

I-15

Interregional  
Partnership

# MEETING NOTICE AND AGENDA

## I-15 INTERREGIONAL PARTNERSHIP (I-15 IRP) TECHNICAL WORKING GROUP

The I-15 Interregional Partnership Technical Working Group may take action on any item appearing on this agenda.

Thursday, December 11, 2003

1:00 – 3:00 p.m.

City of Escondido\*  
**East Valley Community Center, Grove Room\*\***  
**2245 East Valley Parkway**  
Escondido, CA

Staff Contacts: Jeff Martin, (619) 595-5358, [jma@sandag.org](mailto:jma@sandag.org)  
Kevin Viera, (909) 955-8305, [viera@wrcog.cog.ca.us](mailto:viera@wrcog.cog.ca.us)

***\*Directions to East Valley Community Center are attached to this agenda.***

***\*\*PLEASE NOTE THAT THE MEETING WILL NOT BE HELD AT CITY HALL!!***

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# I-15 IRP TECHNICAL WORKING GROUP

Thursday, September 11, 2003

| ITEM #  | ACTION                     |
|---|----------------------------|
| 1. <b>Welcome and Introductions – Jeff Martin, SANDAG</b>   |                            |
| +2. <b>Summary of the November 13, 2003 I-15 IRP Technical Working Group Meeting (pages 5 to 7)</b>   | APPROVE                    |
| The Technical Working Group should review and approve the November 13, 2003 meeting summary.  |                            |
| 3. <b>Public Comments/Communications</b>  | INFORMATION                |
| +4. <b>Strategy Update – Update on the Current Status of Strategy- Recommendations George Franck, SANDAG (pages 8 to 9)</b>   | INFORMATION/<br>DISCUSSION |
| Based on TWG actions in November, the I-15 IRP currently identifies one economic development, three transportation and four housing Long Range strategies.  |                            |
| +5. <b>Short Range Economic Development and Jobs-Housing Balance Strategies –Kevin Viera/Elgeritte Adidjaja, WRCOG (pages 10 to 13)</b>   | DISCUSSION/<br>APPROVAL    |
| In November, the TWG recommended that three economic development strategies be combined and considered for immediate implementation. In addition, the TWG also recommended shifting the draft jobs-housing balance strategies to short-range status because these strategies are being implemented under the current IRP grant. WRCOG staff will present refined drafts of these strategies for TWG comments. The I-15 IRP Policy Committee will consider these additional short-range strategies for approval in January 2004. |                            |
| +6. <b>Long Range Economic Development Strategies –Matt Eary/ George Franck, SANDAG (pages 14 to 17)</b>  | DISCUSSION/<br>APPROVE     |
| In November, the TWG requested that staff develop an inter-regional economic development strategy based on the promotion of employment in the economic clusters that exist in San Diego and southwestern Riverside County. Matt Eary, who works on the San Diego Regional Economic Prosperity Program, will present revised strategy for TWG discussion and recommendation  |                            |

| ITEM #   | ACTION                     |
|--|----------------------------|
| <p><b>+7 Long Range Strategy Priorities – George Franck, SANDAG (page 18)</b></p> <p>Based on a comparative evaluation of the identified Long-Range strategies, staff recommends that the IRP focus on three of these strategies.</p>  | DISCUSSION                 |
| <p><b>8. Next Steps/I-15 IRP Work Program Update – Jeff Martin, SANDAG and Kevin Viera, WRCOG</b></p> <p>The Technical Working Group will be updated on the status of the work program. As part of this discussion, the Working Group should focus on the public outreach efforts that need to be undertaken as part of this project.</p>  | INFORMATION/<br>DISCUSSION |
| <p><b>9. Project/issue Updates from Working Group Members</b></p> <p>Working Group members should provide information about upcoming events and updates on projects and issues of interest to other members.</p>   | INFORMATION                |
| <p><b>10. Adjournment and Next Meeting</b></p> <p>If additional Technical Working Group (TWG) discussion on the strategies is needed prior to the next scheduled I-15 IRP Policy Committee, the TWG can meet in the City of Temecula on Thursday, January 8, 2004 at 1:00 PM.</p> <p>The I-15 IRP Policy Committee will meet on Friday, January 16, 2004 from 1:30 – 3:30 p.m. in Temecula at City Hall. Members of the Technical Working Group are encouraged to attend the Policy Committee meeting.</p> | INFORMATION/<br>ACTION     |

