated that their commute to and from work has gotten slower during the past year.
- Eighty-six percent of I-15 commuters drive alone as the primary or occasional method of commuting to work.
- Seventeen percent of I-15 commuters carpool as the primary or occasional method of commuting to work.
- When asked to indicate the City that they work in, I-15 commuters most often mentioned: the City of San Diego (40 percent), followed by Escondido (11 percent), Oceanside (8 percent) and Carlsbad (6 percent).

Employment Details:
- When compared to the non-commuter group, I-15 commuters are more likely to be employed in hi-tech/computers/internet and ‘other’ industries. A significant percentage (about 7 percent) of I-15 commuters are employed by the military.
- I-15 commuters are more likely than non-commuters to be employed in occupations that require training and education, such as ‘manager/administrator/executive’ and ‘technical specialty/technician’.
- I-15 commuters, as a group, earn more annual income from their jobs than their noncommuting counterparts.
- Twenty percent of I-15 commuters are allowed to telecommute at least once per week.
- Forty-seven percent of I-15 commuters are allowed to adjust their work schedule (flex-time).
- Twenty-one percent of I-15 commuters work for an employer that sponsors carpools, vanpools or other programs.
- Nearly 18 percent of I-15 commuters were uniformed military or other government workers; less than 5 percent of Riverside residents who work in their home county are government employees.
1990s. Travel on I-15 at the County line increased by about 30,000 trips per day, approximately 50 percent in a decade. During the same period, population in the southwestern Riverside communities including Temecula and Murrieta, increased by over 70,000 persons; more than 100 percent. During the five-year period from 1996 to 2001, I-15 traffic volumes within the City of Temecula grew by 50 percent to approximately 155,000 daily trips.

While not addressed in this study, it appears that long-distance commuting from Imperial County is growing due to the relative affordability of housing there compared to the San Diego region. In addition, despite the difficulties of crossing the border, an increasing number of workers in the San Diego region are living in Baja California, Mexico.

Congestion Levels on I-15 and Other Routes: Between Escondido and Temecula, I-15 currently operates at free flow conditions – Level of Service (LOS) A through C. The freeway approaches its capacity through the City of Escondido, becoming heavily congested around the SR 78 interchange. Currently, I-15 remains heavily congested as far south as MCAS Miramar, including about half of the area served by the reversible managed lanes. South of Miramar Road, both I-15 and the intersecting SR 163 freeway are near capacity.

The SR 78 freeway also is heavily congested for approximately five miles to the west of I-15. This route is used by Riverside residents to access jobs in the City of San Marcos, as well as the growing employment area along Palomar Airport Road in the Cities of Vista and Carlsbad. Between Escondido and Fallbrook, two-lane SR 76 is at capacity to the east and west of I-15.

SANDAG forecasts for the year 2030 show conditions worsening north of Escondido particularly in the northbound direction. Level of service F is shown in both directions south of the county line. In southwestern Riverside County, I-15 traffic is forecasted to be at level of service F north of the County line by the year 2015.

Freeways and state highway in Riverside County study area remained relatively noncongested in the year 2001. The freeways operated at Level of Service (LOS) C, well under capacity, throughout southwestern Riverside except for a brief section of I-15 between I-215 and Route 79 (north). In this area, the freeway approached its current capacity.

To the east and south of Temecula, Route 79 operates at free flow conditions (LOS B and C). To the north of Temecula, Route 79 is approaching its current capacity. South of Route 79, some congestion occurs on the I-15 exit ramps because of the capacity limitations.
### TABLE 4
Average Weekday Motor Vehicle Trips (ADT)

#### SAN DIEGO COUNTY

<table>
<thead>
<tr>
<th>Highway Location</th>
<th>1990</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>I-15 – Riverside/San Diego County Line</td>
<td>63,000</td>
<td>94,000</td>
</tr>
<tr>
<td>I-15 – north of SR 76</td>
<td>60,000</td>
<td>88,000</td>
</tr>
<tr>
<td>I-15 – north of SR 78</td>
<td>80,000</td>
<td>103,000</td>
</tr>
<tr>
<td>I-15 – south of SR 78</td>
<td>145,000</td>
<td>185,000*</td>
</tr>
<tr>
<td>I-15 – Lake Hodges Bridge</td>
<td>172,000</td>
<td>225,000*</td>
</tr>
<tr>
<td>I-15 – north of SR 56</td>
<td>166,000</td>
<td>227,000*</td>
</tr>
<tr>
<td>I-15 – south of SR 56</td>
<td>165,000*</td>
<td>234,000*</td>
</tr>
<tr>
<td>SR 79 – south (east) of I-15</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>SR 79 – Riverside/San Diego County Line</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>Mission Road, Fallbrook – west of I-15</td>
<td>15,000</td>
<td>16,000</td>
</tr>
<tr>
<td>SR 76 – west of I-15</td>
<td>14,000</td>
<td>15,000</td>
</tr>
<tr>
<td>SR 76 – east of I-15</td>
<td>6,000</td>
<td>6,000</td>
</tr>
<tr>
<td>SR 78 – west of I-15</td>
<td>119,000</td>
<td>149,000</td>
</tr>
<tr>
<td>SR 78 – east of I-15</td>
<td>69,000</td>
<td>77,000</td>
</tr>
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</table>

#### RIVERSIDE COUNTY

<table>
<thead>
<tr>
<th>Highway Location</th>
<th>Daily Trips</th>
<th>% Truck</th>
</tr>
</thead>
<tbody>
<tr>
<td>I-15 – south of Route 74</td>
<td>79,000</td>
<td>11%</td>
</tr>
<tr>
<td>I-15 – north of I-215</td>
<td>88,000</td>
<td>9%</td>
</tr>
<tr>
<td>I-15 – north of Route 79 (north)</td>
<td>118,000</td>
<td>8%</td>
</tr>
<tr>
<td>I-15 – north of Route 79 (south)</td>
<td>155,000</td>
<td>6%</td>
</tr>
<tr>
<td>I-15 – north of San Diego County Line</td>
<td>100,000</td>
<td>8%</td>
</tr>
<tr>
<td>I-215 – south of Route 74</td>
<td>57,000</td>
<td>13%</td>
</tr>
<tr>
<td>I-215 – north of I-15</td>
<td>63,000</td>
<td>7%</td>
</tr>
<tr>
<td>Route 74 – east of I-15</td>
<td>16,200</td>
<td>9%</td>
</tr>
<tr>
<td>Route 74 – west of I-215</td>
<td>17,500</td>
<td>12%</td>
</tr>
<tr>
<td>Route 74 – east of I-215</td>
<td>19,500</td>
<td>10%</td>
</tr>
<tr>
<td>Route 79 – south of Route 74</td>
<td>5,900</td>
<td>9%</td>
</tr>
<tr>
<td>Route 79 – north of I-15</td>
<td>44,000</td>
<td>14%</td>
</tr>
<tr>
<td>Route 79 – east of I-15</td>
<td>42,000</td>
<td>11%</td>
</tr>
<tr>
<td>Route 79 – north of San Diego County Line</td>
<td>2,500</td>
<td>17%</td>
</tr>
</tbody>
</table>

*Includes vehicles in Managed Lanes/Carpool Lanes
Sources: SANDAG Traffic Counting Program, 1990 & 2000, Caltrans, District 8, 2002
CHAPTER III: STRATEGIES THAT ADDRESS JOBS/HOUSING BALANCE

During the past year, the I-15 Interregional Partnership (IRP) developed, refined and evaluated 23 strategies designed to improve the jobs/housing balance between the San Diego and southwestern Riverside regions.

These strategies, which fall into four categories: program, economic development, housing, and transportation shown in Table 5, are designed to accomplish two goals:

- reduce the impacts of interregional commuting, and
- reduce the demand for interregional commuting, by creating more jobs in housing-rich areas and more housing in jobs-rich areas.

The strategies have not been prioritized as they will all play a worthwhile role and are intended to work together to address the interregional commute.

METHODOLOGY

The strategies in the I-15 IRP program were developed through a cooperative, multiagency planning process. Initially, staff identified potential strategies based on a literature search and review of the existing Regional Transportation Plans and other regional planning and policy documents. The I-15 IRP Technical Working Group (TWG) expanded this list based on local experience and its understanding of the issues. The IRP Policy Committee then reviewed these strategies during the summer of 2003 and approved them for further evaluation.

IRP staff screened the full list of strategies using a set of criteria developed by the TWG (and reviewed by the Policy Committee) that included: impact on I-15 congestion, whether it was a new or current project, funding availability, time frame for implementation, consistency with existing plans and programs, ease of implementation, and political support. The matrices for the potential strategies are provided in Appendix A.

Based on this evaluation, the TWG recommended 15 strategies for further evaluation (in addition to the eight short-range transportation strategies previously approved by the Policy Committee). In this action, the TWG recommended nine strategies that should be actively pursued by the I-15 IRP and six strategies that should be supported and monitored.

Based on the strategy evaluation process and further discussion by both the TWG and Policy Committee, two strategies were dropped from consideration: the reduction of employee parking in areas with a high level of transit service to encourage ridesharing and transit use, and the location of back-office or customer service center operations in housing-rich areas. This strategy would have steered the expansion of San Diego firms into southwestern Riverside County, taking advantage of
Table 5
INTERREGIONAL STRATEGIES

<table>
<thead>
<tr>
<th>Program Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy P1: * Support/Sponsor Legislation that Addresses Jobs/Housing Balance</td>
</tr>
<tr>
<td>Strategy P2: * Engage Actively in Community Outreach</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Economic Development Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy ED1: * Facilitate Greater Collaboration between Regional Economic Development Agencies</td>
</tr>
<tr>
<td>Strategy ED2: Improve Job Growth through the Promotion of New Employment Opportunities in the Cluster Industries that Drive the Bi-regional Economies</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Housing Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy H1: Provide a Range of Housing Affordability and Housing Types in All Communities</td>
</tr>
<tr>
<td>Strategy H2: Support State/Local Fiscal Reform to Encourage Moderate- and Low-Income Family Housing Near Employment Centers</td>
</tr>
<tr>
<td>Strategy H3: Provide Incentives for the Construction of Moderate-Cost Family Housing Near Employment Centers</td>
</tr>
<tr>
<td>Strategy H4: Require the Construction of Moderate Cost Family Housing in New Development Near Employment Centers</td>
</tr>
<tr>
<td>Strategy H5: Encourage Infill Development in Older Residential Neighborhoods</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Transportation Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy T1: * Coordinate Interregional of Vanpool and Carpool Programs</td>
</tr>
<tr>
<td>Strategy T2: * Expand Park-and-Ride Lots and Improve Rideshare Information Signage</td>
</tr>
<tr>
<td>Strategy T3: * Conduct Joint Outreach and Marketing for Transit, Vanpool, and Rideshare Programs</td>
</tr>
<tr>
<td>Strategy T4: * Implement Interregional Public Transit Commuter Services</td>
</tr>
<tr>
<td>Strategy T5: * Foster Collaboration among Transit Providers (public and private)</td>
</tr>
<tr>
<td>Strategy T6: * Advocate for Employer-Subsidized Transit Passes</td>
</tr>
<tr>
<td>Strategy T7: * Encourage the Adoption of Alternative Work Schedules</td>
</tr>
<tr>
<td>Strategy T8: * Encourage Telework</td>
</tr>
<tr>
<td>Strategy T9: Support High Speed Rail Transit Service in the I-15 Corridor</td>
</tr>
<tr>
<td>Strategy T10: Implement Transit Shuttle Services to Interregional Transit</td>
</tr>
<tr>
<td>Strategy T11: Preserve Transportation Rights-of-Way and Implement Priority Measures through the Development Process</td>
</tr>
<tr>
<td>Strategy T12: Implement the I-15 High Occupancy Vehicle (HOV) System</td>
</tr>
<tr>
<td>Strategy T13: Coordinate Caltrans/Regional Agency Transportation Planning in the I-15 Corridor</td>
</tr>
<tr>
<td>Strategy T14: Expand the Interregional Commuter Transit Service by Developing a Bus Rapid Transit Network</td>
</tr>
</tbody>
</table>

* Short-range strategies

Source: I-15 Interregional Partnership, Technical Working Group
lower wage rates and office costs. Initially, these expansion sites would employ lower-level workers. Over the long run, the southwestern Riverside County employment sites could be expanded to provide locations for management and technical workers currently commuting into San Diego County.

The TWG also recommended the reclassification of three long-range strategies to short-range: the increased collaboration among economic development agencies (Strategy ED1), legislative advocacy (P1), and community outreach (P2). TWG members felt that these three strategies should be implemented immediately as part of the current project. The promotion of bi-county employment cluster jobs (ED2) was added to the list of proposed strategies.

ORGANIZATION OF STRATEGIES AND OBJECTIVES

The IRP program identified a total of 23 interregional strategies for short- and long-range implementation. These strategies were organized into four categories: program, housing, economic development and transportation. Potential strategies that would mitigate the current jobs/housing imbalance generally promote housing construction in the San Diego region and economic development in southwestern Riverside County. These strategies are listed on the following table as ED1, ED2, and H1 through H5.

Eight short-range transportation strategies were adopted by the Policy Committee in early 2003, and are being implemented by local and regional transportation agencies. The short-range strategies primarily focus on the coordination of Transportation Demand Management (TDM) activities already being undertaken by SANDAG and the Riverside County Transportation Commission (RCTC). They include joint rideshare marketing, transit operator collaboration and additional interregional transit service. The eight short-range transportation strategies are listed on the following table as T1 through T8; the long-range transportation strategies are listed as strategies T9 through T14.

The short-range strategies are strategies that are being undertaken now, but may also require ongoing commitment to ensure their successful implementation. The long-range strategies are generally those that will require ongoing implementation, but for which we may not see results for several years. An example of a truly long-range strategy is the high-speed rail project. Development of Bus Rapid Transit also is a long-range project but is expected to occur in the next ten to 20 years.

STRATEGIES FOR SHORT-RANGE IMPLEMENTATION

Short-Range Program Strategies: Two interregional program strategies were proposed by the I-15 IRP Technical Working Group to support the implementation of the economic development, housing and transportation strategies developed to address jobs/housing balance issues in the San Diego and southwestern Riverside regions. These two strategies address the need to support and/or sponsor legislation that provides incentives for jobs/housing balance programs, and to actively engage in community outreach activities. The IRP Program strategies include:

**Strategy P1 - Support/Sponsor Legislation that Addresses Jobs/Housing Balance**
This strategy involves advocating for and supporting legislation that provides incentives for jobs/housing balance programs. Additionally, the I-15 IRP could chose to sponsor program specific
legislation. Some examples of IRP-related bills introduced to the legislature during the last session are:

1. **AB 437**: This bill would delete the provision that an IRP have no fiscal impact on any local jurisdiction and would instead give priority eligibility in the award of State competitive grants and other economic incentives for projects within the IRP pilot project areas.
2. **SB 863**: This bill would develop an incentive-based strategy to encourage the construction of housing in those areas of the state that have experienced the greatest increase in job growth over the last decade but have not kept pace with necessary housing.

**Strategy P2: Engage Actively in Community Outreach**
This strategy involves using existing presentations, informational handouts and reports, and IRP members to promote awareness of the I-15 IRP and its programs to improve the jobs/housing balance in the area. The Partnership would create an outreach toolkit that could be used by SANDAG staff, WRCOG staff, and members of the Technical Working Group to better inform the media and local citizens about the efforts of the IRP. Target audiences include: individual citizens, business leaders, community leaders, and elected officials. The outreach program can be coordinated to target specific aspects of the jobs/housing balance issue. The goal of this strategy is to educate the community about the IRP and the current jobs/housing imbalance, so that a wider range of entities can participate in supporting our programs.

The IRP would develop tool kits to aid in addressing two areas for outreach:

1. **Promoting Business and Employment in Housing-Rich Areas**
   - **Potential audiences:**
     - Businesses, both locally based and potentially new to the region
     - Community leaders
     - Elected officials
     - Interest groups and organizations
     - Employment agencies
   - **Program objectives:**
     - Educate the audience about the current jobs/housing imbalance and why increased job growth in housing-rich areas makes sense.
     - Introduce the I-15 Existing Conditions Report and show how it affects the local residents.
     - Explain the consequences of the jobs/housing imbalance.
     - Introduce the strategies that the IRP is pursuing and demonstrate how they can benefit people who live in housing rich areas.

2. **Promoting Alternative Housing Opportunities in Jobs-Rich Areas**
   - **Potential audiences:**
     - Individual citizens
     - Community leaders
     - Elected officials
     - Real estate developers
Program objectives:

- Educate the audience about the current housing situation and why more affordable housing is needed in job-rich areas.
- Introduce the I-15 Existing Conditions Report and show how it affects the local residents.
- Introduce the IRP strategies and demonstrate how they can benefit employees and employers.

Short-Range Economic Development Strategy: The I-15 Interregional Partnership (IRP) presents opportunities to improve the economy of both the southwestern Riverside and San Diego regions.

**Strategy ED1 - Facilitate Greater Collaboration between Regional Economic Development Agencies**

The recommended strategies expand the discussion to include a greater emphasis on the inter-related nature of the economies of both regions. Until November 2003, the draft IRP economic development strategies focused primarily on increased job growth in southwestern Riverside County. The IRP Existing Conditions Report identified southwestern Riverside County as a housing-rich area. Therefore, increasing employment would improve the area's jobs/housing imbalance. The negative effects of the existing jobs/housing imbalance in southwestern Riverside County include very long commute times for those living there, as well as traffic congestion along the I-15 corridor.

ED1 proposes a short-range economic development strategy that increases collaboration among the various economic development agencies in southwestern Riverside County. Subsequently, coordination will be pursued between the southwestern Riverside County agencies and similar agencies in the San Diego region. The long-range economic development strategy (ED2) regarding economic clusters will evolve from the coordination efforts initiated in ED1. The objective of this collaboration is to establish a permanent Economic Development planning structure linking agencies in San Diego and southwestern Riverside County.

Due to the competitive nature of economic development entities, there is little cooperation or cross-border idea sharing. However, it is important that the IRP recognize that, despite the political boundary between our regions, the jobs/housing imbalance and the need for economic development in southwestern Riverside County are realities that affect both regions. These realities may be confronted more effectively through inter-agency collaboration and idea-sharing.

Short-Range Housing Strategy: Strategy H1, which is described as a long-range strategy in this report, also includes a number of short-range actions. Although accomplishing this strategy will take time and requires an ongoing commitment on the part of local jurisdictions and others, a number of actions can be undertaken in the short-term.

Short-Range Transportation Strategies: The I-15 IRP Policy Committee approved eight short-range transportation strategies in February 2003.

**Strategy T1 - Coordinate Interregional of Vanpool and Carpool Programs**

The Riverside County Transportation Commission (RCTC) is responsible for management of the rideshare program in Riverside County; SANDAG is responsible for this program in the San Diego region. Rideshare programs primarily provide services to residents commuting from home to work on a regular basis. These services include the operation of vanpool programs, carpool participant matching, a guaranteed ride home program, and the distribution of transit information.
Strategy T1 involves SANDAG and RCTC working together to develop ways to promote and serve interregional commuters more efficiently with the ultimate goal of increasing the number of commuters who carpool, vanpool and buspool.

SANDAG’s rideshare program, RideLink, has experienced an increasing need to service commuters living in the southwestern Riverside area since many are employed in the San Diego region. The predominate source of rideshare information for these commuters is from their employer via newsletters, intranet, or surveys.

This strategy has three areas of focus:

- develop incentives that encourage residents of southwestern Riverside County to participate in carpooling, vanpooling and buspooling;
- conduct an outreach effort aimed at business parks or clusters of employers where high-occupancy vehicles could be used and where demand for carpooling/ridesharing could be increased; and
- examine the potential of closer collaboration among regional agencies to increase efficiencies and reduce any overlap in program administration.

To promote ridesharing, consideration should be given to the potential of a subsidy program (for vanpools and buspools) that is jointly funded by both regions.

As demand for alternate commuting options develops from this group of commuters, it may be more efficient to transition from traditional-sized vans to larger vehicles with the intent of creating buspools. This need could be fulfilled by either an existing public transit operator or a private transportation company.

**Strategy T2 - Expand Park-and-Ride Lots and Improve Rideshare Information Signage**

This strategy calls for expanding park-and-ride lots along the I-15 corridor to support carpool, vanpool, and public transit services. Developing secure, maintained and well-identified locations will help encourage ridesharing and will serve as collection points for current vanpool and any future bus service along the corridor.

Some existing park-and-ride lots are provided by Caltrans at freeway interchanges, often located on excess freeway right-of-way. In some locations, a public agency rents a privately owned parking lot that has low usage during commute hours (dual-use facility). Transit agencies and some community developers provide transit centers with parking facilities for bus riders or carpool users. In some jurisdictions, park-and-ride lots are a negotiated condition of development. In some cases, these lots remain in private ownership.

While most park-and-ride lots are intended for carpool users, they can also serve transit riders. This is especially true for long distance commuter or “express” bus service where users can be widely dispersed and require a central meeting point. Also, the nature of this type of transit service requires limited stops to increase the speed and efficiency in order to attract users.

**Strategy T3 – Conduct Joint Outreach and Marketing for Transit, Vanpool and Rideshare Programs**

Several agencies are involved in promoting alternative modes of transportation along the I-15 corridor. SANDAG and RCTC provide carpool and vanpool services and the Riverside Transit Agency
(RTA) began interregional commuter bus service in 2003. Caltrans provides support for these services through its park-and-ride lot program. This strategy proposes that these agencies (and other interested agencies) consider the effectiveness of joint marketing programs targeting drive-alone commuters along the I-15 corridor, and if beneficial, to develop such programs.

**Strategy T4 - Implement Interregional Public Transit Commuter Services**

Interregional transit commuter services will connect residential areas in southwestern Riverside County, where interregional I-15 commuters live, to employment centers in the San Diego region, where a significant percentage of these I-15 commuters work.

In this strategy, residential pick-up points will be located at transit centers, and park-and-ride lots or locations where relatively secure parking is available. Generally, there will be only two or three pick up locations. Riders may access the commuter routes by walking, using feeder bus service, driving, or by being dropped off. The interregional commuter routes will have multiple drop-off points at major employer centers or transfer facilities.

Interregional commuter bus trips can take significant periods of time since the I-15 corridor doesn’t yet have a complete HOV system. In some cases elsewhere in the state, transit operators have provided premium services on-board the vehicles, such as internet access, entertainment services, and food in order to attract and maintain ridership.

RTA initiated commuter transit service from southwestern Riverside County to Oceanside in May 2003. In the longer term, the SANDAG Regional Transportation Plan proposes peak period commuter services on the I-15 corridor originating in Riverside County. While this strategy deals with the implementation of interregional public transit services, for-profit transit service is provided by a private transit operator in the I-15 corridor.

The expansion of interregional bus service is anticipated to occur incrementally over a 20- to 30-year period. Initially, this service will be operated to serve commuters only, with express buses operating on I-15 and other major highways. Its initial expansion would occur through the implementation of Bus Rapid Transit (BRT) services. BRT would eventually provide relatively frequent, all-day transit service in the corridor as demand warrants (see Strategy T-14).

**Strategy T5 – Foster Collaboration among Transit Providers (public and private)**

The long-range vision for transit in southwestern Riverside is covered in the Southern California Association of Government’s Regional Transportation Plan (RTP); the vision for the I-15 corridor in northern San Diego is covered in the SANDAG RTP. Short-range programs have also been adopted by local public transit operators.

As the agencies initiate commuter services both into and out of the San Diego region, coordination of transit services becomes more important. Interregional transit stops should be located near major transit distribution points or transit centers. Schedules should be coordinated.

Coordination between public and private transit service providers is also encouraged. Minimizing competing services benefits all service providers. Sharing transit facilities, and potentially facility maintenance costs, could also be beneficial. Currently private operators must negotiate the use of public transit facilities on a case by case basis.
Coordination should be initiated by the agency proposing new transit service. For example, when Riverside Transit Agency (RTA) was planning its commuter service into northern San Diego County, RTA contacted North County Transit District to assist in route selection and planning. Scheduling of this new interregional service was especially important to permit transfers to the Coaster and local bus services at the Oceanside Transit Center. In future years, transit operators will engage both other public transit operators and private transit operators in their short-range planning process.

**Strategies T6, T7, and T8 - Develop Employer Incentive Programs**

While public transportation agencies can encourage employers to offer programs and incentives, employers ultimately must initiate, support and promote them. Funding for commuter benefits can be borne entirely by the employer, by the commuter or by a combination the two. These strategies must be adopted and implemented by public- and private-sector employers.

This effort would include some level of analysis that evaluates the effectiveness of policies and incentives to move employers along the continuum of support of commuter programs, encouraging a higher level of involvement and commitment.

A pilot program should be developed to test varying levels and types of incentives to encourage employers to actively and vigorously support commuter programs, with a particular emphasis on subsidized benefits such as transit, buspool and vanpool passes; telework; and alternative work schedules. The initial goal of the pilot program is to have ten companies participate in the incentive program for a minimum one-year period. Emphasis on employer outreach should continue through regional rideshare programs, with a focus on the following areas:

- Advocate for Employer-Subsidized Transit Passes (T6)
- Encourage the Adoption of Alternative Work Schedules (T7)
- Encourage Telework (T8)

**STRATEGIES FOR LONG-RANGE IMPLEMENTATION**

Long-Range Economic Development Strategy: Existing employers in both San Diego and Riverside counties provide a significant market for shared services and supplies. As these relationships mature, a range of additional job opportunities should emerge in both regions.

Employment clusters are groups of interdependent or similar employers. These clusters are not constrained by political boundaries. Firms purchase goods and services from the company that best meets their needs. Proximity is one aspect firms consider when making a business decision; creating a relationship with a company within an hour travel time is preferable to working with a company more than a day of travel away.

SANDAG’s existing research has developed information on regional employment clusters to foster infrastructure investment and develop policy focused on strengthening those clusters. In the San Diego region, the Regional Economic Prosperity Strategy is based on promoting the growth and retention of the region's existing employment clusters. SCAG and WRCOG are developing a similar economic development strategy based on the clusters in their regions. Strategy ED2 will provide a better understanding of the strengths of southwestern Riverside's economy and the types of linkages and relationships that exist with the San Diego region's employment clusters.
SANDAG has created a methodology to identify, define, and understand employment clusters. Understanding the composition and health of clusters could provide a number of benefits to the I-15 IRP. The information can be used to develop policies, refine local business expansion and retention efforts, improve the local business environment, more efficiently target resources, and prioritize infrastructure expenditures to best meet the needs of the economic clusters of both regions.

