

I-15

Interregional
Partnership

MEETING NOTICE AND AGENDA

JOINT MEETING OF THE I-15 INTERREGIONAL PARTNERSHIP POLICY COMMITTEE AND I-15 INTERREGIONAL PARTNERSHIP TECHNICAL WORKING GROUP

The I-15 IRP Policy Committee and I-15 IRP Technical Working Group may take action on any item appearing on this agenda.

Friday, October 15, 2004

1:30 p.m. to 3:30 p.m.
(A light lunch will be provided)

Escondido City Hall
Mitchell Room
201 North Broadway
Escondido, CA 92025

Staff Contacts: Susan Baldwin
(619) 699-1943, sba@sandag.org

Rick Bishop
(951) 955-7985, bishop@wrcog.cog.ca.us

*Directions to Escondido City Hall are included with this agenda.

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Western Riverside
Council of Governments



401 B Street, Suite 800
San Diego, CA 92101

619-699-1909

Fax

619-699-1905

www.il5irp.org

I-15 IRP POLICY COMMITTEE AND I-15 IRP TECHNICAL WORKING GROUP

Friday, October 15, 2004

ITEM #	ACTION
1. WELCOME AND INTRODUCTIONS	
2. PUBLIC COMMENTS/COMMUNICATIONS	
<p>Members of the public will have the opportunity to address the I-15 IRP Policy Committee and I-15 IRP Technical Working Group on any issue within their jurisdiction. Speakers are limited to three minutes each. This also is an opportunity for the members of the Policy Committee or Technical Working Group to make comments or announcements.</p>	
+3. I-15 IRP POLICY COMMITTEE MEETING SUMMARY OF JUNE 18, 2004.	APPROVE
<p>The I-15 IRP Policy Committee should review and approve the June 18, 2004 Meeting Summary.</p>	
+4. WORKSHOP ON I-15 INTERREGIONAL PARTNERSHIP (I-15 IRP) PHASE TWO WORK PROGRAM	DISCUSSION/ RECOMMENDATION
<p>The California Department of Transportation has awarded SANDAG and WRCOG a \$240,000 grant to continue work on the I-15 IRP. The completion of Phase One of the project resulted in the approval of a Final Report of the I-15 IRP this summer. The purpose of today's meeting is to hold a brainstorming session on the proposed work program for Phase Two of the project.</p>	
5. NEXT STEPS/NEXT MEETING DATE	DISCUSSION/ INFORMATION
<p>The future meeting schedule for the Policy Committee and Technical Working Group(s) will be discussed. The next meeting of the Policy Committee is tentatively scheduled for Friday, January 21, 2005 in Temecula; the meeting may be rescheduled based on progress on the work program. A schedule for Technical Working Group meetings will be established.</p>	

I-15 IRP POLICY COMMITTEE AND TECHNICAL WORKING GROUP

October 15, 2004

AGENDA ITEM NO. **3**

Action Requested: APPROVE

I-15 INTERREGIONAL PARTNERSHIP POLICY COMMITTEE MEETING DISCUSSION AND ACTIONS

Meeting of Friday, June 18, 2004

The June 18, 2004 meeting of the I-15 Interregional Partnership (IRP) Policy Committee was called to order at 1:40 p.m. at the Temecula City Hall. Because a quorum of members was not present, Interregional Partnership actions were not taken at this meeting. Approval of the draft final project report and approval of interregional strategies will be forwarded to the WRCOG and SANDAG Boards of Directors.

Policy Committee members in attendance were Co-chair Hon. Jeff Comerchero (City of Temecula), Hon. Jim Bond (County Water Authority/City of Encinitas), Hon. Thomas Buckley (City of Lake Elsinore), Hon Ed Gallo (City of Escondido), Hon. Pam Slater-Price (County of San Diego), Hon. Jack Van Haaster (City of Murrieta), Bill Figge (Caltrans District 11), and Bill Mosby (Caltrans District 8).

The following guests and I-15 IRP Technical Working Group (TWG) members were in attendance: Maurice Eaton (Caltrans District 11), Sachiko Kohatsu (Office of Supervisor Slater-Price), Katherine Marks (North County Times), Jim O'Grady (City of Temecula), Paul O'Neal (representing State Senator Bill Morrow), Mark Roberts (Caltrans District 8), and Dennis Thompson (Caltrans District 11). The following I-15 IRP staff members were in attendance: Kevin Viera and Bill Hodge (WRCOG), and Susan Baldwin, George Franck, Jeff Martin, Alejandra Romero, and Hector Vanegas (SANDAG).