+ Next to an agenda item indicates an attachment

**I-15 Interregional Partnership (I-15 IRP)  
Technical Working Group  
Meeting Summary**  
Thursday, November 13, 2003

**Agenda Item #1: Welcome and Introductions**

Kevin Viera, WRCOG, opened the meeting, asking for self-introductions of those attending the meeting. The names of persons attending this meeting are listed at the end of this meeting summary.

**Agenda Item #2: Summary of the September 11, 2003 I-15 IRP Technical Working Group Meeting**

The Technical Working Group made no corrections to the draft meeting summary.

**Agenda Item #3: Public Comment/Communications.**

Because of construction at Temecula City Hall, this meeting was held in the office of the firm Muni Financial in Temecula. Lyn Gruber, Principal Consultant for Muni Financial, welcomed the TWG, briefing them on the role of the firm is the evaluation, formation and administration of Special Districts.

**Agenda Item #4: Evaluation of I-15 IRP Strategies**

The primary purpose of this meeting is to establish preliminary priorities on long-range strategies to promote a better jobs-housing balance in San Diego County and in southwestern Riverside County. Based on an earlier TWG recommendation, the I-15 IRP Policy Committee (PC) identified long-range strategies for further consideration. The PC previously adopted short-range transportation strategies that are in implementation.

Staff distributed a table that listed the agencies responsible for implementing each long-range strategy, each strategy's effect on balance and a staff-recommended priority. This table is attached.

**Transportation Strategies:** Both T1 & T5 support transportation system expansion that would make the commute into San Diego County more feasible – transportation facility expansion does not encourage a better jobs-housing balance in each region. TWG members noted that some growth in interregional commuting was inevitable. Strategies T1 & T5 would expand Managed (HOV/carpool & toll) Lanes and High Speed Rail service, not general-use freeway capacity.

While the Orange County-SR 91 Corridor IRP did not include transportation strategies, they are being planned by other inter-county agencies. Although initially opposed, economic development groups in Orange County now generally support the proposed transportation improvements in the corridor.

The TWG discussed the need for transit shuttle operations, Strategy T2, focusing on the potential for private sector funding: by employers at the work-end of the trip and developers or homeowner associations at the home-end. As a condition of development, the Harveston Community in Temecula will provide more than \$300,000 that can be used for transit capital or approximately 18 months of transit shuttle operations. Harveston is a 2,000-unit project under development by

Lennar Homes. Descriptions of Strategy T2 should identify both private and public transit operators as potential implementing agencies. A moderate priority is suggested.

**TWG consensus** supported the construction of “alternative” transportation facilities as the highest IRP transportation priority: new Managed (HOV/carpool & toll) Lanes in the medium time frame and High Speed Rail service in the longer range. The TWG suggested a moderate priority for both the preservation of rights-of-way and the promotion of transit shuttle services. The group did not change the low priority for the reduction of required parking suggested by staff.

**Housing Strategies:** Strategy H1, the provision of a range of housing in all cities, is generally required by California housing law. TWG members discussed the implementation of the State Housing Element requirements, including an additional idea of requiring the construction of similar percentages of housing types in all jurisdictions as part of Housing Elements. This type of policy would require denser development in Riverside County; more single family construction in San Diego County. While supporting a range of housing in all areas, TWG members felt that specifying a specific mix of housing is not politically feasible.

Staff said that gentrification of existing moderate cost family housing was a problem with the revitalization of existing neighborhoods, Strategy H2. In addition, the objective of providing moderate cost family housing near San Diego County employment, Strategy H-3, could be achieved without subsidy through inclusionary housing requirements. Inclusionary housing programs should include the construction of smaller single-family homes with fewer amenities on smaller lots.

