



Chapter 5 Ensuring Performance

5

Ensuring Performance

Implementing the Plan and monitoring our progress



Putting San Diego Forward: The Regional Plan into Action

"The way to get started is to quit talking and begin doing."

– Walt Disney

San Diego Forward: The Regional Plan (Regional Plan) is a blueprint for how we'll grow and get around in the future. Putting this Regional Plan into action requires concrete steps – steps we need to take now to realize our vision, goals, and objectives for 2050 and beyond. This final chapter serves as the Action Element for our Regional Plan. It discusses key actions, and it shows how we'll measure our progress.

This Regional Plan, like others before it, will take time to implement. But these plans do get implemented. Each regional plan builds upon the one before it, reflecting the new realities of changing demographics, economics, new laws, and other developments. They are continually reevaluated, revised, and refined – all in the service of ensuring a high quality of life in our region for years to come.

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The Importance of Collaboration and Incentives

The Regional Plan has been built collaboratively with a wide variety of people and stakeholders, as we've discussed in previous chapters. This broad range of public involvement will help strengthen support for several key actions, including enhancing the connections between transportation and how we use land; reinforcing the links between our local and regional plans; and providing the framework to collaborate on implementing the Regional Plan.

The Regional Plan calls for using federal, state, regional, and local transportation funds, in conjunction with locally-generated incentives, as catalysts to promote smart growth, economic prosperity, and sustainable development. As people see changes develop around our region – whether they're biking or walking projects, new Trolley lines, enhancements to our freeway networks, local smart growth projects, binational infrastructure projects, or initiatives that preserve and enhance our environment – they'll want to see them in their own cities, neighborhoods, and the places where they work. That's why our implementation strategy also includes incentives to help communities across the region realize their own specific goals.

In past decades, our region has developed a variety of incentives funded through the local *TransNet* half-cent sales tax. *TransNet* grant programs will continue to play a big role in providing incentives for this Regional Plan. They include:

- The Active Transportation Grant Program, which funds bike and pedestrian plans, projects, and education and training programs.
- The Smart Growth Incentive Program, which funds planning and infrastructure projects that support mixed use and higher density development in the urbanized areas of the region near existing and planned public transportation. The program also supports long-term sustainability by encouraging development in areas that are not being used as habitat, farmland, rural land, or open space.

- The Environmental Mitigation Program, which funds the acquisition, management, and monitoring of habitat preservation lands and environmentally sensitive species.
- The Senior Mini-Grant Program, which funds specialized transportation services for seniors.
- The Bike Month Mini-Grant Program funds events that educate, promote, and encourage biking as a viable transportation choice.
- The Walk, Ride, and Roll to School Program, which awards mini-grants to public or private K-12 schools or school districts to educate and encourage active forms of transportation to and from school, and to promote pedestrian safety around schools.
- Other tools and incentives provided by SANDAG to help the region grow as envisioned in the Regional Plan. They include technical assistance, such as the [Smart Growth Toolbox](#),¹ the [Smart Growth Concept Map](#),² [smart growth design guidelines](#),³ [smart growth visual simulations](#),⁴ guidelines for integrating [Transportation Demand Management](#) into the development process,⁵ the [Regional Parking Management Toolbox](#),⁶ guidelines for [planning and designing for pedestrians](#),⁷ a [Smart Growth trip generation tool](#),⁸ [Regional Transit Development Strategy](#),⁹ and customized land use and transportation modeling, forecasting work, and subregional planning.



How the plan gets used: Evolving over time to reflect changing conditions

As a planning agency, SANDAG understands that change is inevitable. So implementing the Regional Plan will be part of an “iterative process.” Here’s what we mean – as illustrated in the following Iterative Planning Process graphic: Local general plans and policies, as well as binational, tribal, and interregional plans, feed information into the SANDAG regional forecast for growth. The forecast aggregates that information to create a picture of the region’s overall land use pattern of the future, which is included in the Regional Plan. That big-picture land use pattern is then used to determine regional transportation needs. The Regional Plan, in turn, guides other agencies’ plans and infrastructure investments, such as those of the San Diego County Water Authority, local government water and wastewater infrastructure, energy providers such as San Diego Gas & Electric, and others that rely on population, housing, and employment projections.