**Strategy ED2 - Improve Job Growth through New Employment Opportunities in the Cluster Industries that Drive the Bi-regional Economies**

One way to address the relationship between the two regions is to foster the development of employment clusters. The common boundary presents our two regions with an opportunity to coordinate efforts to achieve a mutually beneficial outcome.

Enhancing the cluster-related infrastructure of our two-county area will improve overall economic performance on both sides of the county line. For example, improving and developing high quality research institutions, a stronger presence of complementary businesses, and appropriate skills and training programs all contribute to a strong regional economy. Furthermore, developing jobs and a local labor force capable of working in them will help the Interregional Partnership address the jobs/housing imbalance and raise our residents' standard of living.

**Long-Range Housing Strategies:** The following strategies are proposed to increase the supply of housing in the San Diego region. These strategies primarily focus on the provision of moderate income housing, little of which has been built during the past ten or more years. The housing strategies described here are consistent with and supportive of the smart growth and housing strategies that SANDAG proposes in its Regional Comprehensive Plan (RCP). Most of these strategies require local jurisdiction actions such as zoning for more multifamily homes and encouraging more infill development.

**Strategy H1 - Provide a Range of Housing Affordability and Housing Types in All Communities**

California’s housing element law promotes planning for and implementation of balanced communities throughout the state. This includes creating a balance of housing types and housing costs as well as a balance of housing and employment. In areas with many employment opportunities, the provision of a full range of housing affordable to workers of all income levels, from management to service workers, is especially important.

Local jurisdictions, transportation and regional governmental agencies can support the provision of economically balanced housing in a number of ways:

1. Amend local general plans to encourage the construction of both a full range of housing densities and unit sizes.
2. Amend zoning and other local codes to encourage mixed use (residential/commercial) and compact development.
3. Encourage a full range of housing choices in new residential developments.
4. Educate the public about the advantages of mixed use development.
5. Educate the public about the advantages of infill housing development.
6. Implement higher intensity, mixed-use development near transit stations.
7. Assign funding priority for transportation projects located in jurisdictions that provide more affordable housing and a greater range of housing choices.

8. Identify land available for housing.

Within the San Diego region, identified Smart Growth Opportunity Areas (SGOA) provide an opportunity to accommodate moderate-cost housing near employment and near transportation facilities. Under SANDAG’s adopted smart growth principles, SGOAs are places that accommodate higher residential densities, or have the potential to accommodate them. A range of areas is identified in the RCP, ranging from Metropolitan Centers with residential densities more than 75 units per acre to rural villages with densities ranging from 10 to 30 units per acre.

**Strategy H2 - Implement State/Local Fiscal Reforms to Encourage the Construction of Moderate- and Low-Income Family Housing Near Employment Centers**

This strategy builds on the SANDAG initiative to restructure state tax policy to provide an “incentive” for local governments to encourage the development of residential uses within their boundaries. It would support proposals sponsored by the League of California Cities and other organizations (including SANDAG) which have proposed the creation of this type of incentive.

Existing state-local fiscal restructuring proposals attempt to be revenue-neutral for most jurisdictions, at least in the near term, and are intended to make housing a more desirable land use from a fiscal perspective.

**Strategy H3 - Provide Incentives for the Construction of Moderate-Cost Family Housing Near Employment Centers**

The largest group of San Diego workers living in southwestern Riverside County is moderate-income families, most of which include children. This group appears to value home ownership, single-family homes, and good schools so highly that they are willing to make a significantly longer-than-normal commute to work in order to have them. Strategy H3 seeks to provide additional new single-family homes in the moderate cost range, generally costing between $250,000 and $350,000, near employment centers within the San Diego region. While some new condominiums are priced in this moderate cost range, very few, if any, new single-family homes are available in the San Diego region for less than $300,000.

Moderate cost, or “workforce housing,” programs have received increased interest in the San Diego region. The University of San Diego Real Estate Institute sponsored a Workforce Housing Conference on September 19, 2003 to outline actions that would assist in the provision of moderate cost housing in the San Diego region. SANDAG and other local agencies such as the San Diego Regional Economic Development Corporation and San Diego Regional Chamber of Commerce were co-sponsors of this conference.

The cost of single-family homes in the San Diego region could be reduced using incentives in the following ways:

1. Provide increases in housing density in urbanized areas by implementing the existing state density bonus law. State law allows a 25 percent density bonus if 20 percent of a project is built as moderate income condominiums.

2. Streamline permitting process for mixed use and residential development in areas near employment centers.
3. Implement a Location-Efficient Mortgage (LEM) program. This program allows persons living near transit nodes to qualify for a larger mortgage because of the potential for reduced transportation costs.

4. Implement employer-assisted housing programs.

5. Develop a subsidy program(s) to assist in both housing rehabilitation and in the development of community infrastructure, especially schools. Subsidies should not depend on developer contributions alone. A subsidy program could be structured as either an incentive or a requirement.

6. Direct financial incentives, drawn from transportation funding sources as identified in the SANDAG RTP, to encourage mixed land use, affordable housing in key locations, and other smart growth development principles.

7. Smart growth planning grants.

8. Transportation infrastructure enhancements including streetscape improvements, community parking, bicycle & pedestrian enhancements, traffic calming and others.

9. Housing incentives.

10. Local incentives including reduced parking requirements, capital improvement program priorities, and expedited development processing.

**Strategy H4 - Require the Construction of Moderate Cost Family Housing Near Employment Centers**

As noted in Strategy H3, the largest group of I-15 Interregional commuters is the primary wage earners of moderate income families, often with children. While H3 attempts to increase moderate cost family housing in the San Diego region using incentives, Strategy H4 would achieve the same objectives through development requirements. Under this strategy, cities and other land use jurisdictions would modify local development regulations to:

1. Require that some portion of housing projects include the construction of smaller, less expensive, starter homes.

2. Implement inclusionary housing programs for new residential developments aimed at moderate income households.

Strategies H3 and H4 are seen as two parts of an effort to stimulate the construction of moderate-cost family housing. Strategy H3 provides incentives; Strategy H4 would require the construction of a certain amount of moderate income housing as new housing is built that would serve a key segment of our workforce.

**Strategy H5 - Encourage Infill Family Housing in Older Residential Neighborhoods**

Older residential neighborhoods, including those built into the early 1980s, are often located near existing and growing major employment centers. These older communities can help provide access to employment in two ways. First, if revitalized, these neighborhoods can continue to provide moderate-cost, single-family housing. In addition, their obsolescent commercial areas may be potential locations for infill residential development.

Neighborhood revitalization and opportunities for infill housing often depend on public facility improvements. To attract workers with school-age children to older neighborhoods, schools may be the most significant public facilities that need to be improved. In older, declining communities located near major employment areas, local jurisdictions should consider ways to mitigate gentrification with decision makers, advisory groups, and communities. Potential local actions include:
1. Revitalize residential uses through code enforcement and home-improvement programs for new homeowners.
2. Rehabilitate and improve public facilities and services in these neighborhoods, working with school districts and other agencies as needed.
3. Encourage the redevelopment of underutilized commercial properties with mixed use and mixed income residential uses.
4. Mitigate the effects of gentrification through such programs as inclusionary zoning, linkage fees and/or the encouragement of accessory units.

Long-Range Transportation Strategies: The following strategies are designed to strengthen the connections between jobs and housing in the San Diego and southwestern Riverside regions. The IRP program does not propose funding levels for the recommended interregional strategies.

**Strategy T9 - Support High Speed Rail Transit Service in the I-15 Corridor**

The State Legislature created the California High Speed Rail Authority (CHSRA) to design, finance, build and operate a high-speed passenger rail system to connect California’s major urban areas. The first-priority corridor identified by the Authority connects the San Francisco Bay Area with Los Angeles Union Station (LAUS). To help fund this “backbone” high speed rail system, the CHSRA may place a $9.95 billion bond measure on a statewide ballot as early as November 2004. Nearly 10 percent of this funding will be available for the construction of rail and bus feeder services.

When this priority corridor opens for service, most passengers would travel to High Speed Rail stations on conventional rail or highway-based transit. Beyond the year 2010, high speed rail service would be extended north to Sacramento and south to San Diego. Based on studies completed by the CHSRA, the preferred route for high speed rail service from LAUS to San Diego would be through Riverside County and then south on I-15.

The SCAG long-range transportation plan also includes a high speed rail service providing both passenger and limited freight service in identified corridors. The primary corridor identified by SCAG connects the Los Angeles International Airport (LAX) with downtown Los Angeles. Several magnetic levitation (MagLev) system extensions are identified. One future corridor would connect east into Riverside County, and could be extended south into the San Diego region.

**Strategy T10 - Implement Transit Shuttle Services to Interregional Transit**

The Implementation of Interregional Commuter Transit Services is a short-range strategy (T8) approved by the I-15 Policy Committee. Interregional services would operate primarily on the freeway system, connecting relatively distant residential areas with employment centers. Interregional commuter routes can be designed to pick up some of their riders near their homes and distribute them to their job sites. However, in most cases, local transit shuttle services may be needed to collect interregional commuters from their residences and, less commonly, deliver them to work. While some shuttle services already exist in the I-15 corridor, more will be implemented in the near term. RTA is actively pursuing shuttle service as new development is approved.

**Strategy T11 - Preserve Transportation Rights-of-Way and Implement Priority Measures through the Development Process**

As required by state law, public land use and transportation agencies prepare long-range facilities plans to serve their jurisdiction for the next 20 years. Even if the locations of facilities are not
identified in an environmental process, appropriate rights-of-way can be preserved through the development process. However, this process should include an environmental analysis.

In addition to the preservation of rights-of-way, transit-related facilities could improve the speed and convenience of bus use in the short-range. For example, the installation of “queue-jumpers,” transit-only lanes which allow buses to by-pass a line of cars stopped at red signals, can reduce transit travel times. Transit centers and transit stop improvements such as shelters can improve the comfort of the transit patron. The types of facilities should be identified in the IRP program, short-range transit plans and local general plans.

**Strategy T12 - Implement the I-15 High Occupancy Vehicle (HOV) System**

In the summer of 2002, a survey by the I-15 Interregional Partnership estimated that approximately 29,000 individuals commute to work in the San Diego region from southwestern Riverside County on a daily basis. Approximately 85 percent of those workers drive alone. This survey also revealed that a significant percentage of those commuting into the San Diego region are interested in vanpooling and carpooling. The number of interregional commuters interested in alternative transportation modes increases when the potential of HOV lanes running the length of I-15 from southwestern Riverside County into San Diego County is discussed.

Strategy T12 would take advantage of the interest in alternative transportation, developing a High Occupancy Vehicle (HOV) system. The HOV system carpool lanes can move interregional commuters efficiently through what eventually will become congested freeway traffic between southwestern Riverside County and Escondido along I-15. The HOV facilities would be used by Bus Rapid Transit and other commuter transit services. As is currently the case on I-15 south of Escondido, single-occupant vehicles are permitted to use these lanes for a fee if sufficient capacity exists.

Based on IRP survey results, it is estimated that interregional commuters account for at least one of four lanes of traffic on I-15 south of SR 78. As a result of the I-15 Interregional Partnership discussions, Caltrans Districts 8 and 11 have initiated a cooperative process for planning in the corridor. As funding agencies, SANDAG and RCTC are participating in this process (see Strategy T-13).

Current plans show I-15 expanding by one or two lanes in each direction in southern Riverside County. In the San Diego region, given projected funding levels and more urgent highway improvement projects, the funding needed to add HOV lanes on I-15 north of Escondido is anticipated only under the most favorable funding scenarios. Because freeway congestion in San Diego County currently only exists from Escondido south, the addition of more flexible “managed lanes” have been programmed only for that portion of the corridor.

**Strategy T13: Coordinate Caltrans/Regional Agency Transportation Planning in the I-15 Corridor**

Because I-15 crosses between transportation planning and funding areas at the County boundary as well as Caltrans Districts, better cooperative planning is essential. Caltrans has initiated a cooperative I-15 County Line Study to identify and assess short-, mid- and long-term transportation issues in the county line section of I-15 as a result of the I-15 IRP. The process should be formalized and continued and the metropolitan transportation planning and funding agencies - SCAG, RCTC, and SANDAG - should be involved in this cooperative planning process.
Strategy T-14: Expand Interregional Commuter Transit Service by Developing a Bus Rapid Transit Network

While interregional transit services are available in the corridor, these services should be expanded over time to attract new riders and provide alternatives in the corridor. This expansion should use Bus Rapid Transit (BRT) concepts. BRT concepts include priority treatment of buses in congested areas with signal preemption systems and exclusive bus lanes where needed to maintain bus speeds. Over time, the BRT concept will expand to provide frequent, day-long service in the corridor. The use of BRT in the I-15 corridor is consistent with both the SANDAG transit plan and the RTA 10-year transit concept plan.
CHAPTER IV: EVALUATION OF STRATEGIES

Over a period of more than a year, the I-15 Interregional Partnership (IRP) considered potential strategies to better balance housing and jobs within San Diego and southwestern Riverside counties. In addition, the IRP evaluated potential strategies to mitigate the long-distance commute that has resulted from the existing imbalance of jobs and housing between the two regions.

SUPPORT FOR INTERREGIONAL PARTNERSHIP OBJECTIVES

The strategies developed for the I-15 IRP were intended to support three major objectives:

- The construction of more housing, especially moderate cost housing for families, near employment centers in the San Diego region;
- The production of additional technology and management jobs in the southwestern Riverside County area; and
- The provision of transportation improvements to encourage ridesharing and transit use by people living in southwestern Riverside County and working in employment centers in the San Diego region.

Table 6 lists the recommended interregional strategies, the level of support for the three primary objectives, and the IRP action.

EVALUATION PROCESS

The evaluation process was carried out with the assistance of the Technical Working Group composed of members from economic development agencies, transportation agencies, local jurisdictions, and others. The IRP Policy Committee also was involved in the evaluation process.

At its initial meeting, the IRP Policy Committee directed staff to identify actions that could be implemented immediately to address the existing jobs/housing balance within the scope of the Interregional Partnership grant from the state. This initial group of short-range strategies built on existing transportation programs that exist in one or both regions. Later, several other short-range strategies -- for housing, economic development, and programs -- were identified. For longer range strategies, the IRP evaluated a range of transportation, economic development and housing actions that could improve the jobs/housing balance and traffic congestion in the I-15 corridor.

The following criteria were used to evaluate potential interregional strategies and establish relative priorities. The individual matrices used for each strategy in this evaluation are included in Appendix A.

1. Strategy Objective
2. Implementing Agency
3. Support Agencies
4. Impact on I-15 Congestion
5. Current Project
6. Current Funding
7. Alternative Funding
8. Implementation Time Frame
9. Consistent w/Existing Plans and Programs
10. Ease of Implementation
11. Political Support
12. Conclusion

Based on the application of these criteria, strategy priorities are shown in Table 6 and specific actions that need to be taken by the Interregional Partnership member agencies were determined.

Short-Range Strategies

As noted above, the IRP first identified existing and potential programs that could mitigate the impact of the growing number of workers commuting to San Diego County jobs from their homes in southwestern Riverside County. Because the provision of more housing in San Diego and more jobs in southwestern Riverside County will take longer to achieve, the initial short-range strategies were directed primarily at mitigating the existing trip to work.

Existing programs provide a wide range of actions designed to mitigate the effects of the long-distance commute trip. These programs fall into three categories:

1. Rideshare programs that provide carpool or vanpool matching and marketing.
2. Transit programs.
3. Employer-based incentive programs like flexible work hours or transit subsidies.

Both rideshare and employer-based programs are provided through existing divisions of SANDAG and the Riverside County Transportation Commission (RCTC). The transit programs are provided by both public and, in the I-15 corridor, one private sector transit provider.

Coordination of these active programs can improve their effectiveness. For example, both regions subsidize vanpools under different programs at different levels of subsidy. Coordination of existing programs seemed to be a good first step in mitigating the existing long-distance commute. The eight short range transportation strategies were adopted by the Policy Committee in February 2003 and are being implemented by SANDAG and RCTC.

As the evaluation of strategies continued, three additional strategies were identified for short-range implementation. These strategies included two interregional partnership program actions, currently being implemented through the I-15 IRP activities: a legislative advocacy program for addressing interregional commute and jobs/housing balance issues and an outreach program to inform residents, agencies, and organizations about these issues.

Action to organize the economic development agencies, particularly in southwestern Riverside County, was the added as a short-range strategy by the Policy Committee in January 2004. WRCOG is using resources from this grant to initiate this collaboration. In addition, this report notes that H1 (Provide a Range of Housing) includes both short- and long-range actions that should be undertaken.
Table 6
Evaluation of Strategies for Implementation

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* Short-Range Strategies

Source: I-15 Interregional Partnership
Long-Range Strategies

The identification and evaluation of long-range strategies to address the jobs/housing balance in the two regions were addressed over an 18-month period. Initially all potential strategies were identified using a literature search for similar studies, academic research and the experience of the Technical Working Group. These strategies were initially screened by the TWG for suitability and applicability to the I-15 corridor.

The following discussion identifies the major issues addressed by each long-range strategy.

ED2 - Promote Job Cluster Growth. Many agencies in the I-15 corridor have economic development programs encouraging employment growth in southwestern Riverside County and the San Diego region. A short-range IRP strategy was proposed to better coordinate the activities of those agencies, and long-range strategy would build on these efforts. The IRP has applied for grant funding to identify the employment clusters in the I-15 corridor and build a program of job retention and job growth based on those clusters. The promotion of job cluster employment growth supports the objective of increasing technical and management jobs in southwestern Riverside County. This strategy should be actively pursued by the I-15 IRP.

H1 - Provide Range of Housing. As required by the state law, the housing elements of local jurisdiction general plans should promote a range of housing opportunities within each jurisdiction. The IRP should support state and local programs that provide incentives for a full range of housing near employment centers and in other smart growth opportunity areas.

H2 - Fiscal Reform. SANDAG and several statewide organizations have proposals designed to reform California tax law to encourage the production of housing. While state legislative action will be required, the IRP should support and monitor reform proposals that would encourage the provision of housing near job sites in the San Diego region.

H3 - Moderate Cost Housing Incentive. Some employers provide housing subsidies that assist employees in buying homes near their employment locations. This strategy would encourage builders to provide housing that can be afforded by moderate income families. Incentives could be developed by local jurisdictions, economic development agencies and/or employer groups. Public incentives could include non-monetary subsidies such as smaller lot sizes for homes or the reduction of development fees. The IRP should pursue incentive programs in cooperation with economic development and employer interests.

H4 - Moderate Cost Housing Requirement. Many cities have programs that require the inclusion of very low and low income housing in new residential developments. The IRP should support and monitor the expansion of local jurisdiction programs to require moderate income family housing as well.

H5 - Encourage Infill Development. Most local jurisdictions encourage infill development through their general plans and the projects of their redevelopment agencies. While the effects of these policies in encouraging a better balance of jobs and housing would be a long-range benefit, the IRP should support and monitor infill housing projects near employment, especially in the San Diego region.
T9 - I-15 High Speed Rail Service. The California High Speed Rail (HSR) Authority is proceeding with a program to provide high speed rail service in California. Later phases of the project would serve the I-15 corridor between Riverside and San Diego County. Implementation of the HSR system depends on passage of a state-wide bond measure. In addition, SCAG advocates a privately funded magnetic levitation (MagLev) high speed system. A future phase of the MagLev system would serve the corridor. Transit service on either system is at least 20-years in the future, but the IRP should support and monitor the implementation of these projects.

T10 - Transit Shuttle Services. One public-owned operator and one private company currently provide interregional commuter transit service in the corridor. A short-range transportation strategy pursues the expansion of interregional commuter transit service in the corridor. Shuttle services to provide access from the interregional route stops and employment sites could be operated by either existing public or private transit operators. These services would be planned in the context of both the expansion of existing local transit service and the addition of new interregional services. The IRP should actively pursue the implementation of shuttle services for interregional transit routes.

T11 - Preserve Rights-of-Way. Through their general plans, most local jurisdictions identify land needed for local and regional public facilities, including freeway rights-of-way and the expansion of freeway interchanges. As the high speed rail proposals are refined, the right-of-way needs of systems will be identified and should be protected by local jurisdictions through the development process. The IRP should support this process and monitor its progress.

T12 - I-15 HOV System. The expansion of the freeway system to accommodate transit, carpools and other alternative forms of travel meets the IRP objective to increase the travel capacity of the I-15 corridor. SCAG, RTC, and SANDAG all propose the construction of High Occupancy Vehicle (HOV) lanes on I-15 although they are given different priorities and implementation dates in the adopted Regional Transportation Plans. The IRP should pursue the resolution of a single freeway expansion concept and its coordinated implementation. Caltrans has recently taken the lead in coordinating this effort (see Strategy T13). HOV lanes should be provided north of Escondido as the need for additional capacity occurs. However, this expansion must be coordinated with similar projects to the south and west of this interregional freeway segment.

T13 – Coordinate Caltrans/Regional Agency Transportation Planning. Caltrans has initiated coordination between Districts 8 and 11 as a result of the IRP. SCAG, WRCOG, and SANDAG will participate in this cooperative planning process.

T14 – Provide Bus Rapid Transit Service. Bus Rapid Transit (BRT) concepts include priority treatment for buses in congested areas with signal preemption systems and exclusive bus lanes where needed to maintain speed. Over time, the BRT concept will expand to provide frequent, all day service in the corridor.

ROLES OF PARTICIPATING INTERREGIONAL AGENCIES

The I-15 IRP Policy Committee, composed of elected officials from both regions, has been the primary policy advisory body in the review process. Final approval of the IRP strategies will lie with the three regional agencies preparing the study - SCAG, WRCOG and SANDAG - as well as the California Department of Housing and Community Development.
Role of Public Input

Public input on the interregional issues and strategies has been solicited since the beginning of the study. In the initial data collection phase, two focus group interviews were used to lead into an 800-sample home interview survey. The focus groups and survey identified existing commute patterns and behavior, as well as opinions on the long-distance commute.

As the study progressed, staff made presentations about the study to groups including the Escondido Rotary Club, the Temecula Valley Rotary Club, and San Diego North Economic Development Council among others.

In March 2004, the IRP Policy Committee accepted a draft of this report for distribution and directed that it be presented to a wide range of public interest groups and agencies prior to final action in June 2004. The Interregional commute issue and the recommended strategies were presented to the following groups for their information and input.

**CITY AND COUNTY POLICY BOARDS**
- City of Del Mar (City Council)
- City of Escondido (City Council)
- City of Hemet (City Council)
- City of Temecula (City Council)
- City of Lake Elsinore (City Council)
- City of La Mesa (City Council)
- City of Murrieta (City Council)
- City of Perris (City Council)
- Riverside County (Board of Supervisors)
- San Diego County (Board of Supervisors)
- City of San Jacinto (City Council)
- City of San Marcos (City Council)
- City of Vista (City Council)

**REGIONAL GOVERNMENT AGENCIES AND GROUPS**
- North (San Diego) County City Managers Group
- Regional (San Diego) Transit Managers Committee
- Riverside County Transportation Commission (RCTC)
- Riverside Transit Agency (RTA)
- San Diego Association of Governments (SANDAG – Transportation Committee)
- Western Riverside Council of Governments (WRCOG - Executive Committee)

**TRANSPORTATION, HOUSING AND ECONOMIC DEVELOPMENT GROUPS**
- San Diego Chamber of Commerce (Transportation Committee)
- San Diego Chamber of Commerce (Housing Committee)
- San Diego North Economic Development Council
- San Diego Regional Economic Development Council
- San Diego Regional Housing Task Force
- Southwest Riverside Economic Development Council Group
Role of Participating Jurisdictions for Implementing Proposed Strategies
The Policy Committee is composed of representatives of local jurisdictions, appointed by the regional planning agencies. Local jurisdictions also are represented on the Technical Working Group. The TWG works closely with staff in developing the IRP program and makes recommendations on the program to the Policy Committee.

A second group of TWG members were drawn from the transportation agencies and economic development corporations in the two-region area. The transportation agencies included Caltrans, regional funding agencies, as well as the transit operators from both the public and private sector.

The economic development staff members on the TWG represent both private sector groups and public agencies, including cities. As noted above, the TWG helped identify the range of potential interregional strategies, as well as participating in the review of feasibility, cost and effectiveness. The TWG recommended potential strategies to the Policy Committee.

Members of the Technical Working Group and the Policy Committee, as well as other local jurisdictions and participating agencies will have the primary responsibility for implementing the proposed strategies.
Chapter V
IMPLEMENTATION AND MONITORING PLAN

The I-15 Interregional Partnership identified 23 strategies to improve the jobs/housing balance in the I-15 corridor linking the San Diego region and southwestern Riverside County. Various actions, taken primarily by government agencies, are required to implement these strategies.

AGENCIES RESPONSIBLE FOR IMPLEMENTING INTERREGIONAL STRATEGIES

Existing public agencies and private sector groups currently have the authority and responsibility for implementing most of the recommended interregional strategies identified for the I-15 corridor. These agencies are identified in Table 7. Of these 23 interregional strategies, eleven short-range (or early action) strategies are already being implemented. All but one of these short-range strategies relate to interregional coordination of programs currently underway in both San Diego and Riverside counties.

Many of the strategies developed as part of the I-15 IRP are not new, however, their inclusion in the project lend further support to, and highlight, current programs that can positively affect the current imbalance of jobs and housing in the two-county area. For example, cities and counties in the corridor are responsible for implementing a range of housing choices as part of the state-mandated housing elements of their general plans, and Caltrans and regional transportation funding agencies are responsible for implementing rideshare and other facilities associated with the freeway system. To assist further in their implementation, the IRP strategies should be incorporated into various regional plans such as the SCAG and SANDAG Regional Transportation Plans (RTP) where appropriate. In the San Diego region, the IRP strategies have been incorporated into the draft Regional Comprehensive Plan (RCP); WRCOG will incorporate the strategies into their planning documents as well.

In addition to the responsible agencies noted above, Interregional Partnership itself can assist in the implementation process. For example, while both RCTC and SANDAG were actively implementing rideshare programs at the beginning of the IRP project, the coordination of these programs that was initiated through the IRP process has benefited both.