**TWG consensus** supported a high priority for moderate-income housing incentive programs, Strategy H3. Because it is not an incentive, inclusionary housing programs should be separated from Strategy H3 and retain the high priority recommended. While Strategy H1 is important, the Housing Element process should be strongly supported and monitored by the IRP, but not be given a high priority. Similarly Strategy H2 was considered a low priority in addressing jobs-housing balance.

**Economic Development Strategies:** Strategy ED1, economic development agency (EDA) coordination, could become a short-range strategy. Staff suggested that this coordination already occurs in San Diego County; WRCOG could initiate a similar coordinating effort in western or southwestern Riverside County as part of the current state IRP grant. TWG members insisted that the EDA coordination should include agencies in both counties, although initial organization in Riverside County seemed a reasonable initial step. The creation of an I-15 Website (ED2) and mapping of Broadband service areas (ED3) are activities that would be undertaken by any coordinating group.

Staff reintroduced the concept of locating satellite/back office activities of San Diego employers in Riverside County, Strategy ED4. Kathy Boyer suggested restructuring the strategy to emphasize industrial/employment clustering in the two-County region. SANDAG’s Regional Economic Prosperity Element focuses on the clustering concept. Staff will use the SANDAG policy as a beginning point in drafting a new strategy, ED5, that uses the clustering concept to balance jobs and housing..

**TWG consensus** supported economic development agency coordination (ED1) as a short-range strategy, incorporating the planning for ED2 and ED3. However, the posting of an I-15 Website (ED2) and the mapping of Broadband service (ED3) would probably not occur for at least nine months. TWG will consider the refocus of ED4 in December.

**Jobs-Housing Balance Strategies:** While they should become ongoing efforts, staff suggested that advocacy efforts (JH1) and Community Outreach (JH2) need to be accomplished prior to the end of the grant. Funding activities (JH3) should be incorporated into each strategy.

**TWG supported** the staff recommendation.

**Agenda Item #5: Next Steps/I-15 IRP Work Program Update**

Staff said that they are initiating contacts with implementing agencies not included in the TWG. One member identified a spring 2004 California economic development conference as an outreach opportunity.

**Agenda Item #6: Project/issue Updates**

Because of time constraints, no project or issue updates were given.

**Agenda Item #7: Adjournment and Next Meeting**

The next TWG meeting is scheduled for December 11, 2003 in Escondido; the next Policy Advisory Committee meeting on January 16, 2004 in Temecula.

**November 13, 2003 Meeting Participants  
I-15 Interregional Partnership**

Kathy Boyer, Riverside County EDA/WDC  
Henri Brickey, The Californian (newspaper)  
Paul Dirkson, California Department of Housing & Community Development  
Sharon Fonseca, Friendship Transportation Service  
Ramsey Green, San Diego Regional Chamber of Commerce  
Jim Mackenzie, City of Murrieta  
Shirley Medina, Riverside County Transportation Commission  
Michael McCoy, Riverside Transit Agency  
Jim O'Grady, City of Temecula  
Laurel Nicholson, 66<sup>th</sup> Assembly District Candidate

**Staff Members -**

Elgeritte Adidjaja, WRCOG  
George Franck, SANDAG  
Jeff Martin, SANDAG  
Kevin Viera, WRCOG

## **I-15 INTERREGIONAL PARTNERSHIP LONG-RANGE STRATEGIES**

Reflects the Changes Discussed at the 11/13/03 TWG Meeting  
December 4, 2003

### **ECONOMIC DEVELOPMENT**

ED5 –Employment Cluster Job Promotion (New) – Economic Development agencies would promote employment growth based on the existing, interdependent industry groups.

### **TRANSPORTATION**

- T2 - Transit Shuttle Services – Small transit vehicles to distribute, and potentially collect, commuters would be provided by public agencies, employer groups or community groups. Service could be provided by either public or private transit operators.
- T3 - Rights-of-Way Preservation – Local jurisdictions and transportation agencies would preserve future transportation facilities through the development process.
- T6 – Expand Alternative Transportation – The IRP would support the provision of new alternative transportation facilities, including HOT lanes and High Speed Rail.

