



Western Riverside Council of Governments Planning Directors Committee

AGENDA

**Thursday, October 11, 2018
9:00 a.m.**

**Western Riverside Council of Governments
Citrus Tower
3390 University Avenue, Suite 450
Riverside, CA 92501**

In compliance with the Americans with Disabilities Act and Government Code Section 54954.2, if special assistance is needed to participate in the Planning Directors Committee meeting, please contact WRCOG at (951) 405-6703. Notification of at least 48 hours prior to meeting time will assist staff in assuring that reasonable arrangements can be made to provide accessibility at the meeting. In compliance with Government Code Section 54957.5, agenda materials distributed within 72 hours prior to the meeting which are public records relating to an open session agenda item will be available for inspection by members of the public prior to the meeting at 3390 University Avenue, Suite 450, Riverside, CA, 92501.

The Planning Directors Committee may take any action on any item listed on the agenda, regardless of the Requested Action.

- 1. CALL TO ORDER (Keith Gardner, Chair)**
- 2. SELF INTRODUCTIONS**
- 3. PUBLIC COMMENTS**

At this time members of the public can address the Planning Directors Committee regarding any items with the subject matter jurisdiction of the Committee that are not separately listed on this agenda. Members of the public will have an opportunity to speak on agenda items at the time the item is called for discussion. No action may be taken on items not listed on the agenda unless authorized by law. Whenever possible, lengthy testimony should be presented to the Committee in writing and only pertinent points presented orally.

4. MINUTES

- A. **Summary Minutes from the September 13, 2018, Planning Directors Committee Meeting are Available for Consideration.** **P. 1**

Requested Action: 1. *Approve Summary Minutes from the September 13, 2018, Planning Directors Committee meeting.*

5. CONSENT CALENDAR

All items listed under the Consent Calendar are considered to be routine and may be enacted by one motion. Prior to the motion to consider any action by the Committee, any public comments on any of the Consent Items will be heard. There will be no separate action unless members of the Committee request specific items be removed from the Consent Calendar.

- A. **WRCOG Committees and Agency Activities Update** **Andrea Howard** **P. 7**

Requested Action: 1. *Receive and file.*

- B. **Experience Regional Innovation Center Feasibility Analysis Activities Update** **Andrea Howard** **P. 21**

Requested Action: 1. *Receive and file.*

6. REPORTS / DISCUSSION

- A. **Opportunity Zones** **Chris McMartin, CCDFI** **P. 99**

Requested Action: 1. *Receive and file.*

- B. **Infrastructure Financing Opportunities** **Felicia Williams, Kosmont Companies** **P. 101**

Requested Action: 1. *Receive and file.*

- C. **Regional Climate Adaptation Toolkit for Transportation Infrastructure Activities Update** **Andrea Howard, WRCOG** **P. 103**

Requested Action: 1. *Receive and file.*

- D. **CAPtivate 2.0 Activities Update** **Andrea Howard, WRCOG** **P. 135**

Requested Action: 1. *Receive and file.*

7. ITEMS FOR FUTURE AGENDAS

Members

Members are invited to suggest additional items to be brought forward for discussion at future Planning Directors Committee meetings.

8. GENERAL ANNOUNCEMENTS

Members

Members are invited to announce items/activities which may be of general interest to the Planning Directors Committee.

- 9. NEXT MEETING:** The next Planning Directors Committee meeting is scheduled for Thursday, November 8, 2018, at 9:00 a.m. at WRCOG's office located at 3390 University Avenue, Suite 450, Riverside.

10. ADJOURNMENT

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1. CALL TO ORDER

The meeting of the Planning Directors Committee (PDC) was called to order at 9:09 a.m. by Chair Keith Gardner at WRCOG's Office, Citrus Conference Room.

2. SELF INTRODUCTIONS

Members present:

Patty Nevins, City of Banning
Rebecca Deming, City of Beaumont
Kelly Lucia, City of Calimesa
Peter Minegar, City of Eastvale
Deanna Elliano, City of Hemet (arrival 9:14 a.m.)
Lisa Gordon, City of Menifee
Rick Sandzimier, City of Moreno Valley (arrival 9:11 a.m.)
Jeff Murphy, City of Murrieta
Kenneth Phung, City of Perris
Travis Randel, City of San Jacinto
Matt Peters, City of Temecula
Matt Bassi, City of Wildomar
Keith Gardner, County of Riverside
Jeffrey Smith, March Joint Powers Authority (departure 11:29 a.m.)

Staff present:

Christopher Gray, Director of Transportation
Daniel Ramirez-Cornejo, Program Manager
Christopher Tzeng, Program Manager
Suzy Nelson, Administrative Assistant
Jessica May, Staff Analyst
Rachel Hom, Staff Analyst

Guests present:

Jennifer Nguyen, Riverside Transit Agency (RTA)
Julie Diaz, RTA
Kimberly Clark, Southern California Association of Governments (SCAG)
Ying Zhou, SCAG
Arnold San Miguel, SCAG
Kome Ajise, SCAG
Siri Champion, Michael Baker Int'l
Kendell Hillis, Michael Baker Int'l
Nathan Perez, City of Perris
Jay Eastman, City of Riverside
Phayvanh Nanthavongduongsy, County of Riverside
Shirley Medina, Riverside County Transportation Commission

3. PUBLIC COMMENTS

There were no public comments.

4. MINUTES - (Murrieta / Banning) 13 yes; 0 no; 2 abstentions. Item 4.A were approved. The Cities of Canyon Lake, Corona, Hemet, Jurupa Valley, Norco, and Riverside and the Morongo Band of Mission Indians were not present. The Cities of Beaumont and Lake Elsinore abstained.

A. Summary Minutes from the August 9, 2018, Planning Directors Committee Meeting are Available for Consideration.

Action: 1. Approved the Summary Minutes from the August 9, 2018, Planning Directors Committee meeting.

5. CONSENT CALENDAR - (San Jacinto / Banning) 16 yes; 0 no; 0 abstentions. Items 5.A and 5.B were approved. The Cities of Canyon Lake, Corona, Jurupa Valley, Norco, and Riverside and the Morongo Band of Mission Indians were not present.

A. WRCOG Committees and Agency Activities Update

Action: 1. Received and filed.

B. Local Assistance for WRCOG Member Agencies: Grant Writing Assistance & BEYOND Program Activities Update

Action: 1. Received and filed.

6. REPORTS / DISCUSSION

A. Update on Local Input Process for the 2020 Regional Transportation Plan / Sustainable Community Strategy (RTP/SCS)

Kome Ajise from SCAG provided an update on its Bottom-Up Local Input and Envisioning Process for the 2020 RTS/SCS and Regional Housing Needs Assessment (RHNA).

Mr. Ajise reported that SCAG is predicting changes to the process used to develop the 2016 RTP/SCS. SCAG is predicting a more aggressive mandate to the greenhouse gas (GHG) emissions reductions target of 19% versus 13% in 2016. Two of the new Federal planning factors reported are improving resiliency and reliability of transportation systems and reducing or mitigating stormwater impacts on transportation, while enhancing travel and tourism.

During the growth forecast methodology, SCAG convened a panel of expert economists and demographers to identify likely regional and county level growth through the year 2045. County level growth was then broken down by jurisdiction based on recent trends and input received from jurisdictions in the previous RTP/SCS. Anticipated population, households, and employment was then allocated at the neighborhood level, based upon local existing land use and general plan land use.

SCAG will engage jurisdictions on a one-on-one level to establish a regional profile of base land use, population, household and employment growth, resource areas, sustainability practices, and local transit-supportive plans and policies. Mr. Ajise shared that the deadline to submit input to SCAG is October 1, 2018.

Mr. Ajise then shared the anticipated steps for the 6th RHNA Cycle schedule. SCAG expects the next regional housing need to be higher due to market conditions (less vacancy), recent legislation that has required added factors to be considered (AB 1086), and new legislation that may require additional factors (SB 828, AB 1771).

The 6th RHNA Subcommittee will be established soon; invitations have been sent out to those invited to sit on the Subcommittee. SCAG plans to engage with Planning Directors throughout the region to gain input on growth scenarios, SCS strategies, and policies. SCAG will be launching public facing

outreach activities related to scenario planning and SCS strategy development. More details will be coming this fall.

Mr. Ajise reported on the Future Communities Pilot Program. This Program is scheduled to launch spring 2019. The goals and objectives for this Program include test technology and data-driven approaches to reduce municipal vehicle miles traveled (VMT) and GHG production. The Program will also promote innovation to best practices and policies, as well as identify strategies to quantify and monitor performance and efficiency.

Mr. Ajise shared the 2018 Sustainable Communities Program Call for applications which supports the implementation of 2016 RTP/SCS through three funding categories: active transportation, Integrated Land Use (ILU) and Green Region Initiative (GRI).

Finally, Mr. Ajise shared that the 9th Annual SoCal Economic Summit is being held on December 6, 2018. More information is available on SCAG's website at <http://www.scag.ca.gov>.

Action: 1. *Received and filed.*

B. Community Engagement Case Studies

Rachel Hom introduced Jeff Murphy from the City of Murrieta and representatives from Michael Baker International and Riverside Transit Agency (RTA) to share from previous experiences and learned best practices for community engagement strategies.

Mr. Murphy shared a presentation on his experiences and use of online engagement during his tenure with the City of Encinitas. During his time with the City, Mr. Murphy was able to help Encinitas adopt a certified Housing Element as well as help engage the community with the tools needed to ultimately result in a Council-endorsed housing plan.

Siri Champion from Michael Baker International presented on three different case studies that they have experienced in the past. Ms. Champion presented on the best practices within community engagement that are intended to help local governments build trust, increase participant diversity, and effectively provide decision-makers with the information needed to lead well. The three examples used were 1) public participation approaches for renewable energy policymaking in San Bernardino County, 2) active transportation and corridor planning in Big Bear Lake, and 3) annexation planning in the Rancho Cucamonga foothills.

Julie Diaz with RTA shared RTA's community outreach efforts and how the Agency has built relationships with local businesses. Ms. Diaz provided examples of effective marketing tools utilized by RTA staff and information about RTA's services and how they promote a strong positive company image. Ms. Diaz shared that RTA's strategy has been about building those relationships with local businesses and routinely participating in local events, parades, and giving presentations. These outreach efforts provide the Agency an opportunity to attract potential customers and promote RTA as an active community partner.

Action: 1. *Received and filed.*

C. Proposed New TUMF Calculation Policy

Daniel Ramirez-Cornejo presented an update on the current TUMF calculation process, then proposed a new TUMF calculation policy. Currently, agencies calculate and collect TUMF fees, which commonly results in collection errors and fee disputes that result in significant staff and legal costs since errors are not identified until after fees have been collected. Based on member agency input, member agencies will have the ability to either opt-in to a process that would allow WRCOG to calculate and collect TUMF, or for the member agency to retain responsibility for TUMF fee calculation and collection.

Following the Executive Committee decision, WRCOG staff will reach out to each member agency for their official determination.

Christopher Gray added that the elected body of each member agency will be required to adopt the amended TUMF Ordinance if they wish to have WRCOG calculation and collection of fees.

Committee member Patty Nevins asked where payments would be submitted to.

Mr. Gray explained that WRCOG has a variety of financial controls in place to ensure that TUMF can be collected both electronically and in person.

Mr. Ramirez-Cornejo explained that WRCOG is going through a process of reviewing all Development Agreements to tract which Agreements continue to exist with TUMF exemptions.

Mr. Gray added that WRCOG has also received questions about Credit Agreements and explained that WRCOG staff would check projects against Credit Agreements as they are being processed. Mr. Gray explained that many refunds have been issued due to issues related to Credit Agreements. However, these can be avoided by WRCOG calculation of fees. Member agencies are in the best position to oversee and approve improvements made pursuant to Credit Agreements and that this process would not substantially change. WRCOG's role would simply be to verify which projects have credits.

WRCOG has prepared an exemption worksheet that member agencies would be required to use; however, these worksheets are abbreviated and quick to complete. WRCOG is committed to being as responsive as possible and to working with developers to adjust the process to increase efficiencies, if needed.

Mr. Ramirez-Cornejo explained that member agencies would have the option to opt-in on an annual basis and that WRCOG has sufficient staff resources to conduct the calculation and collection of TUMF.

Mr. Gray added that opting-out would follow the same process in reverse.

Chair Keith Gardner noted that the County would not be participating.

Mr. Gray also noted that WRCOG staff spend a significant amount of time on annual reviews and answering questions on the TUMF calculation for specific projects.

There would be an annual enrollment process, but that member agencies would not be required to formally confirm participation on an annual basis; rather, the default will be to maintain the status quo on an annual basis.