The Interregional Partnership identified two levels of action related to the strategies. Strategies with the most direct effect on jobs/housing balance are assigned a “pursue” designation and will be actively implemented through direct action of the IRP or its member agencies. Other strategies will be supported and monitored by the IRP. The IRP will monitor strategies for their effectiveness and implementation plans will be refined as work on strategy implementation proceeds. If strategies are not effective in mitigating the effects of the jobs-housing imbalance, the IRP will reevaluate and modify them.
STRATEGIES FOR DIRECT IRP INVOLVEMENT

Most of the recommended IRP strategies should be actively pursued, either by the IRP itself, or its member agencies that have responsibility for similar programs. The IRP has applied for a Caltrans grant and will seek other funds to assist in the implementation of the strategies.

SHORT-RANGE TRANSPORTATION STRATEGIES

Eight short-range transportation strategies were approved by the I-15 IRP Policy Committee in February 2003. These strategies are being carried out by three types of implementing agencies: regional rideshare agencies, transit operators and employers, and over the past year, some initial benefits have been realized.

The Riverside County Transportation Commission (RCTC) and SANDAG, the regional rideshare agencies, continue to administer and expand their respective state-mandated programs, with a new emphasis on interregional coordination (Strategy T1) and joint marketing (T3). These agencies are joined by Caltrans in the implementation and funding of rideshare lots and signing. Illustrating the success of these efforts, the Park-and-Ride facility adjacent to I-15 at Route 76 in Fallbrook has been doubled in size over the past year.

The Riverside Transit Authority (RTA) has begun commuter service between the Temecula Valley and Oceanside, with stops in Fallbrook (Strategy T4). This service joins a privately-owned service in the I-15 corridor operated by Friendship Transportation Service. Coordination between transit operators (T5) has improved, with North County Transit assisting RTA in planning the RTA commuter service.

Because it deals primarily with the employment end of the interregional commute, SANDAG is working with employers to subsidize transit passes (T6), permit alternative work hours (T7) and permit telework opportunities for their long-distance commuters (T8).
### TABLE 7
Primary Implementing Agencies

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<thead>
<tr>
<th>STRATEGY</th>
<th>IRP ACTION</th>
<th>AGENCIES</th>
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<tbody>
<tr>
<td><strong>IRP PROGRAM STRATEGIES</strong></td>
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<tr>
<td>P1* Support/Sponsor Legislation that Addresses Jobs/Housing Balance</td>
<td>Pursue</td>
<td>SANDAG, WRCOG, SCAG</td>
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<tr>
<td>P2* Engage Actively in Community/Agency Outreach</td>
<td>Pursue</td>
<td>SANDAG, WRCOG, SCAG/All of Technical Working Group</td>
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<tr>
<td><strong>ECONOMIC DEVELOPMENT</strong></td>
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<tr>
<td>ED1* Greater Economic Development Agency Collaboration</td>
<td>Pursue</td>
<td>Economic Development Agencies, WRCOG</td>
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<tr>
<td>ED2 Employment Cluster Job Promotion</td>
<td>Pursue</td>
<td>Economic Development Agencies, WROG, SANDAG</td>
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<td><strong>HOUSING</strong></td>
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<tr>
<td>H1 Provide a Range of Housing</td>
<td>Monitor/Support Local Jurisdictions</td>
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<td>H2 State-Local Fiscal Reform</td>
<td>Monitor/Support State</td>
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<tr>
<td>H3 Moderate-Cost Housing Incentives</td>
<td>Pursue Local Jurisdictions, Economic Dev. Agencies</td>
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<tr>
<td>H4 Moderate-Cost Housing Requirement</td>
<td>Monitor/Support Local Jurisdictions</td>
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<tr>
<td>H5 Infill Development in Older Neighborhoods</td>
<td>Monitor/Support Local Jurisdictions, Redevelopment Agencies</td>
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<tr>
<td><strong>TRANSPORTATION</strong></td>
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<tr>
<td>T1* Interregional Coordination of Car/Vanpool Programs</td>
<td>Pursue RCTC, SANDAG</td>
<td></td>
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<tr>
<td>T2* Expand Park-and Ride Lots and Improve Rideshare Information Signage</td>
<td>Pursue RCTC, SANDAG, Caltrans, Districts 8 and 11</td>
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<tr>
<td>T3* Joint Outreach and Marketing for Transit, Vanpool, and Ridesharing Programs</td>
<td>Pursue SANDAG, RCTC</td>
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<tr>
<td>T4* Implement Interregional Transit Services</td>
<td>Pursue RTA</td>
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<tr>
<td>T5* Collaboration Among Transit Providers, Including Private Transit Service Providers</td>
<td>Pursue RTA, NCTD, MTS, Private Transit Service Providers</td>
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<tr>
<td>T6* Employer-Subsidized Transit Passes</td>
<td>Pursue Employers, SANDAG</td>
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<td>T7* Encourage the Adoption of Alternative Work Schedules</td>
<td>Pursue Employers, SANDAG</td>
<td></td>
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<tr>
<td>T8* Encourage Tele-work</td>
<td>Pursue Employers, SANDAG</td>
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<tr>
<td>T9 Support High Speed Rail Service</td>
<td>Monitor/Support CA High Speed Rail Auth.</td>
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<tr>
<td>T10 Transit Shuttle Services</td>
<td>Support Transit Operators</td>
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<tr>
<td>T11 Rights-of-Way Preservation</td>
<td>Monitor/Support Local Jurisdictions, SANDAG, RCTC</td>
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<tr>
<td>T12 Provide High Occupancy Vehicle (HOV) Facilities</td>
<td>Pursue Caltrans, RCTC, SANDAG</td>
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<tr>
<td>T13 Coordinate Caltrans/Regional Agency Transportation Planning</td>
<td>Pursue Caltrans, SCAG, RCTC, SANDAG</td>
<td></td>
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<tr>
<td>T14 Expand Commuter Transit Service with BRT</td>
<td>Pursue RTA, SANDAG, Private Sector</td>
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</table>

* Short-range strategies

Source: I-15 Interregional Partnership
LONG-RANGE TRANSPORTATION STRATEGIES

Three long-range transportation strategies have been identified that should be actively pursued by the IRP: T12 (HOV Facilities), T13 (Coordination of Transportation Planning Efforts), and T14 (Expansion of BRT Commuter Transit Service).

**T12 Provide HOV Facilities.** RCTC currently has plans to expand I-15 down to the county line. SANDAG currently lacks the funding needed to pursue I-15 freeway expansion north of Escondido. This strategy recommends HOV facilities on I-15 through southwestern Riverside County down to I-8 in San Diego. Funding for the provision of High Occupancy Vehicle (HOV) lanes would be pursued by SANDAG in cooperation with RCTC and Caltrans. Caltrans would design, program and build any freeway-related HOV facility. As lead agency, Caltrans has initiated a planning study of the freeway requirement near the County boundary. Future Regional Transportation Plan updates and other interregional studies in both regions should reevaluate the need for expanded roads and other facilities in the I-15 corridor. In part, this reevaluation would be based on the IRP monitoring activities.

**T13 Coordinate Caltrans/Regional Agency Transportation Planning Efforts.** This strategy would involve the participation of Caltrans Districts 8 and 11, SCAG, SANDAG, and RCTC in a formal planning process for I-15 at the county line.

**T14 Expand Commuter Transit Service with BRT.** Interregional transit service should be expanded to implement Bus Rapid Transit (BRT) Service along the I-15 corridor to provide alternatives to driving alone for people who commute from the southwestern Riverside area to the San Diego region. SANDAG and RCTC need to coordinate their plans for BRT service in this transportation corridor.

HOUSING STRATEGIES

The provision of incentives for the construction of moderate cost, family housing (H-3) near employment centers in San Diego County is the only housing strategy recommended for active involvement by the Interregional Partnership. Incentives could be provided by employers, office site developers or local jurisdictions. For example, employers could provide a housing allowance, developers could fund an area-wide subsidy program, or local jurisdictions could provide incentives through a reduction in the minimum, single-family lot size or other standards such as parking.

ECONOMIC DEVELOPMENT STRATEGIES

Both economic development strategies (ED1 and ED2) should be actively pursued. WRCOG and representatives of several economic development agencies (EDAs) from southwestern Riverside County have begun the process of improving inter-agency coordination (Strategy ED1). In the near future this process will be expanded to incorporate EDAs from the San Diego region. Continued Interregional Partnership funding through a Caltrans grant will allow SANDAG and WRCOG to assist the EDAs in identifying two-county employment clusters (Strategy ED2) and developing actions to build new employment based on these groupings. This strategy builds on an existing SANDAG program but will require a significant amount of technical evaluation to identify employment clusters in the two-region area and to prepare a private- and public-sector program to promote those clusters.
PROGRAM STRATEGIES

Under the existing Interregional Partnership grant, SANDAG and WRCOG are advocating the implementation of two interregional partnership program strategies: legislation supporting jobs/housing balance (P1) and public outreach for the recommended strategies (P2). SANDAG has applied for Caltrans grant funding to continue the Interregional Partnership in Fiscal Year 2005. If this funding is not realized, advocacy and outreach activities will continue as part of the planning agency program, although at a lower level of activity.

STRATEGIES FOR IRP SUPPORT AND MONITORING

A second group of strategies, also listed in Table 7, have less direct effects on the balance of jobs and housing or interregional commuting, but would still contribute toward achieving I-15 IRP project goals. The IRP recommends that these strategies be supported and monitored.

LONG-RANGE TRANSPORTATION STRATEGIES

Three of the four long-range transportation strategies are recommended for support and monitoring only. High Speed Rail (Strategy T9) would be implemented by the state, through the California High Speed Rail Authority. SCAG is advocating an alternative type of high speed transit in the I-15 corridor. The IRP would monitor and support this strategy to ensure that the opportunity for commuter-type service is preserved in the design of the system.

Strategy T10 would implement transit shuttle services, primarily at the work destination of the commute, but at the home end as well. These shuttle services would be local in nature. Although shuttles would improve the feasibility of the interregional commute via transit, the impact would be small unless smart growth principles are implemented, primarily because of the spread out nature of residential and employment development at both the origin and destination of the commute trip. Transit operators would plan and operate shuttle services as part of their local area planning.

Preservation of transportation rights-of-way (Strategy T11) is the responsibility of local land use jurisdictions: cities and counties. While the IRP should help identify needed facilities, the transportation agency responsible for building them should negotiate the preservation of land needed for future facilities.

HOUSING STRATEGIES

Four of the five recommended interregional housing strategies are recommended for support and monitoring by the IRP. Two of these strategies are clearly the responsibility of local jurisdictions: the provision of a range of housing choices (Strategy H1) and the requirement for moderate cost housing program (H4). Implementation of both programs should occur through compliance with California housing element law.

Infill development (H5) also is encouraged through the actions of local jurisdictions, which are often undertaken by local redevelopment agencies. State and local fiscal reform (H2) clearly requires state
initiative action. SANDAG and several statewide organizations have advocated specific actions to achieve this reform.

TIME FRAME TO COMPLETE THE ACTIONS

As described above, most of the IRP strategies are already being implemented through current programs, or have been initiated as a result of this project. Funding is being sought to help implement some of the new strategies that have been identified as requiring direct IRP involvement such as the economic cluster study and incentives for moderate cost housing. The specific timeline for implementation of these and other IRP-related activities will be developed once funds have been identified and become available. It is the intent of SANDAG and WRCOG that the work of the IRP will continue into the future. Both agencies have made that commitment in their overall work programs for FY 2005.

MONITORING PLAN

The I-15 Interregional Partnership has, with the assistance and feedback from numerous public and private agencies developed a set of 23 strategies to achieve specific program objectives. These objectives were based on an assessment of existing and forecast conditions and are listed below.

- Program Strategies - Continue the Interregional Partnership and jobs-housing balance programs
- Economic Development Strategies - Increase moderate income jobs in housing-rich communities within the study area
- Housing Strategies - Increase moderate cost housing in jobs-rich communities within the study area
- Transportation Strategies - Reduce the impact of interregional commuting on I-15 congestion.

A monitoring plan has been established to track progress toward accomplishing these objectives, and when necessary, direct staff toward remedial actions. Table 8 lists all program objectives and strategies and presents the measures used to monitor the success of the strategies in achieving the objectives.

To ensure accountability, measures have been established that both identify whether or not strategies have been implemented and the degree to which the strategies are achieving performance objectives. Targets will be used to evaluate progress in achieving stated objectives. The monitoring plan for the IRP is designed to be consistent with SANDAG’s Regional Comprehensive Plan (RCP) monitoring plan.

Implementation Measures

Implementation measures are actions that an agency (or agencies) must take to implement an interregional strategy. An example of an implementation measure is the establishment of regular interregional economic development agency (EDA) meetings. This action is required to implement the strategy requiring greater collaboration between EDAs.
Performance Measures

Performance measures are used to determine how well a strategy or group of strategies are achieving the desired results. An example is the change in average wage paid by employers in southwestern Riverside County. This measure will tell us how well the economic development strategies are attracting higher wage jobs to the area.

It is important that the data required for these measures be available, consistent and reliable. Data for most performance measures are available on an annual basis. However, some can only be updated on a periodic basis (every 3 to 5 years) as data become available.

Performance Targets

Each performance target is tied directly to one performance measure and is established to reflect the desired change in that performance measure over time based on the implementation of recommended strategies. Short- and long-term targets are being established for each performance measure.

Monitoring Plan Development

A great deal of effort has been put into the development and refinement of strategies to accomplish the objectives. It is equally important that the program for monitoring the implementation and success of these strategies contain measures and targets that will clearly demonstrate progress toward achieving objectives. Performance targets for each group of strategies should relate directly to the objective for that group.

Implementation and performance measures have been developed in collaboration with all responsible agencies and approved by the I-15 Interregional Partnership Policy Committee. All performance targets are also being established in collaboration with responsible agencies and both performance measures and targets will be integrated into regional plans and programs where appropriate.

The development of IRP performance targets is following the same process and schedule as is being used to develop performance indicators for the San Diego Regional Comprehensive Plan (RCP). Many of the performance measures developed for the RCP are being incorporated into the IRP Monitoring Plan.

The schedule for developing IRP performance targets calls for a baseline monitoring report to be produced in November 2004. This report will include data on each of the performance measures including historical trends and current conditions. Short and long range targets will be established based on this data and are scheduled for IRP Policy Committee approval in December 2004.

An I-15 IRP Monitoring Report will be produced and updated annually. Progress toward achieving performance measure targets will be detailed in this report. If progress is not evident for specific performance measures it will be necessary to review how and when strategies were implemented that support that particular measure and take corrective action if necessary. The first annual IRP Monitoring Report is scheduled for March 2005.
Achieving a jobs-housing balance in the Study Corridor depends on many factors outside of the strategies identified in this report; the cost of land and housing in both regions being key among them. Targets can and should be modified as strategies are implemented and our understanding of how each strategy affects the balance of jobs and housing improves.
<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>STRATEGY</th>
<th>IMPLEMENTATION MEASURES</th>
<th>PERFORMANCE MEASURES</th>
<th>PERFORMANCE TARGETS</th>
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<tbody>
<tr>
<td>IRP PROGRAM STRATEGIES</td>
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<tr>
<td>Continue interregional Partnership and jobs-housing balance program</td>
<td>P1 - Support/Sponsor legislation that addresses Jobs/Housing Balance Programs</td>
<td>• Advocate for/against legislation that impacts jobs/housing balance programs</td>
<td>• Pass legislation that supports jobs/housing balance programs</td>
<td>• Yes/No</td>
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<td></td>
<td>P2 - Actively engage in community-agency outreach</td>
<td>• Meet w/agencies, jurisdictions (staff and elected officials) and community groups</td>
<td>• Number and list of presentations</td>
<td>• 10 annually</td>
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</table>

<p>| ECONOMIC DEVELOPMENT | GENERAL | | | |
| Increase higher income job growth in housing rich communities of the study area | ED1 - Facilitate greater Economic Development Agency (EDA) collaboration | • Establish regular meetings between EDAs from both regions | | |
| | ED2 - Improve job growth through employment cluster job promotion | • Conduct bi-regional employment cluster analysis | • Implement programs to encourage job growth | |
| HOUSING | GENERAL | | | |
| Increase the supply of moderate cost housing in jobs rich communities of the study area | H1 - Provide a range of housing | • Update and implement Housing Elements in accordance with State law | • Moderate cost housing in the San Diego region | • TBD from San Diego RCP |
| | H2 - Support State-Local fiscal reform | • Support fiscal reform and comment on any proposed legislation | • Housing Affordability Index | |
| | H3 - Provide incentives for moderate cost housing development | • Develop a incentive program for moderate cost housing | • Ratio of new jobs to new housing units | |
| | H4 - Require development of moderate cost housing | • Implement moderate cost housing ordinances | | |
| | H5 - Encourage infill development in older residential neighborhoods | • Draft legislation to facilitate infill housing development | | |</p>
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<tr>
<th>OBJECTIVE</th>
<th>STRATEGY</th>
<th>IMPLEMENTATION MEASURES</th>
<th>PERFORMANCE MEASURES</th>
<th>PERFORMANCE TARGETS</th>
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<tbody>
<tr>
<td>TRANSPORTATION</td>
<td>Reduce the impact of interregional commuting on I-15 congestion</td>
<td>T1 Coordinate interregional car/vanpool programs</td>
<td>Continue coordination of Rideshare Programs in Riverside and San Diego Counties, including vanpool, carpool, and transit services</td>
<td>Average weekday peak period traffic at county line</td>
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<td></td>
<td>T2 - Expand Park-and Ride lots and improve rideshare information signage</td>
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<td>Number of interregional vanpools</td>
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<td></td>
<td>T3 – Conduct joint outreach and marketing for transit, vanpool and rideshare programs</td>
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<td>Peak period vehicle occupancy at county line</td>
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<td>T4 - Implement interregional transit services</td>
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<td>Average commute distance</td>
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<td></td>
<td>T5 - Foster collaboration among transit providers including public and private operators</td>
<td></td>
<td>Average commute time</td>
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<tr>
<td></td>
<td>T6 - Advocate for employer subsidized transit passes</td>
<td>Continue coordination of TDM Programs in Riverside and San Diego Counties</td>
<td>Daily transit ridership</td>
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<td>T7 - Encourage the adoption of alternative work schedules</td>
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<td>T8 - Encourage tele-work</td>
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<td></td>
<td>T9 - Support high-speed rail service in the I-15 Corridor</td>
<td>Actively support early implementation of high-speed rail service in the I-15 Corridor</td>
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<tr>
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<td></td>
<td>Calif. High-Speed Rail Authority obtains funding to construct and implement service</td>
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<td>T10 – Implement transit shuttle services</td>
<td>Transit agencies and jurisdictions establish shuttle services to feed interregional transit services</td>
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<td></td>
<td>T11 - Preserve transportation rights-of-way</td>
<td>Transportation agencies identify needed right-of-way</td>
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<td></td>
<td></td>
<td>Jurisdictions incorporate into General Plans</td>
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<td></td>
<td>T12 - Implement high occupancy vehicle (HOV) system on I-15 through the study area</td>
<td>Incorporate interregional HOV facilities in SCAG and SANDAG Regional Transportation Plans w/ funding strategy</td>
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<td></td>
<td>T13 – Coordinate highway facility planning along I-15 Corridor</td>
<td>Establish regular meetings between RCTC, SANDAG, Caltrans Districts 8 and 11</td>
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<td></td>
<td>T14 – Expand interregional bus service to include Bus Rapid Transit (BRT) services</td>
<td>Implement BRT services along I-15</td>
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</tbody>
</table>
CHAPTER VI: ASSESSMENT OF ANTICIPATED OUTCOMES FROM INTERREGIONAL STRATEGIES

THE POTENTIAL FOR ACHIEVING BALANCE

Creating a balance of jobs with an appropriate work force is a moving target. Traditionally, housing is the initial type of development that flows into areas outside existing cities and urbanized areas, followed by employment. The first kinds of jobs to locate in new suburban areas include teaching, retail and other service-related jobs. In many areas, major employment centers providing a range of jobs follow. Beginning with the initial streetcar suburbs of the early 20th century, this pattern appears to be well established in America.

Given this development pattern, both travel distance and travel times to work for the residents of these new suburbs can increase significantly as has happened between the San Diego and southwestern Riverside regions. The strategies in the I-15 IRP are intended to lessen the impacts of this development pattern by increasing housing supply in the San Diego region, job development in southwestern Riverside, and improvements to transportation-related services in the corridor.

MEASURES OF ECONOMIC BALANCE

In this study, the ratio of jobs to households has been the primary indicator used to indicate an economic employment balance. However, this measure is too simplistic to fully measure the balance of suitable jobs and resident workers. For example, the number of jobs per household in Temecula nearly matches the California average. However, many Temecula residents commute south to professional jobs in San Diego County; many of Temecula’s service jobs are filled by workers commuting into the city from older, nearby communities. Based in part on data availability, the following factors are recommended to measure balance:

Jobs/Worker and Jobs/Household: The number of jobs in an area compared with the number of working residents in the same area. In many cases, the number of households is used instead of the number of workers because it is easier to measure and estimate.

Housing Affordability Index: The percentage of households working in an area that can afford a median priced house in the same area.

Commute Trip Length: The length of the home-to-work trip measures both the extent and magnitude of an imbalance of jobs and housing in a community. In Southern California, the median home-to-work commute is less than 30 minutes each way; the median trip length varies based on the location of a community.

LONG-RANGE OUTCOMES IF NO ACTION IS TAKEN

Based on forecasts of population and employment growth, the long-range potential for achieving a balance of jobs and resident workers in southwestern Riverside County is relatively good. Local jurisdictions are planning for a reasonable balance of employment land to match the existing and proposed residential land uses. Using the experience of earlier bedroom communities – for example,
Orange County in the 1950s and Carlsbad in the 1980s – the Temecula-Murrieta area might eventually become the employment center for areas located to the east and north thus providing job opportunities for many of the people now commuting into the San Diego region.

In the San Diego region, it would appear that the provision of new housing may lag behind job growth for the foreseeable future. As the price of homes in Riverside County approaches the prices in some San Diego communities, commuting from residences in Imperial County may be inevitable; evidence already exists that this 120 mile commute (one-way) has begun. Increasing numbers of San Diego workers are choosing to live in Mexico as well.

If these trends continue, the San Diego region may eventually lose employment, just as employment loss occurred in Los Angeles County in the 1990s (see Figure 2, Chapter II). The loss of aerospace jobs in Los Angeles County repeats a similar loss of manufacturing jobs in New England, for example, in the mid-20th Century. As proposed by the I-15 IRP strategies, the provision of adequate moderate cost housing in the San Diego region may help to avoid future job loss. Another potential result of these trends is increased traffic congestion and longer commutes.

NEAR-TERM EFFECTS OF STRATEGIES

The strategies likely to have the most effect in the near term are the short-range strategies approved by the IRP Policy Committee in early 2003. These strategies focused on transportation, primarily the better coordination of existing programs that individually existed in San Diego and Riverside Counties that focus on alternatives to driving alone such as transit, ridesharing, and employer-based incentive programs.

Transit: In the late spring of 2003, the Riverside Transit Agency (RTA) implemented commuter-oriented transit service from southwestern Riverside County, terminating at the Oceanside Transit Center in the San Diego region. This service was routed on State Route (SR) 76 to the south of Fallbrook, avoiding the most congested segments of freeway. In Oceanside, the RTA service connects with the Coaster, Amtrak, and numerous North County Transit routes.

Although ridership on this route has been light, it had grown to nearly 600 total riders in the month of March, 2004. Ridership increased by approximately one third from January to March 2004. In early May 2004, RTA initiated additional marketing activities for the service to increase ridership on this route.

Ridesharing: Vanpools subsidized by the San Diego region increased by approximately 50 percent between December 2002 and March 2004. In 2002, 84 vans from Riverside County served employment locations in San Diego County. These vans carried nearly 800 employees and comprised about one-third of the San Diego region’s van pool program. By March of 2004, 136 vans originating in Riverside County carried more than 1,250 workers to San Diego job sites. Currently, 43 percent of the SANDAG program participants live in Riverside County.

In addition, the IRP has resulted in the initiation of better coordination between Caltrans Districts 8 and 11. The two districts started a county line study along I-15 in June 2004, to determine improvements that can be made in the near future to address traffic congestion (T13). Increased coordination between the economic development agencies in southwestern Riverside County also
has started to occur (ED1), laying the foundation for improved economic development in that region.

LONG-TERM EFFECTS OF STRATEGIES

The effects of many of the IRP strategies will be more long-term in nature. These longer term strategies include those related to land use such as housing and smart growth in the San Diego region, economic development in the Riverside area, and better transit service such as bus rapid transit (BRT) service and high speed rail that have longer implementation timeframes.

Many of the longer term strategies recommended by the I-15 Interregional Partnership closely parallel the smart growth initiatives that are being pursued by both WRCOG and SANDAG. Implementing smart growth principles would provide a balance of land uses - residential, commercial, employment, and public uses - as well as a range of housing prices and a balance of housing types, along with a pedestrian environment. Adding housing in the San Diego region and jobs in southwestern Riverside County will not necessarily reduce automobile congestion; it is important that this growth occur in accordance with smart growth principles if the overall quality of life is to be maintained.

Both the IRP and smart growth strategies place a high priority on providing “alternative” transportation facilities, emphasizing the construction of transportation facilities and services that promote transit and pedestrian travel. For that reason, and because the housing and economic development strategies will not eliminate all the causes of interregional commuting, the IRP includes 14 transportation strategies.

To measure the likely impact of smart growth on interregional commuting, SANDAG simulated interregional commuting outcomes based on two land use scenarios. The first scenario simulated the existing plans and policies of the jurisdictions in the San Diego region. The second scenario simulated smart growth policies in the region. The existing plans and policies simulation used the planned land use assumptions in the Final 2030 Regional Growth Forecast to estimate the level of interregional commuting that would be expected if local plans and policies are not changed. The land use assumptions from SANDAG’s 2020 Regional Growth Forecast were used to simulate the likely impact of an aggressive smart growth land use policy in the second scenario.

In the smart growth scenario, 96 percent of the projected 407,000 new households were accommodated in the San Diego region, with only 14,000 households locating in Riverside County. In contrast, the 2030 Final Forecast would accommodate only 77 percent of the new households in the region, with more than 65,000 households locating in Riverside County. Commute trips from Riverside County into the San Diego region would account for more than 40 percent of the forecasted 230,000 trips crossing the county boundary on I-15 in the year 2030.