### **HOUSING**

- H1 - Provide a range of Housing – All local jurisdictions should provide a range of housing types at a range of housing prices.
- H3: Moderate-Cost Housing Incentives – Local jurisdictions and employment groups should provide incentives to property owners and developers to provide moderate cost family housing, suitable for the use of persons working in the same area.
- H4 - Moderate-Cost Housing Requirement - Local jurisdictions should require that developers provide, without direct subsidy, some minimum amount of moderate cost family housing, suitable for the use of persons working in the same area.
- H5 - Fiscal Reform (previously part of H1) – Regional Agencies and their member jurisdictions should support Statewide legal changes that remove the property tax disincentives for housing.

### **JOBS/HOUSING BALANCE**

The TWG recommended shifting JH1 & JH2 strategies into the short-range category; and incorporated the JH3 into all long-range strategies as appropriate (see below).

## **I-15 INTERREGIONAL PARTNERSHIP STRATEGIES (Continued)**

December 4, 2003

### **SHORT RANGE NON-TRANSPORTATION (formerly listed as Long-Range)**

- ED1 - Greater Economic Development Agency (EDA) collaboration – WRCOG would initiate more agency collaboration in southwestern Riverside County under the current IRP grant. Collaboration between Counties would be expanded in subsequent years, using new grants or funding from EDAs and/or SCAG/SANDAY/WRCOG. Evaluation and initial Implementation of ED2 & ED3 would be part of ED1.
- JH1 - Jobs/Housing Balance Program Advocacy –SCAG, SANDAG & WRCOG continue to exercise this responsibility.
- JH2 - Community Outreach - The IRP has initiated Community Outreach with grant funding from the current grant. SCAG, SANDAG & WRCOG should continue this advocacy in future years if the IRP is not funded.

### **STRATEGIES NOT RECOMMENDED FOR FURTHER CONSIDERATION**

- ED4 - Back-Office Operations Expansion in Southwestern Riverside County – Economic development agencies would encourage the expansion of lower-paying support functions of existing San Diego firms into Riverside County.
- T4 - Parking Requirement Reduction – Local jurisdictions would reduce the amount of parking required in employment areas that have good transit service.
- H2 - Revitalize Older Neighborhoods – Local jurisdictions would encourage the construction of moderate cost housing in older neighborhoods near employment through General Plan changes, redevelopment and public facility improvements.

### **STRATEGIES TO BE INCORPORATED INTO OTHER STRATGIES**

- ED2 - Create I-15 Job Web Site –Web site to be conceptualized in ED1 and continued beyond June 2004 through grant or EDA funding.
- ED3 - Map Broadband Service Area – Project evaluation to be completed in ED1 and continued beyond June 2004 through grant or EDA funding.
- T1 - High Speed Rail Passenger Service - Consolidated into T6.
- T5 - HOV System - Consolidated into T6.
- JH3 - Coordinated Funding Group –Potential funding should be identified in all strategies.

### **SHORT RANGE TRANSPORTATION STRATEGIES**

#### **APPROVED BY IRP POLICY COMMITTEE IN FEBRUARY 2003**

- SR1 - Interregional Coordination of Vanpool and Carpool Programs
- SR2 - Expand Park-and-Ride Lots and Improve Rideshare Information Signage
- SR3 - Joint Outreach and Marketing for Transit, Vanpool, and Ridesharing Programs
- SR4 - Implement Interregional Public Transit Commuter Services
- SR5 - Collaboration among Transit Providers
- SR6 - Advocate for Employer-Subsidized Transit Passes
- SR7 - Encourage the Adoption of Alternative Work Schedules
- SR8 - Encourage Tele-work

**I-15 INTERREGIONAL PARTNERSHIP**  
**SHORT RANGE ECONOMIC DEVELOPMENT (ED) STRATEGY 1**  
**Greater Economic Development Agency Collaboration**  
December 6, 2003 DRAFT

**Objective:** Facilitate Greater Collaboration between Economic Development Agencies in the Southwestern Riverside and San Diego Regions.