- Actions:**
1. *Recommended that the Executive Committee adopt changes to the Administrative Plan to allow for WRCOG to calculate and collect TUMF on behalf of its member agencies that wish to enroll in this process.*
 2. *Recommended that the Executive Committee direct staff to prepare an amendment to the TUMF Ordinance to allow WRCOG to collect TUMF on behalf of its member agencies that wish to enroll in this process.*
 3. *Recommended that the Executive Committee direct staff to consult with each member agency to formally determine those that wish to enroll in this process.*
 4. *Recommended that the Executive Committee direct staff to work with legislative bodies with each agency wishing to enroll in this process to adopt an update to their TUMF Ordinance.*
 5. *Recommended that the Executive Committee direct staff to allow those agencies which do not wish at this to enroll in this process to continue calculating and collecting TUMF.*

(Murrieta / Wildomar) 16 yes; 0 no; 0 abstentions. Item 6.C was approved. The Cities of Canyon Lake,

Corona, Jurupa Valley, Norco, and Riverside and the Morongo Band of Mission Indians were not present.

D. TUMF Program 3,000 Square Foot Reduction for Retail and Service Uses Implementation Update

Daniel Ramirez-Cornejo provided an update on implementation of the 3,000 square foot (SF) deduction for all retail and service uses that was established in August 2017 by the Executive Committee. Mr. Ramirez-Cornejo introduced a proposed update to the 3,000 SF deduction policy to limit this deduction to projects that are less than 20,000 SF.

Mr. Gray explained that WRCOG will be distributing additional information to member agency staff to ensure that the 3,000 SF deduction policy is being implemented consistently. There are several benefits to this policy, which include encouraging small, independent businesses and to accommodate expansions of operations.

Action: 1. *Approved a revision to the 3,000 square foot reduction policy for retail and service uses that limits this reduction to projects that are less than 20,000 square feet.*

(Moreno Valley / Hemet) 15 yes; 1 no; 0 abstentions. Item 6.D was approved. The Cities of Canyon Lake, Corona, Jurupa Valley, Norco, and Riverside and the Morongo Band of Mission Indians were not present. The City of Menifee voted no.

6. ITEMS FOR FUTURE AGENDAS

There were no items for future agendas.

7. GENERAL ANNOUNCEMENTS

There were no general announcements.

8. NEXT MEETING: The next Planning Directors Committee meeting is scheduled for Thursday, October 11, 2018, at 9:00 a.m., at WRCOG's office located at 3390 University Avenue, Suite 450, Riverside.

9. ADJOURNMENT: The meeting of the Planning Directors Committee adjourned at 11:32 a.m.

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Western Riverside Council of Governments

Planning Directors Committee

Staff Report

Subject: WRCOG Committees and Agency Activities Update

Contact: Andrea Howard, Program Manager, ahoward@wrcog.us, (951) 405-6751

Date: October 11, 2018

The purpose of this item is to provide updates on noteworthy actions and discussions held in recent standing Committee meetings, and to provide general project updates.

Requested Action:

1. Receive and file.

Attached are summaries of actions and activities from recent WRCOG standing Committee meetings that have taken place since the September 2018 Planning Directors Committee meeting.

Prior Action:

None.

Fiscal Impact:

This item is for informational purposes only; therefore, there is no fiscal impact.

Attachments:

1. WRCOG September Committees Activities Matrix (Action items only).
2. Summary recaps from September Committee meetings.

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Item 5.A

WRCOG Committees and Agency
Activities Update

Attachment 1

WRCOG September Committees
Activities Matrix (Action items only)

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<u>WRCOG Committees</u> <u>Activities Matrix</u> <u>(Action Items Only)</u>	<u>Executive Committee</u>	<u>Administration &</u> <u>Finance</u> <u>Committee</u>	<u>Technical</u> <u>Advisory</u> <u>Committee</u>	<u>Planning Directors</u> <u>Committee</u>	<u>Public Works Committee</u>	<u>Finance</u> <u>Directors</u> <u>Committee</u>	<u>Solid Waste</u> <u>Committee</u>
Date of Meeting:	9/10/18	Did not meet	Did not meet	9/13/18	9/13/18	Did not meet	Did not meet
Current Programs / Initiatives:							
Regional Streetlights Program	Received and filed.			n/a	n/a		
Property Assessed Clean Energy (PACE) Programs	Received and filed.			n/a	n/a		
Community Choice Aggregation (CCA) / Western Community Energy	n/a			n/a	n/a		
TUMF	Authorize the Executive Director to execute Amendment No. 3 to the TUMF Reimbursement Agreement with the City of San Jacinto for the Planning and Engineering Phases of the Esplanade Avenue Widening (Warren Road to State Street) Phases I and II Project in an amount not to exceed \$1,170,025; 2) Authorize the Executive Director to execute a TUMF Reimbursement Agreement with the City of San Jacinto for the Right-of-Way Phase of the Esplanade Avenue Widening (Warren Road to State Street) Phases I and II Project in an amount not to exceed \$1,000,000; 3) Authorize the Executive Director to execute Amendment No. 1 to the TUMF Reimbursement Agreement with March Joint Powers Authority (JPA) for the Construction Phase of the Van Buren Boulevard Widening (Barton Road to 1,000' West of I-215) Project in an amount not to exceed \$7,222,000; 4) Authorize the Executive Director to execute Amendment No. 1 to the TUMF Reimbursement Agreement with the County of Riverside for the Planning and Engineering Phases of the Cajalco Road Widening Project (Alexander Street to I-215) in an amount not to exceed \$2,413,338;			Recommend that the Executive Committee adopt changes to the Administrative Plan to allow for WRCOG to calculate and collect TUMF on behalf of its member agencies; 2) Recommend that the Executive Committee adopt changes to the Administrative Plan to allow for WRCOG to calculate and collect TUMF on behalf of its member agencies; 3) Recommend that the Executive Committee direct staff to consult with each member agency to formally determine those that wish to enroll in this process; 4) Recommend that the Executive Committee direct staff to work with legislative bodies with each agency wishing to enroll in this process to adopt an update to their TUMF Ordinance; 5) Recommend that the Executive Committee direct staff to allow those agencies which do not wish at this to enroll in this process to continue calculating and collecting TUMF; 6) Approve a revision to the 3,000 square foot reduction policy for retail and service uses that limits this reduction to projects that are less than 20,000 square feet;	Recommend that the Executive Committee adopt changes to the Administrative Plan to allow for WRCOG to calculate and collect TUMF on behalf of its member agencies; 2) Recommend that the Executive Committee adopt changes to the Administrative Plan to allow for WRCOG to calculate and collect TUMF on behalf of its member agencies; 3) Recommend that the Executive Committee direct staff to consult with each member agency to formally determine those that wish to enroll in this process; 4) Recommend that the Executive Committee direct staff to work with legislative bodies with each agency wishing to enroll in this process to adopt an update to their TUMF Ordinance; 5) Recommend that the Executive Committee direct staff to allow those agencies which do not wish at this to enroll in this process to continue calculating and collecting TUMF; 6) Approve a revision to the 3,000 square foot reduction policy for retail and service uses that limits this reduction to projects that are less than 20,000 square feet; 7) Recommend that the Executive Committee approve an update to the TUMF Zone boundaries to align with County of Riverside Supervisorial districts;		
Fellowship	n/a			n/a	n/a		
New Programs / Initiatives:							
EXPERIENCE	n/a			n/a	n/a		

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Item 5.A

WRCOG Committees and Agency
Activities Update

Attachment 2

Summary recaps from September
Committee meetings

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Western Riverside Council of Governments Executive Committee Meeting Recap September 10, 2018

Following is a summary of key items discussed at the last Executive Committee meeting. To review the full agenda and staff reports for all items, click [here](#). To review the meeting PowerPoint presentations, click [here](#).

Homelessness Activities Updates

- The Homelessness Statement of Principles adopted by the Executive Committee last March has been adopted by the Cities of Jurupa Valley, Lake Elsinore, Riverside and Temecula. If jurisdictions that have not yet taken action would like to bring the Statement of Principles to their City Council for consideration, WRCOG staff are available to assist.
- Two BEYOND Team-funded Homelessness Coalitions presented on their progress to date in providing both direct care and services and developing tools and regional best practices for addressing homelessness and related issues.
- The presentations concluded with a listing of lessons learned—such as the essential need for alignment between elected officials and staff—and recommended next steps, including a suggestion that WRCOG provide grant writing assistance for homelessness related funding opportunities.
- WRCOG will continue to engage with both coalitions and explore opportunities to support additional progress to combatting homelessness as directed by the Executive Committee.

Understanding the Transportation Analysis Implications of Senate Bill (SB) 743

- SB 743 significantly changes how transportation impacts are measured under the California Environmental Quality Act (CEQA), and therefore creates significant challenges for local jurisdictions to implement.
- With a grant from SCAG, WRCOG is working to provide assistance to member jurisdictions in implementing SB 743 and reduce costs to local agencies by providing regionally-appropriate tools member jurisdictions may choose to utilize.
- WRCOG will provide regular updates to the Public Works and Planning Directors Committees to gather their input. The study will conclude in March 2019.

Executive Committee Opposes Congressional Senate Bill (S.) 3157

- S. 3157 aims to limit local control of the deployment of telecommunication facilities and small cells through such measures as limiting the amount jurisdictions can charge for small cell attachments, and regulating location siting of small cell deployment.
- The Executive Committee adopted an “Oppose” position to S. 3157 and authorized the Executive Director to transmit a letter on behalf of WRCOG indicating WRCOG’s opposition to the Bill.

Climate Adaptation Toolkit Project Consultant Contract Approvals

- WRCOG has been awarded a \$683,431 grant from Caltrans to develop a Toolkit, in collaboration with the San Bernardino COG, to support regional efforts to prepare for and mitigate risks associated with climate adaptation and transportation infrastructure.
- The Executive Committee approved professional services agreements with the three firms to develop the components of the Toolkit.
- Work on the project will commence immediately and conclude in February 2020.

TUMF Program Approval of Project Reimbursement Agreements

- The Executive Committee authorized a new Reimbursement Agreement and a Reimbursement Agreement Amendment with the City of San Jacinto for the Esplanade Avenue Widening Project. The new Agreement provides for reimbursement for the Right-of-Way Phase, in an amount not to exceed \$1,000,000. The Amendment modifies an existing Agreement to reimburse up to \$1,170,025 for Phases I and II of the Project.
- The Executive Committee authorized an Amendment to the Reimbursement Agreement with March JPA for the Construction Phase of the Van Buren Boulevard Widening Project for an amount not to exceed \$7,222,000.
- The Executive Committee authorized an Amendment to the Reimbursement Agreement with the County of Riverside for the Planning and Engineering Phases of the Cajalco Road Widening Project in an amount not to exceed \$2,413,338.

Next Meeting

- The next Executive Committee meeting is scheduled for Monday, October 1, 2018, at 2:00 p.m., at the County of Riverside Administrative Center, 1st Floor Board Chambers.



**Western Riverside Council of Governments
Planning Directors Committee Meeting Recap
September 13, 2018**

Following is a summary of key items discussed at the last PDC meeting. To review the full agenda and staff reports for all items, click [here](#). To review the meeting PowerPoint presentations, click [here](#). For additional information, contact Andrea Howard at ahoward@wrcog.us or (951) 405-6751.

Update on Local Input Process for the 2020 Regional Transportation Plan/ Sustainable Community Strategy (RTP/SCS)

- SCAG staff provided an update on its Bottom-Up Local Input and Envisioning Process that was first initiated in the fall of 2017.
- The local input process allows SCAG member agencies to propose clarifications and revisions to the information SCAG currently has on record, which will be used to inform the development of both the RTP/SCS and the next cycle of the Regional Housing Needs Assessment.
- The deadline to submit input is October 1, 2018

Community Engagement Case Studies

- Jeff Murphy recounted his experiences using online engagement and interactive seminars to turn the tide against a very vocal oppositional community group.
- Michael Baker International shared community engagement case studies from the local area along with practical execution techniques.
- Riverside Transit Authority shared their strategy in engaging the local community, specifically university students through social media and outreach events.
 - Please refer to the linked PowerPoint above for full presentations.

Proposed New TUMF Calculation Policy

- As of August 2018, the Technical Advisory Committee recommended that the Executive Committee approve an option that would have WRCOG calculate and collect TUMF for all member agencies.
- In response to feedback received, the proposed update to the TUMF calculation would provide agencies the option to have WRCOG calculate and collect TUMF.
- PDC members expressed interest in hearing input from the Public Works Committee (PWC).
- The PDC requested that voluntary opt-in or opt-out language be added to the Calculation Policy.