The existing plans scenario would approximately triple the current number of commuter vehicles entering the San Diego region from southwestern Riverside County. If the existing work distribution patterns within the San Diego region continue, Riverside commuters would require a total of three freeway lanes on I-15 south of Escondido in the peak hour, compared with one lane today.
CONSISTENCY WITH EXISTING PLANS AND FUNDING PROGRAMS

An intricate set of plans and funding programs exist for community development in the I-15 corridor and for the provision of facilities to serve that development. To a large extent, the strategies identified in the I-15 IRP are consistent with those plans. The main difference is the emphasis on the construction of moderate-cost housing in the San Diego region; the expansion of management and technical jobs in southwestern Riverside County, and the provision of alternative transportation facilities connecting the two regions.

STATEWIDE PLANS – CALIFORNIA TRANSPORTATION PLAN

The California Transportation Plan (CTP) will be a statewide, long-range transportation plan that will guide transportation decisions and investments in the 21st Century. The March 2004 revised draft proposes a vision for transportation in 2025 and beyond, and sets goals, policies, and strategies to achieve this vision. It gives broad strategic direction for transportation system improvements based on a continuing planning process.

The CTP was developed in consultation with the state’s 43 Regional Transportation Planning Agencies (RTPAs), the business sector, community and environmental advocacy groups, and system users. It is a transportation plan for all of California and considers the movement of people, goods, services and information by all modes of transportation, including roadways, public transit, passenger and freight rail services, bicycle and pedestrian facilities, air and seaports, ferry services, and electronic communications.

The CTP does not recommend individual projects; rather, it provides guidance in the selection of strategies that will meet statewide targets for performance of the transportation system. The six Plan Goals include “improve Mobility and Accessibility” and “support the Economy.” The I-15 Interregional strategies would implement four of the 13 CTP Policies:

- Policy 4: Manage and operate an efficient intermodal [transportation] system,
- Policy 5: Increase system capacity,
- Policy 6: Provide viable transportation choices, and
- Policy 11: Manage growth.

A draft CTP was released for public review and comment in November 2002 and comments were accepted until mid-March 2003. The outreach effort included distributing over 25,000 copies of the Connecting Californians brochure, and Caltrans sponsored seven regional and four local public workshops and presented the CTP at over 100 meetings. Approval of the CTP by the governor is anticipated before the end of 2004.

STATEWIDE PLANS – HIGH SPEED RAIL AUTHORITY PROGRAM

The California High Speed Rail Authority, a statewide agency, is proposing high speed interregional rail passenger service in the I-15 corridor between San Diego and Riverside County. This service would be an extension of an initial service segment which would operate between Los Angeles and the metropolitan areas to the north: San Francisco, Sacramento, and the Central Valley.

A ballot proposition to fund the system is still scheduled for November 2004, but may be delayed. The I-15 IRP strategies support the implementation of high speed rail service.
DESTINATION 2030 (SCAG 2004 REGIONAL TRANSPORTATION PLAN)

The Southern California Association of Government’s Regional Transportation Plan, “Destination 2030,” was approved on April 1, 2004. This plan includes all of Riverside County and identifies transportation facilities to be built and transit services to be operated under three levels of funding:

1. Baseline funding, assuming existing transportation funding sources to the year 2030. Future increases in tax rates or extensions of tax measures beyond their expiration date are not included, unless approved through recent ballot measures: $120.3 billion
2. Tier 2 and Plan funding, assuming approval of additional public funding such as local transportation sales taxes, the maximization of motor vehicle fuel user fee revenue through state or regional action, and development mitigation fees: $93 billion.
3. Unconstrained revenue, assuming the full funding of all facilities needed to meet travel demand: $100 billion.

Baseline: The Baseline plan completes the SR 74 widening between I-15 and the City of Perris. It also includes reconfiguration of ramps at the I-15/SR-79 south interchange. The baseline plan also includes a traffic surveillance and signal integration project on the I-15 from the I-215 interchange south to the San Diego County line.

Tier 2 and Plan: The Tier 2 and Plan funding completes the addition of an HOV lane on I-15 from the San Diego County line to SR-60. The plan also includes improving the I-15/I-215 interchange and widening each freeway to accommodate the expanded interchange in that area. It also completes many interchange improvements on the I-15 including: Cherry Street in Temecula, California Oaks in Murrieta, Clinton Keith Road in the unincorporated area, and Railroad Canyon Road in Lake Elsinore. Ramps will also be reconstructed on the I-215 at Clinton Keith Road and Scott Road. In the City of Perris, new ramps will be constructed on the I-215 at the Placentia over crossing and ramps will be reconstructed at the Ramona Expressway interchange at the I-215.

Multimodal transit facilities will also be added in Perris, and 77 new buses will be purchased, some of which can be used on the I-15 corridor. Transit centers will also be added in Lake Elsinore/Murrieta, Temecula, and Hemet/San Jacinto. The Plan also includes a significant expansion of Metrolink commuter rail and intercity bus service that could support the I-15 corridor.

Unconstrained: There are no projects in this level of funding that affect the project areas.

Potential Conflicts with the I-15 Interregional Strategies: The I-15 IRP strategies are consistent with “Destination 2030” because the SCAG-area transportation plan primarily focuses on the construction of the HOV lane in the I-15 Corridor and the introduction of transit services operating on those lanes.

RIVERSIDE COUNTY TRANSPORTATION PROGRAM AND BOND MEASURE

The Riverside County Transportation Improvement Plan and Measure A sales tax measure extension were approved in 2002. Sponsored by the Riverside County Transportation Commission (RCTC), this improvement plan and ballot measure identify transportation facilities to be built. They also identify funding categories that will finance activities related to some of the strategies in the I-15 Interregional Partnership:
1. Under the State Highways category, $1.02 billion will be available to enhance facilities, including the addition of high occupancy vehicle lanes to I-15 between SR 60 and the San Diego County line.

2. Under the Public Transit category, $255 million is available for Commuter Rail and Intercity Bus Service that will support express service linking Riverside and San Diego Counties. An additional $50 million is available for commuter services, ride sharing, vanpools, and park-and-ride lots that will support transportation strategies related to those areas.

3. The Measure also includes an estimated $40 million that will create an infrastructure bank that can fund transportation projects related to economic development. The funds can be used to improve existing interchanges, construct new interchanges, provide public transit linkages or stations, and make other improvements to the transportation system.

MOBILITY 2030 (SANDAG 2003 REGIONAL TRANSPORTATION PLAN)

The San Diego Regional Transportation Plan (RTP), “Mobility 2030,” was approved in March 2003. This Plan identifies transportation facilities to be built and transit services to be operated under three levels of funding:

1. Revenue Constrained funding, assuming the continuation of federal and State funding sources, but the termination of local transportation sales tax (TransNet) funding in 2008 - $30 billion.
2. Reasonably Expected Revenue, assuming the extension of TransNet through the year 2030 - $42 billion, and
3. Unconstrained Revenue, assuming the full funding of all facilities needed to meet travel demand - $67 billion.

Revenue Constrained: The revenue constrained plan completes the construction of the managed lanes on I-15 south of SR 78 in Escondido. These managed lanes would be open for the use of buses, carpools, and possibly single-occupant vehicles paying a toll, provided sufficient capacity exists on the lanes. This facility incorporates direct bus ramps to increase transit speed. SR 76 would be widened to four travel lanes only as far east as Mission Road near Fallbrook in this alternative.

In addition, the revenue constrained plan would fund Bus Rapid Transit (BRT) service on the I-15 Managed Lanes every 10 minutes in peak periods; every 30 minutes in off-peak periods. Light rail service between Oceanside and Escondido (on the I-15 corridor) would operate every 10 minutes in peak periods; every 30 minutes in off-peak periods. No interregional service to Riverside County is proposed in the SANDAG RTP.

Reasonably Expected Revenue: Reasonably expected transportation revenue would allow the widening of SR 76 to four lanes as far east as I-15; decreasing demand on I-15 south of Fallbrook. In addition, carpool lanes would be added to SR 78 between Oceanside and Escondido. A direct connection between HOV lanes and the managed lanes on I-15 would be provided.

Interregional, publicly funded bus service between Temecula and Escondido would be provided every 30 minutes in the peak periods; every 60 minutes in off-peak periods in the reasonably expected revenue plan. Service south of Escondido would be doubled during peak periods in comparison with the revenue constrained plan. Service on the rail transit line between Oceanside and Escondido would operate every 10 minutes in both peak- and off-peak periods.
Unconstrained Revenue: If unconstrained revenue is available, the forecasted demand indicates the construction of carpool lanes on I-15 from the northern end of the managed lanes at SR 78 in Escondido, north to Riverside County line. In addition, demand would warrant the reconstruction of SR 76 as a four-lane conventional road east of I-15 and its widening to six lanes west of Mission Road.

Transit service to Temecula would operate every 10 minutes in the peak periods; every hour in off-peak periods. Mobility 2030 does not assume the construction of either high speed rail or MagLev service into the San Diego region. However, the Plan does not oppose the implementation of high-speed service and SANDAG has actively participated in the planning activities for these potential systems. Integration of these high-speed, interregional transit services with the regional transportation network would occur when more refined plans are available.

Potential Conflicts with the I-15 Interregional Strategies: The I-15 IRP strategies are consistent with “Mobility 2030.” Like the IRP strategies, the long-range plan focuses on the construction of Managed or High Occupancy Vehicle (HOV) Lanes in the I-15 corridor, along with the introduction of transit services operating on those lanes. Discussions are underway to coordinate and pay for the interregional freeway widening projects in the two-county corridor.

ECONOMIC DEVELOPMENT PROGRAMS

Both regions have active economic development programs as described in the Existing Conditions report, Appendix C (which is bound separately).

San Diego County: San Diego’s program has traditionally been coordinated through the County of San Diego, but has recently evolved as a major element of the Regional Comprehensive Plan. SANDAG has identified employment clusters which promote growth and economic development. A program has been developed to promote retention of these economic drivers. The long-range I-15 IRP economic development strategy would expand this cluster process to the two-region area.

Riverside County: A number of economic development activities are underway in Riverside County. The recommended short-range strategy would serve to provide better inter-agency coordination both within Riverside County and with similar agencies in the San Diego region. The longer-range economic development strategy would expand this coordination to include the identification of employment clusters in the corridor, and the development of programs primarily to retain and expand employers in these clusters.

COUNTY AND LOCAL GENERAL PLANS

Existing city and county general plans in the study area provide for commercial cores and other employment areas to generally balance the residential areas within each jurisdiction. Because they conform to state law, their housing elements call for a range of housing types and prices. As a result, the proposed IRP strategies are generally consistent with existing plans.

Western Riverside Council of Governments: The adopted “Western Riverside Subregional Comprehensive Plan” discusses strategies to improve jobs-housing balance in the subregion by increased economic development to create jobs in the housing rich area. The Plan also proposes
increased public transit (express buses) as a means by which to manage traffic on major corridors such as Interstate 15.

Most recently a growth visioning program sponsored by the Southern California Association of Governments has included southwest Riverside County. The recommended policies in this effort are consistent with I-15 IRP strategies related to housing, economic development, and transportation.

Riverside County Integrated Project: The County of Riverside completed an update of its General Plan last year through development of the Riverside County Integrated Project (RCIP). The RCIP integrated land use, transportation, and environmental goals through a unified vision for Riverside County’s future. The RCIP envisions high capacity transit corridors that link community centers where residential, commercial, office, and industrial development occur.

These communities are separated by rural areas featuring agricultural uses and conservation areas designed to protect multiple natural species within Riverside County. This vision is consistent with strategies developed in the I-15 Interregional Partnership project and includes policies that will promote implementation of the I-15 IRP strategies as development occurs in southwestern Riverside County.

Specifically, the Land Use Element of the County General Plan includes policies that contemplate implementation of the economic development strategies discussed in the I-15 IRP:

L.U. 7.2 Promote and market the development of a variety of stable employment and business uses that provide a diversity of employment opportunities.

L.U. 7.3 Promote the development of focused employment centers rather than inefficient strip commercial development.

L.U. 7.5 Stimulate cooperative arrangements with adjacent cities, counties, regions, and states where programs and projects of mutual benefit can be undertaken.

L.U. 7.10 Locate job centers so they have convenient access to the County’s multimodal transportation facilities.

L.U. 7.12 Improve the relationship and ratio between jobs and housing so that residents have an opportunity to live and work within the County.

Transportation policies adopted in the RCIP and County General Plan also promote the transportation strategies detailed in the I-15 Interregional Partnership report. The Community and Environmental Transportation Acceptability Process (CETAP) focused on major transportation corridors that connect areas within the County as well as connect with other counties. The Interstate 15 Corridor was identified as a major linkage between the Corona/Riverside area through Southwest Riverside County to San Diego County. The Elsinore Area Plan carries policies that will implement transportation strategies included in the I-15 IRP report:

ELAP 11.2 Consider the following regional and community wide transportation options when developing transportation improvements in the Elsinore Area Plan:

a. Construct a new interchange on Interstate 15 at Horsethief Canyon Road, and

b. Develop regional transportation facilities and services (such as high-occupancy vehicle lanes and express bus service), which will encourage the use of public transportation and ridesharing for longer distance trips.
ELAP 11.3 Require each proposed Specific Plan, and major commercial and industrial projects consisting of 20 acres or larger, to be evaluated for the provision of a park-and-ride facility.

In addition, the Southwest Area Plan includes policies for improved circulation in the Temecula and Murrieta areas that contemplates provision of high-occupancy vehicles lanes on high capacity transportation corridors.

Cities in Southwestern Riverside County: The cities of Temecula, Lake Elsinore, and Murrieta have recently updated General Plans that promote the development of employment areas within each city to provide opportunities for residents to find employment closer to their homes. The rapidly growing unincorporated communities, primarily along SR 79 north of Temecula and east of Murrieta, are included in the County Integrated plan, described above.

As shown on Figure 4 (in Chapter 2 of this report), existing general plans cluster urban development within two miles on either side of the Interstate freeways and major state routes. The Cities of Temecula and Murrieta, especially, have reserved significant areas in each city for employment growth.

In 2000, there was a balance of total jobs and total households in Temecula. However, many Temecula residents commuted to technical and government jobs in the San Diego region and many jobs in Temecula, especially service jobs appear to be filled by workers living to the north and east of the City.

In implementing their plans, local planners identify examples of smart growth development. In addition, the City of Temecula has used development fees to build park-and-ride facilities and even to fund transit operations.

SANDAG Regional Comprehensive Plan (RCP): SANDAG has prepared a long-range, comprehensive plan that addresses transportation, housing, economic growth, open space, and the full range of urban issues. The RCP advocates smart growth throughout the San Diego region, with a balance of jobs and housing at the community level as well as the provision of a range of transportation options and increased housing capacity. The IRP strategies are included in the Borders and Housing chapters of the RCP. Implementation of the IRP strategies would aid in the implementation of the RCP and vice versa.

San Diego County Cities in the Northern I-15 Corridor: Escondido, San Marcos, and the northeastern portion of the City of Vista fall within the northern I-15 corridor. Although there have been some amendments, the last major revisions to the general plans for these cities occurred in 1988-1990. In general, these plans call for the incremental expansion of the urban areas, with some redevelopment and intensification of the central areas. The central areas of these communities are located on the proposed Sprinter light rail transit line. In January 2004, SANDAG prepared a report that identified the Sprinter as a potential investment catalyst for smart growth and housing in the northern San Diego region.

County of San Diego General Plan: The unincorporated communities of Fallbrook, Rainbow, Pala-Pauma, and Valley Center also fall within the northern I-15 corridor. The community plans for these areas also are relatively old, and will be updated based on the proposed County General Plan
2020 that has been under preparation over the past several years. In this mountainous area with few public services, nearly all of the land within five miles of I-15 is privately-owned. The primary existing and planned land uses are for agricultural and spaced rural residential development. Central Fallbrook and several small I-15 interchange areas are the only areas planned for urban development.

The draft County General Plan continues to propose rural levels of development, with an urban node of development in Fallbrook. Primarily because of the topography, the I-15 Interregional Partnership did not evaluate the provision of housing in this area which lies closer to San Diego jobs than communities in southwestern Riverside County. The IRP recommendations are consistent with existing plans for the unincorporated areas.

COMMENTS RECEIVED DURING THE OUTREACH PROGRAM

Jobs/housing balance issues and the 23 strategies recommended to mitigate interregional commuting were presented to local jurisdictions, economic development agencies, and transportation committees during an outreach program in April and May 2004. Three major themes were identified

- The concept of smart growth should be incorporated into the interregional strategies. If future congestion is to be minimized, new development should be designed using smart growth principles. Smart growth principles are being proposed in both regions.

- Relative funding priorities for transit and highway projects were suggested. The strategies recommend capacity expansion for alternative forms of transportation – Bus Rapid Transit, vanpools/carpools, and high-speed rail. Transportation project priorities should be established as part of an overall programming process that addresses interregional commuting as one of several project funding issues.

- There is a need for continued monitoring of the strategies that mitigate the interregional commute and advocacy for interregional issues. The IRP proposes the expansion of the existing monitoring activities to measure interregional commuting activities.

Comments on the I-15 IRP findings and strategies are summarized in the following table. The page numbers indicate where changes to the document were made or where existing statements related to the comments are located in the July 23, 2004 Final Report.
### Comments and Responses

<table>
<thead>
<tr>
<th>Comment #</th>
<th>Name/Agency</th>
<th>Comment</th>
<th>Response</th>
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<tbody>
<tr>
<td><strong>Introduction</strong></td>
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<tr>
<td>1</td>
<td>City of San Diego, Planning Department</td>
<td>Balancing jobs and housing in the corridor could lead to greater congestion if Smart Growth principles do not guide new development.</td>
<td>Add statements about the importance of Smart Growth principles. SCAG, WRCOG, and SANDAG have regional programs advocating Smart Growth.</td>
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<td><strong>Findings</strong></td>
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<td>2</td>
<td>County of San Diego</td>
<td>Because freeway interchanges are major travel “pinch points,” interchange improvements may be the most beneficial improvement projects in the I-15 corridor.</td>
<td>Add a statement that the evaluation of freeway interchange improvements is ongoing. Several interchange projects in Temecula and Murrieta are funded. A new interregional strategy is not recommended.</td>
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<td><strong>Interregional Strategies</strong></td>
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<td>3</td>
<td>SANDAG Staff</td>
<td>The potential of future commuting from Imperial County and Baja California, Mexico should be identified.</td>
<td>Add a discussion of existing and potential commuting from Imperial County and Mexico.</td>
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<td>4</td>
<td>City of Del Mar</td>
<td>Transit should be the primary interregional strategy because of the continued high cost of housing in San Diego.</td>
<td>The IRP program does not recommend priorities for the interregional strategies. IRP staff believes that housing, economic development, and transportation strategies will all play a worthwhile role in addressing the interregional commute. The recommended strategies include additional interregional transit service, shuttle systems, transit operator coordination, and transit marketing programs.</td>
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<td>5</td>
<td>San Diego North Economic Development Council</td>
<td>An emphasis should be placed on the timely completion of State Route 76.</td>
<td>See comment above.</td>
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<td>6</td>
<td>County of San Diego</td>
<td>Many of the proposed goals, policies, and strategies have merit and should be explored further, including strategies P1, ED2, H3, T1, T2, T4, T8, and T12.</td>
<td>Supports eight of the recommended IRP strategies (comment only).</td>
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<td>7</td>
<td>City of Perris</td>
<td>Strategy ED1 – Support for greater cooperation between Economic Development agencies in the I-15 corridor.</td>
<td>The description of Strategy ED1 should be revised to clarify the intention of establishing a permanent structure.</td>
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<td>8</td>
<td>City of Temecula, City of San Diego Planning Department</td>
<td>A permanent Economic Development planning structure is needed to link agencies in San Diego and southwestern Riverside County.</td>
<td>The description of Strategy ED1 should be revised to clarify the intention of establishing a permanent structure.</td>
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<td>Interregional Strategies (cont.)</td>
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<td><strong>9</strong></td>
<td>SANDAG Staff</td>
<td>Strategy H1: A short-term housing strategy should be part of the IRP program.</td>
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<td>Strategy H1 (the active implementation of local General Plan Housing Elements) should be reclassified as a short-range strategy. A new strategy regarding Smart Growth Opportunity Areas (SGOA) should be added. Under SANDAG’s adopted Smart Growth principles, SGOS are places that accommodate higher residential densities, or have the potential to accommodate them. A range of areas is identified in the RCP, ranging from Metropolitan Centers with residential densities more than 75 units per acre to rural villages with densities ranging from 10 to 30 units per acre. In addition, Smart Growth areas are also designed to accommodate higher-intensity employment that can be served by interregional transit service.</td>
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<td><strong>10</strong></td>
<td>City of Perris, City of San Jacinto</td>
<td>Strategy T1, T3 &amp; T4 – The current car and vanpool programs appear to be more productive than transit. Should the IRP strategies emphasize vanpool programs?</td>
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<td>Car and vanpool programs have been the most cost-effective way to provide an alternative to interregional, single-occupant automobile commuting in the past. As demand increases, public transit should become more cost-effective.</td>
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<td><strong>11</strong></td>
<td>City of San Diego Planning Department</td>
<td>Strategy T4 – Because the implementation of HOV lane improvements and high-speed rail is many years in the future, near-term Bus Rapid Transit (BRT) and other transit projects should be identified.</td>
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<td>Strategy T14 should be added to describe current plans for the implementation of BRT service in the I-15 corridor in the medium to long range. Interregional BRT service is part of the SANDAG RTP and the RTA transit program. While an initial interregional public transit service has been implemented, the text should state that transit service expansion will occur incrementally over the RTP period when it is cost-effective.</td>
<td></td>
</tr>
<tr>
<td><strong>12</strong></td>
<td>San Diego North Economic Development Council</td>
<td>Strategy T4 – Improved transit services should be provided from the Temecula/Murrieta area to Camp Pendleton.</td>
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<td></td>
<td>This strategy should be expanded to describe current plans for the implementation of BRT service in the I-15 corridor. Interregional BRT service is part of the SANDAG RTP and the RCTC transit program. While an initial interregional public transit service has been implemented, the text should state that transit service expansion will occur over the 20-year RTP period when it is cost-effective.</td>
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<tr>
<td>13</td>
<td>County of San Diego, GP2020</td>
<td>Strategy H1 recommends transportation funding incentives be provided to communities providing a balance of housing. SANDAG’s distribution of these incentives may discriminate against unincorporated areas because of the lower density ranges that are consistent with standards in the unincorporated County.</td>
<td>San Diego County has identified this issue in comments on the draft Regional Comprehensive Plan (RCP) and SANDAG staff is working with County staff on how to resolve this issue. (comment only)</td>
</tr>
<tr>
<td>14</td>
<td>County of San Diego</td>
<td>Strategy H2 recommends fiscal reforms that encourage the construction of housing. Because the County will provide an increasing percentage of the region’s new housing, it is not necessary for the County to adopt fiscal reforms that reduce property tax on residential uses.</td>
<td>Clarify the strategy description, stating that the proposed fiscal reforms to the State tax code would reduce the negative impact of housing on the local jurisdiction tax base. Strategy H2 should benefit housing-rich jurisdictions, like the communities in unincorporated areas.</td>
</tr>
</tbody>
</table>
| 15 | City of Perris | Strategies – The IRP should advocate an expedited development process as an incentive for both housing and economic development. | Identify expedited development processing as a potential incentive in the discussion of strategies H3. Other possible incentives discussed in the draft RCP include:  
- Direct financial incentives, drawn from transportation funding sources as identified in the SANDAG RTP, to encourage mixed land use, affordable housing in key locations and other Smart Growth development principles;  
- Smart Growth planning grants;  
- Transportation infrastructure enhancements including streetscape improvements, community parking, bicycle & pedestrian enhancements, traffic calming, and others;  
- Housing incentives; and  
- Local incentives including reduced parking requirements, capital improvement program priorities and expedited development processing. |
<p>| 16 | County of San Diego | Strategy H4 would require the construction of moderate-cost housing in developments near employment centers. The County can provide the opportunity to build moderate-cost homes, but cannot respond to mandatory requirements to construct such housing. | Strategy H4 would not mandate that the County build moderate-cost housing. It suggests that local jurisdictions should consider modifying development ordinances to require moderate-cost (inclusionary) units in larger housing projects. |
| 17 | San Diego Chamber of Commerce, Transportation Committee | Strategy H4 – Developers should not be required to build moderate-cost housing because current government regulations have increased the cost of housing by restricting its construction. | Strategies H3 and H4 propose ways to facilitate the construction of moderate-cost housing in the San Diego region. Incentives such as easing development regulations may be a part of that program. |
| 18 | County of San Diego, GP2020 | Strategy H5 suggests several ways to mitigate gentrification. The County would prefer to develop these land use-related policies in conjunction with decision-makers, advisory groups, and individual communities. | Strategy H5 proposes that local agencies consider ways to mitigate gentrification with decision-makers, advisory groups, and communities. The programs identified in the report are intended to illustrate ways to address gentrification. |
| 19 | Laurel Nicholson, Candidate for the 66th Assembly District | Strategy T9 - High-speed rail (HSR) should be implemented in less than 10 years. | A 10-year program for implementing HSR is optimistic. Strategy T4 is expanded to provide interim service through Bus Rapid Transit and other programs. |
| 20 | County of San Diego | Strategies T9, T10 &amp; T12 – SANDAG should strongly consider shifting regional transit revenues toward additional freeway improvements. | As requested by the San Diego County Board of Supervisors, SANDAG recently reconsidered reallocating potential TransNet (local transportation sales tax) revenues. The IRP program does not propose funding levels for the recommended interregional strategies. (comment only) |
| 21 | City of Del Mar | Interregional commuters should be taxed to support the needed highway infrastructure. | Freeway expansion is proposed as HOV or Managed Lanes that can be opened to single-occupant vehicles for a fee. |
| 22 | S.D. Chamber of Commerce Transportation Committee | Interregional commuters should be charged highway tolls. | See comment #21. |
| 23 | S.D. North Economic Development Council | Strategy T12 – North of Escondido, two lanes should be added for both northbound and southbound traffic on I-15 to the Riverside County line. | See comment #4 |
| 24 | County of San Diego | Continuing coordination is needed to design and program the appropriate I-15 improvements | Add strategy T13, Coordination of Caltrans and Regional Agency Planning Activities. Caltrans Districts has initiated a cooperative process for planning the corridor. As funding agencies, SANDAG and RCTC participate in this process. |</p>
<table>
<thead>
<tr>
<th>Implementation and Monitoring</th>
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<td><strong>25</strong></td>
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<td><strong>26</strong></td>
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<tr>
<th>Anticipated Outcomes</th>
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| **28** | SANDAG staff | Additional criteria measuring jobs-housing balance should be provided. | The IRP report and monitoring program has been expanded to reflect three measures of balance:  
- Jobs/Worker & Jobs/Household (currently used in the report).  
- Housing Affordability Index (% of resident households or workers that can afford a median-cost home).  
- Commute Trip (Home-to-Work) in time and distance. |
| **29** | County of San Diego | Caltrans, the California high-speed rail authority, and other transit operators need to identify the right-of-way needed for I-15 corridor improvements. | Add an Implementation measure for agencies to identify right-of-way needs as soon as practical in the development process. |
| **30** | County of San Diego | Balancing jobs and housing will not eliminate the need for transportation improvements. | Add a statement that the IRP include 12 transportation strategies. The proposed housing and economic development strategies will not eliminate the need for additional transportation facilities. |
CHAPTER VII: CONCLUSIONS AND RECOMMENDATIONS

The number of workers commuting into the San Diego region from Riverside County and an underlying imbalance of jobs and housing has grown significantly over the last ten years. With the aid of a three-year Jobs/Housing Balance Grant from the California Department of Housing and Community Development, public and private agencies representing southwestern Riverside County and the San Diego region have worked collaboratively to assess the current conditions as well as recommend and implement strategies to improve the balance of jobs and housing throughout the two-county study corridor.