Greater coordination and collaboration between Economic Development Agencies would serve the interest of both western Riverside County and San Diego County in achieving a better jobs/housing balance between the two regions. The I-15 IRP would initiate a forum or an independent consortium, where economic development agencies can meet on a regular basis to coordinate regional economic programs, which could be a vehicle to implement other economic development strategies, such as mapping broadband infrastructures and marketing a web portal targeting business locating to the region and job opportunities for commuters.

**Implementing Agency** – Initially, the WRCOG Board of Directors would create a sub-regional Economic Development Technical Advisory Committee (ED-TAC), Alternatively, the independent Economic Development Agencies could create a consortium at its own initiative. Ultimately, this group would work with the San Diego Regional Economic Development agencies to coordinate regional economic program that support a better jobs/housing balance.

**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. (Initial participants will determine ultimate membership)

**Impact on I-15 Congestion** – Although this strategy will have no immediate impact on reducing the I-15 congestion, its formation will make the implementation of Long Term Economic Development Strategies more feasible. This would potentially create programs that would slow the growth of congestion on I-15 between Riverside and San Diego County over the long term.

**Current Project** – No existing interregional economic development forum currently exist.

**Current Funding** – Current funding is supported by the I-15 IRP funding up to June 2004.

**Alternative Funding** – Additional funding would be required to support specific economic development –related projects, such as a I-15 IRP webpage.

**Implementation Time Frame** – If the collaboration would occur through the efforts of WRCOG, staff will bring the proposal to the WRCOG Administrative Committee, WRCOG TAC, and Executive board following the TWG January 2004 meeting. If approved, the related agencies should plan to have a kick-off meeting to discuss possible regional economic development programs, to appointment of officers and to decide the regular meeting time and place. In the event that the WRCOG board is not supportive of the idea of creating an ED TAC through WRCOG, economic development agencies could create an independent consortium.

Collaboration with San Diego economic development agencies should occur before the end of June 2004, the end of the current IRP grant.

**Consistent w/Existing Plans and Programs** – At the present time, there are no plans or programs that foster interregional partnership among Economic Development agencies.

**Ease of Implementation** – The implementation of this strategy will depend on interest and participation of economic development agencies.

**Political Support** – Unknown.

## **CONCLUSION**

This strategy is an essential first step in the development of the long-range, interregional economic development strategy (ED5) to be implemented within the next year. The strength of this initial strategy will improve the potential for the success of interregional economic development activities that promote better balance between jobs and housing.

## Strategy JH1- Support Legislation that Provides Incentives for Jobs/Housing Balance Programs

I-15 Interregional Partnership  
November 5, 2003 DRAFT

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|--|
| <p><b>Objective:</b> This strategy would involve advocating and supporting legislation that provides incentives for programs that can improve the intraregional balance jobs and housing.</p>  |
| <p><b>Implementing Agency</b> – SANDAG and WRCOG</p>   |
| <p><b>Support Agencies</b> - Economic Development Corporation of Southwest Riverside County, San Diego Regional Economic Development Corporation, East County Economic Development Council, 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, and Inland Empire Economic Partnership Foundation, SANDAG and WRCOG local jurisdictions.</p> |
| <p><b>Impact on I-15 Congestion</b> – This strategy would create support legislation that would work to improve jobs/housing balance in the region.</p>  |
| <p><b>Current Project</b> – Ongoing</p>  |
| <p><b>Current Funding</b> – The implementation of this strategy can be covered by the existing SANDAG/WRCOG legislation review function</p>  |
| <p><b>Alternative Funding</b> – Not necessary</p>  |
| <p><b>Implementation Time Frame</b> – 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 better interregional Jobs/Housing Balance.</p>  |
| <p><b>Consistent w/Existing Plans and Programs</b> – Yes</p>   |
| <p><b>Ease of Implementation</b> – Easy; the basic legislative programs are in place.</p>  |
| <p><b>Political Support</b> – Initial comments during the I-15 IRP Policy Committee discussion on this strategy have been positive.</p>  |
| <p><b>Conclusion</b> - WRCOG and SANDAG should continue to identify and analyze proposed bills that can provide incentives/funding for job/housing balance programs. As needed, WRCOG and SANDAG can work with local jurisdictions throughout western 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.</p>                           |