TUMF Program 3,000 Square Foot (SF) Reduction for Retail and Service Uses Implementation Update

- Staff introduced a proposal to limit the recently enacted 3,000 SF deduction for retail and service uses to spaces that are less than 20,000 SF.
- The 3,000 SF deduction currently applies to all retail and service uses, regardless of size.
- This update would maintain the fee relief for smaller uses, while also recognizing that larger tenants generally create more regional traffic.
- The PDC approved the revision to the policy, which will limit the sizes of service and retail uses that receive the deduction to less than 20,000 SF.

- Staff will continue to monitor revenue loss from the deduction and development trends for retail and service uses.

Next Meeting

- The next meeting of the WRCOG Planning Directors Committee will convene on Thursday, October 11, 2018 at WRCOG's office, located at 3390 University Avenue, Suite 450, Riverside.



**Western Riverside Council of Governments
Public Works Committee Meeting Recap
September 13, 2018**

Smart Cities Update

- Ed Ebrahimiian, retired Director of the Los Angeles Bureau of Street Lighting (LABSL), presented his experience with deployment of Smart City Technologies on streetlights in the City of Los Angeles.
- Mr. Ebrahimiian also presented the benefits of LED streetlight installation and emerging potential to use streetlights to co-locate remote monitoring systems.
- For more information, please contact Tyler Masters at tmasters@wrcog.us.

Inland Empire Transportation Cybersecurity Research Initiative

- Kimberly Collins, Director of the Leonard Transportation Center at California State University San Bernardino, presented the results of a Cybersecurity Study undertaken to analyze the current regulatory environment, management, and resources available to manage cybersecurity threats in the Inland Empire's transportation sector.
- Key findings of the Study include the need for local agencies to plan for future technologies and connected devices will continue to be a top target as local agencies continue to put more systems online.
- For more information, please contact Christopher Gray at cgray@wrcog.us.

Proposed New TUMF Calculation Policy

- Daniel Ramirez-Cornejo, WRCOG Program Manager, presented an update to the proposed TUMF calculation process revision which is intended to eliminate errors by giving each individual member agency the option to have WRCOG calculate and collect TUMF for all development projects.
- Each member agency would also have the option to retain responsibility for TUMF calculation and collection within their jurisdiction (maintaining the current process).
- The Committee recommended that the Executive Committee adopt changes to the TUMF Ordinance and Administrative Plan to allow for WRCOG calculation and collection of TUMF for member agencies that elect to make this change.
- Contingent upon Executive Committee approval, staff will coordinate with each agency to determine the approach that each agency intends to follow in regard to TUMF calculation and collection.
- The Committee also requested that staff coordinate with each agency on a yearly basis to verify their position in regard to TUMF calculation and collection.
- For more information, please contact Daniel Ramirez-Cornejo at dramirez-cornejo@wrcog.us.

TUMF Program 3,000 Square Foot Exemption for Retail and Service Uses Implementation Update

- Daniel Ramirez-Cornejo, WRCOG Program Manager, presented a proposed revision to the 3,000 square foot (SF) reduction policy for retail and service uses enacted by the Executive Committee in August 2017 that would limit this reduction to projects that are less than 20,000 SF.

- The Committee approved the revision to the 3,000 SF reduction policy to limit this exemption to projects that are less than 20,000 SF.
- Staff will present item to the Executive Committee in October 2018 for final approval prior to implementation.
- For more information, please contact Daniel Ramirez-Cornejo at dramirez-cornejo@wrcog.us.

TUMF Zone Boundaries Update

- Daniel Ramirez-Cornejo, WRCOG Program Manager, explained that the existing TUMF Zone boundaries do not coincide with the Riverside County Supervisor Districts and presented proposed new Zone boundaries that would better align with County Supervisor Districts.
- The proposed revisions only affect the unincorporated portion of the County with a handful of TUMF projects shifting Zones.
- The Committee approved the proposed revisions to the TUMF Zone boundaries.
- For more information, please contact Daniel Ramirez-Cornejo at dramirez-cornejo@wrcog.us.

Actions Forwarded to WRCOG Executive Committee

1. Recommend that the Executive Committee adopt changes to the Administrative Plan to allow for WRCOG to calculate and collect TUMF on behalf of its member agencies that wish to enroll in this process.
2. Recommend that the Executive Committee direct staff to prepare an amendment to the TUMF Ordinance to allow WRCOG to collect TUMF on behalf of its member agencies that wish to enroll in this process.
3. Recommend that the Executive Committee direct staff to consult with each member agency to formally determine those that wish to enroll in this process.
4. Recommend that the Executive Committee direct staff to work with legislative bodies with each agency wishing to enroll in this process to adopt an update to their TUMF Ordinance.
5. Recommend that the Executive Committee direct staff to allow those agencies who do not wish at this time to enroll in this process to continue calculating and collecting TUMF.
6. Recommend that the Executive Committee direct staff to contact all member agencies on an annual basis to verify enrollment status.
7. Approve a revision to the 3,000 square foot reduction policy for retail and service uses that limits this reduction to projects that are less than 20,000 square feet.
8. Recommend that the Executive Committee approve an update to the TUMF Zone boundaries to align with County of Riverside Supervisorial districts.



Western Riverside Council of Governments

Planning Directors Committee

Staff Report

Subject: Experience Regional Innovation Center Feasibility Analysis Activities Update

Contact: Andrea Howard, Program Manager, ahoward@wrcoq.us, (951) 405-6751

Date: October 11, 2018

The purpose of this item is to provide an update on the Feasibility Analysis for Experience, the concept of a regional innovation center, which would provide a host of community resources, promote sustainable practices, and showcase the assets and capabilities of the subregion.

Requested Action:

1. Receive and file.

Background

Western Riverside County is one of the fastest growing subregions in the State of California and the United States. During past WRCOG visioning efforts, subregional leaders identified six interrelated components critically important to achieving a premier quality of life in Western Riverside County and incorporated these into the WRCOG Economic Development & Sustainability Framework (the Framework), which serves as a guide to grow strategically and achieve a vibrant and livable community. The six Framework goal areas pertain to: 1) Economic Development; 2) Water and Wastewater; 3) Education; 4) Health; 5) Transportation; and 6) Energy and the Environment.

In 2016, staff introduced the concept of Experience, envisioned as a vibrant, regional center with a variety of visitor attractions that could also serve as a sustainability demonstration center, innovation hub, business incubator, and more. The aim of Experience is to showcase the assets and capabilities of inland southern California while serving community needs and advancing the Framework goal areas. Experience would be designed to draw audiences for a variety of purposes by including such elements as an education center, community farm, water efficient garden, walking loop, amphitheater, farm-to-fork café, and other public assets. Once at Experience, visitors would be exposed to best practices in water and energy, emerging technology, employment prospects, and more. Experience would borrow inspiration from similar concepts from across the globe including, but not limited to the Los Angeles Cleantech Incubator (LACI) in Los Angeles; the Frontier Project in Rancho Cucamonga; Southern California Edison Energy Education Center in Irwindale; and Alegria Farms in Irvine.

Feasibility Analysis

On October 2, 2017, the Executive Committee authorized staff to enter into a contract not to exceed \$249,823, with PlaceWorks consultants to perform a comprehensive Feasibility Analysis of the Experience concept. The Analysis scope includes thorough research of relevant models, a demand analysis for the center and program elements, analysis of up to four potential sites, analysis of governance options and partnership opportunities, financial analysis, and a final feasibility analysis with recommendation(s). Additionally, the Analysis would review potential funding partners and mechanisms to ensure a viable implementation plan for Experience, should it be found feasible to move forward.

Staff and consultants held an internal kick-off meeting on October 16, 2017, to discuss the goals and visions, as well as potential sites to include in the Analysis, and the formation of an advisory Steering Committee. The Steering Committee is scheduled to convene six times during the course of the Analysis to weigh in on the process and findings through August 2018, when the Analysis is scheduled to conclude. The Steering Committee is composed of members from the Executive Committee, who volunteered to serve in this role, in response to an email solicitation to all members. Additionally, staff invited a variety of stakeholders, including member agency staff, utility partners, and university representatives, to participate on the Steering Committee.

Steering Committee Meeting #5

On Monday, August 20, 2018, the Steering Committee convened for its fifth meeting. The meeting was largely devoted to reviewing the draft mission and vision statements, goals, and priority program elements as selected by or developed with input from the Steering Committee. The purpose of the review was to ensure that these four pillars of Experience were mutually supportive of each other. The Mission Statement was generally agreed upon by the Steering Committee as follows:

“Experience connects our community with public, private, nonprofit, and education sectors to harness knowledge capital, attract growth industries, accelerate technologies, spur economic development, and stimulate action to improve our world.”

The previously identified goals for Experience were also still endorsed by the Steering Committee. However, it was recognized that one component of the mission and goals that was not supported by the prioritized program elements was economic development. To address this inconsistency, the Steering Committee opted to add to the priority programming list, the inclusion of a best practices incubator space, which would be a fully functional incubator, but not intended serve a large number of businesses, but instead aimed at modeling best practices in fostering business development. Attachment 1 to this Staff Report is a summary of the Mission, Goals, and Program Elements, that was shared at the August 20 meeting.

For the remainder of the meeting, the project team shared two generic programming models. The first program model, the “Entry-Level” encompasses the minimum mix of complementary program elements to achieve synergy and be commercially viable. The second model, the “Everything-Level,” integrates all desired program elements at a scope deemed feasible given market conditions. For each of the two models, preliminary financial information was presented. These models served as a preview of what would be presented at the following meeting for each prospective host site. This modeling method allows for an “apples-to-apples” comparison of the three host site options.

Finally, the project team initiated a discussion on governance options for Experience. Steering Committee participants directed staff to return with a listing of the pros and cons of each governance option. At the conclusion of the meeting, staff announced that, due to changes to the project scope and items needing consideration of the Steering Committee, a 7th Steering Committee meeting was added to the cue in October. The meeting summary and PowerPoint slides are included as Attachments 2 and 3, respectively, of this report.

Steering Committee Meeting #6

On Monday, September 17, 2018, the Steering Committee convened for its sixth meeting. This meeting centered around presentations from the prospective host agencies – the Cities of Riverside and Temecula, and the Eastern Municipal Water District. Each of the three agencies have worked with staff to identify a suitable mix of program elements for inclusion on their site, summarized in the table below, along with the “Entry Level” and “Everything Level” models introduced at meeting 5.

EXPERIENCE PROGRAM DETAILS

	EMWD/Perris	Riverside	Temecula	Entry Level	Everything Level
Building and Indoor Functions					
Welcome center	750	1,000	750	750	1,000
Demonstrations/display	5,000	5,000	3,000	3,000	5,000
Meeting rooms/student learning opportunities	2,000	2,000	2,000	2,000	4,000
Conference space/event facilities	7,500		7,500	7,500	15,000
Seated performance venue			6,000		12,000
Coworking space/office space/space for lease	10,000		1,500	1,500	10,000
Incubator/accelerator		10,000	10,000	10,000	15,000
Maker space					10,000
Administrative core	700	900	700	700	900
Commercial kitchen (membership)	1,000	1,500	1,000	1,000	1,500
Restaurant/tasting room	2,500	2,500	2,500	2,500	2,500
Coffee bar	350	350	350		350
Microbreweries and local wineries		2,000	2,000		4,000
Other building core	4,470	3,788	5,595	2,843	12,188
Building circulation	8,568	7,259	10,724	5,448	23,359
Total building size (sq. ft.)	42,838	36,297	53,619	37,241	116,797
Building footprint (sq. ft.)	42,838	36,297	53,619	37,241	58,398
Coverage	19.3%	24.5%	28.8%	24.3%	15.5%
Site and Outdoor Functions					
Regional demonstration area	4,500	2,500	2,500	2,500	4,500
Community areas	3,000	3,000	3,000		4,500
Event space	25,000	10,000	10,000	10,000	25,000

The consultant team provided a general overview of the conceptual cost estimate framework including assumptions, inclusions, and exclusions applied to all jurisdictions' program goals and then presented a preliminary pro forma analysis for each site. For the three locations, the upfront outside funding needed ranged from \$21M to \$26M. Once Experience is operational, the analysis estimates that necessary annual outside funding would range from \$200k – \$305k. Outside funding for both upfront capital costs and annual operating costs could be some combination of grants, federal, state, and local government funding, sponsors and corporate contributions, philanthropists, and, especially for the upfront costs, direct state appropriation. PowerPoint slides from meeting 6, complete with the host site slides and pro forma estimates, are included as Attachment 4 to this report.