Jobs/housing balance compares the amount of housing and number of jobs within a community, a freestanding city or other geographically defined area. Defining and measuring the appropriate jobs/housing balance is not simple. Achieving the statewide ratio of jobs per housing unit would not consider demographic differences between communities. A more appropriate measure could be jobs per worker. However, this measure does not reflect the types of jobs available in an area or the skills and training of the resident workforce.

In order to address an area’s job/housing balance, a range of factors must be considered. These include an area’s demographic differences from the statewide medians. For example, household size in older communities is often significantly smaller than in developing communities. If an area is truly balanced, the kinds of jobs that are available will match the training of the workers that live nearby. As communities evolve, there will be a shift in the appropriate jobs/housing balance over time.

Long commutes to work are the most obvious symptom of an imbalance of jobs and housing. Based on a 2002 survey of southwestern Riverside County residents, the typical worker commuting into San Diego spends an average of more than two hours traveling between home and work. In comparison, a 2001 survey by the National Board of Realtors reported an average commute of 47 minutes per day, about 24 minutes each way. According to this national survey, only 18 percent of commuters spend more than a total of 60 minutes going between home and work each day.

In the San Diego region, increased housing prices have made workers willing to drive longer distances over the foothills to less expensive, single-family homes in Riverside County. Similar commutes have developed between the San Francisco Bay area and the San Joaquin Valley as well as in metropolitan areas in most regions of the country. Nevertheless, about 40 percent of the I-15 interregional commuters travel only as far as Escondido, Camp Pendleton, San Marcos, or the Palomar Airport Road industrial area in Carlsbad.

SUMMARY OF CONCLUSIONS

Employment opportunities in the San Diego region during the 1990s grew at a rate nearly double the rate of housing in the region. In contrast, housing grew at a rate faster than employment in southwestern Riverside County. Because of the relative shortage of housing in San Diego, the price of housing increased faster than the region’s median family income. The resulting growth of commuters coming into San Diego prompted elected officials in Riverside and San Diego counties to form the I-15 Interregional Partnership.
EXISTING CONDITIONS

Data on the existing conditions in the I-15 corridor was compiled from a home-based telephone survey conducted during the summer of 2002, as well as the regional data bases maintained by SCAG, WRCOG and SANDAG. Based on the 2002 telephone survey of Riverside County residents, it is estimated that approximately 29,000 commuters traveled from their homes in southwestern Riverside County to jobs in the San Diego Region. This was nearly a 400 percent increase over the 12-year period since the 1990 Census.

Of those commuting into San Diego County, nearly 90 percent live in single-family homes. In comparison, just over half of all residents of the San Diego live in single-family homes. Similarly, a very high percentage of commuters from Riverside County own their own homes. When compared with their neighbors who work in Riverside County, the I-15 corridor commuters are more likely to be employed in high-tech, computer, internet, and ‘other’ industries. About 20 percent are public employees, about one-third of these are in the military.

The median commuting distance for the Interregional commuters surveyed is 52 miles each way; more than 100 miles each day. As summarized above, these workers spend 60 minutes commuting each morning and 70 minutes returning home in the evening. About 85 percent drive alone. Based on the survey, more than half (58 percent) of these workers continue their commute on I-15 south of Escondido. Passing Lake Hodges in the morning peak hour, interregional commuters from Riverside County are estimated to account for approximately one lane of traffic along this stretch of the I-15 freeway.

POTENTIAL CHANGES

History would indicate that conditions will eventually move toward a balance. In the longer range, jobs and housing tend to balance out. Especially in housing rich areas like southwestern Riverside County, employment growth will likely grow to better balance the type and number of workers living in the area. For example, Orange County has grown from residential commuter area in the 1950s to a job-rich area that needs to import workers today. In the longer run, San Diego’s Sorrento Mesa and other current job rich areas may lose employment. Many of the older manufacturing areas of the northeastern United States lost jobs in the second half of the twentieth century; many aerospace industrial centers in Los Angeles lost jobs in the 1990s.

There are strategies that government agencies and economic development advocate groups can use to improve jobs/housing balance and to mitigate the adverse effects of the existing imbalance. The focus of these strategies needs to be improving accessibility of jobs from those communities where employees can afford to live. The cost and types of housing in areas can affect the jobs/housing balance. Without new requirements or subsidies, it is not likely that single family residences will be built in San Diego for moderate income families.

History has shown that jobs will grow where there is an available, skilled workforce. Nevertheless, the availability of appropriate worker housing appears to play a minor role in the relocation or expansion of an employer. The availability of transportation, suppliers, support businesses, customers, and other factors play significant roles when companies decide where to locate. While assuring adequate transportation facilities, the focus of future IRP activities will be to increase
technical and management jobs in southwestern Riverside County and moderate cost housing in the San Diego region.

EXISTING INTERREGIONAL PROGRAMS

At its early meetings, the I-15 Interregional Partnership (IRP) Policy Committee asked for the identification of strategies that could be implemented immediately to mitigate the impacts of the long-distance commute on I-15. In early 2003, the IRP approved eight short range transportation strategies. These strategies primarily involved the interregional coordination of existing transit, rideshare and employer incentive programs. Over the next year, the IRP identified a short-range economic development, a housing strategy and two program strategies for immediate implementation.

COORDINATE TRANSIT, RIDESHARING, AND EMPLOYER-BASED INCENTIVE PROGRAMS

Strategy T1 - Interregional Coordination of Vanpool and Carpool Programs: RCTC is responsible for management of the rideshare program in Riverside County; SANDAG is responsible for this program in the San Diego region. Rideshare programs primarily provide services to residents commuting from home to work on a regular basis. These services include the operation of vanpool programs, carpool participant matching, a guaranteed ride home program, and the distribution of transit information.

This strategy involves SANDAG and RCTC working together to develop ways to promote and serve interregional commuters more efficiently with the ultimate goal of increasing the number of commuters who carpool, vanpool and buspool. As demand for alternate commuting options develops from this group of commuters, it may be more efficient to transition from traditional-sized vans to larger vehicles with the intent of creating buspools.

Strategy T2 - Expand Park-and-Ride Lots and Improve Rideshare Information Signage: Coordinate the implementation of Park-and-Ride lots along the I-15 Corridor with the expansion of carpool, vanpool, and public transit services. Developing secure, maintained and well-identified locations will help encourage ride sharing and will serve as collection points for current vanpool and any future bus service along the corridor.

Strategy T3 - Joint Outreach and Marketing for Transit, Vanpool and Ridesharing Programs: Several agencies are involved in promoting alternative modes of transportation along the I-15 Corridor. SANDAG and RCTC provide carpool and vanpool services, the Riverside Transit Agency (RTA) will initiate commuter express bus service beginning in 2003, and Caltrans provides support for these services through its Park-and-Ride lot program. This strategy proposes that these agencies (and other interested agencies) consider the effectiveness of joint marketing programs targeting drive-alone commuters along the I-15 Corridor, and if beneficial, to develop such programs.

Strategy T4 - Implement Interregional Public Transit Commuter Services: Interregional transit commuter services will connect residential areas in southwestern Riverside County to employment centers in the San Diego region where a significant percentage of these I-15 commuters work. In this strategy, residential pick up points will primarily be located at transit centers, and park-n-ride lots or locations where relatively secure parking is available.

Expansion of interregional transit services will occur in both the short- and long-term. The implementation of this strategy has already begun, with service currently offered by Riverside Transit Agency. While this strategy deals with the implementation of interregional public transit
services, existing for-profit transit service is also provided by a private operator in the I-15 Corridor. Coordination between public and private sector operators is called for under Strategy T7.

Strategy T5 - Collaboration among Transit Providers: Transit service is relatively new in the study area with the oldest services provided in the historic heart of the agricultural valleys, such as Escondido, since the middle part of the 20th century. All areas are now covered by transit agencies and receive state funding that can be used for transit service.

As the agencies initiate commuter services both into and out of the San Diego region, coordination of transit services becomes more important. Interregional transit stops should be located near major transit distribution points or transit centers. Coordination between public and private transit service providers is also encouraged.

Strategies T6, T7 & T8 - Develop Employer Incentives Program: While public transportation agencies can encourage or advocate these types of strategies, employers must initiate, support and promote them. Funding for commuter benefits can be borne entirely by the employer, by the commuter or by a combination the two. These strategies must be adopted and implemented by public- and private-sector employers.

Advocate for Employer-Subsidized Transit Passes (T6): Employers rarely subsidize their workers use of transit even when they subsidize automobile commuting through free employee parking. Subsidized transit passes encourage transit use and often reduce employer costs for providing worker parking.

Encourage the Adoption of Alternative Work Schedules (T7): Alternative work schedules enable employees to avoid peak commute periods by shifting the time of travel before or after rush hour periods, or by avoiding commuting altogether one or more day a week.

Encourage Telework (T8): Teleworking reduces the number of work trips that an employee makes to the office. In some instances, when an employee can work at home for part of the work day, teleworking can shift an employee's commute out of the peak morning or evening peak commute period.

COORDINATE ECONOMIC DEVELOPMENT ACTIVITIES IN SOUTHWESTERN RIVERSIDE COUNTY AND IN THE TWO-REGION AREA

Strategy ED1 - Facilitate Greater Collaboration between Regional Economic Development Agencies: ED1 proposes a short range economic development strategy that focuses initially on better collaboration among the various economic development agencies in southwestern Riverside County. Subsequently, coordination will be pursued between the southwestern Riverside County agencies and similar agencies in the San Diego region. The long range economic development strategy (ED2) regarding economic clusters will evolve from the coordination efforts initiated in ED1.

INTERREGIONAL PROGRAM ACTIVITIES

Two interregional program strategies have been proposed to address the need to support and sponsor legislation that provides incentives for jobs/housing balance programs and to actively engage in community outreach activities.
Strategy P1 - Support/Sponsor Legislation that Provides Incentives for Jobs/Housing Balance Programs: This strategy would involve advocating and supporting legislation that provides incentives for jobs/housing balance programs. Additionally, the I-15 IRP could choose to sponsor program specific legislation.

Strategy P2: Actively Engage in Community Outreach: This strategy would involve using presentations, informational handouts and reports to promote awareness of the I-15 IRP and its programs to improve the jobs/housing balance in the area. The Partnership would create an outreach toolkit that could be used by SANDAG Staff, WRCOG Staff, and members of the Technical Working Group to better inform local citizens about the efforts of the IRP.

The IRP would develop toolkits to aid in addressing two areas for outreach: promoting business and employment in housing rich areas and promoting alternative housing opportunities in job rich areas.

RECOMMENDED LONG-RANGE STRATEGIES

In the longer range, the short range strategies identified above would continue and, especially in the case of transit and transportation alternatives, increase in funding and activity. The Long range actions again focus on jobs in Riverside County, housing in the San Diego region and improvements to alternative types of transportation.

INCREASE MANAGEMENT AND TECHNICAL JOBS IN SOUTHWESTERN RIVERSIDE COUNTY

Strategy ED2 - Improve Job Growth through New Employment Opportunities in the Cluster Industries that Drive the Bi-regional Economies: One way to address the relationship between the two regions is to foster the development of employment clusters. These clusters are not constrained by political boundaries. Firms purchase goods and services from the company that best meets their needs. Proximity is one aspect firms consider when making a business decision; creating a relationship with a company within an hour travel time is preferable to working with a company more than a day of travel away. The common boundary presents our two regions with an opportunity to coordinate efforts to achieve a mutually beneficial outcome.

Enhancing the cluster-related infrastructure of our two county area will improve overall economic performance on both sides of the county line. For example, improving and developing high quality research institutions, a stronger presence of complementary businesses, and appropriate skills and training programs all contribute to a strong regional economy. Furthermore, developing jobs and a local labor force capable of working in them will help the Interregional Partnership address the jobs/housing imbalance and raise our residents' standard of living.
INCREASE MODERATE-COST HOUSING IN SAN DIEGO COUNTY

Strategy H1 - Provide a Range of Housing Affordability and Housing Types in All Communities: California state housing law promotes planning and implementation of balanced communities within the State, which include a balance of housing types and housing costs as well as a balance of housing and employment. In areas with many employment opportunities, the provision of a full range of housing affordable to workers of all income levels, from management to service workers, is especially important.

Strategy H2 - Implement Fiscal Reforms to Encourage the Construction of Moderate and Low income Family Housing Near Employment Centers: This Strategy would build on the SANDAG initiative to restructure state and local tax policy to provide an “incentive” for local governments to encourage the development of residential uses within their boundaries. It would support proposals sponsored by the League of California Cities and other organizations (including SANDAG) which promote the creation of this type of incentive. Strategy H2 would reduce the reliance of local jurisdictions on the local-portion of the sales tax to support local services and programs.

Strategy H3 - Provide Incentives for the Construction of Moderate Cost Family Housing Near Employment Centers: The largest group of San Diego workers living in southwestern Riverside County is made up of moderate income families, which often include children. This group appears to value home ownership, single family homes and good schools so highly that they are willing to make a significantly longer-than-normal commute to work in order to have them.

Strategy H3 seeks to provide additional new single family homes in the moderate cost range, generally slightly under $300,000. While many new condominiums are priced in this moderate cost range, very few new single family homes are available in the San Diego region for less than $300,000. The cost of single family homes in the San Diego region could be reduced using incentives in the following ways:

1. Provide increases in housing density in urbanized areas by implementing the existing state density bonus law. State law allows a 25 percent density bonus if 20 percent of a project is built as moderate income condominiums.
2. Streamline permitting process for mixed use and residential development in areas near employment centers.
3. Implement a Location-Efficient Mortgage (LEM) program.
4. Implement employer-assisted housing programs.
5. Develop a subsidy program(s) to assist in both housing rehabilitation and in the development of community infrastructure, especially schools.

Strategy H4 - Require the Construction of Moderate Cost Family Housing Near Employment Centers: As noted in Strategy H3, the largest group of I-15 Interregional commuters is the primary wage earners of moderate income families, often with children. While H3 attempts to increase moderate cost family housing in the San Diego region using incentives, Strategy H4 would achieve the same objectives through development requirements. Strategy H4 would:

1. Reduce the cost of single family homes by requiring that some portion of housing projects include the construction of smaller, less expensive, starter homes.
2. Implement inclusionary housing programs for new residential developments in areas near employment centers aimed at moderate income households.

3. Develop a subsidy program(s) to assist in both housing rehabilitation and in the development of community infrastructure, especially schools. Subsidies should not depend on developer contributions, alone. A subsidy program could be structured as either an incentive or a requirement.

Strategy H5 - Encourage Infill Family Housing in Older Residential Neighborhoods: Older residential neighborhoods, including those built into the early 1980s, are often located near existing and growing major employment centers. These older communities can help provide access to employment in two ways. First, if revitalized, these neighborhoods can continue to provide moderate-cost, single-family housing. In addition, their obsolescent commercial areas may be potential locations for infill development.

**IMPROVE ALTERNATIVE TRANSPORTATION FACILITIES AND SERVICES**

Strategy T9 - Support High Speed Rail Transit Service in the I-15 Corridor: The State legislature created the California High Speed Rail Authority (CHSRA) to design, finance, build and operate a high-speed passenger rail system to connect California’s major urban areas. The initial segment connects the San Francisco Bay Area with Los Angeles Union Station. Beyond the year 2010, high speed rail service would be extended north to Sacramento and south to San Diego. Based on studies completed by the CHSRA, the preferred route for high speed rail service from LAUS to San Diego would be through Riverside County and then south on I-15.

The SCAG long-range transportation plan also includes a high speed rail service providing both passenger and limited freight service in identified corridors. The primary corridor identified by SCAG connects the Los Angeles International Airport (LAX) with downtown Los Angeles. Several Maglev system extensions are identified. One future corridor would connect east into Riverside County, and could be extended south into the San Diego region.

Strategy T10 - Implement Transit Shuttle Services to Interregional Transit: Interregional Commuter Transit Services is a short range strategy (T8) previously approved by the IRP Policy Committee. Interregional services would operate primarily on the freeway system, connecting relatively distant residential areas with employment centers. Interregional commuter routes can be designed to pick up some of their riders near their homes and distribute them to their job sites. In most cases, local transit shuttle services would be needed to collect interregional commuters from their residences and deliver them to work. While some shuttle services already exist in the I-15 corridor, more will be implemented in the near term.

Strategy T11 - Preserve Transportation Rights-of-Way and Implement Priority Measures through the Development Process: Land use and transportation public agencies prepare long-range facilities plans to serve their jurisdiction for the next 20 years. Although the precise locations of facilities may not have been identified in an environmental process, appropriate rights-of-way can be preserved through the development process. However, this process should include an environmental analysis. An example of this Strategy is the preservation of a right-of-way for SR 125 South in the Otay Ranch area of San Diego County.
Strategy T12 - Implement the I-15 High Occupancy Vehicle (HOV) System: An HOV system carpool lanes can move interregional commuters efficiently through what will eventually become congested freeway traffic between Southwest Riverside County and Escondido along I-15. The HOV facilities would be used by Bus Rapid Transit and other commuter transit services. As is currently the case on I-15 south of Escondido, single-occupant vehicles can be permitted to use these lanes for a fee if sufficient capacity exists.

Strategy T13: Coordinate Caltrans/Regional Agency Transportation Planning in the I-15 Corridor: Because I-15 crosses between transportation planning and funding areas at the County boundary as well as Caltrans Districts, better cooperative planning is essential. Caltrans has initiated a cooperative I-15 County Line Study to identify and assess short-, mid- and long-term transportation issues in the county line section of I-15 as a result of the I-15 IRP. The process should be formalized and continued and the metropolitan transportation planning and funding agencies - SCAG, RCTC, and SANDAG – should be involved in this cooperative planning process.

Strategy T-14: Expand Interregional Commuter Transit Service by Developing a Bus Rapid Transit Network: While interregional transit services are available in the corridor, these services should be expanded over time to attract new riders and provide alternatives in the corridor. This expansion should use Bus Rapid Transit (BRT) concepts. BRT concepts include priority treatment of buses in congested areas with signal preemption systems and exclusive bus lanes where needed to maintain bus speeds. Over time, the BRT concept will expand to provide frequent, day-long service in the corridor. The use of BRT in the I-15 corridor is consistent with both the SANDAG transit plan and the RTA 10-year transit concept plan.

PROGRAM OUTCOMES

Even with the most aggressive implementation of the Interregional strategies, commuting from southwestern Riverside County into the San Diego region will increase. Under existing plans, interregional commuting can be expected to triple. If smart growth is actively pursued in both regions, more than 95 percent of the households attracted by the growth of San Diego jobs would be accommodated within the San Diego region. Without smart growth policies, interregional commuting could triple. While a forecast is not yet available, the implementation of the recommended economic development strategies will help speed the development of appropriate jobs in southwestern Riverside County.

MONITORING PLAN

Primarily through the ongoing activities of Caltrans and the regional planning agencies (SCAG, WRCOG, and SANDAG), the Interregional Partnership will monitor the implementation of the Interregional strategies that are approved as part of this study. The following process parallels SANDAG’s conceptual monitoring program for the San Diego Regional Comprehensive Plan (RCP).

MONITORING STRATEGY IMPLEMENTATION

Strategy Implementation measures are actions that an agency must take to implement an interregional strategy. An example of implementation measures would be the revision of a

APPENDIX A

STRATEGY EVALUATION MATRIX

In evaluating potential strategies to address jobs-housing balance, the Interregional Partnership Technical Working Groups (TWG) used a comparative matrix. The criteria on this matrix are:

a. Strategy Objective  
b. Implementing Agency  
c. Support Agencies  
d. Impact on I-15 Congestion  
e. Current Project  
f. Current Funding  
g. Alternative Funding  
h. Implementation Time Frame  
i. Consistent with Existing Plans and Programs  
j. Ease of Implementation  
k. Political Support  
l. Conclusion

Initially, the TWG anticipated that the criteria would be displayed on a one- or two-page table, with the cells filled with a yes/no or relative weight score. However, as the evaluation proceeded, the criteria required more complex responses. As a result, the evaluation criteria for each strategy was displayed on a separate page. This Appendix provides an expanded matrix for the strategies that were evaluated.

The eight initial short-term transportation strategies are not part of this evaluation. They were adopted by the I-15 IRP Policy Committee prior to the preparation of the evaluation matrix. The following strategies were evaluated using this matrix:

PROGRAM STRATEGIES

Strategy P1: Support/Sponsor Legislation that Addresses Jobs/Housing Balance  
Strategy P2: Actively Engage in Community Outreach

ECONOMIC DEVELOPMENT STRATEGIES

Strategy ED1: Facilitate Greater Collaboration between Regional Economic Development Entities  
Strategy ED2: Improve Job Growth through the Promotion of New Employment Opportunities in the Cluster Industries that Drive the Bi-regional Economies

HOUSING STRATEGIES

Strategy H1: Provide a Range of Housing Affordability and Housing Types in All Communities  
Strategy H2: Support Fiscal Reform to Encourage Housing Construction  
Strategy H3: Provide Incentives for the Construction of Moderate Cost Family Housing Near Employment Centers  
Strategy H4: Require the Construction of Moderate Cost Family Housing in New Development Near Employment Centers  
Strategy H5: Encourage Infill Development in Older Residential Neighborhoods
TRANSPORTATION STRATEGIES

Strategy T1 through T8: Not included - Approved prior to this evaluation
Strategy T9: Support High Speed Rail Transit Service in the I-15 Corridor
Strategy T10: Implement Transit Shuttle Services to Interregional Transit
Strategy T11: Preserve Transportation Rights-of-Way and Implement Priority Measures through the Development Process
Strategy T12: Implement the I-15 High Occupancy Vehicle (HOV) System

STRATEGIES ELIMINATED FROM FURTHER CONSIDERATION

Former Strategy JH3: Create Coordinated Funding Group
Former Strategy ED2: Web site Linking I-15 Commuters with Jobs in Housing-Rich Areas
Former Strategy ED3: Map Broadband Service Coverage Areas
Former Strategy ED4: Locate Back Office Operations in Housing-Rich Areas
Former Strategy T4: Reduce Required Parking
### Strategy P1 - Support Legislation that Provides Incentives for Jobs/Housing Balance Programs

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<tr>
<th><strong>Objective:</strong></th>
<th>This strategy would involve advocating and supporting legislation that provides incentives for programs to improve the intraregional balance jobs and housing.</th>
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<tbody>
<tr>
<td><strong>Implementing Agency</strong></td>
<td>SANDAG and WRCOG</td>
</tr>
<tr>
<td><strong>Impact on I-15 Congestion</strong></td>
<td>This strategy would create support legislation that would work to improve jobs/housing balance in the region.</td>
</tr>
<tr>
<td><strong>Current Project</strong></td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>Current Funding</strong></td>
<td>The implementation of this strategy can be covered by the existing SANDAG and WRCOG legislation review function.</td>
</tr>
<tr>
<td><strong>Alternative Funding</strong></td>
<td>Not necessary</td>
</tr>
<tr>
<td><strong>Implementation Time Frame</strong></td>
<td>The implementation of this strategy is ongoing by WRCOG and SANDAG. This strategy would provide additional political support for legislation that would help to create a better interregional Jobs/Housing Balance.</td>
</tr>
<tr>
<td><strong>Consistent with Existing Plans and Programs</strong></td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Ease of Implementation</strong></td>
<td>Easy; the basic legislative programs are in place.</td>
</tr>
<tr>
<td><strong>Political Support</strong></td>
<td>Initial comments during the I-15 IRP Policy Committee discussion on this strategy have been positive.</td>
</tr>
<tr>
<td><strong>Conclusion</strong></td>
<td>WRCOG and SANDAG should continue to identify and analyze proposed legislation that can provide incentives/funding for job/housing balance programs. As needed, WRCOG and SANDAG can work with local jurisdictions throughout southwestern Riverside County and San Diego County to develop regional consensus and support for significant legislations. In some cases, the IRP agencies may develop legislation to address specific needs identified in the IRP process.</td>
</tr>
</tbody>
</table>
Strategy P2 - Actively Engage in Community Outreach

Objective: The purpose of this strategy is to educate the community, agencies, and stakeholders about the IRP and the current jobs/housing imbalance, so that a wider range of entities will support jobs/housing programs. Currently the IRP I-15 staffs are engaging numerous agencies to participate in the project. As an ongoing activity, this strategy should be identified as a short-range program. It is an integral factor for the successful implementation of the other IRP strategies.


Impact on I-15 Congestion – The strategy is to engage the community, agencies, and stakeholders to be a part of the strategies that will reduce the impact of jobs/housing imbalance.

Current Project – Ongoing

Current Funding – Through the State IRP grant, SANDAG/WRCOG staff have conducted outreach contact with various agencies and through community forums in the preparation of the I-15 IRP strategies.

Alternative Funding – Not necessary

Implementation Time Frame – Ongoing

Consistent with Existing Plans and Programs - Yes

Ease of Implementation – Depends on the scope of the outreach which will be defined in the implementation plan.

Political Support – The Policy Advisory Committee has encouraged outreach activities. Outreach presentations have been favorably received, although there is significant comment on congestion growth.