## Strategy JH2- Actively Engage in Community Outreach

I-15 Interregional Partnership

November 5, 2003 DRAFT

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|---|
| <p><b>Objective:</b> The purpose of this strategy is to educate the community/agencies/stakeholders about the IRP and the current jobs/housing imbalance, so that a wider range of entities can participate in supporting the 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, an integral factor for the successful implementation of the other IRP strategies.</p> |
| <p><b>Implementing Agency</b> – SANDAG, WRCOG and I-15 IRP Technical Working Group member agencies.</p>   |
| <p><b>Support Agencies</b> - Economic Development Corporation of Southwest Riverside County, San Diego Regional Economic Development Corporation, East County Economic Development Council, 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, and Inland Empire Economic Partnership Foundation.</p>  |
| <p><b>Impact on I-15 Congestion</b> – The strategy is to engage the community/agencies/stakeholder to be a part of the strategies that will reduce the impact of jobs/housing imbalance.</p>  |
| <p><b>Current Project</b> – On going</p>  |
| <p><b>Current Funding</b> – 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.</p>   |
| <p><b>Alternative Funding</b> – Not necessary</p>   |
| <p><b>Implementation Time Frame</b> – Ongoing</p>   |
| <p><b>Consistent w/Existing Plans and Programs</b> - Yes</p>  |
| <p><b>Ease of Implementation</b> – Depends on the scope of the outreach which will be defined in the implementation plan.</p>   |
| <p><b>Political Support</b> – The Policy Advisory Committee has encouraged outreach activities. Outreach presentations have been favorably received, although there is significant comment on congestion growth.</p>  |
| <p><b>Conclusion</b> - By outreaching to the community/agencies/stakeholder, 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.</p>  |

## **I-15 INTERREGIONAL PARTNERSHIP ECONOMIC DEVELOPMENT STRATEGIES - DRAFT**

December 4, 2003

Through the I-15 Interregional Partnership (IRP), opportunities exist to improve the economy of both the southwestern Riverside and San Diego regions. The following long-range strategy would assess these opportunities to improve the bi-county economy by focusing on "employment" clusters. Clusters are groups of complementary, competing, and interdependent industries that drive wealth creation in a region.

Until November 2003, the draft IRP economic development strategies primarily focused on increased job growth in 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. Efforts are now underway to broaden the focus of the IRP work, expanding the discussion to include a greater emphasis on the inter-related nature of both the Riverside and San Diego economies. One way to address this relationship is to foster the development of clusters.

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.

The IRP has proposed a short-range economic development strategy (ED1) that focuses initially on coordinating the activities of the several economic development agencies in Southwestern Riverside County. Subsequently, coordination between this new collaboration of Riverside County agencies with the existing coordinated programs in the San Diego region. The long-range economic development strategy to build on existing economic clusters, ED5, will be based on the coordination efforts initiated in ED1.

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 region's economic engines.

After this work proposal has been reviewed by the IRP, a more detailed scope of work identifying specific tasks and assigning responsibilities will need to be developed.

**LONG-RANGE ECONOMIC DEVELOPMENT STRATEGY ED#5**

**STRATEGY/GOAL:** **Raise the standard of living through new employment opportunities in the cluster industries that drive the bi-regional economies**

**CATEGORY:** Economic Development

**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, Community Partners, Inland Empire Economic Partnership Foundation, Local Chambers of Commerce

Cooperating: SCAG, SANDAG & WRCOG

|                      |                                |              |
|----------------------|--------------------------------|--------------|
| <b>REQUIREMENTS:</b> | 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. For example, the design and fabrication of bio-medical equipment in Riverside County supply the bio-medical research facilities located in San Diego. Other similar relationships undoubtedly exist. Employment growth and retention can be focused toward the development and strengthening of these types of business relationships. As these relationships mature, a range of additional job opportunities should emerge in both Counties.