Steering Committee Meeting Schedule

The seventh and final Steering Committee meeting will convene on October 22, 2018. At this meeting, staff and consultants will review results of applying the evaluation criteria to each of the prospective host sites, review a revised vision statement, review pros and cons of various governance options, and discuss the final recommendations of the voting members of the Steering Committee.

Following this meeting, the findings of the Feasibility Analysis and recommendations of the Steering Committee will be presented through WRCOG's Committee structure for consideration.

Prior Actions:

October 10, 2018: The Administration & Finance Committee received and filed.

August 16, 2018: The Technical Advisory Committee received and filed.

August 9, 2018: The Planning Directors Committee received and filed.

Fiscal Impact:

This item is for informational purposes only; therefore, there is no fiscal impact.

Attachments:

1. Experience Mission, Goals, and Program Elements.
2. Meeting 5 summary.
3. Meeting 5 PowerPoint slides.
4. Meeting 6 PowerPoint slides.

Item 5.B

Experience Regional Innovation
Center Feasibility Analysis Activities
Update

Attachment 1

Experience Mission, Goals, and
Program Elements

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Experience Sustainability and Innovation Center
Review of Evolution: Mission, Goals, and Program Elements
August 2018

Throughout the Experience Feasibility Analysis, the Steering Committee has provided input on the Experience Mission, Goals, and desired Program Elements. Some of these have evolved over time and will continue to be refined. The draft Mission, Goals, and Program elements, as they stand currently are provided below along with any early versions to chart the evolution.

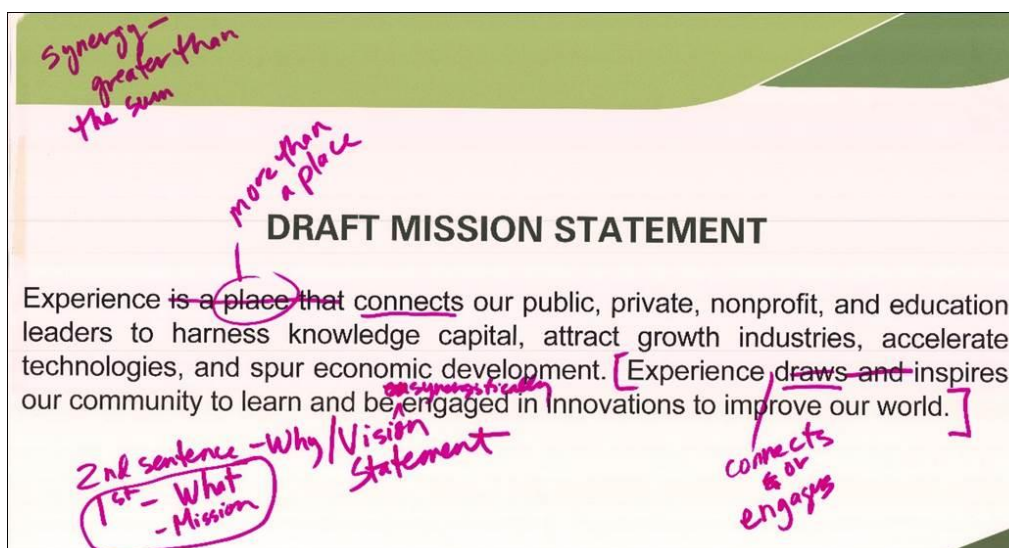
Mission & Vision

At the first Experience Steering Committee meeting in January 2018, the project consultants presented a series of mission statements from model programs relevant to Experience to initiate a discussion on what the mission for Experience might be. The Steering Committee discussion resulted in a brief listing of ideals, which WRCOG and project consultants later translated into a first draft Experience mission statement.

Steering Committee meeting 1 identified mission components

1. To build a regenerative future, EXPERIENCE must:
 - a. Be Proactive
 - b. Educate
 - c. Familiarize
 - d. Promote
 - e. Encourage
 - f. Inspire
 - g. Connect
2. Make our motivation clear

At the third Steering Committee Meeting in March 2018, a draft Mission Statement was presented to the Steering Committee. The draft Mission with comments received at the Meeting is depicted below.



Current Draft Mission and Vision Statements (not yet presented to Steering Committee)

Mission Statement

Experience connects public, private, nonprofit, and education communities to harness knowledge capital, attract growth industries, accelerate technologies, spur economic development, and stimulate action to improve our world.

Vision Statement

Experience elevates quality of life in Western Riverside County.

EXPERIENCE GOALS

WRCOG held an Experience kick-off meeting with consultants in October 2017, and drafted initial goals. At the first Steering Committee meeting in January 2018, these initial goals were presented to the Steering Committee and expanded upon. The Steering Committee discussion resulted in the following list of goals.

EXPERIENCE should...

1. Benefit all WRCOG organizations and the communities served
2. Be tied to WRCOG's mission
3. Support WRCOG's Economic Development and Sustainability Framework
4. Not resemble a monument, but a place that engages, educates and motivates people
 - a. The building design should reflect the energy/resource conserving technologies and tell a story (function over form)
5. Provide economic development opportunities for individuals and businesses and prepare people for jobs in the subregion
6. Be relevant to what's important to the region and provide a sustained public benefit
7. Be financially feasible from construction to operations and maintenance overtime
8. Have a high-level of performance for program elements and the facilities, which should be tracked and evaluated
9. Provide multiple reasons to visit through a wide variety of cohesive activities that result in returning visitors
10. Be innovative, cutting-edge, and provide a rotation of forward-thinking displays, events, and activities
11. Incorporate best practices for water and energy efficiency, sustainable building design, and business strategy
12. Empower the community to adopt techniques/take action
13. Provide visitors with a unique experience that encapsulates the region
14. Be embraced by both the public and private sector – encouraging partnerships and collaboration
15. Be accessible by all modes of transportation (e.g., car, bus, train, pedestrians, cyclists) and all segments of the population (low income, rural/urban, non-English speaking, multiple ages, etc.)
16. Serve as a centralized resource and information center for the region
17. Tell the story of Western Riverside County by showcasing the region's current assets/successes. This should also include promoting the vision for Western Riverside County through visual simulations or other techniques.

18. Compliment UC Riverside and Cal Poly Pomona sustainability and regenerative studies research (agricultural living labs, solar/micro grids)
19. Be accessible to everyone in the community – be affordable and open to the public
20. Accommodate large and small audiences
21. Provide interactive educational opportunities for all ages

Program Elements

At the third meeting of the Steering Committee in March 2018, participants were surveyed regarding Program Elements desirable for inclusion in Experience. From that discussion, some Program elements were clearly identified as desirable, while others received a mixed reaction. The below summarizes the results of that discussion.

Generally Agreed “Must Have”

1. Rotating display/demonstration area (Indoors)
2. Student-oriented education / learning area (Indoors)
3. Meeting and event space (Indoors)
4. Food-related services: restaurant, reheat kitchen, small business incubator kitchen, coffee bar, beer/ wine bar, etc. (Indoors)
5. Regional resiliency demonstrations and innovations (Outdoors)
6. Community Areas (Outdoors)
7. Event space (Outdoors)
8. Urban Agriculture: Food Gardens showcasing emerging technology (not community garden)

Generally Agreed “Not Necessary”

1. Training center for the trades

Not Agreed on by All

1. Office space for lease
2. Coworking space
3. Administrative Core
4. Incubator
5. Labs/Fabrication/Prototype Area

Following the Program Elements discussion at meeting three, WRCOG asked each potential site host to complete the survey once more, and to resubmit a single survey response on behalf of the jurisdiction. Following are the results of each potential host jurisdiction survey.

Host Site Survey Results

Temecula	Riverside	Perris		Survey Key	
				✓	Must Have
				✓	Like to Have
				✗	Neutral
				✗	Not Necessary
✗	✗	✓	Demonstration Area (Indoor)		
✗	✗	✓	Training Center (Indoor)		
✓	✗	✓	Student-Oriented Learning Area (Indoor)		
✓	✓	✓	Meeting/Event Space (Indoor)		
✗	✓	✓	Co Working (Indoor)		
✗	✓	✗	Administrative Core (Indoor)		
✗	✓	✗	Labs/Fabrication/Prototype Area (Indoor)		
✓	✗	✓	Welcome Center (Indoor)		
✓	✓	✗	Food (Indoor)		
✗	✓	✓	Office Space for Lease (Indoor)		
✓	✗	✓	Regional Resiliency Demonstrations (Outdoor)		
✓	✓	✓	Community Areas (Outdoor)		
✓	✓	✗	Event Space (Outdoor)		
✓	✓	✓	Urban Agriculture (Outdoor)		

Item 5.B

Experience Regional Innovation
Center Feasibility Analysis Activities
Update

Attachment 2

Meeting 5 summary

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Feasibility Study for EXPERIENCE A Regional Innovation Center

Steering Committee Meeting #5 Summary
August 20, 2018 | 11:00 AM- 1:00 PM

Project Contact: Andrea Howard, Program Manager, ahoward@wrcog.us, (951) 405-6751

Steering Committee:

Executive Committee Members: Council Member Debbie Franklin, City of Banning; Council Member Adam Rush, City of Eastvale; Council Member Laura Roughton, City of Jurupa Valley; Council Member Kelly Seyarto, City of Murrieta; Council Member Kevin Bash, City of Norco; Mayor Rusty Bailey, City of Riverside.

Member Agency Staff: Clara Miramontes, City of Perris; Steve Massa, City of Riverside; Sherry Shimshock, City of Riverside; Matt Peters, City of Temecula; Danielle Coats, Eastern Municipal Water District (EMWD); Melanie Nieman EMWD; Mike Barney, Riverside County Office of Education; Rohan Kuruppu, Riverside Transit Agency

Regional Stakeholders: Joanna Chang, Southern California Edison; Ana Aceves, Southern California Gas Company (SoCal Gas); Nicole Cleary, University of California, Riverside (UCR).

Staff and Consultants: Rick Bishop, WRCOG; Chris Gray, WRCOG; Andrea Howard, WRCOG; Rachel Hom, WRCOG; Alexa Washburn, National CORE; Karen Gulley, PlaceWorks; and Eric Carbonnier, HMC Architects

Experience – Concept and Origin:

WRCOG envisions that Experience would draw audiences for a variety of purposes by including such elements as an education center, community farm, water efficient garden, walking loop, amphitheater, farm-to-fork café, and other public assets. Once at Experience, visitors would be exposed to best practices in water and energy, emerging technology, employment prospects, and more.

In 2010, WRCOG adopted the Sustainability Framework, which recognized six interrelated goal areas for achieving a high quality of life and regional economic growth: transportation, water and waste water, energy and environment,



economic development, health, and education. Experience would be a physical space to explore and grow the subregion's work to advance the Framework Goals.

Meeting #5 Review:

The Steering Committee held its fifth meeting on August 20, 2018. The agenda included: revisiting the Mission and Vision Statements, an update on the remaining tasks for this study, a presentation on the space program assumptions, and an initial discussion on governance options.

RE-EXAMINING THE MISSION AND VISION STATEMENTS

The project team provided a review of the evolution of the Experience Mission and Vision Statements to date. A summary of these elements' evolution is included as Attachment 1 to this Meeting Summary. Based on feedback received in all previous discussions, the project team presented the below draft Mission and Vision statements.

Mission: Experience connects our community with public, private, nonprofit, and education sectors to harness knowledge capital, attract growth industries, accelerate technologies, spur economic development, and stimulate action to improve our world.

Vision: Experience elevates quality of life in Western Riverside County.

Attendees generally agreed on the Mission Statement as it was presented, however, they directed the project team to refine the Vision Statement further. Potential phrases, ideas and buzz-words suggested included the following:

- Nurture the quality of life
- Our "Disneyland" – main attraction
- Embodies
- Enhances
- Improves
- Advances to the next level
- Sustainability
- Innovation
- Make companies want to stay in business in this region
- Attract
- Create opportunity
- Encourage investment
- Showcase
- Develop Experience to be "the most" intriguing or desirable
- Action-oriented
- Participation
- The leading center of opportunity
 - Limitless (this branding is already taken)

PROGRAMMING DISCUSSION

Two different generic programs models for Experience were presented (Attachment 2) based on previous Committee input, the goals for Experience, and results of the market demand analysis. A Summary of Findings from the Economic and Market Assessment is included as Attachment 3 to this Meeting Summary. The first program model, the "Entry-Level," encompasses the minimum mix of complementary program elements to achieve synergy and be commercially

viable. The second model, the “Everything-Level,” integrates all desired program elements at a scope deemed feasible given market conditions. Input and questions from the Committee is summarized below:

- Experience should absolutely include a WRCOG member information kiosk/marketing material to promote region
 - This aim could be met by marketing the region with photos
 - Include city/County marketing materials in display area (the project team confirmed this is included in entrance area of building)
- Meeting participants inquired about financing and raised questions regarding the costs of construction, maintenance, operations, and revamping Experience if needed in the future?
 - Some of the questions related to expenses are being evaluated now and will be presented at the next meeting as part of the pro-forma. However, there will need to be more detailed evaluation in later stages (following this initial Feasibility Study)
- How does Western Riverside capture millennials?
- How do visitors know what the different cities offer?
- Think of it as a progression – I’m in the door, but what’s next in the business development process?
- Consider what Experience will offer – will it be the adoption of tech or the innovation of tech?