The policies and actions included in the Regional Plan can also influence future changes to local land use plans and crossborder plans. These local and crossborder planning efforts then get incorporated into the next regional forecast for growth.

By updating the Regional Plan every four years, as required by federal law, SANDAG captures changes, refines its analyses, and continues to incorporate policies and ideas that move us forward.



Actions to Implement the Plan

As noted in Chapter 1, the Regional Plan establishes the following vision, goals, and policy objectives.



To provide innovative mobility choices and planning to support a sustainable and healthy region, a vibrant economy, and an outstanding quality of life for all.

A key question is: What actions should we take to implement the Regional Plan and our Sustainable Communities Strategy and most effectively achieve our vision, goals, and policy objectives?

The Regional Plan will be implemented with a combination of both near-term actions and continuing actions. As we discussed in Chapter 2, transportation projects and programs will be phased in over the life of the plan. So the actions we identify will be either “near-term” (intended to be completed before the adoption of the next regional plan), or “continuing” to support the longer-term implementation of projects and programs.

The most important near-term action related to transportation is to implement the Regional Transportation Improvement Program (RTIP), which includes the transportation projects and improvements scheduled to be built in this region over the next five years. Some examples include adding carpool lanes to Interstate 5; extending the Mid-Coast Trolley; continuing to double track the region’s coastal rail corridor (our portion of the Los Angeles-San Diego-San Luis Obispo Corridor [LOSSAN]); completing the widening of State Route 76; and completing the South Bay *Rapid* Transit Project. RTIP projects, which include identified funding sources and detailed implementation schedules, are the concrete next steps of the region’s transportation capital improvement plan. They also provide a foundation for the additional, longer-term transportation projects included in this Regional Plan.

What actions should we take to implement the Regional Plan and our Sustainable Communities Strategy and most effectively achieve our vision, goals, and policy objectives?



The Regional Plan helps SANDAG set budget priorities, with the Regional Plan’s near-term actions incorporated into the agency’s annual budgets for the next few budgeting cycles. Below is a list of *near-term* actions – not necessarily in order of priority but numbered for easy reference – planned for completion prior to the adoption of the next regional plan in 2019. Following the near-term actions is a list of *continuing* SANDAG actions necessary to implement the Regional Plan, organized according to the Regional Plan’s three goals.

Near-Term Actions

1. Implement the RTIP as detailed above.
2. Develop a long-term specialized transportation strategy through 2050, as part of the next biennial update of the SANDAG Coordinated Plan, to address the increasing specialized service needs of seniors and people with disabilities.¹⁰
3. Promote Vehicle Mile Travel (VMT) reduction by applying the Regional Complete Streets Policy to relevant SANDAG plans, programs, and projects.
4. Develop a Regional Mobility Hub Implementation Strategy.
5. Complete a follow-up study that details ways to reduce greenhouse gases by expanding the use of alternative fuels regionwide.
6. Incorporate regional transportation model enhancements to provide more robust data regarding bike and pedestrian travel, carpools, vanpools, carshare, and public health.

7. Expand the Integrated Corridor Management Concept and design for up to three corridors.
8. Complete the comprehensive 10-year review of the *TransNet* Program in accordance with the *TransNet* ordinance.
9. Develop innovative financing tools to self-finance near-term projects for the new border crossing at Otay Mesa East.
10. Participate in the target-setting process and monitoring for federal performance measures and report on progress toward the achievement of these federal performance measure targets in the new System Performance Report.
11. Develop an Intraregional Tribal Transportation Strategy with tribal nations in the region.
12. Explore the development of a regional military base access plan and implementation program.