The focus of SANDAG's existing cluster work has been to develop information on regional employment clusters that can be used by local jurisdictions, economic development groups, training and workforce development organizations, and other agencies. In fact, a diverse range of organizations has already collaborated to foster infrastructure investment and develop policy focused on strengthening the region's clusters. For example, the San Diego Regional Economic Development Corporation, San Diego Regional Technology Alliance, and San Diego Workforce Partnership have all dedicated resources and developed work programs around the clusters identified by SANDAG. Furthermore, a recent publication by the San Diego Workforce Partnership titled, "A Path to Prosperity: Preparing our Workforce," focuses on helping the region address workforce and training needs of the region's clusters.

In San Diego, 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 ED5 will help western Riverside better understand the local economy's strengths and the types of linkages and relationships that exist with the San Diego region's employment clusters.

## IMPLEMENTATION STEPS:

### PHASE 1: Program Preparation

1. **Background Research:** Review existing SANDAG employment cluster methodology, results, and use.
2. **Industry Input:** 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 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 “round table” 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:** Request Godbe Research Center to 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 identified in item #2 for comment and evaluation. (NOTE: This group was initially developed through short-range Strategy ED1.) Emphasis of the actions should be on creating “win-win” situations for both counties, and in 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 & programs

### PHASE 3: Implementation

1. **Implement Actions and Strategy:** The Collaborative EDA group refines an implementation 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. EDA's 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?

DRAFT

**I-15 INTERREGIONAL PARTNERSHIP  
LONG-RANGE STRATEGIES**

Reflects the Changes Discussed at the 11/13/03 TWG Meeting  
December 4, 2003

Based on the Technical Working Group's (TWG) discussion at its November 11, 2003 meeting, three new short-range strategies and twelve (12) long range strategies were suggested for Policy Committee consideration in January, 2004. Staff suggests that only three of the long range strategies be actively pursued.

This recommendation is based primarily on the ability of each strategy to support the IRP objectives:

1. Reduce the existing and forecast jobs/housing imbalance through:
  - a. the provision of more moderate priced housing in the San Diego region and
  - b. the provision moderate paying jobs in southwestern Riverside County.
2. Provide adequate transportation facilities to accommodate forecast demand, in a cost-effective, environmentally-sensitive way.

**Recommended Long Range Strategies**

December 2003

| <b>Strategy</b>   | <b>Support for IRP Objectives</b> | <b>Primary Agency(ies)</b>                 | <b>IRP Action</b> |
|---|-----------------------------------|--|-------------------|
| <b>ECONOMIC DEVELOPMENT</b>   |                                   |  |                   |
| ED5 – Employment Cluster Job Promotion (New)                                | High                              | Eco. Dev. Agencies/<br>WRCOG/SANDAG        | <b>Pursue</b>     |
| <b>TRANSPORTATION</b>   |                                   |  |                   |
| T2 - Transit Shuttle Services   | Moderate                          | Transit Operators                          | Support           |
| T3 - Rights-of-Way Preservation   | Moderate                          | Local Jurisdictions                        | Monitor/Support   |
| T6 – Expand Alternative Transportation Facilities (HSR/HOT Lanes)           | High                              | CALTRANS/Cal. High Speed Rail Authority    | <b>Pursue</b>     |
| <b>HOUSING</b>  |                                   |  |                   |
| H1 - Provide a range of Housing   | Moderate                          | Local Jurisdictions                        | Monitor/Support   |
| H3: Moderate-Cost Housing Incentives  | High                              | Local Jurisdictions/<br>Eco. Dev. Agencies | <b>Pursue</b>     |
| H4: Moderate-Cost Housing Requirement (Inclusionary, previously part of H3) | High                              | Local Jurisdictions                        | Monitor/Support   |
| H5: Fiscal Reform (previously part of H1)                                   | High                              | State                                      | Monitor/Support   |