PROGRAM SPACE ASSUMPTIONS

- The Entry/Everything Program Matrix accounts for expansion
- Co-working/incubators/maker space are the primary facilities – where innovation and mentorship happen
- The administrative core is for leadership and executives
- The amenities of the building are scalable
- Consider the kitchen could also be used for catering event services
- Outdoor space allows for flexibility – it’s a community outdoor environment
- Municipalities agreed to include incubator space in entry – it should serve as a successful example
- Municipalities wanted to know what the minimum space is for incubator and maker spaces

ALIGNMENT OF MISSION/VISION, GOALS, AND PROGRAM ELEMENTS

Participants re-visited the Mission/Vision, Goals, and priority Program Elements in relation to one another to ensure that these components were supportive of one another. The project team provided a written summary of its assessment of the synergy of these elements, provided as Attachment 4 to this Meeting Summary. Participants noted that, while Economic Development is a central concept in both the Mission Statement and in the Goals, it was under represented in the Program Elements prioritized for inclusion in Experience. Therefore, participants voted to make an Incubator space a “must have” in the priorities list, but noted that it should be a small-scale program developed for the purpose of promoting best practices in business incubation, but not for the purpose of serving as the subregion’s primary incubator. It was also noted that there may be a need for a “human component” within Experience—docents or ambassadors to serve as liaisons to Experience and the subregion to facilitate regional economic development, by driving investment and business development across the subregion.

GOVERNANCE

An initial list of options for establishing the Lead Organization for Experience was presented. The list included:

- WRCOG as Lead Organization
- City, County, or other Agency as Lead Organization
- New JPA with WRCOG, lead jurisdictions, utilities, CARB, UCR, etc.
- If Accelerator/Incubator included, may create a separate entity to run (JPA, P3, Non-Profit)
- New Non-Profit P3 Organization
- New Non-Profit Organization of public entities
- New Public Partnership created with an MOU

As a deliverable, participants requested the pros and cons to each governing option presented. It was also asked if building governance will be different than the operating governance. Lastly, the Committee noted the importance of public perspective and inquired which governance option would be best received by the public.

OVERVIEW OF THE PROCESS GOING FORWARD

As the Feasibility Analysis concludes, there will be several important tasks and milestones to cover, summarized below:

- Consultants and potential host jurisdictions to develop a detailed program model, tailored for each jurisdiction
- Potential host jurisdictions to present pitch at next meeting
- Consultants to Present pros/cons for governance options
- Consultants to present feasibility analysis findings and discussion of financing options Consultants and Steering Committee to apply evaluation criteria to the three potential host locations
- Gather input from the Committee for Board meeting

Attachments:

1. **Review of Evolution: Mission, Goals, and Program Elements**
2. **Draft Space Program: Entry Level and Everything Level**
3. **Economic and Market Assessment Summary of Findings**
4. **Mission, Goals, & Program Elements Synergy**

Next Meeting: September 17, 2018 from 11:00 am to 1:30 pm (NOTE TIME EXTENSION!)

Item 5.B

Experience Regional Innovation
Center Feasibility Analysis Activities
Update

Attachment 3

Meeting 5 PowerPoint slides

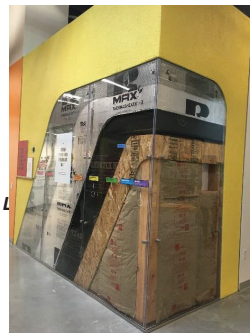
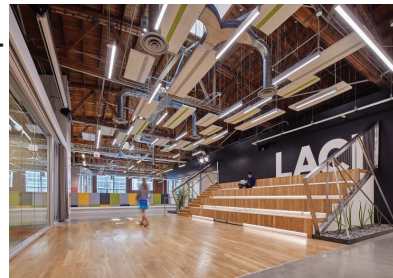
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Feasibility Study for EXPERIENCE – A Regional Innovation Center

Steering Committee Meeting #5
August 20, 2018

Today's Agenda

- Meeting Purpose/Summary of Meeting #4
- Mission/Vision Check-in
- Process Going Forward
- Experience Space Programming Assumptions
- Governance Discussion

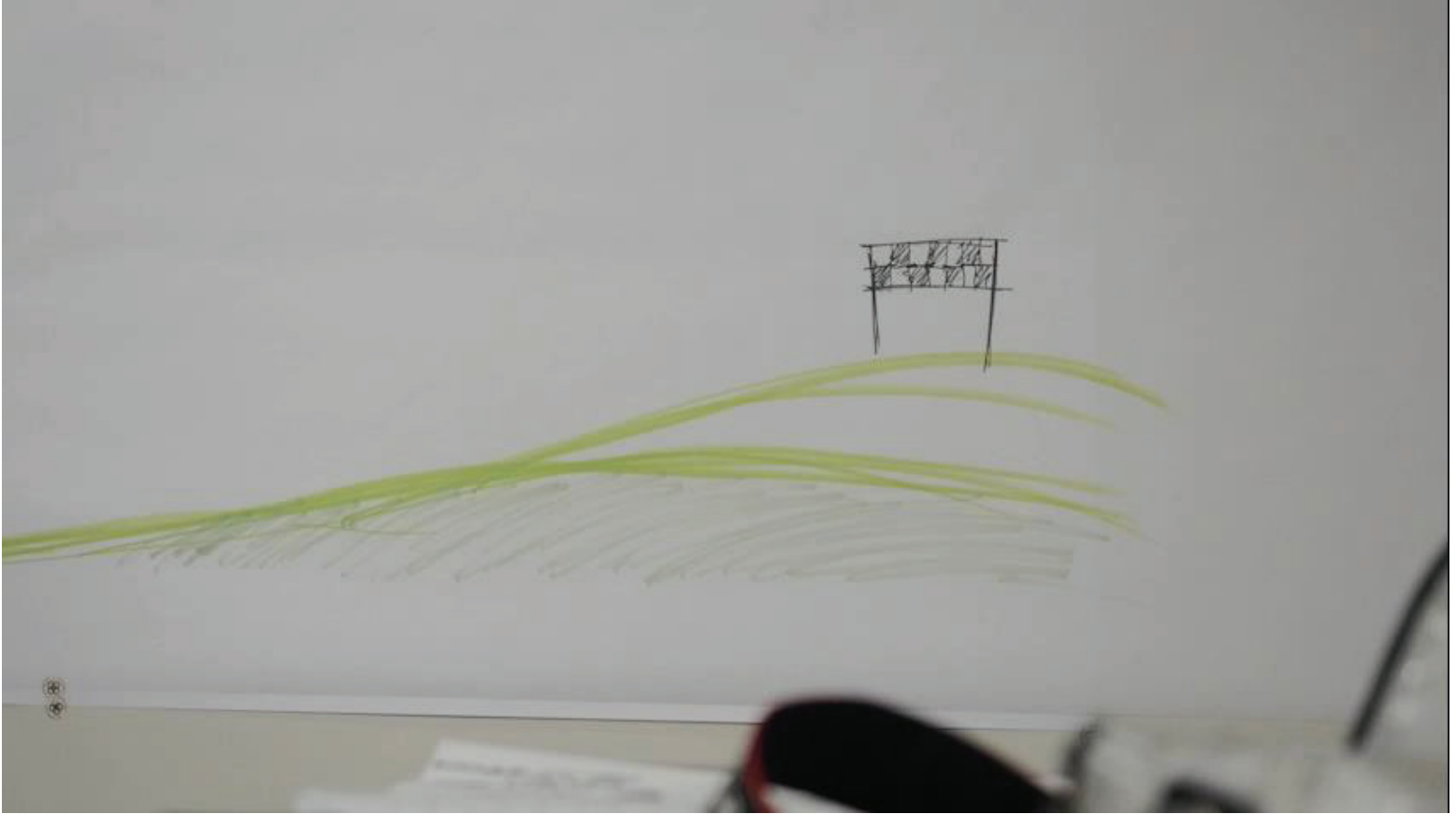


Economic and Market Assessment

- Regional and location-specific analysis (Perris, Riverside, Temecula) for must-have and should-have functions for Experience
- Current population and employment plus projected growth
- Current economic and market conditions
- Business start-ups and growth of very small (1-4 employee) businesses
- Market demand indicators
- Existing supply

Evaluation Criteria – Top Ten

1. Financial Sustainability
2. Regional Economic Development Impact
3. Sufficient Space for Must Haves/Like to Haves
4. Alignment with Goals
4. Sufficient Parking Either On- or Off-site
6. Expansion Potential
7. Competitive Location for Grant Funding
7. Proximity to Existing Population and Employment
9. Proximity to Transit
10. Sufficient Demand for Must Haves/Like to Haves



Mission/Vision Check-In

Mission Statement (What Experience is and does)

- Experience connects our community with public, private, nonprofit, and education sectors to harness knowledge capital, attract growth industries, accelerate technologies, spur economic development, and stimulate action to improve our world.

Vision Statement (Describes the desired future)

- Experience elevates quality of life in Western Riverside County.

Process Going Forward

September Agenda: Focus on Jurisdictions

- Presentations from Perris/EMWD, Riverside, Temecula
- Results of pro-formas
- Evaluation based on top ten criteria

October Agenda: Final Recommendations

- Present recommendations re overall feasibility, location and programming
- Present recommendations re governance/operations/partnerships
- Direction from Committee to share with the Board

Programming

Generally Agreed “Must Have”

- Rotating display/demonstration area (Indoors)
- Student-oriented education / learning area (Indoors)
- Meeting and event space (Indoors)
- Food-related services: restaurant, reheat kitchen, small business incubator kitchen, coffee bar, beer/wine bar, etc. (Indoors)
- Regional resiliency demonstrations and innovations (Outdoors)
- Community Areas (Outdoors)
- Event space (Outdoors)
- Urban Agriculture: Food Gardens showcasing emerging technology (not community garden)

Not Agreed on by All

- Office space for lease
- Coworking space
- Administrative Core
- Incubator
- Labs/Fabrication/Prototype Area

Generally Agreed “Not Necessary”

- Training center for the trades

Program Space Assumptions

- Entry Level Program – Includes base program elements based on Steering Committee input, market analysis, and minimum mix of uses needed for creating synergy and a successful place.
- Everything Level Program – Includes all program elements identified by the Steering Committee as desirable or potentially desirable, with square footages reflecting the higher-end of the range.

Governance – Establishing a Lead Organization for Experience

Role: A Lead Organization and staff will have authority and responsibility to bring together money, land, and execute development of Experience. Will also be responsible for operations (which can be delegated to others).

Keys to Success: Sophistication and creativity in layering various financial resources and effectively managing the partnership

Governance Options

- WRCOG as Lead Organization
- City, County, or Other Agency as Lead Organization
- New JPA with WRCOG, lead jurisdiction, utilities, UCR, etc
- If Accelerator/Incubator included, may create a separate entity to run it (JPA, P3, Non-Profit)
- New Non-Profit P3 Organization (LACI example)
- New Non-Profit Organization of public entities (EXCITE example)
- New Public Partnership created with an MOU

Note:

Lead Organization can contract with private entities for O&M (InSoCal Connect).