Conclusion - By reaching out to the community, agencies, and stakeholders, the implementation of strategies adopted by the I-15 IRP would be supported by the public and may induce the continuation of efforts to create the jobs/housing balance in the region. An outreach program can help gauge public and political support for different strategies, ensuring the approval of the most appropriate solutions to problems in the corridor.
**Strategy ED1 - Facilitate Greater Collaboration between Regional Economic Development Agencies**

<table>
<thead>
<tr>
<th>Objective: Greater coordination and collaboration between Economic Development Agencies from both regions would better serve the interest of both southwestern Riverside and San Diego. The IRP can provide a forum where economic development agencies can meet to coordinate regional economic development programs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementing Agency – WRCOG (if approved by the Technical Advisory Committee and WRCOG Executive Board) or an Independent consortium of Economic Development agencies. Initially this collaboration could be organized by creating a WRCOG Economic Development Technical Advisory Committee (ED TAC) that will meet on regular basis. Some of the goals of this committee would be to coordinate efforts to bring business retention and attraction and work with neighboring agencies to improve job distribution. Other organizational options are possible. A similar coordinating agency may be needed in the San Diego region as well. In addition, collaboration between the agencies in both regions would also be of benefit.</td>
</tr>
<tr>
<td>Support Agencies – WRCOG member jurisdictions, Economic Development Corporation of Southwest Riverside County, Economic Development Agency of the County of Riverside, Southwest Riverside County Economic Alliance, Valley Economic Development Corporation, Local Chambers of Commerce, and Inland Empire Economic Partnership Foundation</td>
</tr>
<tr>
<td>Impact on I-15 Congestion – Greater collaboration will make the implementation of Long-Term Economic Development Strategies more feasible. This would potentially reduce the I-15 congestion in the long-term.</td>
</tr>
<tr>
<td>Current Project – No existing interregional economic development forum currently exists.</td>
</tr>
<tr>
<td>Current Funding – Current funding is supported by the I-15 IRP funding up to June 2004.</td>
</tr>
<tr>
<td>Alternative Funding – A funding mechanism would need to be identified to support the continuation of the ED TAC.</td>
</tr>
<tr>
<td>Implementation Time Frame – IRP staff presented the idea of creating an ED TAC to the WRCOG Technical Advisory Committee meeting in November 2003. The related agencies held a kick-off meeting to discuss the possible regional economic development programs, appointment of a chair from one of the economic development agency participants, and to decide the regular meeting time and place. This meeting included all economic development entities in WRCOG region.</td>
</tr>
<tr>
<td>Consistent with Existing Plans and Programs – At the present time, there are no plans or programs that foster partnership among Economic Development agencies within the southwestern Riverside County.</td>
</tr>
<tr>
<td>Ease of Implementation – The implementation of this strategy will depend on interest and participation of economic development agencies.</td>
</tr>
<tr>
<td>Political Support – Unknown.</td>
</tr>
<tr>
<td>Conclusion -Identifying and implementing long-term economic development strategies would increase by having greater collaboration between regional economic development agencies. Other than getting approval to form the ED TAC from WRCOG governing bodies, gathering commitments to meet on a regular basis is a key success of this strategy.</td>
</tr>
</tbody>
</table>
Strategy ED2 - Improve Job Growth through the Promotion of New Employment Opportunities in the Cluster Industries that Drive the Bi-regional Economies

| Objective: | Encourage the expansion and retention of inter-related “cluster” employment in the San Diego/Southwestern Riverside area. |
| Implementing Agency - | SANDAG and WRCOG through the I-15 Interregional Partnership. |
| Impact on I-15 Congestion - | Moderate. Employment cluster job programs will primarily moderate the growth of interregional commuting through a better distribution of jobs in the two regions. Most impacts would occur in the future. |
| Current Project - | SANDAG’s Economic Prosperity Element builds on the clusters which exist in San Diego. There is no existing bi-regional program, although both regions support economic development agencies. |
| Current Funding - | SANDAG uses program funding to implement its Economic Prosperity strategy. Both public and private sector funds support the Existing economic Development agencies. |
| Alternative Funding - | A funding mechanism would need to be identified to plan, develop, and maintain the job cluster promotion program. SANDAG and WRCOG have applied for State funding to pursue the identification of clusters and the preparation of the related job program in Fiscal Year 2005. |
| Implementation Time Frame - | If the strategy is approved by the I-15 IRP Policy Committee, IRP Staff can initiate discussions toward identifying the bi-regional clusters. If funded by the State, the identification of clusters and preparation of the program could be accomplished by the end of calendar year 2005. |
| Consistent with Existing Plans and Programs - | This strategy is consistent with both the San Diego and Riverside economic development programs. |
| Ease of Implementation - | The implementation of economic development strategies require significant cooperation and coordination between agencies. |
| Political Support - | Based on the discussion of the I-15 IRP Policy Committee and Technical Working Group, there is political support for the promotion of bi-regional employment clusters. |
| Conclusion - | This strategy benefits both regions and has the potential to reduce future travel. It should be actively pursued. |
## Strategy H1 - Provide a Range of Housing

<table>
<thead>
<tr>
<th><strong>Strategy Objective</strong></th>
<th>Provide a range of housing in all areas so that employees working in any area of San Diego and southwestern Riverside Counties can locate appropriate housing within a reasonable commute time and distance of their job.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Implementing Agency</strong></td>
<td>Local jurisdictions, California Department of Housing &amp; Community Development (HCD)</td>
</tr>
<tr>
<td><strong>Support Agencies</strong></td>
<td>SCAG, SANDAG</td>
</tr>
<tr>
<td><strong>Impact on I-15 Congestion</strong></td>
<td>Moderate</td>
</tr>
<tr>
<td><strong>Current Project</strong></td>
<td>State-mandated housing elements have a similar objective of providing a range of housing for all income levels in all areas.</td>
</tr>
<tr>
<td><strong>Current Funding</strong></td>
<td>State and federal housing subsidy programs; inclusionary housing requirements for housing affordable to lower income households</td>
</tr>
<tr>
<td><strong>Alternative Funding</strong></td>
<td>Commercial/Industrial Linkage Fees</td>
</tr>
<tr>
<td><strong>Implementation Time Frame</strong></td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>Consistent with Existing Plans and Programs</strong></td>
<td>Reinforces housing element requirements.</td>
</tr>
<tr>
<td><strong>Ease of Implementation</strong></td>
<td>Adequate funding for lower-income housing and multiple family zoned sites is difficult to achieve</td>
</tr>
<tr>
<td><strong>Political Support</strong></td>
<td>Community groups often oppose the construction of lower-income housing and higher density housing in neighborhoods.</td>
</tr>
<tr>
<td><strong>Conclusion</strong></td>
<td>The successful implementation of California Housing Element Law would continue to implement this Strategy. The IRP should support existing housing programs and policies.</td>
</tr>
</tbody>
</table>
**Strategy H2 – Fiscal Reform to Encourage Housing Construction**

| Strategy Objective – Because of the existing tax structure in California, residential uses do not pay for the cost of the local services these units require. Therefore, cities tend to discourage the construction of housing in their jurisdiction. Fiscal reform could provide an incentive to local jurisdictions that encourage new housing in their general plans and other policies. At a minimum, housing construction should be revenue-neutral for local jurisdictions. |
| Implementing Agency – State Legislature and Governor |
| Support Agencies – SCAG, SANDAG, WRCOG, Cities, Counties, School Districts, Transportation agencies |
| Impact on I-15 Congestion – Moderate, depending on the amount of low- and moderate-cost housing that would be built near existing employment sites. |
| Current Project – SANDAG and several statewide organizations have proposals for fiscal reforms that would encourage the construction of housing by reducing the revenue shortfall for housing caused by the current system. |
| Current Funding – Regional agencies and statewide advocacy organizations |
| Alternative Funding – None |
| Implementation Time Frame – Ongoing |
| Consistent with Existing Plans and Programs – The objective of the strategy is changes in general, or community plans to permit additional, moderate-cost housing. |
| Ease of Implementation – State legislative change for funding programs is especially difficult. |
| Political Support - Yes, however, jurisdictions with large amounts of nonresidential uses and other advocacy groups often oppose statewide fiscal reform. |
| Conclusion – SANDAG, other agencies, and statewide advocacy organizations will continue to advocate for fiscal reform. The Interregional Partnership should support and monitor these efforts. |
## Strategy H3 – Moderate-Cost Housing Incentives

<table>
<thead>
<tr>
<th>Strategy Objective</th>
<th>Provide moderate-cost housing near employment areas.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementing Agency</td>
<td>Local jurisdictions and business/government consortia</td>
</tr>
<tr>
<td>Support Agencies</td>
<td>SCAG, SANDAG, WRCOG, and other agencies/organizations to be determined.</td>
</tr>
<tr>
<td>Impact on I-15 Congestion</td>
<td>Moderate to high over the long-term.</td>
</tr>
<tr>
<td>Current Project</td>
<td>The need for moderate-cost “workforce” housing has been discussed at the national, state, and regional level in San Diego. Housing element law requires that jurisdictions identify sites for moderate-income housing.</td>
</tr>
<tr>
<td>Current Funding</td>
<td>Some existing housing subsidy programs can subsidize moderate-cost housing, however funding is normally directed to low- and low-to-moderate-cost housing – generally considered areas of greater need.</td>
</tr>
<tr>
<td>Alternative Funding</td>
<td>Commercial/industrial linkage fees, housing trust funds. Additional set-aside from redevelopment tax increment funds.</td>
</tr>
<tr>
<td>Implementation Time Frame</td>
<td>A relatively long period is often required to conceptualize, adopt, and implement a new program. Discussion of programs for moderate-income housing has begun at several levels.</td>
</tr>
<tr>
<td>Consistent with Existing Plans and Programs</td>
<td>Implementation of this moderate-cost housing strategy will often require changes in existing land use plans and housing programs.</td>
</tr>
<tr>
<td>Ease of Implementation</td>
<td>Expanding moderate-cost housing programs would be complex and difficult. High land costs in the San Diego region contribute significantly to the lack of moderate-income housing.</td>
</tr>
<tr>
<td>Political Support</td>
<td>Based on recent conferences and workshops, support for expanded moderate-cost housing programs is strong, especially from employer organizations and economic development agencies. Developers may oppose unfunded inclusionary housing requirements.</td>
</tr>
<tr>
<td>Conclusion</td>
<td>The I-15 IRP Existing Conditions report identified moderate-income families as the predominant group of individuals living in southwestern Riverside County and commuting into San Diego. This strategy specifically responds to the needs of this demographic group, and should be aggressively pursued.</td>
</tr>
</tbody>
</table>
## Strategy H4 – Moderate-Cost Housing Requirements

<table>
<thead>
<tr>
<th>Strategy Objective</th>
<th>Provide moderate-cost housing near employment areas.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementing Agency</td>
<td>Local jurisdictions and residential/commercial developers</td>
</tr>
<tr>
<td>Support Agencies</td>
<td>SCAG, SANDAG, WRCOG, and other agencies/organizations to be determined.</td>
</tr>
<tr>
<td>Impact on I-15 Congestion</td>
<td>Moderate to high over the long-term.</td>
</tr>
<tr>
<td>Current Project</td>
<td>The need for moderate-cost “workforce” housing has been discussed at the national, state and regional level in San Diego. Housing element law requires that jurisdictions identify sites for moderate-income housing.</td>
</tr>
<tr>
<td>Current Funding</td>
<td>Current California housing law requires the provision of a range of housing in all jurisdictions and existing programs can subsidize moderate-cost housing. Local requirements are not often used.</td>
</tr>
<tr>
<td>Alternative Funding</td>
<td>Developer support through inclusionary housing requirement. In-kind funding could be achieved through making smaller family units, potentially at higher densities a mandatory part of development program requirements.</td>
</tr>
<tr>
<td>Implementation Time Frame</td>
<td>A relatively long period is often required to conceptualize, adopt, and implement a new program. Discussion of programs for moderate-income housing has begun at several levels.</td>
</tr>
<tr>
<td>Consistent with Existing Plans and Programs</td>
<td>Implementation of this moderate-cost housing strategy will often require changes in existing land use plans and housing programs.</td>
</tr>
<tr>
<td>Ease of Implementation</td>
<td>Expanding moderate-cost housing programs would be complex.</td>
</tr>
<tr>
<td>Political Support</td>
<td>Based on recent conferences and workshops, support for expanded moderate-cost housing programs is strong, especially from employer organizations and economic development agencies. Developers may oppose unfunded inclusionary housing requirements.</td>
</tr>
<tr>
<td>Conclusion</td>
<td>The I-15 IRP Existing Conditions report identified moderate-income families as the predominant group of individuals living in southwestern Riverside County and commuting into San Diego. This strategy specifically responds to the needs of this demographic group, and should be pursued.</td>
</tr>
</tbody>
</table>
**Strategy H5 – Encourage Infill Development in Older Neighborhoods**

| Strategy Objective – Encourage the construction of infill housing in communities near employment areas. Because older residential neighborhoods are often located relatively close to employment centers, they can provide sites for new, moderate-cost housing for employees of those areas. Vacant or deteriorating commercial properties can be redeveloped with housing, but public facilities improvements may be needed in order to attract moderate-income workers as residents. |
| Implementing Agency – Local Jurisdictions primarily through their redevelopment agencies |
| Support Agencies – Schools, transportation agencies |
| Impact on I-15 Congestion – Moderate, depending on the amount of revitalization and its impact on the neighborhood economic structure. Revitalization should be monitored to insure that infill housing does not reduce the amount of low and moderate-cost housing. |
| Current Project – All cities near employment areas in the San Diego region have redevelopment programs. |
| Current Funding – Tax increment funding, school bond programs (Proposition MM, others) |
| Alternative Funding – Commercial/Industrial Linkage Fees |
| Implementation Time Frame - Ongoing |
| Consistent with Existing Plans and Programs – In many cases, general- or community plans would have to be changed to permit additional housing in older neighborhoods. Changes to school, park and transportation plans to provide infrastructure may also be required. |
| Ease of Implementation – Revitalization projects are complex, but the process is well understood |
| Political Support - Yes, however, revitalization programs may lead to “gentrification” of existing neighborhoods. Gentrification can reduce the housing available for lower income families. |
| Conclusion – Each neighborhood and its potential for revitalization is unique. Because the impact of revitalization can vary widely and because of the potential for gentrification, each potential project must be evaluated on its merits and steps to minimize displacement of existing residents. The IRP should support infill housing. |
### Strategy T9 - Support High Speed Rail (HSR)

**Strategy Objective** – Divert long-distance travel between southwestern Riverside County and Escondido, northern San Diego and central San Diego onto a new rail system traveling in or parallel to the I-15 right-of-way.

**Implementing Agency** – California High Speed Rail Authority

**Support Agencies** – Caltrans, SCAG, RCTC, SANDAG, WRCOG, Transit Operators, and local jurisdictions

**Impact on I-15 Congestion** – Because the HSR system is designed to serve intermetropolitan area travel, the station spacing and service frequency will serve a small percentage of I-15 commute trips. However, the system right of way can potentially be used for work trips. Because the HSR will have only three stations in San Diego, commuter use of HSR alone would depend on an extensive distributor transit system.

**Current Project** – The CHSRA has completed feasibility studies for the statewide system and has released its environmental document for review. The SCAG 20-year Regional Transportation Plan includes a Magnetic Levitation (MagLev) HSR system in a corridor from the International Airport through downtown Los Angeles into Riverside County, identifying a possible extension into San Diego.

**Current Funding** – The State Legislature has funded the feasibility evaluation, environmental and other planning activities for the statewide system. The CHSRA is authorized to place a funding proposition on the ballot for voter consideration.

SCAG has funded planning and feasibility studies for a MagLev HSR system in the greater Los Angeles region, including Riverside County. SCAG has programmed potential funding for its recommended system. Federal funding is available on a competitive basis.

**Alternative Funding** – Under current State law, HSR funding is dependent on a popular referendum.

**Implementation Time Frame** – Service in the I-15 corridor between Riverside and San Diego Counties has third priority in either the CHSRA or the SCAG MagLev system. If either system is funded, construction in the I-15 corridor is at least 10 years in the future.

**Consistent with Existing Plans and Programs** – The SCAG area long-range Regional Transportation Plan proposes a MagLev HSR network and the SANDAG Plan supports the further evaluation of a HSR system. The SANDAG Plan does not provide funding for HSR. Currently, HSR is currently not consistent with either local land use plans or transportation agency plans.

**Ease of Implementation** – HSR implementation is extremely complex, however the State has provided legislation to permit full consideration of HSR and has funded the voter-consideration process.

**Political Support** – There is general support for the idea of high-speed rail service in California. However, a HSR system will be very expensive and that high cost would be measured only in the electorate’s consideration of a HSR funding proposition.

**Conclusion** – The I-15 IRP should support the CHSRA and SCAG in implementing a HSR system in the I-15 corridor. Because HSR has a high cost and limited impact on inter-regional commuting, HSR should not be expected to provide a major part of the I-15 IRP program.
<table>
<thead>
<tr>
<th><strong>Strategy T10 - Transit Shuttle Services</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy Objective</strong> - Distribute commuters from the major destination points of interregional transit services to employment locations in major employment areas. To a lesser degree, shuttle services could provide transportation from commuter's homes to interregional transit origin stations.</td>
</tr>
<tr>
<td><strong>Implementing Agency</strong> - Transit Operators, primarily North County Transit and the San Diego Metropolitan Transit System at the destination end of the commute. RTA would be the primary provider at the origin trip end.</td>
</tr>
<tr>
<td><strong>Support Agencies</strong> - RCTC and SANDAG as transit planning and funding agencies.</td>
</tr>
<tr>
<td><strong>Impact on I-15 Congestion</strong> - Approximately 10 percent of the longer commute trips could be attracted to transit. Distribution to employment sites at the end of the trip is an important factor in attracting a sizable percentage of these interregional transit trips.</td>
</tr>
<tr>
<td><strong>Current Project</strong> - The current RTA interregional service connects with numerous local bus routes at the Oceanside Transit Center. Future service should be planned to make similar connections.</td>
</tr>
<tr>
<td><strong>Current Funding</strong> - State transportation sales tax, local transportation sales tax, and federal transit funding.</td>
</tr>
<tr>
<td><strong>Alternative Funding</strong> - Employers, employment center management, or other business groups could fund and/or operate shuttle vehicles at the work end of the commute. Homeowners' associations could fund shuttle service to major interregional transit stops during the primary commute periods.</td>
</tr>
<tr>
<td><strong>Implementation Time Frame</strong> - New shuttle services should be coordinated with the implementation of new interregional routes. Implementation could be within one year if employers were willing to fund services.</td>
</tr>
<tr>
<td><strong>Consistent with Existing Plans and Programs</strong> - The relative priority of transit services must be weighed against other IRP Strategies, such as van pooling and ridesharing.</td>
</tr>
<tr>
<td><strong>Ease of Implementation</strong> - If vehicles are available, shuttle services can be implemented within a short period of time.</td>
</tr>
<tr>
<td><strong>Political Support</strong> - There is little active political support for or opposition to shuttle transit services.</td>
</tr>
<tr>
<td><strong>Conclusion</strong> - Shuttle services should be planned in concert with new or revised interregional commuter service and coordinated with employer-based commuter programs. Employers should be encouraged to provide shuttle service for their employees.</td>
</tr>
</tbody>
</table>
Strategy T11 – Preserve Transportation Rights-of-Way

<table>
<thead>
<tr>
<th>Strategy Objective</th>
<th>Reserve rights-of-way for planned transportation facilities to control cost and provide more expedient implementation.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementing Agency</td>
<td>Local Jurisdictions</td>
</tr>
<tr>
<td>Support Agencies</td>
<td>SCAG, SANDAG, RCTC, Caltrans, California HSR Authority</td>
</tr>
<tr>
<td>Impact on I-15 Congestion</td>
<td>Minimal, especially in the near-term.</td>
</tr>
<tr>
<td>Current Project</td>
<td>Most local agencies reserve land for transportation facilities in the development approval process. In some cases, agencies require the dedication of land for planned transportation facilities.</td>
</tr>
<tr>
<td>Current Funding</td>
<td>None required in most cases.</td>
</tr>
<tr>
<td>Alternative Funding</td>
<td>None</td>
</tr>
<tr>
<td>Implementation Time Frame</td>
<td>If not already in place, ordinances requiring right-of-way reservation can be adopted within a six-month period. Reservation of specific parcels depend on land development activities.</td>
</tr>
<tr>
<td>Consistent with Existing Plans and Programs</td>
<td>This Strategy assists in the implementation of capital projects identified in existing Plans &amp; Programs.</td>
</tr>
<tr>
<td>Ease of Implementation</td>
<td>Implemented through the existing project land development approval process.</td>
</tr>
<tr>
<td>Political Support</td>
<td>This type of program has opposition from developers who would experience some loss of flexibility and increased development cost.</td>
</tr>
<tr>
<td>Conclusion</td>
<td>Local jurisdictions should require right-of-way reservation through their development process. Through the IRP, regional transportation planning agencies should identify land that will be required for future interregional transportation facilities through the environmental review process.</td>
</tr>
</tbody>
</table>
## Strategy T12 – I-15 High Occupancy Vehicle (HOV) System

<table>
<thead>
<tr>
<th>Strategy Objective</th>
<th>Provide preferential facilities for buses and other vehicles carrying more than one person, increasing the people-carrying capacity of freeway facilities.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementing Agency</td>
<td>SANDAG, RCTC, and Caltrans</td>
</tr>
<tr>
<td>Support Agencies</td>
<td>Transit Operators, Rideshare agencies (SANDAG &amp; RCTC)</td>
</tr>
<tr>
<td>Impact on I-15 Congestion</td>
<td>Significant</td>
</tr>
<tr>
<td>Current Project</td>
<td>SANDAG is currently building managed lane facilities south of SR 78 in Escondido; RCTC has plans for widening I-15 north of the San Diego Boundary.</td>
</tr>
<tr>
<td>Current Funding</td>
<td>The managed lane facility south of Escondido and widening in Riverside County is fully funded with federal, State, and local funding sources.</td>
</tr>
<tr>
<td>Alternative Funding</td>
<td>Additional funding is needed to expand I-15 between SR 78 and the Riverside County line.</td>
</tr>
<tr>
<td>Implementation Time Frame</td>
<td>This project is scheduled for implementation in phases over the next 25 years, as forecasted volumes increase. The initial phase is scheduled for completion in ten years.</td>
</tr>
<tr>
<td>Consistent with Existing Plans and Programs</td>
<td>Existing Transportation Plans call for the implementation of I-15 Managed lanes, although some phasing inconsistencies between the two Counties (and State Transportation Districts) are not fully resolved.</td>
</tr>
<tr>
<td>Ease of Implementation</td>
<td>Although this is a complex freeway expansion project, Caltrans and local agencies have implemented similar projects in San Diego.</td>
</tr>
<tr>
<td>Political Support</td>
<td>There is general support for freeway widening to accommodate additional HOV lanes. Nevertheless, freeway system expansion and lower single-family housing costs in Riverside County will encourage additional long-distance commuting.</td>
</tr>
<tr>
<td>Conclusion</td>
<td>HOV system construction remains the primary transportation Strategy to reduce I-15 congestion and maintain commute times near current levels, although the HOV system may be seen as encouraging additional long-distance commuting.</td>
</tr>
</tbody>
</table>
Former Draft Strategy JH3
Establish a “Coordinated Funding Group” to Support the Strategy Implementation Efforts of the Interregional Partnership.

| Objective: | The initial purpose of this strategy is to create a funding mechanism for each strategy adopted for implementation and will require a long-term financial commitment to keep it in place. This strategy would address strategies that are determined to be viable for the I-15 IRP, yet are not easily funded by the implementing agencies. In order to assure the feasibility of an adopted plan for implementation, this strategy has become an integral activity that needs to be in place prior to completing the full implementation plan of the strategy. |
| Implementing Agency | SANDAG and WRCOG |
| Impact on I-15 Congestion | This strategy becomes a support to the strategies that would be adopted by the I-15 IRP, and would positively impact to the I-15 congestion. |
| Current Project | Ongoing |
| Current Funding | The implementation of this strategy has been conducted by SANDAG/WRCOG staff, as the implementation plan is drafted for the I-15 IRP strategies that would be approved for implementation by the I-15 IRP Policy Committee. |
| Alternative Funding | Not necessary |
| Implementation Time Frame | Ongoing |
| Consistent with Existing Plans and Programs | Yes |
| Ease of Implementation | Implementation of this strategy would require a moderate amount of resources. |
| Political Support | Political support of this strategy is considered positive. |
| CONCLUSION | This strategy is working to support the feasibility of an adopted plan for implementation. This strategy has become an integral activity that needs to be in place prior to completing the full implementation plan of the strategy. The I-15 IRP may need to prepare individual funding programs for each priority strategy. |
**Former Draft Strategy ED2**  
Create a Web site to Link I-15 Commuters with Local Jobs and Promote Businesses in Housing-Rich Areas

**Objective:** This strategy would create a Web site to serve as a portal for information about the local job market and business environment in southwestern Riverside County. The Web site would initially focus on three areas: job search; business attraction; and commuter assistance. As a job search tool, the Web site would focus on the needs of commuters seeking new employment and businesses looking for new employees. As a business attraction tool, the site would inform companies about the resources of the region and would utilize existing Web sites and their information sources.

**Implementing Agency** – Initially, WRCOG will coordinate the implementation of this strategy.


**Impact on I-15 Congestion** – The ultimate goal of the creation of the Web site would be to connect the local jobs to Riverside’s commuters and induce more jobs creation within Riverside County and the Northern part of San Diego County. The Web site would therefore result in minimal improvements in future congestion levels.

**Current Project** - There is no existing Web site geared toward interregional commuters. However, there are several working Web sites that could be important components of the proposed Web site:

**Existing Local Job Search Web sites:**
- [www.rivcojobs.com](http://www.rivcojobs.com) (By the County of Riverside, Workforce Development Department)
- [www.ietechjobs.com](http://www.ietechjobs.com) (By the Inland Empire Economic Partnership Foundation)
- [www.cajobs.ca.gov](http://www.cajobs.ca.gov) (By the California EDD Job Service)

**Existing Site Search Web sites:**
- [www.swrco.com](http://www.swrco.com) (By the Southwest Riverside County Economic Alliance)
- [www.ieep.com](http://www.ieep.com) (By the Inland Empire Economic Partnership Foundation - to be launched soon)

**Existing Business to Business Resource Web site:**
- [www.connectory.com](http://www.connectory.com) (By the East County Economic Development Council)

**Current Funding** – Funding is not available from the IRP grant or other funds to plan, develop or expand the proposed Web site.