1. Welcome and Introductions

Co-Chair Comerchero welcomed Policy Committee members and guests. Policy Committee members and others attending the meeting introduced themselves.

2. I-15 IRP Policy Committee Discussion and Actions – March 26, 2004

There were no comments on the draft meeting summary for the March 26, 2004 meeting.

3. Public Comments and Communications

The Western Riverside Council of Governments (WRCOG) is holding a 13th Annual General Assembly on June 24, 2004. The IRP Policy Committee and Technical Working Group members are invited to attend.

4. I-15 IRP Revised Draft Final Project Report

Staff summarized the comments made on the draft Final Report during the outreach period, using a table to indicate how these comments are reflected in a revised draft. The most

significant changes are the re-classification of strategy H1 - the provision of a full range of housing in all jurisdictions – as a combination short-range- and long-range strategy as well as the addition of two new transportation strategies:

T13 – Coordinate Caltrans/Regional Agency Transportation Planning and

T14 – Expand Interregional Commuter Service with Bus Rapid Transit (BRT).

In addition to comments received during the comment period, the Friends of San Diego (FOSD) submitted comments on the IRP dated and received on June 17, 2004. These comments faulted the IRP for identifying a need for housing in San Diego County beyond those units proposed in the local General Plans. FOSD believes that existing General Plans would adequately house the natural population increase in the region, and that controlling employment growth would eliminate the need for additional housing. Staff did not recommend changes to the IRP strategies based on FOSD's comments.

Supervisor Slater-Price said that the interregional commuters are looking for a more suburban setting. Higher density housing in San Diego will not meet their demand. San Diego needs to provide housing choices as well as choices for getting people to work. In the past, affordable housing has been provided through "green field" development and reduced-interest rate mortgage programs. Staff noted that SANDAG's Regional Comprehensive Plan (RCP) proposes only a modest increase in overall housing density.

Chair Comerchero said that the short-range carpooling strategy should include an active outreach program to inform workers about their commute options. IRP survey information indicated that more people would be willing to participate in car pool and van pool programs. Councilmember Jim Bond mentioned that the IRP should continue to deal with commuters in the San Diego/Riverside border area.

Mr. Bond stressed the need to implement the proposed strategies; to make sure that the plan has continuity. The Co-Chair agreed, noting that the IRP members should continue communicating with each other. Mr. Bond also noted that both regions are running out of water because demand continues to grow. Water supply agencies do not have the role of controlling or managing population growth.

Co-Chair Comerchero noted that the Policy Committee members present had no objections to moving the recommended strategies and draft final report on to the SANDAG and WRCOG Boards of Directors for possible action. It was the consensus of those attending the meeting that both Boards of Directors should approve the 23 recommended strategies and the project report.

5. Status of the Caltrans Districts 8 and 11 Cooperative I-15 County Line Study

Bill Figge, CALTRANS, said that transportation strategies are a key aspect of the IRP. Coordination between the two Caltrans Districts and between the two regions is fundamental. Caltrans has initiated a study of highway facilities near the County line in response to its IRP participation. The study area proposed is centered on Interstate 15, extending from State Route (SR) 76 to I-215.

James Bond said the study area should extend farther south, because there are relatively few problems between SR 76 and I-215. Staff responded that the southern boundary of the study was proposed at SR 76 because the focus of the study was coordination between the two Caltrans Districts and the two regions. Supervisor Slater-Price said that proposed HOV lanes in this corridor could accommodate Bus Rapid Transit service.

Bill Mosby (Caltrans District 8) said that Caltrans is waiting on the final I-15 IRP report so that this cooperative I-15 study can be tailored to support IRP implementation. He said that a similar effort was undertaken by Caltrans on the SR 91 corridor near Corona, but that this new study appears to be the first inter-district Caltrans coordination effort in Southern California. In response to a question regarding the coordination of this study with other regional and local agencies, Caltrans responded that its work would be coordinated through the IRP Policy committee and Technical Working Group.