Lead Organization can bring on other partners and sponsors

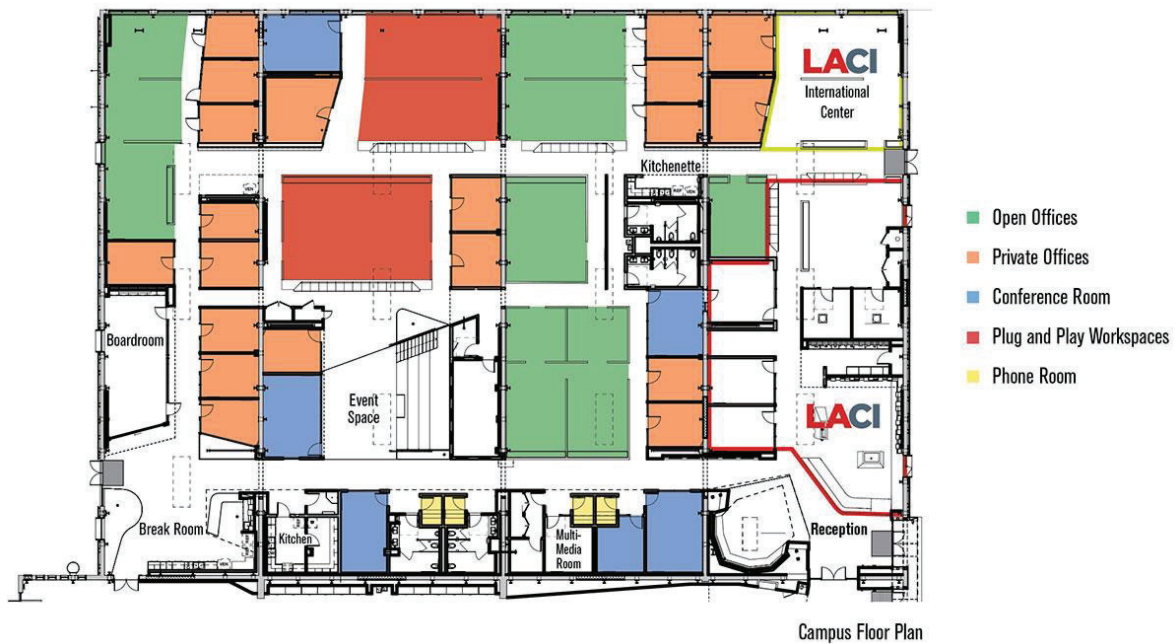
Next Meeting

- Next Meeting: **September 17**, 11-1 pm

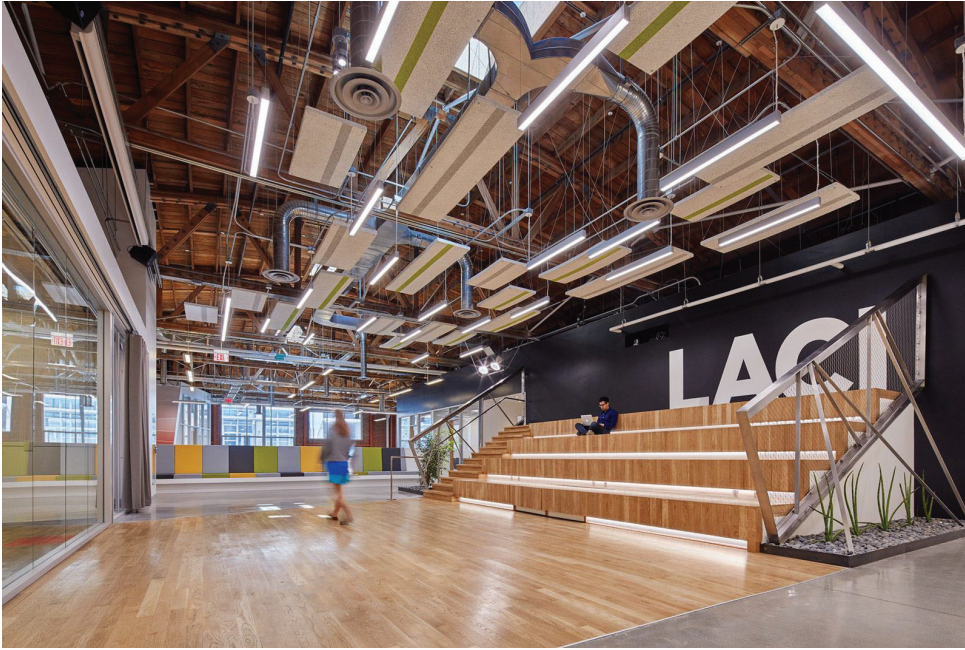
Maker Space



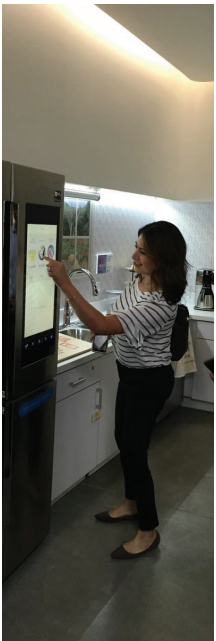
Space Organization



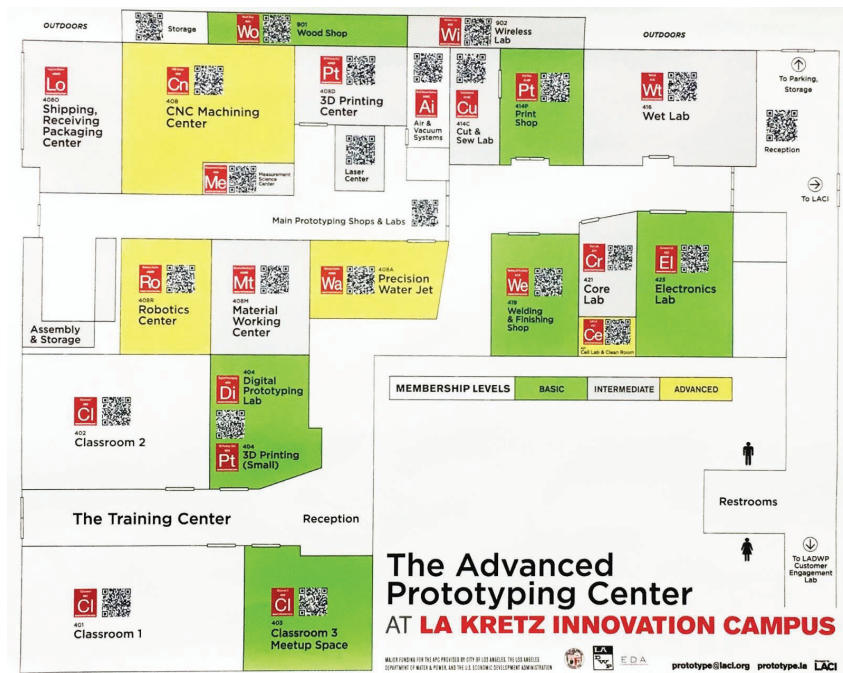
Assembly Area



Smart Home Display



LACI Program Organization



Cleantech Display

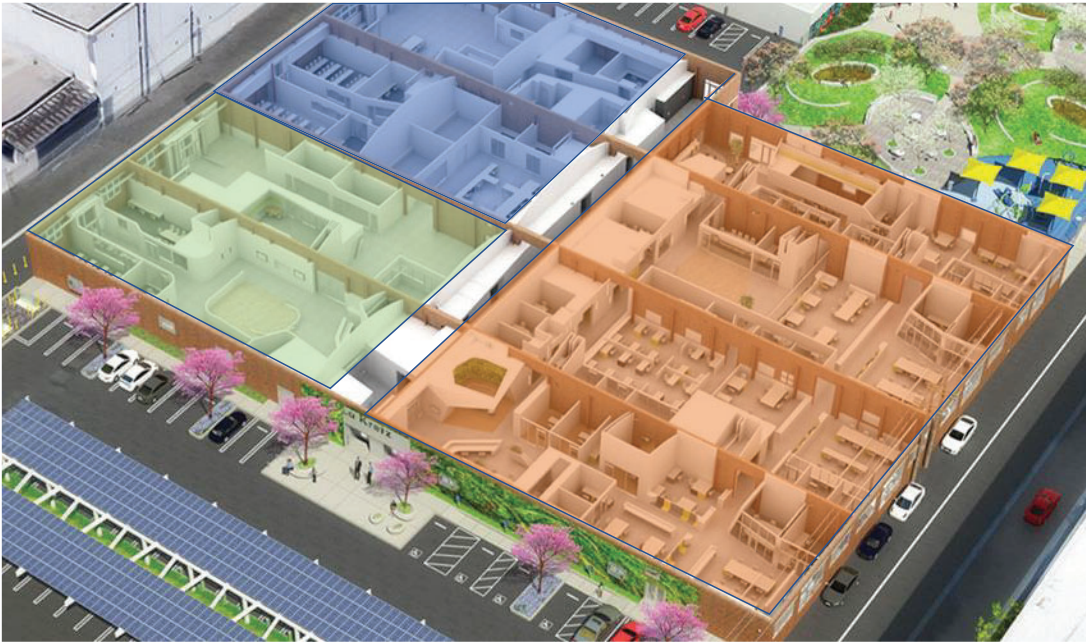


Construction Display



Microgrid Display

Los Angeles Cleantech Incubator



3.2 acre footprint
60,000sf under roof
230 desks
100+companies/organizations

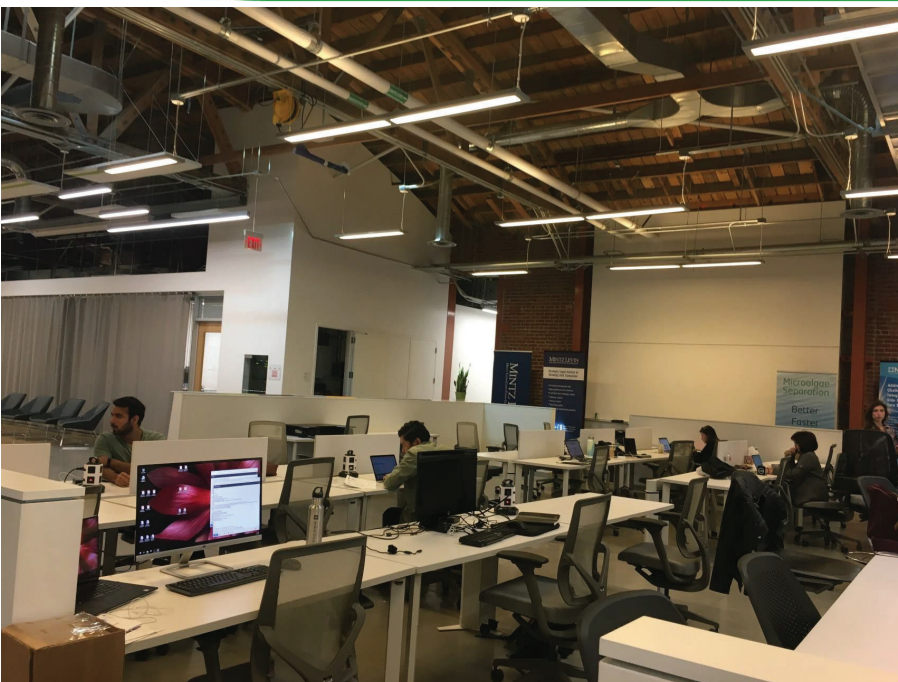
Makerspace/Prototyping
Laboratories

Training center

Display Area: micro-grid, UV
grey water system, Smart
Home

LADWP testing and
certification lab

Co-Working Space





OUR MISSION

LACI is creating an inclusive, green economy

OUR STRATEGY

UNLOCKING INNOVATION



TRANSFORMING MARKETS



ENHANCING COMMUNITY



OUR PRIORITY AREAS

MOBILITY & GOODS MOVEMENT



CLEAN ENERGY SMART GRID



SMART CITIES



TO POSITIVELY IMPACT LA'S...