**Alternative Funding** – A funding mechanism would need to be identified to plan, develop and support the maintenance of the proposed Web site. Potentially, IRP staff could apply for grants/sponsorship to develop, maintain and update of the Web site.

**Political Support** – The political support of this strategy is considered positive.

**Conclusion** – Existing sites are adequate.
**Former Draft Strategy ED3**  
**Map the Broadband Service Coverage Area in the Southwestern Riverside County Region**

**Objective:** This strategy would compile an interactive broadband service coverage area map for the Riverside region and northern San Diego region. This map is intended for use as a business attraction tool to help businesses make more informed decisions about the expansion or relocation of their company where access to broadband is important. The maps also would be beneficial to local governments in the planning and construction of new fiber optic service coverage areas. Furthermore, mapping the existing broadband coverage may encourage further broadband infrastructure development in the region. Additional maps of water availability, waste, water, and rail access could also be developed and included into a more comprehensive infrastructure map.

**Implementing Agency** – Initially, WRCOG would lead the implementation of this strategy.


**Impact on I-15 Congestion** – Low to moderate congestion relief.

**Current Project** – The City of Temecula has started this mapping activity and has encountered some difficulties in getting the information of current broadband plans from telecommunication companies. Several cities have looked into the possibilities of doing the same, but because of the limitation of resources, progress has been slow in developing this information.

**Current Funding** – None

**Alternative Funding** – A funding mechanism would need to be identified to support the continuation and maintenance of the proposed Web site.

**Implementation Time Frame** – Operated and advertised by July 1, 2004. Planning Stage (January to March 2004): After the I-15 IRP approve the proposed prioritized strategy, IRP Staff will put together a funding proposal to be presented to stakeholder group. Construction Stage (March to June 2004): Once the potential funding sources and lead agency is identified, work on data collection and Web site can begin.

**Consistent with Existing Plans and Programs** – This strategy supports job growth in southwestern Riverside County which is a goal of WRCOG.

**Ease of Implementation** – Implementation would be difficult based on the experiences of local jurisdictions in Riverside County. The cost of this strategy is unknown, but is anticipated to be significant.

**Political Support** – The political support for this strategy is considered positive.

**Conclusion** – While likely to have a positive impact on job growth, there are too many unknowns such as cost, time required for implementation, and funding.
### Former Draft Strategy ED4

**Locate Back-Office or Customer Service Operations in Housing-Rich Areas**

**Objective:** To provide information to firms that are planning to expand operations and are looking for a location for back office or customer service centers. The role of the IRP is to coordinate the development of a business attraction publication that contains information such as: Overview of the “to be identified” potential target areas, local economy and labor market information, employer interviews with supplementary information, major customer contact centers and back office operations, education resources, telecommunication services, enterprise zone incentives opportunities, and a single contact point for a list of resources that would be accessible to potential employers.

**Implementing Agency** – WRCOG


**Impact on I-15 Congestion** – By locating back-office and customer service center operations in southwestern Riverside County, this strategy will potentially capture the workforce available in the area and as a result would reduce the congestion on the I-15 freeway.

**Current Project** – None

**Current Funding** – IRP funding allows for a survey to identify factors that companies consider when looking for locations for back-office operations.

**Alternative Funding** – Work with EDC’s to identify funding sources.

**Implementation Time Frame:**
- Planning Stage - January to March 2004
- Construction Stage - March to June 2004
- Distribution of publication through local economic development agencies - July 1, 2004.

**Consistent with Existing Plans and Programs** – This strategy is not currently considered in current plans and programs. Economic Development agencies may include it in their future plans.

**Ease of Implementation** – The implementation of the strategy would be moderately easy.

**Political Support** – IRP Policy Committee discussions of this strategy have been fairly positive, however, a broader assessment is necessary.

**Conclusion** – Because of the low paying nature of the jobs created by this strategy, it would not likely attract a large percentage of I-15 commuters to jobs in Riverside County. This could change over time as companies expand and possibly add other functions to these facilities.
## Former Draft Strategy T4 – Reduce Required Parking

<table>
<thead>
<tr>
<th>Strategy Objective</th>
<th>Encourage ridesharing and transit use by limiting employee parking in areas served by a high level of transit service.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementing Agency</td>
<td>Local Jurisdictions</td>
</tr>
<tr>
<td>Support Agencies</td>
<td>Transit Operators</td>
</tr>
<tr>
<td>Impact on I-15 Congestion</td>
<td>A small diversion of auto drivers to transit use or ridesharing would be anticipated.</td>
</tr>
<tr>
<td>Current Project</td>
<td>The City of San Diego reduces the amount of parking required for new development or renovation in areas that have a high level of transit service.</td>
</tr>
<tr>
<td>Current Funding</td>
<td>None required</td>
</tr>
<tr>
<td>Alternative Funding</td>
<td>None required</td>
</tr>
<tr>
<td>Implementation Time Frame</td>
<td>If not already in place, ordinances revisions reducing required parking can be adopted within a six-month period. Reduction of new parking spaces depends on land development activities.</td>
</tr>
<tr>
<td>Consistent with Existing Plans and Programs</td>
<td>The Strategy is dependant on transit service planning and is generally consistent with General Plan requirements.</td>
</tr>
<tr>
<td>Ease of Implementation</td>
<td>Relatively simple ordinance change, but the reduction of required parking would probably require environmental review by each jurisdiction.</td>
</tr>
<tr>
<td>Political Support</td>
<td>Many neighborhoods oppose any reduction in required parking, believing a reduction would force some employees and clients to park in adjacent residential areas.</td>
</tr>
<tr>
<td>Conclusion</td>
<td>Because of its relatively small impact, the IRP should not actively pursue the implementation of this Strategy. The IRP should support local jurisdiction efforts to reduce the amount of required in employment centers where good transit service exists or is planned.</td>
</tr>
</tbody>
</table>
APPENDIX B
INTERREGIONAL STRATEGY DESCRIPTIONS

A total of 23 interregional strategies are recommended to mitigate or otherwise address the long-distance commutes caused by the imbalance of jobs and housing in San Diego County and southwestern Riverside Counties. This Appendix identifies the implementing agencies, provides a brief description of each strategy and outlines the steps needed to implement them.

PROGRAM STRATEGIES

Strategy P1: Support/Sponsor Legislation that Addresses Jobs/Housing Balance
Strategy P2: Actively Engage in Community Outreach

ECONOMIC DEVELOPMENT STRATEGIES

Strategy ED1: Facilitate Greater Collaboration between Regional Economic Development Entities
Strategy ED2: Improve Job Growth through the Promotion of New Employment Opportunities in the Cluster Industries that Drive the Bi-regional Economies

HOUSING STRATEGIES

Strategy H1: Provide a Range of Housing Affordability and Housing Types in All Communities
Strategy H2: Support Fiscal Reform to Encourage Housing Construction
Strategy H3: Provide Incentives for the Construction of Moderate Cost Family Housing Near Employment Centers
Strategy H4: Require the Construction of Moderate Cost Family Housing in New Development Near Employment Centers
Strategy H5: Encourage Infill Development in Older Residential Neighborhoods

TRANSPORTATION STRATEGIES

Strategy T1: Interregional Coordination of Vanpool and Carpool Programs
Strategy T2: Expand Park-and-Ride Lots and Improve Rideshare Information Signage
Strategy T3: Joint Outreach and Marketing for Transit, Vanpool, and Ridesharing Programs
Strategy T4: Implement Interregional Public Transit Commuter Services
Strategy T5: Collaboration among Transit Providers
Strategy T6: Advocate for Employer-Subsidized Transit Passes
Strategy T7: Encourage the Adoption of Alternative Work Schedules
Strategy T8: Encourage Tele-work
Strategy T9: Support High Speed Rail Transit Service in the I-15 Corridor
Strategy T10: Implement Transit Shuttle Services to Interregional Transit
Strategy T11: Preserve Transportation Rights-of-Way and Implement Priority Measures through the Development Process
Strategy T12: Implement the I-15 High Occupancy Vehicle (HOV) System
SHORT-TERM STRATEGY P1: Support/Sponsor Legislation that Provides Incentives for Jobs/Housing Balance Programs

IMPLEMENTATION AGENCIES: Primary: WRCOG/SANDAG

Cooperating: Southwest Cities, Southwest Riverside County Economic Alliance, Economic Development Corporation of Southwest Riverside County, Economic Development Agency of the County of Riverside, Valley Economic Development Corporation, North County EDC, San Diego Regional Economic Development Corporation

AUTHORIZATION/FUNDING: New State Legislation None
State or Federal Funding Grant None
Joint Powers Agency None
Local Agency Action Yes
Private Sector Secondary

DESCRIPTION:
This strategy involves advocating and supporting legislation that provides incentives for jobs/housing balance programs. Additionally, the I-15 IRP could choose to sponsor program specific legislation. Some examples of IRP-related bills introduced to the legislature during this session are:

1. AB 437: This bill would delete the provision that an IRP have no fiscal impact to any local jurisdiction and would instead give priority eligibility in the award of state competitive grants and other economic incentives for projects within the IRP pilot project areas.

2. SB 863: This bill would develop an incentive-based strategy to encourage the construction of housing in those areas of the state that over the last decade have experienced the greatest increase in job growth but have not kept pace with necessary housing.

IMPLEMENTATION STEPS
1. Identify and analyze proposed bills that can provide incentives for job/housing programs.
2. Develop and implement a strategic plan for obtaining support from local jurisdictions throughout southwestern Riverside County and the San Diego region.
3. Research existing funding programs that offer incentives to local jurisdictions in addressing jobs/housing issues.
SHORT-TERM STRATEGY P2: Actively Engage in Community Outreach

IMPLEMENTATION AGENCIES:
Primary: WRCOG/SANDAG
Cooperating: Southwest Cities, Southwest Riverside County Economic Alliance, Economic Development Corporation of Southwest Riverside County, Economic Development Agency of the County of Riverside, Valley Economic Development Corporation, North County EDC, San Diego Regional Economic Development Corporation

AUTHORIZATION/FUNDING: New State Legislation None
State or Federal Funding Grant None
Joint Powers Agency None
Local Agency Action Yes
Private Sector Yes

DESCRIPTION:
This strategy involves the use of existing presentations, informational handouts and reports, and IRP members to promote awareness of the I-15 IRP and its programs to improve the jobs/housing balance in the area. The Partnership would create an outreach toolkit that could be used by SANDAG Staff, WRCOG Staff, and members of the Technical Working Group to better inform local citizens about the efforts of the IRP.

Outreach can be an important tool in the success of IRP programs because it increases awareness among individual citizens, business leaders, community leaders, and elected officials. The outreach program can be coordinated to target specific aspects of the jobs/housing balance issue. The goal of this strategy is to educate the community about the IRP and the current jobs/housing imbalance, so that a wider range of entities can participate in supporting our programs.

The IRP would develop toolkits to aid in addressing two areas for outreach:


   Potential audiences include elected officials, other community leaders, employment agencies, civic organizations, other Interest groups, and business representatives. These business persons should represent both locally based firms and firms that may potentially be new to the region.

   The focus of this presentation toolkit would be to:
   - Educate the audience about the current jobs/housing imbalance and why increased job growth in housing-rich areas makes sense.
   - Introduce the I-15 Existing Conditions Report and show how it affects the local residents.
   - Explain the consequences of the jobs/housing imbalance.
• Introduce the strategies that the IRP is pursuing and demonstrate how they can benefit people who live in housing-rich areas.

2. Promoting Alternative Housing Opportunities in Job Rich Areas

Potential audience includes elected officials, other community leaders, property owners, real estate developers and individual citizens. The focus of this presentation toolkit would be to:

• Educate the audience about the current housing situation and why more affordable housing is needed in job-rich areas.
• Introduce the I-15 Existing Conditions Report and show how it affects the local residents.
• Introduce the strategies that the IRP is pursuing and demonstrate how they can benefit employees and employers.

IMPLEMENTATION STEPS:

1. Identify existing outreach media/material for use in the toolkit.
2. Refine the content of the materials.
3. Calculate the cost of creating the presentation toolkit (video, brochures, etc.).
4. Gather a list of entities that would participate in conducting outreach within their sphere of influence.
5. Produce the toolkits and train I-15 IRP representatives to conduct presentations.
SHORT TERM STRATEGY ED1: Facilitate Greater Collaboration between Regional Economic Development Agencies

IMPLEMENTATION AGENCIES:

Primary:
Economic Development Corporation of Southwest Riverside County, San Diego Regional Economic Development Corporation, Economic Development Agency of the County of Riverside, North County Economic Development Corporation, Southwest Riverside County Economic Alliance, Valley Economic Development Corporation, Local Chambers of Commerce

Cooperating:
WRCOG, SANDAG

AUTHORIZATION/FUNDING:

New State Legislation Not Required
State or Federal Funding Grant Not Required
Joint Powers Agency Not Required
Local Agency Action Yes
Private Sector Not Required

DESCRIPTION:

Economic development in the southwestern Riverside region may be addressed more successfully through greater collaboration between regional and sub-regional economic development entities. The IRP should establish a forum to promote collaboration, experience sharing, and greater understanding of the interregional issues that affect economic development.

In this collaboration process, economic development agencies would be encouraged to identify activities or projects that would benefit job development. Potential projects may include mapping Broad Band service areas in the two-county region and providing a web site that would aid long-distance commuters in finding appropriate jobs closer to their residence.

Due to the nature of economic development entities, there is little cooperation or cross-border idea sharing. However, it is important that the IRP recognize that, despite the political boundary between our regions, the jobs/housing imbalance and the need for economic development in southwest Riverside County are realities that affect both regions. These realities may be confronted more effectively through inter-agency collaboration and idea-sharing.

IMPLEMENTATION STEPS:

1. Organize a meeting of representatives of regional and sub-regional economic development entities to discuss common issues and explore opportunities for collaboration.
2. Facilitate cooperation between agencies by providing contact information, organizing meetings/forums, and educating representatives about the realities of the jobs/housing imbalance and its implications for various subregions.
LONG-TERM STRATEGY ED2: Improve Job Growth through New Employment Opportunities in the Cluster Industries that Drive the Bi-regional Economies

IMPLEMENTATION AGENCIES: Primary: Economic Development Agencies (including Chambers of Commerce) in southwestern Riverside County and the San Diego region.

Cooperating: SCAG, SANDAG & WRCOG

AUTHORIZATION/FUNDING: New State Legislation Not Required
State or Federal Funding Grant Not Required
Joint Powers Agency Not Required
Local Agency Action Yes
Private Sector Yes

DESCRIPTION:

Existing employers in both San Diego and Riverside counties provide a significant market for shared services and supplies. As these relationships mature, a range of additional job opportunities should emerge in both regions. SANDAG’s existing cluster research has developed information on regional employment clusters to foster infrastructure investment and develop policy focused on strengthening the region’s clusters. In the San Diego region, the Regional Economic Prosperity Strategy is based on promoting the growth and retention of the region’s existing employment clusters. SCAG and WRCOG are developing a similar economic development strategy based on the clusters in their regions. Strategy ED2 will provide a better understanding of the strengths of southwestern Riverside’s economy and the types of linkages and relationships that exist with the San Diego region’s employment clusters.

SANDAG has created a methodology to identify, define, and understand employment clusters. Understanding the composition and health of clusters could provide a number of benefits to the I-15 IRP. The information can be used to develop policy, refine local business expansion and retention efforts, improve the local business environment, more efficiently target resources, and prioritize infrastructure expenditures to best meet the needs of the economic clusters of both regions.

IMPLEMENTATION STEPS:

PHASE 1: Program Preparation

1. Background Research: Review existing SANDAG employment cluster methodology, results, and use.
2. Industry Input: Organize a roundtable discussion with local business leaders to identify potential employment clusters in southwestern Riverside County.
3. Confirm Industry Input: Identify Economic Drivers: Obtain employment data from Employment Development Department. Identify industries with high concentrations of employment that drive the regional economy. Use this information to confirm, or expand on the “roundtable” discussions.
4. Identify Cluster Relationships: Obtain an input-output (IO) model for Riverside County. Utilize the IO model to identify cluster relationships and potential complementary cluster business opportunities.

5. Study Topics: Identify key public policy and labor force and physical infrastructure investments. Examples of “human” or labor force infrastructure investments might include:
   a. Identify needs of the primary occupations for each cluster. Once identified these findings lead to the development of workforce training and other programs.
   b. Review consistency between occupational needs of cluster industries currently located in SW Riverside and the graduates produced from area schools (such as UC Riverside).

6. Verify Research Findings: Survey employers to obtain supplementary information on both existing and needed relationships with suppliers and client companies in the two-county area, using remaining IRP budget resources.

7. Interregional Cluster Summaries: Prepare a comparative analysis and summary of employment clusters in the two counties.

8. Develop Actions and Preliminary Strategy: Prepare one or more potential actions to develop new employment in housing-rich areas, using existing employment clusters. Present the actions to cooperating agencies for comment and evaluation. (Note: This group will be developed through short-range Strategy ED1.) Emphasis should be on creating “win-win” situations for both regions and on identifying strategies that can improve the relationship between the San Diego and southwestern Riverside economies.

PHASE 2: Policy Approval

1. Present Actions and Strategy: Present the actions and preliminary strategies to economic development agencies in the two Counties, as well as community development directors who oversee other local economic development activities.

2. Refine Actions and Strategy: Refine actions and preliminary strategy based on economic development agency comments.

3. Approval of Actions and Strategy: Refer the actions and strategy to the Policy Committee, for presentation to the SCAG, SANDAG, and WRCOG Boards of Directors. Approve actions and strategy for use in regional plans and programs.

PHASE 3: Implementation

1. Implement Actions and Strategy: The collaborative economic development agency (EDA) group refines a program to implement components of the strategy.

2. Identify Leaders: Identify leaders who are responsible for carrying out the actions and strategy and can help to develop policies, advocating for the cluster industries. EDAs play a critical role in this process.

3. Focus on Inter-regional Collaboration Opportunities: Individual EDAs continue to promote employment cluster growth through their normal activities. Focus efforts on interregional opportunities for collaboration, based on relationships identified and findings from the analysis.

4. Monitor Progress: The Collaborative EDA group, with IRP assistance if possible, should monitor progress from two perspectives:
   a. Have the actions been carried out?
   b. Are the expected results being achieved?
LONG-TERM STRATEGY H1: Provide a Range of Housing Affordability and Housing Types in All Communities

IMPLEMENTATION AGENCIES:

Primary: Local Jurisdictions

Cooperating: State & Federal Housing Agencies

AUTHORIZATION/FUNDING:

New State Legislation: None
State or Federal Funding Grant: Secondary
Joint Powers Agency: None
Local Agency Action: Primary
Private Sector: Developers/Home Builders

EXISTING PROGRAMS:

California Housing Element Program

DESCRIPTION:

California housing law promotes planning and implementation of balanced communities within the State, including a balance of housing types and housing costs as well as a balance of housing and employment. In areas with many employment opportunities, the provision of a full range of housing affordable to workers of all income levels, from management to service workers, is especially important. Local jurisdictions, transportation and regional governmental agencies can support the provision of economically balanced housing in a number of ways:

1. Amend local general plans to encourage the construction of both a full range of housing densities and unit sizes.
2. Amend zoning and other local codes to encourage mixed use (residential/commercial) and compact development.
3. Encourage a full range of housing choices in new residential developments.
4. Educate the public about the advantages of mixed use development.
5. Educate the public about the advantages of infill housing development.
6. Implement higher intensity, mixed use development near transit stations.
7. Assign funding priority for transportation projects located in jurisdictions that provide more affordable housing and a greater range of housing choice.
8. Identify land available for housing.

IMPLEMENTATION STEPS:

Based on state law requiring the provision of a range of housing in all communities, this strategy would be implemented under existing processes. Potentially, employment site development could be conditioned based on subsidizing low and moderate cost housing in adjacent, higher-cost communities near employment centers. The IRP also should support state fiscal reforms that encourage the development of a range of housing choices. (See Strategy H2)
LONG-TERM STRATEGY H2: Implement Fiscal Reforms to Encourage the Construction of Moderate and Low Income Family Housing Near Employment Centers

IMPLEMENTATION AGENCIES: Primary: State of California

Cooperating: State and Federal Housing agencies, Local Jurisdictions

AUTHORIZATION/FUNDING: New State Legislation Yes

State or Federal Funding Grant Secondary

Joint Powers Agency None

Local Agency Action Secondary

Private Sector Developers/Home Builders

EXISTING PROGRAMS: SANDAG State-Local Fiscal Reform Proposal

DESCRIPTION

This strategy would build on the SANDAG initiative to restructure state and local tax policy to provide an “incentive” for local governments to encourage the development of residential uses within their boundaries. It would support proposals sponsored by the League of California Cities and other organizations (including SANDAG) which promote the creation of this type of incentive.

Strategy H2 would reduce the reliance of local jurisdictions on the local portion of the sales tax to support local services and programs. Existing state-local fiscal restructuring proposals attempt to be revenue-neutral for most jurisdictions, at least in the near term.

The proposed FY 2005 Budget includes some restructuring of local jurisdiction revenues that address this concern.

IMPLEMENTATION STEPS:

The initial steps to implement this strategy would include educating local political and business leaders on the problems caused by the current state-local fiscal relationship. Following a public review of existing legislative proposals, local agencies would formulate a consistent regional position of potential changes in the California tax structure.
LONG-TERM STRATEGY H3: Provide Incentives for the Construction of Moderate Cost Family Housing Near Employment Centers

IMPLEMENTATION AGENCIES:

Primary: Local Jurisdictions

Cooperating: Economic Development Commissions, State & Federal Housing Agencies

AUTHORIZATION/FUNDING:

New State Legislation None
State or Federal Funding Grant Secondary
Joint Powers Agency None
Local Agency Action Primary
Private Sector Developers/Home Builders

EXISTING PROGRAMS: California Housing Law

DESCRIPTION:

The largest group of San Diego workers living in southwestern Riverside County is made up of moderate income families, which often include children. This group appears to value home ownership, single family homes and good schools so highly that they are willing to make a significantly longer-than-normal commute to work in order to have them. Strategy H3 seeks to provide additional new single family homes in the moderate cost range, generally slightly under $300,000. While new condominiums are often priced in this moderate-cost range, very few new single-family homes are available in the San Diego region for less than $300,000.

Moderate cost, or “workforce housing,” programs have received increased interest in the San Diego region. The University of San Diego Real Estate Institute sponsored a Workforce Housing Conference on September 19, 2003 to outline actions that would assist in the provision of moderate cost housing in the San Diego region. SANDAG and other local agencies such as the San Diego Regional Economic Development Corporation and San Diego Regional Chamber of Commerce were co-sponsors of this conference.

The cost of single family homes in the San Diego region could be reduced using incentives in the following ways:

1. Provide increases in housing density in urbanized areas by implementing the existing state density bonus law. State law allows a 25 percent density bonus if 20 percent of a project is built as moderate income condominiums.
2. Streamline permitting process for mixed use and residential development in areas near employment centers.
3. Implement a Location-Efficient Mortgage (LEM) program that permits a higher percentage of income to be used for housing in cases where commuting costs are low.
4. Implement employer-assisted housing programs.
5. Develop a subsidy program(s) to assist in both housing rehabilitation and in the development of community infrastructure, especially schools. Subsidies should not depend on developer contributions alone. A subsidy program could be structured as either an incentive or a requirement.

IMPLEMENTATION STEPS:

Programs that provide incentives for the construction of additional moderate cost housing would primarily be the responsibility of local jurisdictions, both cities and, in the unincorporated areas, San Diego County. Economic development agencies and local employers could assist in this process by providing and supporting funding mechanisms for these programs.
LONG-TERM STRATEGY H4: Require the Construction of Moderate Cost Family Housing Near Employment Centers

IMPLEMENTATION AGENCIES:

Primary: Local Jurisdictions

Cooperating:
Economic Development Commissions,
State and Federal Housing Agencies

AUTHORIZATION/FUNDING:

New State Legislation None
State or Federal Funding Grant Secondary
Joint Powers Agency None
Local Agency Action Primary
Private Sector Developers/Home Builders

EXISTING PROGRAMS:
Moderate Cost Requirements of California Housing Law

DESCRIPTION:

As noted in Strategy H3, the largest group of I-15 Interregional commuters is the primary wage earners of moderate income families, often with children. While H3 attempts to increase moderate cost family housing in the San Diego region using incentives, Strategy H4 would achieve the same objectives through development requirements.

Strategy H4 would:

3. Reduce the cost of single-family homes by requiring that some portion of housing projects include the construction of smaller, less expensive, starter homes.
4. Implement inclusionary housing programs for new residential developments in areas near employment centers aimed at moderate income households.
5. Develop a subsidy program(s) to assist in both housing rehabilitation and in the development of community infrastructure, especially schools. Subsidies should not depend on developer contributions, alone. A subsidy program could be structured as either an incentive or a requirement.

IMPLEMENTATION STEPS:

Implementation should occur in parallel with Strategy H3 and would be primarily the responsibility of local jurisdictions.
LONG TERM STRATEGY H5: Encourage Infill Family Housing in Older Residential Neighborhoods

IMPLEMENTATION AGENCIES:

Primary:
Local Jurisdictions and Redevelopment Agencies

Cooperating:
School Districts, Regional Agencies, Transportation Agencies

AUTHORIZATION/FUNDING:
New State Legislation None
State or Federal Funding Grant Secondary
Joint Powers Agency None
Local Agency Action Primary
Private Sector Redevelopment & Infill Land Development Companies

EXISTING PROGRAMS: California Redevelopment Program

DESCRIPTION:

Older residential neighborhoods, including those built into the early 1980s, are often located near existing and growing major employment centers. These older communities can help provide access to employment in two ways. First, if revitalized, these neighborhoods can continue to provide moderate-cost, single-family housing. In addition, their obsolescent commercial areas may be potential locations for moderate-cost infill development.

Neighborhood revitalization and opportunities for infill housing often depend on public facility improvements. To attract workers with school-age children to older neighborhoods, schools may be the most significant public facilities that need to be improved. In older, declining communities located near major employment areas, local jurisdictions should:

1. Revitalize residential uses through code enforcement and home-improvement programs for new homeowners;
2. Rehabilitate and improve public facilities and services in these neighborhoods, working with school districts and other agencies as needed;
3. Encourage the redevelopment of underutilized commercial properties with mixed use and mixed income residential uses; and
4. Mitigate the effects of gentrification through such programs as inclusionary zoning, linkage fees, and/or the encouragement of accessory units.