The Committee discussed the importance of goods movement in the I-15 corridor. This truck traffic will be affected by gas prices and freight originating in Mexico. Supervisor Slater-Price suggested that the rail system should be enhanced to transport goods and to move people to the east. Mr. Bond indicated that rail improvements need to be made correctly in both the coastal and inland rail corridors. Ed Gallo agreed that the rail system should be improved from the border towards the east.

In response to this discussion, Bill Figge noted that the initial Caltrans effort is directed toward forecasting both freight and personal travel. Although conditions are changing, regional travel forecasts have been fairly accurate in the past. The Committee members discussed the potential opening of HOV lanes for the use of hybrid fuel vehicles. This action could be counter-productive. In the SCAG region, many of the HOV facilities are approaching capacity.

Councilmember Thomas Buckley asked that the study identify early implementation freeway improvements that would be fairly easy to build. Near-term operating restrictions on the highway system, such as truck operating hours, also were discussed. Policy Committee members discussed the changing needs of goods movement. Caltrans staff indicated that initial recommendations from their study would be available in about three months.

6. Next Steps/ Next Meeting Date

The I-15 IRP Interregional strategies and project report will be presented to the SANDAG Board of Directors on July 23, 2004 and to the WRCOG Board of Directors in August or September 2004.

Staff will forward the recommended interregional strategies and project report to the California Department of Housing and Community Development (HCD) by the end of June. In a report to the State legislature, HCD will combine the I-15 IRP conclusions with programs developed in other HCD demonstration projects throughout the State.

Bill Hodge said that WRCOG staff is actively meeting with economic development agencies in southwestern Riverside County. This program will develop sub-regional goals for the group and will invite cooperation with other economic development agencies in San Diego County over the next six months.

Caltrans has not yet taken action on a joint interregional grant application made by SANDAG and WRCOG. This grant would primarily fund the identification of employment clusters in the corridor. Bill Figge said that interregional funding also may be available through other Caltrans programs.

September 17, 2004 is the normal date for the next IRP Policy Committee meeting; however, this date conflicts with a California League of Cities meeting. A Policy Committee meeting in the fall will be determined through telephone and e-mail contact with Policy Committee members.

I-15 IRP POLICY COMMITTEE AND TECHNICAL WORKING GROUP

October 15, 2004

AGENDA ITEM NO.: **4**

Action Requested: DISCUSSION/RECOMMENDATION

WORKSHOP ON I-15 INTERREGIONAL PARTNERSHIP (I-15 IRP) PHASE TWO WORK PROGRAM

Introduction

In July 2004, Caltrans awarded the San Diego Association of Governments (SANDAG) and the Western Riverside Council of Governments (WRCOG) a \$240,000 grant to continue work on the I-15 IRP. The purpose of today's joint meeting of the I-15 IRP Policy Committee and Technical Working Group is to discuss the draft work program for Phase Two of the project. (Attachment 1 summarizes the work completed in Phase One.)

The focus of the next phase of the project will be on implementation of the strategies contained in the I-15 IRP Final Report. Attachment 2 includes descriptions of the 23 strategies included in the final report. Phase Two also will include the preparation of a baseline monitoring report, targets, and the first annual monitoring report.

Recommendation

The I-15 IRP Policy Committee and Technical Working Group are asked to brainstorm and discuss ideas for Phase Two of the I-15 IRP.

Discussion

The adopted I-15 IRP implementation strategies address the jobs-housing imbalance between the San Diego and southwestern Riverside regions and its effects. The strategies are organized in four categories: economic development, transportation, housing, and program-related.

Some of the strategies already are being implemented as part of ongoing work programs at SANDAG, WRCOG, and other agencies (e.g., Riverside County Transportation Commission (RCTC), California High Speed Rail Authority (CHRSA), etc.) Implementation of other strategies will require focused efforts as part of Phase Two of the I-15 IRP. Issues to be addressed in each category of strategies are summarized below:

Economic Development Strategies

The economic development strategies are designed to improve job growth in southwestern Riverside County through new employment opportunities in the "cluster" industries that drive the

bi-regional economies, and to facilitate greater collaboration among Riverside economic development agencies (EDAs) as well as between Riverside and San Diego EDAs. "Employment clusters" are groups of complementary and interdependent industries that drive wealth creation in a region.