GHG EMISSIONS

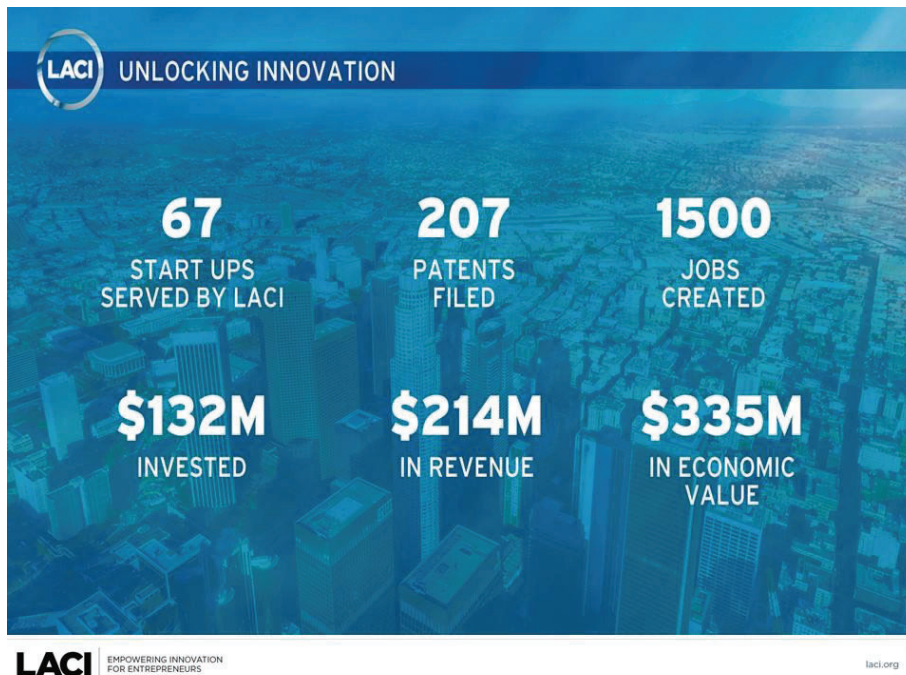


AIR QUALITY AND EQUITY



JOBS & ECONOMY





■ History

- **PPP Founded by City of LA in October 2011**
- **City's primary objective: To revitalize industrial core through the creation of a cleantech cluster = "Cleantech Corridor"**
- **Independent non-profit, run by entrepreneurs, partnering w/LADWP and the City of Los Angeles**
- **La Kretz Innovation Campus: 60,000sf (30,000 for LACI + 30,000 for labs/demonstration space/prototyping space**

LACI + LADWP owned

LACI EMPOWERING INNOVATION FOR ENTREPRENEURS

laci.org



■ Key Stakeholders

- City of LA Mayor's Office
- LA Department of Water & Power (LADWP)
- UCLA, USC, Caltech, JPL, Cal State Northridge (CSUN)
- Los Angeles County Economic Development Corporation (LAEDC), LA Chamber of Commerce, LA Business Council (LABC)
- Los Angeles County
- State of California
- Federal Government
- Port of Los Angeles, Metro, Metropolitan Water District (MWD), Southern California Edison (SCE)
- Industry partners
- Financial institutions (JP Morgan, Wells Fargo)



■ Sources of funding

- City funding
- State funding
- Federal funding
- Corporate sponsorship
- Contract for hire
- Philanthropy
- Events
- Tenant fees
- Equity stake in companies

■ Examples of Clean Technologies in the LACI Portfolio

- Energy efficiency
- Energy storage
- Home energy management
- Online solar marketplace
- Efficient lighting
- Advanced transportation
- Goods movement
- Water leak detection
- Electronic waste recycling
- Sustainable consumer goods
- Controlled environment agriculture

■ Partners

JPMORGAN CHASE & CO.



Entrepreneurial Support Organizations

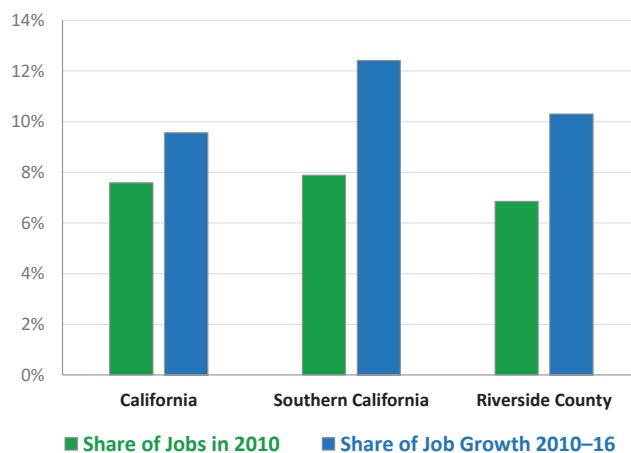
Organizations that help and support entrepreneurs in starting and building small businesses with the intent to:

- Improve and expand the local/regional economy
- Increase the number of jobs
- Build wealth

Why Entrepreneurs?

Employment at Firms with 0 to 4 Employees

	Share of Jobs in 2010	Share of Job Growth 2010–16	Difference
California	7.6%	9.6%	1.26
Southern California	7.9%	12.4%	1.57
Riverside County	6.8%	10.3%	1.50



Entrepreneurial Support Organizations

- Economic development organization
- Higher education
- Small business development centers

Entrepreneurial Support Organizations

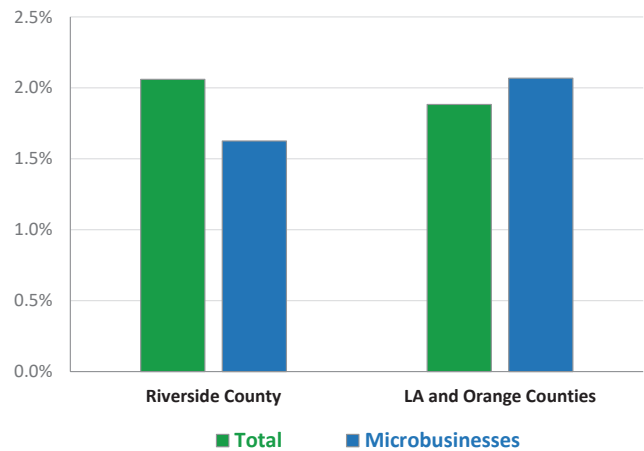
- Economic development organization
- Higher education
- Small business development centers
- Incubator
- Accelerator
- Makerspace
- Coworking space

Microbusiness Growth

Annual Rate of Change in Number of Businesses, 2012 to 2016

	Total	Microbusinesses
Riverside County	2.1%	1.6%
LA and Orange Counties	1.9%	2.1%

Note: Microbusinesses are firms with 0 to 4 employees.



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Item 5.B

Experience Regional Innovation
Center Feasibility Analysis Activities
Update

Attachment 4

Meeting 6 PowerPoint slides

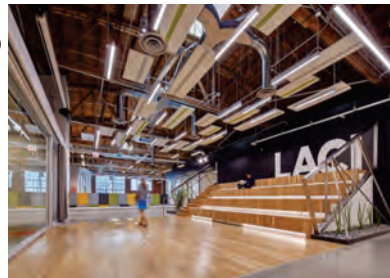
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Feasibility Study for EXPERIENCE – A Regional Innovation Center

Steering Committee Meeting #6
September 17, 2018

Today's Agenda

- Meeting Purpose/Summary of Meeting #5
- Presentations by IRWD/Perris, Riverside, and Temecula
- Preliminary Financial Analysis
- Initial Funding and Financing Options



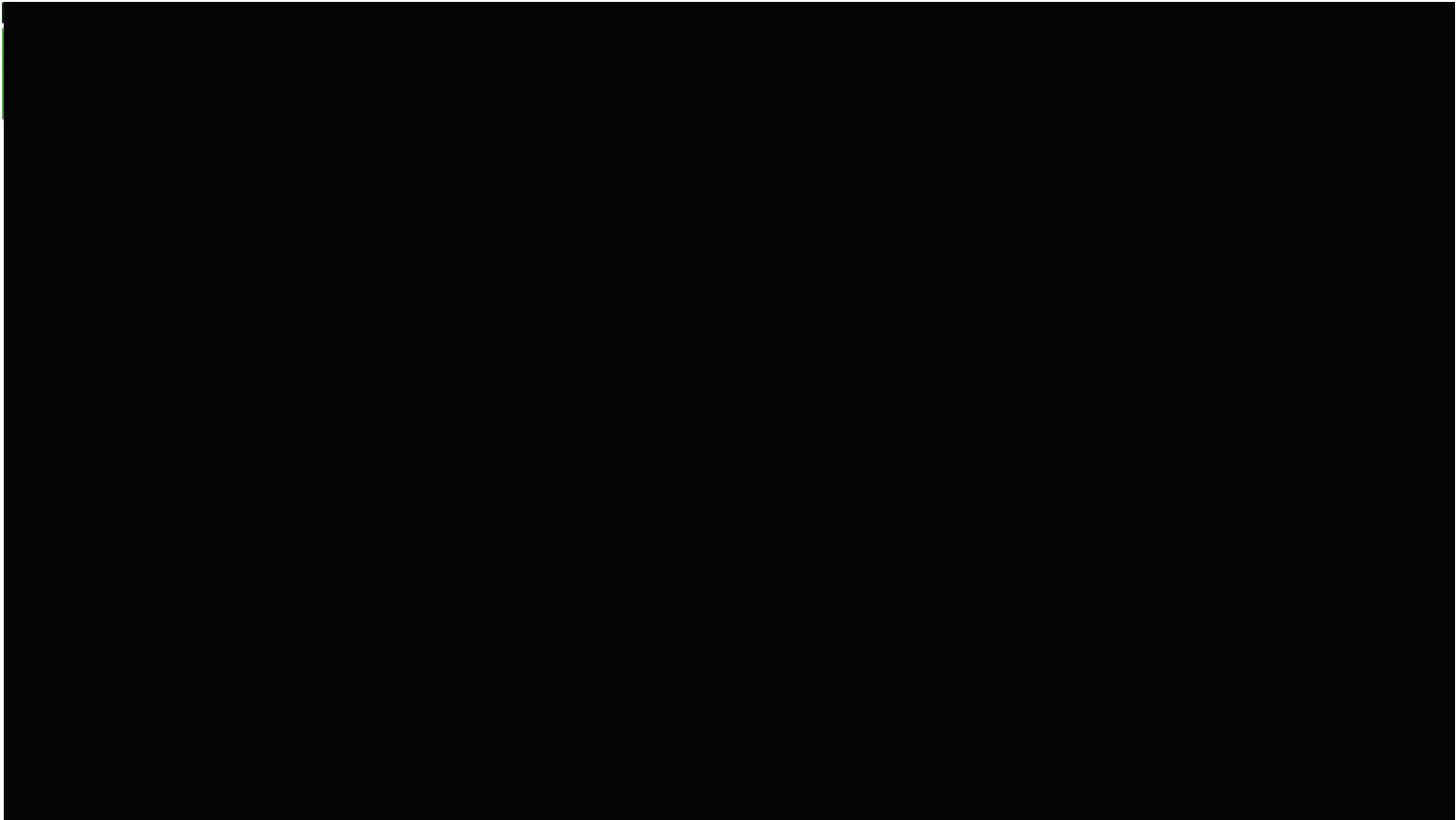
September Meeting

- Re-Examined the Mission and Vision Statements
 - Provided additional direction on the Vision
- Presented Entry-Level and Everything-Level Program Elements
 - Provided ideas on how to ensure that the programming is successful and that everything works together to “make a casual visitor a frequent visitor”
- Discussed Initial Options for Governance
 - Requested that we identify the pros/cons of each for our next meeting (October meeting)



WRCOG Experience Center Building Layout

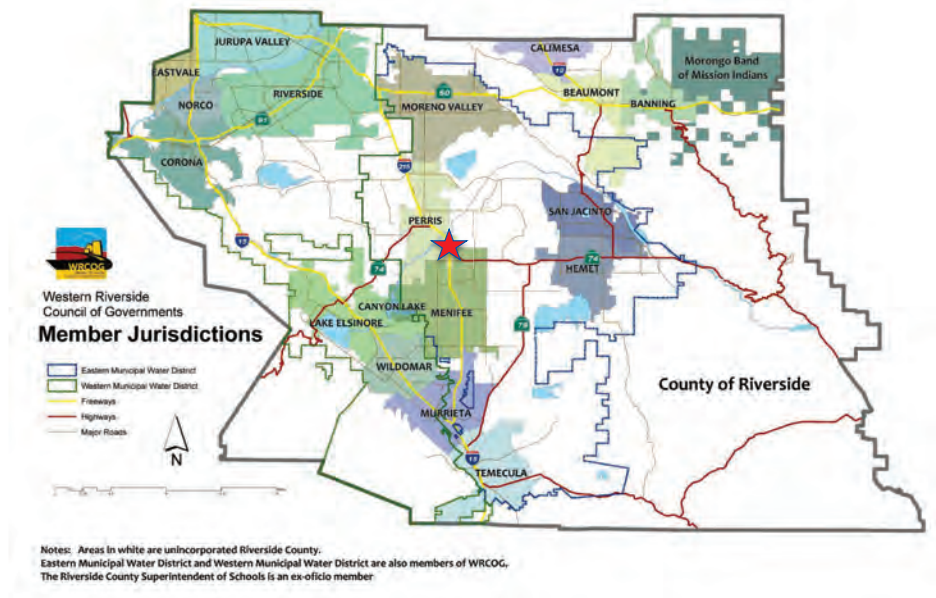
Paul D. Jones II, P.E.
EMWD General Manager
September 17, 2018



EXPERIENCE Western Riverside County

- Proposed Location/Site
- Proposed Facility Features
- What will you EXPERIENCE?