Continuing Actions

Healthy Environment and Communities

1. Continue to provide and/or expand incentive programs that support the reduction of greenhouse gas emissions, protect open space and farmland, and create great places to live, work, and play.
2. Through incentives and collaboration, continue to work to increase the supply and variety of housing types affordable for people of all ages and income levels in areas with frequent transit service and with access to a variety of services.
3. Continue to refine planning and modeling tools to assess the public health implications of regional and local plans and projects.
4. Continue to support wildlife and habitat conservation through the acquisition, management, and monitoring of the region's habitat preserve areas through the *TransNet* Environmental Mitigation Program incentive program and implementation of the Multiple Species Conservation Program and Multiple Habitat Conservation Program.
5. Promote the use of both zero-emission vehicles and alternative fuels and ensure that we have the infrastructure to support these innovations.
6. Support the efforts of local jurisdictions to implement their Energy Roadmap Programs to save energy in their own operations and in their larger communities.
7. Develop strategies to enhance our region's ability to adapt to the consequences of climate change, including planning and design strategies to help communities to cope with hazardous events such as storms, heat waves, wildfires, or ongoing drought.
8. Continue to help improve our regional air quality through the implementation of transportation investments detailed in this Regional Plan, coupled with improvements in fuel and vehicle technologies.



Innovative Mobility and Planning

9. Work with partner agencies to implement the transportation projects contained in the Regional Plan. These include:

- Putting into operation the public transit projects included in the investment plan between now and 2050 (LOSSAN rail, COASTER, high-speed train, Trolley, SPRINTER, *Rapid* services, airport services, local bus services, streetcar/shuttles, and specialized services for seniors and people with disabilities).
- Fulfilling the Active Transportation Program, including building out the regional bike network, safety improvements for people biking and walking, Safe Routes to School, Safe Routes to Transit, education and data collection efforts, and active transportation improvements when highway and freeway interchanges are improved.
- Improving, rehabilitating, and maintaining local streets and roads
- Deploying advanced signal technologies to extend green lights for buses and other transit vehicles.
- Completing the Regional Arterial System and instituting technology and management systems that optimize the flow of arterials
- Supporting a flexible highway system with Managed Lanes, carpool lanes, or transit-only lanes, which will result in a fully interconnected network of Managed Lanes, including direct Managed Lane connectors.
- Constructing rail grade separation projects in key locations.
- Enhancing our border crossings to cut delays for individual international crossings and trade.

10. Conduct advanced planning on the highest priority segments of the proposed new transit services included in the Regional Plan.

11. Continue to seek funding for transportation investments that provide a variety of choices, and which reduce greenhouse gas emissions and promote healthy lifestyles through more active transportation.
12. Continue to provide capital and planning grants to local jurisdictions to support smart growth, biking and walking, and seek additional funds to leverage existing grant programs.
13. Help interested local jurisdictions implement the California Environmental Quality Act (CEQA) Streamlining provisions of Senate Bill 375 for Transit Priority Projects (see Appendix C, Figure C.11: 2035 Potential Transit Priority Project Areas).
14. Implement state-of-the-art technologies and Transportation Demand and Systems Management Programs to provide more mobility choices and allow the transportation system to function more efficiently.
15. Work with partner agencies to develop a regional Transportation Systems Management & Operational (TSM&O) Strategy. TSM&O focuses on establishing multi-agency partnerships to allow transportation systems and services to work together, regardless of institutional boundaries. For example, an objective under TSM&O can include using real-time congestion data to improve signal timing across agencies under a common and established shared objective, and providing coordination to better manage traffic entering and exiting the freeway during major incidents. A TSM&O strategy will set forth opportunities for efficiently managing the transportation system to its full performance potential under a common, multi-modal, and shared multi-agency perspective.
16. Continue to work with member agencies on parking management solutions.
17. Link technologies in vehicles and mobile devices to improve the way people travel and reduce VMT. These include emerging technologies such as autonomous vehicles, expansion of the regional communications network, smart parking systems, and universal transportation payment systems.
18. Continue to pursue opportunities to expand shared mobility services near Smart Growth Opportunity Areas in the region. Examples of shared mobility services include carsharing, bikesharing, real-time ridesharing, Transportation Network Companies (e.g., Uber, Lyft, Sidecar), neighborhood electric vehicles, scootershare, and on-demand shuttle and jitney services.
19. Support the development of policies, programs, and funding for moving goods in the state and nation, as well as for infrastructure in the region that supports moving goods.
20. Coordinate with the Airport Authority to implement the Regional Aviation Strategic Plan and the Airport Multimodal Accessibility Plan to maximize the efficiency and effectiveness of existing and planned aviation facilities. Move forward on the Intermodal Transit Center adjacent to San Diego International



Airport, ground access plans, and direct connector ramps to improve access to and from the San Diego International Airport.