While some initial collaboration among the various EDAs occurred during Phase One, a focused work effort is needed in Phase Two to identify specific "employment clusters" and appropriate strategies to foster these clusters. Staff has developed a draft scope of work for an Employment Cluster Study (Attachment 3). Marney Cox of SANDAG will present the proposed scope of work at the meeting.

Participation by EDAs from both regions will be important to the Employment Cluster Study. EDAs can help validate the information used in the study and will help identify the kinds of information needed to implement economic development activities beneficial to both regions. At the meeting, Kevin Viera of WRCOG will summarize the collaborative efforts to date among the Riverside EDAs, and the proposed approach to improve collaboration and coordination. Involving major educational institutions, such as Cal State San Marcos and University of California (UC) Riverside, also is proposed.

Transportation Strategies

The adopted I-15 IRP transportation strategies focus on improving transportation facilities and services in the corridor to meet the growing demand for interregional travel. Short-range strategies (8 of the 14 total) focus on travel demand management (TDM) – encouraging the use of alternative modes, including carpooling, vanpooling, and transit, and eliminating or reducing peak period travel through telework or alternative work schedules. Implementation of these short-range strategies is occurring as part of ongoing regional rideshare programs operated by both SANDAG and RCTC, and using the grant monies to fund additional work in this area is not proposed.

The other six transportation strategies are longer-term efforts focused on developing new highway high occupancy vehicle (HOV) facilities, and public transit services and related improvements in the I-15 corridor.

Several agencies are involved in transportation planning in the two regions and prioritizing transportation projects and services for funding. Agencies in the San Diego region include SANDAG, Caltrans District 11, and transit operators such as the North San Diego County Transit Development Board (NCTD). In the southwestern Riverside region, agencies include WRCOG, RCTC, Caltrans District 8, Riverside Transit Agency (RTA), and the Southern California Association of Governments (SCAG).

Caltrans I-15 County Line Study

This past summer, Caltrans Districts 8 and 11 initiated a cooperative I-15 County Line Study to identify short-term, mid-term, and long-term transportation issues facing the I-15 corridor in the vicinity of the county line (see Attachment 4). Bill Figge of Caltrans District 11 will describe the work to date, which has included an assessment of the transportation modeling assumptions, regional traffic forecasts, and an initial evaluation of transportation projects and services included in long-range transportation plans and transportation improvement programs from both regions. The goal

of the study is to identify outstanding transportation issues and propose multimodal solutions that could be used in the development of future updates to SANDAG and SCAG's regional transportation plans.

Caltrans I-15 County Line Study is a high-level planning analysis and more detailed planning work, including specific corridor or subarea studies, will likely be needed to refine solutions for infrastructure improvements, such as the addition of HOV lanes or other facilities supporting interregional travel in the corridor.

Expansion of BRT Services in the I-15 Corridor

Other I-15 IRP transportation strategies include developing BRT services and connecting shuttle services to meet the demand for interregional commuter travel. Successful BRT services rely on priority treatments, such as exclusive HOV lanes, direct access ramps, bus lanes, or signal priority treatments, to maintain bus speeds along congested roadway corridors.

Implementation of a successful BRT network also depends on providing "smart growth" transit oriented land uses along the corridor and at major BRT stations. Phase Two work in this area could focus on identifying potential BRT corridors serving the interregional travel market and opportunity areas where smart growth land use planning can help support the development of BRT services.

Housing and Land Use Strategies

The I-15 IRP housing strategies are primarily designed on increasing the supply of housing in the San Diego region, especially for moderate income families which make up the bulk of the households that have moved to Riverside County.

SANDAG is undertaking a variety of efforts related to housing and land use, including the completion of the Regional Housing Needs Assessment (RHNA) for the 2005-2010 housing element cycle, and the preparation of a Smart Growth Concept Map and a Pilot Smart Growth Incentive Program. These related efforts are intended to identify existing, planned, and potential areas for housing and other uses that support regional transportation investments, and to provide incentives to encourage and foster smart growth development types. If successful, these efforts should help increasing both the supply of housing as well as the range of housing choices in the region. Susan Baldwin of SANDAG will summarize SANDAG's housing and land use efforts.