IMPLEMENTATION STEPS:

1. Inventory current residential neighborhood rehabilitation projects near growing employment areas.
2. Screen these projects to identify those that would provide additional moderate cost housing opportunities.
3. Identify elements of these projects that require additional organizational or monetary assistance.
4. Develop a subsidy program(s) to assist in housing rehabilitation and the development of community infrastructure, especially schools.
5. Provide assistance to the agencies responsible for project implementation, including facilitating links to local employers or economic development corporations.
SHORT-TERM STRATEGY #T1: Interregional Coordination of Vanpool and Carpool Programs

CATEGORY: Transportation

IMPLEMENTATION AGENCIES:
Primary: RCTC, SANDAG
Cooperating: Caltrans Districts 8 & 11, Cities and Economic Development Commissions

AUTHORIZATION/FUNDING:
New State Legislation: None
State or Federal Funding Grant: Secondary
Joint Powers Agency: Secondary
Local Agency Action: Primary
Private Sector: Potential Contract Operator

DESCRIPTION:

Rideshare programs primarily provide services to residents commuting from home to work on a regular basis. These services include the operation of vanpool programs, carpool participant matching, a guaranteed ride home program, and the distribution of transit information. RCTC is responsible for management of the rideshare program in Riverside County; SANDAG is responsible for this program in the San Diego region.

This strategy involves SANDAG and RCTC working together to develop ways to serve interregional commuters more efficiently with the ultimate goal of increasing the percentage of commuters who carpool, vanpool, and buspool.

SANDAG’s rideshare program, RideLink, has experienced an increasing need to serve commuters living in the southwest Riverside area since many are employed in the San Diego region. The predominant source of rideshare information for these commuters is from their employer via newsletters, intranet, or surveys.

This strategy has three areas of focus. First is to develop incentives that encourage residents of southwestern Riverside County to participate in carpooling, vanpooling, and buspooling. Second is to develop an outreach effort that is aimed at business parks or clusters of employers where high occupancy vehicles could be used. And third is for the regional agencies to examine the potential of closer collaboration that could increase efficiencies and reduce any overlap in program administration.

As a part of the last element, consideration should be given to the potential of a subsidy program (for vanpools and buspools) that is jointly funded by both regions.

As demand for alternate commuting options develops from vanpool commuters, it may be more efficient to transition from traditional-sized vans to larger vehicles creating buspools. Buspool service could be provided by either an existing public transit operator or a private transportation company.

COST:

Currently, SANDAG subsidizes vanpools at a flat rate of $400/month, or $4800 / yr. for the life of the vanpool. SANDAG receives a grant from the Federal Transit Administration (FTA) of FTA 5307 funds for the vanpool program. In addition, a local match for the federal funds is provided by a grant from the San Diego County Air Pollution Control District (ACPD) using vehicle registration fees gathered under AB2766. SANDAG does not offer a buspool program.
RCTC subsidizes new vanpools for one year in a tiered manner ($300 for the first 4 months, $200 for the next 4 months, and $100 for the final 4 months for a total of $2400. RCTC also offers an ongoing subsidy for buspools by providing a $25 per seat, per month incentive paid directly to the buspool operator. RCTC uses Measure A (local ½ percent sales tax measure) funding to subsidize the vanpool and buspool subsidy program.

Closer coordination of the regional rideshare programs, particularly with respect to the vanpool and buspool programs has the potential for increased benefits for commuters and increased efficiencies for the administering agencies.

IMPLEMENTATION STEPS:

1. Identify, briefly describe, and compare the Rideshare programs and services provided by SANDAG and RCTC in their respective service areas.
2. Identify program funding sources and any opportunities for collaboration on existing or new rideshare programs.
3. Identify areas where coordination of program activities could result in improved service, reduced costs, or more effective use of resources to achieve interregional objectives.
4. Identify strategies for increasing employer participation in vanpool and buspool programs.

TIME FRAME:

Initial contacts between the two rideshare organizations have been made. Some coordination efforts could be expanded immediately with existing staff. Additional funding may be needed to increase staffing levels if required. A Memorandum of Understanding (MOU) formalizing coordination could be signed.

MONITORING:

TDM Program Quarterly Reports from RCTC and SANDAG will feature a new element entitled, Interregional Coordination, which will summarize progress on this topic. The monthly TDM Status report includes data on vanpools that originate in southwestern Riverside Co., and copies of these reports will be forwarded to the IRP Technical Working Group.
SHORT-TERM STRATEGY #T2: Expand Park-and-Ride Lots and Improve Rideshare Information Signage

CATEGORY: Transportation

IMPLEMENTATION AGENCIES: Primary: RCTC, SANDAG, Caltrans Districts 8 & 11
Cooperating: RTA (Operations), Land Use Agencies

AUTHORIZATION/FUNDING: New State Legislation None
State or Federal Funding Grant Secondary
Joint Powers Agency None
Local Agency Action Primary
Private Sector Yes

DESCRIPTION:

The implementation of Park-and-Ride lots along the I-15 Corridor would be coordinated with the expansion of carpool, vanpool, and public transit services. Developing secure, maintained, and well-identified locations will help encourage ride sharing and will serve as collection points for current vanpool and any future bus service along the corridor.

Some existing Park-and-Ride lots are provided by Caltrans at freeway interchanges, often located on excess freeway right-of-way. In some locations, a public agency rents the use of a privately owned parking lot that has low usage during commute hours (dual-use facility). Transit agencies and some community developers provide transit centers with parking facilities for bus riders or carpool users. In some jurisdictions, park and ride lots are a negotiated condition of development. Some cases of these lots remain in private ownership.

While most Park-and-Ride lots are intended for carpool users, they can also serve transit riders. This is especially true for long-distance commuter or “express” bus service where users can be widely dispersed and would benefit from the provision of a central meeting point. Also, the nature of this type of transit service requires limited stops to increase the speed and efficiency that helps to attracts users.

COST:

The capital cost of Park-and-Ride facilities can vary widely depending on the location and type of land available. The least expensive alternative is to lease a dual-use facility (an existing parking lot which is not fully used during typical commute periods), such as church parking lots. Ongoing maintenance and security costs must be budgeted accordingly. Dual-use facilities are often preferable over developing dedicated park-and-ride lots due to the relatively short time and low costs required to place the dual-use lot into service.

IMPLEMENTATION STEPS:

1. Identify locations to serve the residential areas where commuters live based on survey information.
2. Identify locations where long-distance commuter service is proposed or is provided by private operators.
3. Identify existing Park-and-Ride sites.
4. Catalogue existing signage at the current Park-and-Ride facilities.
5. Identify signage deficiencies.
6. Develop a Park and Ride system for incorporation into long-range transportation plans and short-range programs.
7. Prepare a signage program for Park-and-Ride facilities.
8. Select high priority sites for parking facilities and sign improvements.
9. Develop a management plan and secure funding for the operation of the additional recommended Park-and-Ride sites.
10. Identify dual-use park-and-ride facilities.
12. Install informational signs

TIME FRAME:

The preparation of the Park-and-Ride Facility Plan and implementation program could be completed in six months. Implementation would depend on funding availability. While Caltrans SHOPP funds can be used for facility construction, no program has been identified that provides specific funding for these facilities. Depending on funding and site availability, design and construction of a Park-and-Ride lot could be completed in six months.

MONITORING:

Both SANDAG and RCTC will develop a park-n-ride program report, as a component of each region’s TDM program annual report. Also, monitor any programmed park-n-ride projects on agency status of project lists.
SHORT-TERM STRATEGY T3: Joint Outreach and Marketing for Transit, Vanpool and Ridesharing Programs

CATEGORY: Transportation

IMPLEMENTATION AGENCIES:
Primary: SANDAG and RCTC
Cooperating: RTA, NCTD, MTDB, Caltrans Districts 8 & 11

AUTHORIZATION/FUNDING:
New State Legislation None
State or Federal Funding Grant Secondary
Joint Powers Agency Secondary
Local Agency Action Primary
Private Sector Yes

DESCRIPTION:
Several agencies are involved in promoting alternative modes of transportation along the I-15 Corridor. SANDAG and RCTC provide carpool and vanpool services, the Riverside Transit Agency (RTA) operates commuter express bus service into Oceanside, and Caltrans provides support for these services through its Park-and-Ride lot program. This strategy proposes that these agencies (and other interested agencies) consider the effectiveness of joint marketing programs targeting drive-alone commuters along the I-15 Corridor, and if beneficial, to develop such programs.

COST:
Collaboration on marketing and outreach activities has the potential to increase their effectiveness, eliminate any potential overlap, and reduce the possibility of mixed messaging. Any additional funding that may be required to expand the programs should be identified.

IMPLEMENTATION STEPS:
1. Evaluate the existing interregional travel marketing efforts.
2. Identify opportunities for jointly advertising transit and ridesharing in the corridor, e.g. new homeowner “packets” and community newsletters, jointly funded vanpool program, Strategy T1.
3. Consider the development of an Interregional Marketing Program, consider how to coordinate and include private sector transportation providers.
4. Identify any additional funding requirements and funding sources for such a coordinated program.
5. Identify evaluation criteria to measure program effectiveness.
6. Implement program
7. Collect data for the evaluation process.
8. Evaluate program at the 6- and 12-month points after implementation

TIME FRAME:
An interregional transportation marketing program could be designed in three months and implemented in nine months. Evaluation would occur at the 6- and 12-month points after implementation.

MONITORING:
Both agencies’ TDM Quarterly Reports from SANDAG and RCTC will feature a new element entitled, Interregional Coordination; which will summarize progress on this topic.
SHORT-TERM STRATEGY T4: Implement Interregional Public Transit Commuter Services

CATEGORY: Transportation

IMPLEMENTATION AGENCIES:
Primary: RTA
Cooperating: RCTC, SANDAG, NCTD, Private Sector

AUTHORIZATION/FUNDING:
New State Legislation None
State or Federal Funding Grant Secondary
Joint Powers Agency None
Local Agency Action Primary
Private Sector Existing Services exist Possible Contract Operator

DESCRIPTION:
Interregional transit commuter services will connect residential areas in southwestern Riverside County where interregional I-15 commuters live to employment centers in the San Diego region where a significant percentage of these I-15 commuters work.

In this strategy, residential pickup points will be located at transit centers, and park-n-ride lots or locations where relatively secure parking is available. Generally, there will be only two or three pick up locations. Riders access the commuter routes by walking, using feeder bus service, driving, or by being dropped off. The interregional commuter routes will have multiple drop-off points at major employer centers or transfer facilities.

These interregional commuter bus trips can take significant periods of time since the corridor doesn’t yet have a complete HOV system. In some cases elsewhere in the state, transit operators have provided premium services on-board the vehicles, such as internet access, entertainment services, and food in order to attract and maintain ridership.

RTA initiated commuter transit service from southwestern Riverside County to Oceanside in June 2003. In the longer-range, the SANDAG Regional Transportation Plan proposes Bus Rapid Transit (BRT) services on the I-15 corridor originating in Riverside County. The SANDAG Plan was recently revised to extend service between Sorrento Mesa and Escondido into Riverside County.

This strategy deals with the implementation of interregional transit services operated by public agencies. For-profit transit service provided by a private transit operator already exists in the I-15 Corridor. Coordination between public and private sector operators is called for under Strategy #7.

Operating cost of interregional service is similar to express bus services. Because commuter service is normally provided only during commuting hours, the unit (per mile or per hour) operating cost of interregional service can be higher than urban service. The proposed SANDAG BRT service would operate all day.

In addition to the vehicle, capital cost for interregional commuter services can include the creation of transit facilities, high occupancy vehicle (HOV) lanes on freeways and access roads, and traffic signal priority for buses.
IMPLEMENTATION STEPS:

1. Identify major residential locations for I-15 commuters (partially based on the survey information in the Existing Conditions report).
2. Identify major work destinations for I-15 commuters.
3. Identify the range of work hours of persons working in major destination areas (potentially through an additional survey).
4. Prepare and evaluate potential transit service alternatives.
5. Market the most cost-effective services in the major employment areas.
6. Finalize the proposed route(s) based on the marketing activities.
7. Secure funding through: (a) the normal government process; (b) special grant applications; and (c) outreach to employers whose workers would be served.
8. Select service operator (public agency or private contractor).
9. Initiate service.
SHORT-TERM STRATEGY T5: Collaboration Among Transit Providers

CATEGORY: Transportation

IMPLEMENTATION AGENCIES: Primary: RTA, NCTD, MTDB, Private Sector Operators
Cooperating: WRCOG, RCTC, SANDAG

AUTHORIZATION/FUNDING:
New State Legislation Secondary
State or Federal Funding Grant Secondary
Joint Powers Agency Secondary
Local Agency Action Primary
Private Sector Primary

DESCRIPTION:

Transit service is relatively new in the study area with the oldest services provided in the historic heart of the agricultural valleys, such as Escondido, since the middle part of the 20th century. All areas are now covered by transit agencies and receive state funding that can be used for transit service.

The long-range vision for transit in Western Riverside is covered in the Southern California Association of Government’s Regional Transportation Plan (RTP); the vision for the I-15 corridor in northern San Diego is covered in the SANDAG RTP. Shorter-range programs have also been adopted by the public operators.

As the agencies initiate commuter services both into and out of the San Diego region, coordination of transit services becomes more important. Interregional transit stops should be located near major transit distribution points or transit centers. Schedules should be coordinated.

Coordination between public and private transit service providers is also encouraged. Minimizing competing services benefits all service providers. Sharing transit facilities, and potentially facility maintenance costs, could also be mutually beneficial. Increased cost of collaborative planning and operations should be negligible.

IMPLEMENTATION STEPS:

1. The proposed RTA service into the San Diego region has already been coordinated through direct contact between RTA and NCTD staff.
2. Service plans should be reviewed by transit funding agencies (SANDAG & RCTC)
3. Future transit service changes should be proposed through a two-region planning process, tied to the short-range programs in both regions.
4. Private operators should provide public transit agencies information on existing and planned services to reduce the potential for competing services. Sharing transit facilities should be negotiated between affected agencies on a case-by-case basis.
SHORT-TERM STRATEGIES

Advocate for Employer-Subsidized Transit Passes (T6)
Encourage the Adoption of Alternative Work Schedules (T7)
Encourage Telework (T8)

CATEGORY: Transportation

IMPLEMENTATION AGENCIES:
Primary: Employers, SANDAG
Cooperating: RCTC

AUTHORIZATION/FUNDING:
New State Legislation Secondary
State or Federal Funding Grant Secondary
Joint Powers Agency None
Local Agency Action Primary
Private Sector Primary

DESCRIPTION:

While public transportation agencies can encourage or advocate these three strategies, employers must initiate, support, and promote them (funding for commuter benefits can be borne entirely by the employer or the commuter, or a combination thereof). These strategies must be adopted and implemented by public- and private-sector employers.

The focus of this strategy is to develop policies, incentives, and other market-like factors to catalyze the achievement of the interregional mobility goals of the IRP. This effort would include some level of analysis that evaluates the effectiveness of policies and incentives to move employers along the continuum of support of commuter programs; motivating them from a low level of involvement to a high level of commitment.

A pilot program should be developed to test varying levels and types of incentives to encourage employers to actively and vigorously support commuter programs, with a particular emphasis on subsidized benefits such as transit, buspool and vanpool passes; telework; and alternative work schedules. The initial goal of the pilot program is to have ten companies participate in the incentive program for a minimum twelve-month period.

Emphasis on employer outreach should continue through regional rideshare programs, with a focus on the following areas:

Advocate for Employer-Subsidized Transit Passes (T6): Employers rarely subsidize their workers use of transit even when they subsidize automobile commuting through free employee parking. Subsidized transit passes encourage transit use and often reduce employer costs for providing worker parking.

Encourage the Adoption of Alternative Work Schedules (T7): Alternative work schedules enable employees to avoid peak commute periods by shifting the time of travel before or after rush hour periods, or by avoiding commuting altogether one or more day a week. Because buses operate on a fixed schedule which may not coincide with a specific work schedule, alternative work schedules can encourage transit use. In addition, flexible hours increases the number of commuters with whom a worker can rideshare.

Encourage Telework (T8): Teleworking reduces the number of work trips that an employee makes to the office. In some instances, when an employee can work at home for part of the work day, teleworking can shift an employee's commute out of the peak morning or evening peak commute period.
The cost of an incentives program is unknown and will be determined as part of the proposed pilot program. Such incentives could be offered as a reduction in the business license fee or similar tax if a pre-established level of ridesharing or transit use is achieved at an employment location. Alternatively, direct or pass-through subsidies to employees could be used; or a combination of subsidies aimed at both groups.

No capital or hard public sector costs for this strategy are identified. Nevertheless, the program’s success depends on the provision of a high level of transit service to job locations and the commuter’s ability to use rideshare services. If an employment center’s density is low, implementing this strategy may not be cost-effective in that area.

IMPLEMENTATION STEPS:

1. Develop a model incentives program aimed at employers.
2. Identify target employment areas, with a high occurrence of long-distance commuters.
3. Identify those target employment areas with good levels of existing or proposed interregional transit service.
4. Run the pilot program and evaluate results
5. Consider incorporating any resulting incentives program into ongoing employer-based strategies and into the Interregional marketing program.
LONG TERM STRATEGY T9: Support High Speed Rail Transit Service in the I-15 Corridor

IMPLEMENTATION AGENCIES:

Primary: Caltrans, SCAG, SANDAG, RCTC, WRCOG

Cooperating: California High Speed Rail Authority (CHSRA – the legislatively-established authority to finance and build the system), Transit Operators, (RTA, NCTD, MTDB), Land Developers

AUTHORIZATION/FUNDING:

New State Legislation: None
State or Federal Funding Grant: Significant
Joint Powers Agency: None
Local Agency Action: Secondary
Private Sector: Secondary

DESCRIPTION:

The State legislature created the California High Speed Rail Authority (CHSRA) to design, finance, build, and operate a high-speed passenger rail system to connect California’s major urban areas. The first-priority corridor identified by the Authority connects the San Francisco Bay Area with Los Angeles Union Station (LAUS). To help fund this “backbone” high speed rail system, the CHSRA may place a $9.95 billion bond measure on the November 2004 statewide ballot. Nearly 10 percent of this funding will be available for the construction of rail and bus feeder services.

When this priority corridor opens for service, most passengers would travel to High Speed Rail stations on conventional rail or highway-based transit. Beyond the year 2010, high speed rail service would be extended north to Sacramento and south to San Diego. Based on studies completed by the CHSRA, the preferred route for high speed rail service from LAUS to San Diego would be through Riverside County and then south on I-15.

The SCAG long-range transportation plan also includes a high speed rail service providing both passenger and limited freight service in identified corridors. The primary corridor identified by SCAG connects the Los Angeles International Airport (LAX) with downtown Los Angeles. Several Maglev system extensions are identified. One future corridor would connect east into Riverside County, and could be extended south into the San Diego region.

IMPLEMENTATION STEPS:

1. IRP and its member agencies (including SANDAG, SCAG and WRCOG) monitor the ongoing CHSRA Project in the I-15 corridor.
2. IRP and its member agencies review and comment on the draft PEIR/EIS.
3. As appropriate, the IRP and its member agencies would advocate in support of high speed rail in the I-15 Corridor.
4. IRP and its member agencies would work with CHSRA on implementation issues, including right-of-way, station location and station access.
5. IRP and its member land use agencies should review and revise land use policies and plans to maximize access to the HSR system, increasing intensities near the HSR stations where feasible.
LONG-TERM STRATEGY T10: Implement Transit Shuttle Services to Interregional Transit

IMPLEMENTATION AGENCIES:

Primary:
Transit Operators (RTA, NCTD, MTDB)

Cooperating:
Transportation Funding Agencies (RCTC, SANDAG), Land Developers, Private Transit Operators

AUTHORIZATION/FUNDING:

New State Legislation None
State or Federal Funding Grant Secondary
Joint Powers Agency None
Local Agency Action Primary
Private Sector Possible Contract Operator
Potential Funding as a Condition of Development

DESCRIPTION:

The Implementation of Interregional Commuter Transit Services is a short-range strategy (T8) approved by the I-15 Policy Committee. Interregional services would operate primarily on the freeway system, connecting relatively distant residential areas with employment centers. Interregional commuter routes can be designed to pick up some of their riders near their homes and distribute them to their job sites.

However, in most cases, local transit shuttle services may be needed to collect interregional commuters from their residences and, less commonly, deliver them to work. While some shuttle services already exist in the I-15 corridor, more will be implemented in the near term.

IMPLEMENTATION STEPS:

Within the existing transit planning process:

1. Identify I-15 interregional commuter service access locations (express bus stops).
2. Identify areas of the rider-shed that can not be directly served by the interregional bus or walking at either the trip-origin or destination ends of the work trip.
3. Prepare and evaluate potential transit service alternatives.
4. Market the most cost-effective services in the major employment areas.
5. Finalize the proposed route(s) based on the marketing activities.
6. Secure funding through (a) the normal government process or (b) special grant applications.
7. Select service operator (public transit operator or a private company that would operate under contract with the public agency responsible for the service).
8. Initiate service.
LONG-TERM STRATEGY T11: Preserve Transportation Rights-of-Way and Implement Priority Measures through the Development Process

IMPLEMENTATION AGENCIES: Primary: Local Land-Use Agencies (cities, etc.)
Cooperating: Public Transit Operators (RTA, NCTD, MTDB), Regional Funding & Planning Agencies (SCAG, RCTC, SANDAG, WRCOG), Land Developers

AUTHORIZATION/FUNDING: New State Legislation None
State or Federal Funding Grant Secondary
Joint Powers Agency None
Local Agency Action Primary
Private Sector Land Developers

DESCRIPTION:

As required by state law, public land use and transportation agencies prepare long-range facilities plans to serve their jurisdiction for the next 20 years. Even if the locations of facilities are not identified in an environmental process, appropriate rights-of-way can be preserved through the development process. However, this process should include an environmental analysis. An example of this Strategy is the preservation of a right-of-way for State Route 125 South in the Otay Ranch area of San Diego County.

In addition to the preservation of rights-of-way, transit-related facilities could improve the speed and convenience of bus use in the short range. For example, the installation of “queue-jumpers,” transit-only lanes which allow buses to by-pass a line of cars stopped at red signals, can reduce transit travel times. Transit Centers and transit stop improvements such as shelters can improve the comfort of the transit patron. The types of facilities should be identified in the IRP program, Short Range Transit Plans and local General Plans.

IMPLEMENTATION STEPS:

This process is already in place in most jurisdictions and has been implemented as part of the development process. As Strategy T3 is refined, the types of facilities to be implemented should be identified.
LONG-TERM STRATEGY T12: Implement the I-15 High Occupancy Vehicle (HOV) System

IMPLEMENTATION AGENCIES: Primary: CALTRANS
Cooperating: SANDAG, RCTC, Transit Operators

AUTHORIZATION/FUNDING: New State Legislation None
State or Federal Funding Grant None
Joint Powers Agency None
State Agency Action Primary
Local Agency Action Secondary
Private Sector Secondary

DESCRIPTION:
In the summer of 2002, a survey by the I-15 Interregional Partnership estimated that approximately 29,000 individuals commute to work in the San Diego region from Riverside County on a daily basis. Approximately 85 percent of those workers drive alone. This survey also revealed that a significant percentage of those commuting into the San Diego region are interested in vanpooling and carpooling. The number of interregional commuters interested in alternative transportation modes increases when the potential of HOV lanes running the length of I-15 from southwestern Riverside County into San Diego County is discussed.

Strategy T4 would take advantage of the interest in alternative transportation, developing a High Occupancy Vehicle (HOV) system. The HOV system carpool lanes can move interregional commuters efficiently through what will eventually become congested freeway traffic between Southwest Riverside County and Escondido along I-15. The HOV facilities would be used by Bus Rapid Transit and other commuter transit services. As is currently the case on I-15 south of Escondido, single occupant vehicles can be permitted to use these lanes for a fee if sufficient capacity exists.

Current plans show I-15 expanding by one or two lanes in each direction in southern Riverside County. In the San Diego region, given projected funding levels and more urgent highway improvement projects, the funding needed to add HOV lanes on I-15 north of Escondido is anticipated only under the most favorable funding scenarios. Because freeway congestion in San Diego County currently only exists from Escondido south, the addition of more flexible “managed lanes” have been programmed only for that portion of the corridor.

IMPLEMENTATION STEPS:
1. Document the benefits of a HOV system along the I-15 Corridor.
2. Identify alternative funding sources.
3. Implementing agencies collaborate on system design.
APPENDIX C

I-15 Interregional Partnership Demographic, Survey, and GIS Data

This page starts the documentation of the data, demographic database, GIS layers and map documents used to produce the tables and maps for the I-15 Interregional Partnership Existing Conditions Report, published in March 2003 by San Diego Association of Governments and Western Riverside Council of Governments.

The data, demographic database, GIS layers and map documents used exclusively for the IRP project and any outputs related to the I-15 Interregional Partnership are in the directory k:\box1\gis\irp. The directory is organized as follows:

- covs: GIS coverages and INFO files
- data: dbf, text, Excel and similar files
- database: Demographic and Survey database
- documentation: documentation for this project, including this document
- logos: logos used for mapping
- lyr: GIS layer files used for mapping
- mxds: Map documents (mxd) used for the Existing Conditions Report's Figures
- output: tables and print files used for the Existing Conditions Report; images used for a grant application; and the tools used to produce maps for a poster competition at the 2003 ESRI User Conference
- shapes: GIS shape files
- worddocs: Microsoft Word documents relevant to this project
- zipfiles: zip files received from WRCOG and other outside sources
- directly under IRP: two dbf files used as joins in mapping

Included in this documentation are details of the Demographic and Survey database and Geographic Information System (GIS) data and maps. Click on these links for the details.

The demographic database contains data sets and links to data sets on population, housing, jobs, etc. for the San Diego and Riverside County regions, as well as adjacent counties and the state as a whole. The data sets originate mostly from the US Census 1990 and 2000 data, as well as population estimates from SANDAG and WRCOG. The tables used in the Existing Conditions Report are recreated within the database.

The survey data set, which is within the same database as the demographic data sets, currently contains one survey's results. This survey was obtained from a telephone poll conducted of I-15 Interregional commuters from Riverside County regarding their destination location within San Diego County.

The GIS data and map documents (ArcGIS mxd files) included in this documentation were used to either assist in the creation of the demographic database or produce the maps in the Existing Conditions Report.

Contact Jeff Martin (jma@sandag.org) for more information.