21. Continue to seek innovative financing tools and new funding sources to implement the Regional Plan.

Vibrant Economy

22. Continue to apply social equity and environmental justice considerations in the implementation of SANDAG projects and programs.
23. Continue to collaborate with key partners and stakeholders, including representatives from low-income and minority communities, and actively involve the public in the planning process.
24. Leverage available funds in order to maximize every dollar, and advocate for legislation that supports implementation of the Regional Plan.
25. Continue to leverage our crossborder economic relationships with binational and global interests to become more globally competitive and strengthen our megaregion.¹¹
26. Coordinate intergovernmental planning with our crossborder and interregional partners, and with tribal governments within the San Diego region to promote collaborative solutions.



27. Continue to coordinate with the San Diego County Water Authority on longer-term demand forecasting to ensure adequate and reliable water supplies for the future.
28. Continue to monitor implementation of the Regional Plan on a four-year reporting cycle, through the production of the Regional Plan Implementation Monitoring Report.

Monitoring important issues outside the scope of the Regional Plan

SANDAG doesn't have direct responsibility for issues such as water quality, water supply, solid waste, education, libraries, police/crime, hospitals, local parks, and other issues that have regional significance. Other agencies and city/county departments, with which we collaborate and coordinate, are actively working on these priorities. In many cases, these other entities have their own plans that address them.

For example, the San Diego County Water Authority has adopted plans identifying water sources, water projections, conservation targets, and infrastructure enhancements. The County of San Diego addresses solid waste and recycling issues. And the region's school districts, community college districts, and local universities address and plan for educational facilities and curriculum needs.

Because SANDAG is responsible for growth projections and transportation infrastructure, we are frequently in touch with these other agencies and departments to ensure maximum collaboration. And because these issues affect our quality of life, we measure and monitor some data related to them in order to consider the broader regional picture.

Monitoring the Plan's Success

How will we know if our Regional Plan is achieving the goals we've set? We'll have to track our progress as we implement our Regional Plan over time. A few years down the road, we should be able to answer the question, "How well are we doing?" If we're not achieving our goals, we should consider changes to the Regional Plan when it's updated.

To track the Regional Plan's performance, we've identified 23 "performance monitoring indicators."¹² These indicators will help us gauge the Regional Plan's progress toward an increase in the choices that people have to get around, expanded access to public transit, improved regional air quality, a more efficient and innovative use of energy, a stronger economy, and enhanced public health. These indicators will be revised periodically as new plans are adopted to reflect new and changing conditions.

In Figure 5.1, the performance indicators are grouped into categories that reflect the vision and goals of the Regional Plan:

Figure 5.1

Performance Monitoring Indicators

HEALTHY ENVIRONMENT & COMMUNITIES	VIBRANT ECONOMY	INNOVATIVE MOBILITY & PLANNING
<ul style="list-style-type: none">• Share of new housing units and jobs located in Smart Growth Opportunity Areas• Share of new housing units within County Water Authority water service boundary• Habitat conserved within designated preserve areas• Beach widths• Impaired waterbodies• Air quality• Fatalities/serious injuries per Vehicle Miles Traveled• Diversity of water supply• Diversity of energy supply and use• Electric and natural gas consumption by sector• Water consumption	<ul style="list-style-type: none">• Travel times to jobs• Real per capita income, compared with California and the United States• Regional poverty rate, compared with California and the United States• Percent of households with housing costs greater than 35 percent of income• Annual income needed to afford fair market rent• Regional crime rate	<ul style="list-style-type: none">• Commute mode share• Annual transit boardings• Border wait times• Border crossing volumes• Travel times and volumes for all modes• Alternative fuel vehicle ownership

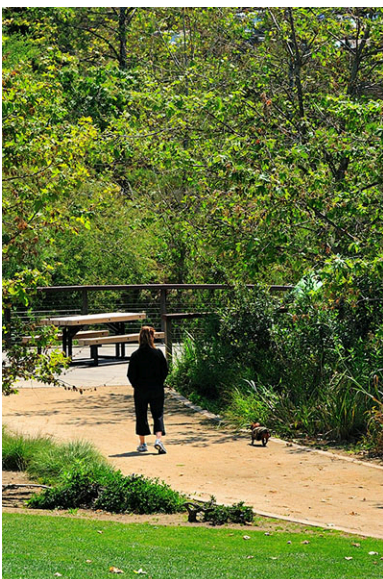
Data for these indicators will be compiled and detailed in the Regional Plan Performance Monitoring Report,¹³ which will be produced every four years in a timeframe that is staggered with the preparation of the next regional plan.¹⁴ The next monitoring report is due out in 2018.