While the housing and land use strategies are primarily focused on the San Diego region, smart growth concepts and planning for a variety of housing choices also may be of benefit to the southwestern Riverside region. While Riverside County itself is not facing a current housing shortage, changing demographics in the future will create needs for a variety of housing types. There is opportunity to plan early while there are available lands, rather than waiting until land is in short supply.

Program Strategies and Performance Monitoring

The two I-15 IRP program strategies include supporting/sponsoring legislation that address job-housing issues, and continuing community and agency collaboration and outreach. Work in this

area is part of ongoing work programs of SANDAG and WRCOG, and additional grant-funded efforts are not proposed.

Phase one of the I-15 IRP also envisions ongoing monitoring of key performance indicators. Performance monitoring as described in the I-15 IRP Final Report will be undertaken during Phase Two. Tentative milestones include a baseline monitoring report (December 2004/January 2005), establishment of short- and long-range targets (Second Quarter 2005), and an annual monitoring report (Fourth Quarter 2005).

Timeline and Next Steps

It is anticipated that the work program for Phase Two of the I-15 IRP would cover a two-year period from January 2005 to January 2007. Following the October 15 joint meeting, SANDAG and WRCOG staff will develop a work program and timeline for the Phase Two grant-funded activities. This refined program would be reviewed at the next meeting of the I-15 IRP Policy Committee, tentatively scheduled for Friday, January 21, 2005.

Attachments:

1. Summary of I-15 IRP Phase One
2. Descriptions of Strategies from the Final I-15 IRP Report
3. Draft Scope of Work for Employment Cluster Study
4. Summary of Caltrans I-15 County Line Study

Key Staff Contacts: Susan Baldwin, SANDAG, (619) 699-1943, sba@sandag.org
Rick Bishop, WRCOG, (951) 955-7985, bishop@wrcog.cog.ca.us

Summary of the I-15 Interregional Partnership Phase One

Background

Funded by a \$515,000 grant from the California Department of Housing and Community Development (HCD), the I-15 Interregional Partnership (I-15 IRP) has been working for the past three years to develop strategies to address the jobs-housing imbalance between the San Diego region and southwestern Riverside County, and the effects it has had on transportation and other regional issues. The project was one of eight funded throughout the state by grants from HCD. Both the Western Riverside Council of Governments (WRCOG) and San Diego Association of Governments (SANDAG) contributed matching funds (staff time) to the project.

The I-15 IRP is a voluntary compact between local elected officials representing SANDAG and WRCOG. The work of the I-15 IRP has been directed by two committees:

- the I-15 Interregional Partnership Technical Working Group, which includes public and private sector staff from the San Diego and southwestern Riverside regions; and
- the I-15 Interregional Partnership Policy Committee, which includes the members of SANDAG's Borders Committee and elected officials from southwestern Riverside County.

SANDAG staff and WRCOG staff have co-managed the project since its inception.

Phase One Work Program

The three-year work program included:

- the preparation of an Existing Conditions Report (January 2003),
- initiation of an ongoing public outreach program (December 2002 – June 2004),
- strategy development and evaluation (January 2003 – March 2004),
- completion of a Short-Range Strategy Report, which focused on transportation strategies that could be implemented immediately (February 2003), and
- completion of a Draft I-15 IRP Final Report (March 2004) and a Final I-15 IRP Report (July 2004).

The Final Report was sent to HCD in fulfillment of our contract, and approved by the SANDAG Board on July 23, 2004 and the WRCOG Executive Committee on August 2, 2004.

I-15 IRP Strategies

The Final I-15 IRP Report contains 23 strategies proposed to address the jobs-housing imbalance between the two regions and its effects, and an implementation and monitoring program. The 23 strategies have been organized in four categories: economic development (2), transportation (14), housing (5), and program-related (2).

- The **economic development strategies** are designed to improve job growth in southwestern Riverside County through new employment opportunities in the cluster industries that drive the bi-regional economies, and to facilitate greater collaboration among Riverside economic development agencies (EDAs), as well as between Riverside and San Diego EDAs.
- The **transportation strategies** focus on improved transportation facilities and services in the corridor to meet the growing demand.
- The **housing strategies** are designed to increase the supply of housing in the San Diego region, especially for moderate income families (which make up the bulk of the households that have moved to Riverside County).
- The **program strategies** are intended to assist in the implementation of the economic development, housing, and transportation strategies. These strategies focus on legislative support and community outreach.

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

Program Strategies

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

Economic Development Strategies

- Strategy ED1: * Facilitate Greater Collaboration between Regional Economic Development Agencies
 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 State/Local Fiscal Reform to Encourage Moderate- and Low-Income Family Housing Near Employment Centers
 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: * Coordinate Interregional of Vanpool and Carpool Programs
 Strategy T2: * Expand Park-and-Ride Lots and Improve Rideshare Information Signage
 Strategy T3: * Conduct Joint Outreach and Marketing for Transit, Vanpool, and Rideshare Programs
 Strategy T4: * Implement Interregional Public Transit Commuter Services
 Strategy T5: * Foster Collaboration among Transit Providers (public and private)
 Strategy T6: * Advocate for Employer-Subsidized Transit Passes
 Strategy T7: * Encourage the Adoption of Alternative Work Schedules
 Strategy T8: * Encourage Telework
 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
 Strategy T13: Coordinate Caltrans/Regional Agency Transportation Planning in the I-15 Corridor
 Strategy T14: Expand the Interregional Commuter Transit Service by Developing a Bus Rapid Transit Network

* 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.

**DRAFT SCOPE OF WORK
Employment Cluster Study
September 28, 2004**

Introduction:

Through the I-15 Interregional Partnership (IRP), opportunities exist to improve the economy of both the southwestern Riverside and San Diego regions. By focusing on “employment” clusters, the two regions can identify opportunities and create a foundation for assessing opportunities to improve their local economy. The following work program identifies clusters for Riverside County and develops information critical for identifying implementation strategies beneficial to both regions. Employment clusters are groups of complementary, competing, and interdependent industries that drive wealth creation in a region.

Goal: Raise the standard of living through new and enhanced employment opportunities in the cluster industries that drive the local economies.

Outline of Scope of Services

1. **Develop Approach:** Review existing SANDAG employment cluster methodology, results, and application. Develop approach for integrating the two regions and for identifying clusters in Riverside based upon existing SANDAG methodology.
2. **Conduct Background Research and Industry Analysis:** Research Riverside economy, talk to local analysts, and evaluate employment data. Identify possible drivers based upon employment data and related research. Prepare agenda and supporting data for first Round Table Discussion.
3. **Industry Input and Round Table Discussion:** IRP staff, with the assistance of economic development agencies, SCAG, WRCOG, SANDAG, and the I-15 IRP Technical Working Group organizes a round table discussion with local business leaders and representatives from local Workforce Development agencies, Economic Development Organizations, the CA Employment Development Department, Universities and others to identify potential employment clusters in western Riverside County.
4. **Confirm Industry Input and 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 driving industries suggested during the “round table” discussions.
5. **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. In addition, compare the IO model’s transaction matrices between Riverside, San Diego, and a Riverside-San Diego aggregation to better understand inter-regional relationships.
6. **Verify Research Findings:** Reconvene with the advisory group identified in step 3 to verify the results of the analysis. If possible, a survey of employers to obtain supplementary information on both existing and needed relationships with suppliers and client companies in the two-county area would provide additional insight into the clusters as well as their

inter-regional relationships. The survey is not required, but would be useful for clarifying the inter-regional transactions relationships.

7. **Interregional Cluster Summaries:** Prepare a comparative analysis and summary of employment clusters in the two counties.
8. **Identify Common Strategies and Goals:** Based upon the findings from the cluster analysis, the next step is to identify common strategies and goals. This discussion will most likely be led by EDC's and other partners with assistance from IRP staff, SCAG, WRCOG, SANDAG, and the I-15 IRP Technical Working Group. Emphasis of the strategies and goals should be on creating "win-win" situations for both counties, and in identifying action items that can improve the functional relationship between the San Diego and southwestern Riverside economies. Potential initiatives supported by the results might include:
 - a. Identifying key public policy and labor force and physical infrastructure investments. Examples of "human" or labor force infrastructure investments might include: (not complete)
 - b. Identifying needs of the primary occupations for each cluster. Once identified these findings lead to the development of workforce training and other programs.
 - c. Reviewing consistency between occupational needs of cluster industries currently located in Riverside and the graduates produced from area colleges and universities.