Conclusion: Forging a Shared Path toward a Sustainable and Prosperous Future

The Regional Plan will guide us toward a future that supports economic prosperity, offers people more options for getting around, encourages the creation of healthy and livable communities, improves air quality, cuts per capita greenhouse gas emissions, and preserves our natural environment.

SANDAG, the region's 18 cities and the County, member agencies, our binational, interregional and tribal partners, and regional stakeholders can work together to implement this Regional Plan. When implemented, the Regional Plan will:

- Exceed Senate Bill 375's greenhouse gas reduction targets for the San Diego region.
- Provide more mobility choices for individuals and businesses.
- Increase access to jobs, services, and recreation. Make \$204 billion in transportation investments equitably throughout the region.



- Yield a return of nearly \$2 for every \$1 invested in transportation infrastructure.
- Provide more than 100 new miles of Trolley and SPRINTER service, and more than 160 miles of Managed Lanes to facilitate carpools, vanpools, and *Rapid* transit service.
- Spend \$258 million to create mobility hubs that expand the reach of transit in the region.
- Provide \$4.9 billion for regional and local bike and pedestrian projects and programs, and encourage exercise through active transportation.
- Accommodate housing needs to meet the projected population growth in the San Diego region, and improve housing choices for all income levels.
- Preserve more than half of our land as open space, parkland, and natural habitat.
- Result in a more efficient use of the region’s water supply.
- Result in an average of 53,000 jobs annually in the San Diego region, \$13.4 billion annually in projected increased regional economic output, and \$5.9 billion annually in projected increased income.
- Strengthen collaboration with Mexico, tribal partners, and neighboring counties throughout the San Diego-Baja California megaregion.



This is a big list of expected accomplishments from the Regional Plan. But this Regional Plan is *designed* to accomplish grand things, for a future that will continue to make San Diego a fantastic place to live, a vibrant place to work and go to school, and a world-class destination for people everywhere.

Our Regional Plan is a “living” document; it will change over time as policies and programs evolve. We’ll update it every four years to inform the region about our accomplishments, add new objectives, and adapt the Regional Plan to the region’s changing needs.

Thank you for spending the time to learn about the Regional Plan. After all, it belongs to all of us. Together we can build a future that we all want. A future in which our region grows in new and exciting ways, yet preserves the qualities we love most about this very special place.

Let's work together to move San Diego Forward!



Endnotes

- ¹ <http://www.sandag.org/index.asp?classid=12&projectid=334&fuseaction=projects.detail>
- ² <http://www.sandag.org/index.asp?projectid=296&fuseaction=projects.detail>
- ³ <http://www.sandag.org/index.asp?projectid=344&fuseaction=projects.detail>
- ⁴ <http://www.sandag.org/index.asp?projectid=334&fuseaction=projects.detail#visualization>
- ⁵ <http://www.sandag.org/index.asp?projectid=19&fuseaction=projects.detail>
- ⁶ <http://www.sdforward.com/mobility-planning/parking-toolbox>
- ⁷ <http://www.sandag.org/index.asp?subclassid=98&fuseaction=home.subclasshome>
- ⁸ <http://www.sandag.org/index.asp?classid=13&projectid=378&fuseaction=projects.detail>
- ⁹ <http://www.sandag.org/index.asp?classid=12&projectid=500&fuseaction=projects.detail>
- ¹⁰ The Coordinated Plan is the region's short-range transit and specialized transportation document and can be found in Appendix U.1: The Coordinated Plan 2014-2018.
- ¹¹ A definition of Megaregion can be found in Appendix K: Glossary of Transportation Terms, Abbreviations, and Acronyms.
- ¹² The 20 performance indicators are detailed in Appendix S: Monitoring Performance.
- ¹³ Detailed methodology is included in Appendix S.
- ¹⁴ Appendix R: Transportation Security and Safety.