STATUS OF CALTRANS DISTRICTS 8 AND-11 COOPERATIVE I-15 COUNTY LINE STUDY

Background

Caltrans, District 8 in Riverside/San Bernardino Counties and District 11 in San Diego/Imperial Counties, is developing a coordinated plan to identify and assess short term, mid term and long term transportation issues in the county line section of Interstate 15. The I-15 Interregional Partnership (IRP), a joint task force made up of Riverside and San Diego County officials and businessmen, highlighted transportation as an important issue facing both counties.

As a result of IRP work to date, District 11 has agreed to take the lead in producing a document, with major support from District 8, recommending solutions to the transportation problem both counties face in the Bi-County Area along Interstate 15. The report will be a joint effort to provide a staging of needs based on traffic projections, programmed and measure funded projects, growth and modal options. The approach is to look at a number of multi-modal solutions to address the I-15 issues at this location.

Introduction

The existing Interstate 15 cross section at the San Diego-Riverside County Line is composed of an eight-lane interstate freeway with median. There are no additional major road crossings of the county line in the area. The northern part of San Diego County is very rural in nature. The southwestern part of Riverside County has urbanized in the last decade.

The report will be a joint effort to provide planning proposals based on the Regional Transportation Plans of both regions as well as the Transportation Concept Reports developed by the respective Caltrans districts. The document will also provide a description, evaluation and order of magnitude cost estimate for various short, mid and long term transportation solutions.

Status

Districts 8 and 11 have met several times to reach agreement on a draft table of contents showing desirable elements of the study including:

1. Goals
2. Objectives
3. Short Term Proposals or Tactics
4. Mid Term Proposals or Tactics
5. Long Term Proposals or Tactics
6. Operational Improvements
7. Study Area
8. Actions

Exhibit 1 shows the Draft Goals and Objectives now being used by Caltrans to develop and evaluate the project proposals. Districts 8 and 11 are now assembling information on a listing of possible projects such as:

1. HOV Lanes
2. Alternative Modes
3. Additional Access Points in the Temecula Area
4. Truck Climbing Lanes
5. Truck By Pass Facilities
6. PAL Systems
7. Bike and Ride Facilities
8. Transit Shuttle Services
9. Park and Ride Facilities
10. Auxiliary Lanes
11. Electronic Message Signs
12. Low Power Radio Station
13. Traffic Management Systems
14. Traffic Operational Improvements

Transportation Strategy Information Pages have been completed for many of the above projects and are based on the Tactic Forms used by the I-15 Interregional Partnership. Exhibit 2 is an example of the information page on Truck Climbing Lanes.

Future Products

Caltrans plans to complete the following products on the corresponding dates:

<u>Product</u>	<u>Date</u>
Finalize Goals and Objectives	July 04
Finalize Proposals	September 04
Evaluate Proposals	November 04
Complete Draft Report	January 05
Comment Period	February 05
Final Report	March 05

Coordination with the I-15 Interregional Partnership

Caltrans will coordinate with the I-15 Interregional Partnership from time to time as the report progresses. Some recommendations from the study may require changes in the respective Regional Transportation Plans for full implementation. The I-15 Interregional Partnership, SANDAG, WRCOG, and the Riverside County Transportation Commission (RCTC) will need to be part of this process.

I-15 COUNTY LINE STUDY DRAFT GOALS AND OBJECTIVES

Goals

- To increase person trip mobility within the I-15 corridor
- To improve safety for the traveling public
- To expedite goods movement through and within the county line area
- To improve efficiency (HOV lanes, transit, carpools) of transportation in the I-15 corridor

Objectives

- To reduce average travel time for trips within the I-15 corridor. This includes shorter and more efficient trips.
- To decrease fatalities, injuries and property damage for travel in the county line area
- To reduce average delay for trucks in the county line area
- To increase the opportunity for multi-modal travel
- To develop projects that optimize the mix of local, state and federal transportation dollars.
- To select projects that reinforce the respective regional comprehensive plans
- To select several early start projects that have a high benefit/low initial cost

For directions to Escondido City Hall, go to:

http://www.i15irp.org/escondido_city_hall.pdf