A Vast and Diverse County



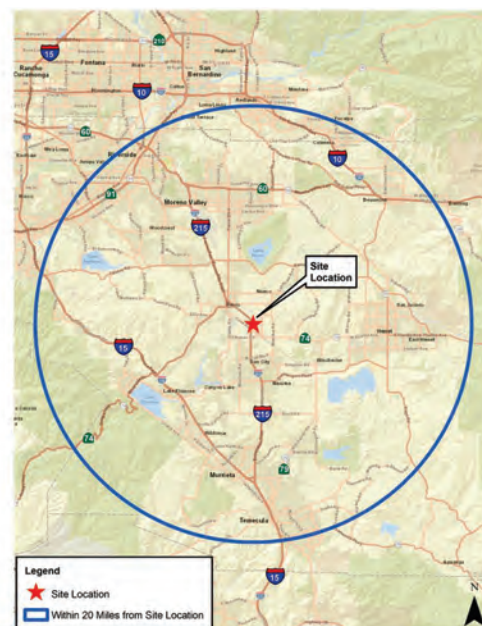
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Proposed Location

Considerations:

- Central to all WRCOG member agencies
- Fills a void of service along the I-215
- Has the opportunity to be a location that represents the county as a whole



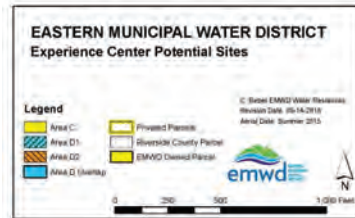
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Proposed Site

Considerations:

- Visible and easy access to/from freeway
- Proximity to frequently used active spaces and program partners
 - Big League Dreams Sports Park
 - DropZone Water Park
 - Skydive Perris
 - EMWD
 - City of Perris
 - Southern California Edison
 - SoCal Gas



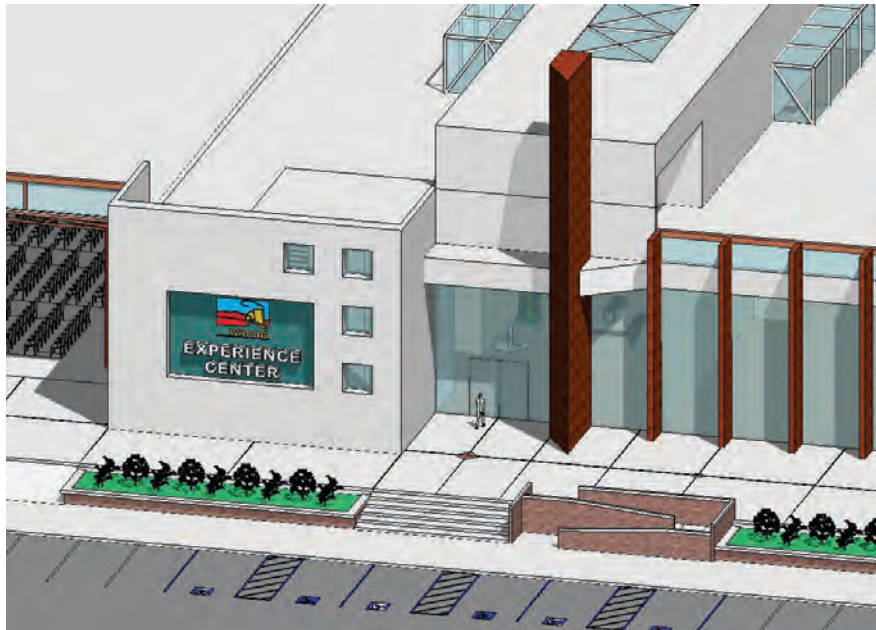
Proposed Site

Considerations:

- More than 20 acres of programmable space
- Provides an opportunity for outdoor habitat or urban garden space for educational and community workshops



What will you EXPERIENCE?



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What will you EXPERIENCE?

- State-of-the-art
- Theme focus on energy, water and agricultural technologies throughout the county
- Display space for each WRCOG member agency to highlight their contribution to the county

Static Display Space



Rotating Display Space

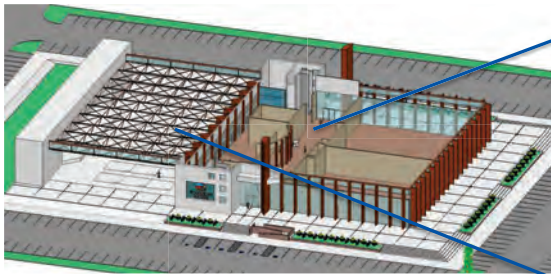


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What will you EXPERIENCE?

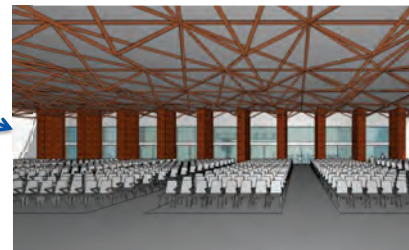
- Multi-functional facility
- Flexible indoor/outdoor space



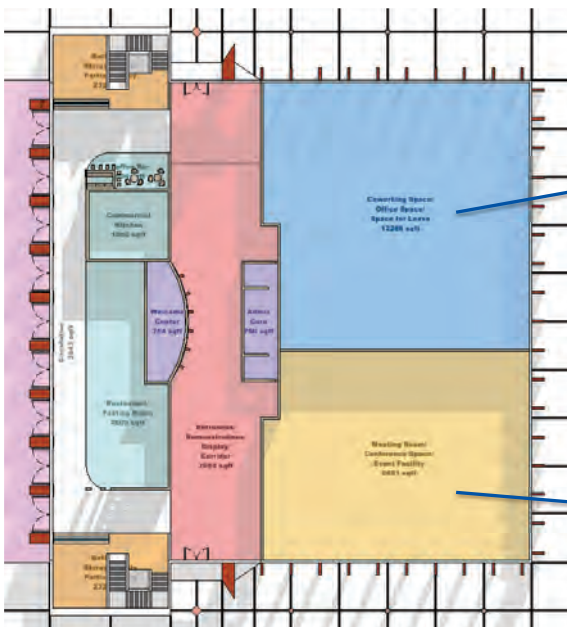
Foyer/Hallway Space



Covered/Modern Outdoor Venue



What will you EXPERIENCE?



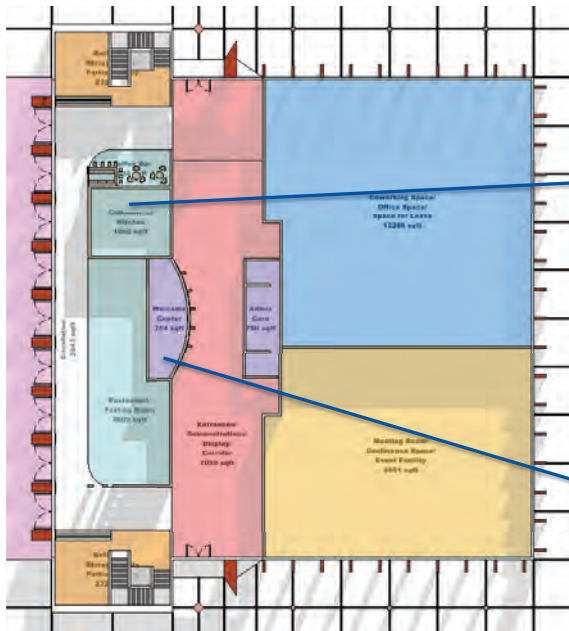
Co-Working/Incubator Space



Meeting/Conference Rooms



What will you EXPERIENCE?



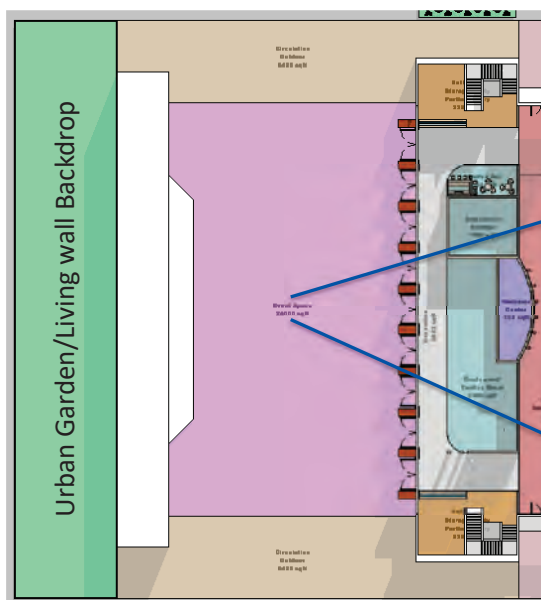
Restaurant/Coffee Bar



Welcome Center



What will you EXPERIENCE?



Versatile Outdoor Space



Versatile Outdoor Space



EXPERIENCE Connects

- EXPERIENCE will prioritize collaboration and function, while utilizing inviting, versatile and interactive indoor and outdoor spaces.



EXPERIENCE Harnesses Knowledge Capital

- EXPERIENCE will support a regional vested interest in attracting, educating and retaining those with career aspirations in the science, technology, engineering, art and math fields.



EXPERIENCE Attracts Growth Industries

- EXPERIENCE will showcase water and energy conserving technologies through architectural design, landscaping and interactive displays.



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EXPERIENCE Accelerates Technologies

- Job creation aims for high-paying wages by harnessing knowledge capital.
- Partnerships with colleges/universities will ensure that EXPERIENCE compliments and inspires.



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EXPERIENCE Spurs Economic Development

- EXPERIENCE will tap local resources to grow outwards, while assisting in the growth of the region.



EXPERIENCE Stimulates Action

- EXPERIENCE will be built to attract diverse audiences, optimize experience, and identify and connect with resources—onsite and throughout the region.





Thank You



EXPERIENCE IN RIVERSIDE



RiversideCA.gov

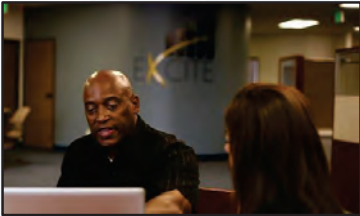
EXPERIENCE IN RIVERSIDE

MISSION:

To connect our community with **public, private, nonprofit and education sectors** to harness knowledge capital, attract growth industries, accelerate technologies, spur economic development, and stimulate action to improve our world.

SMART DENSITY

Experience in Riverside will **leverage population trends** which indicate a desire **to live/work/play** in an urban environment.



 **327,728**
Riverside Population (2017)



URBAN INNOVATION



DEVELOPMENT IN RIVERSIDE IS **THRIVING**



INNOVATION DISTRICT

The Innovation District will drive **more investment** into the region and offer better ways to **commercialize research** and **encourage new creative spaces**.



PLUG AND PLAY ECOSYSTEMS

Riverside offers a platform of **existing networks** and **ecosystems** which are designed to



Foster **Entrepreneurship**



Expand New **Training Programs** to Attract Talent



Engage Employers Seeking **Stronger Connections** to the Local Community

A GREEN COMMUNITY



CREATIVE PARTNERSHIPS

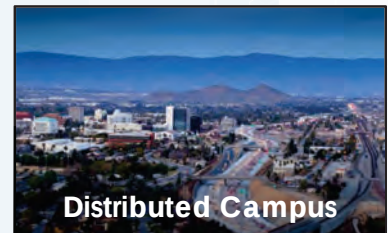
Riverside is flexible and will work with WRCOG to establish the

BEST PROGRAM MANAGEMENT STRUCTURE



A BLENDED EXPERIENCE

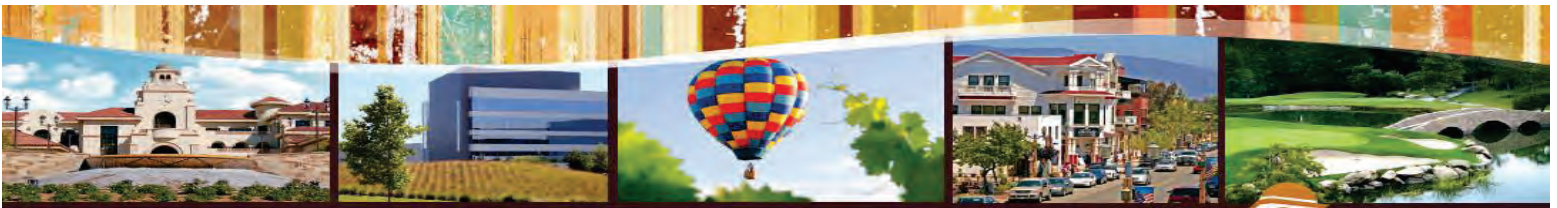
A pro forma model comprised of **multiple revenue channels** managed directly or through **strategic partnerships**.



PLAN FOR TOMORROW, TODAY.



RiversideCA.gov



EXPERIENCE A Regional Innovation Center

What is Experience?

- Meeting #5 Summary – Concept and Origin:
- “WRCOG envisions that Experience would draw audiences for a variety of purposes by including such elements as:”
 - Education Center
 - Community Farm
 - Water Efficient Garden
 - Walking Loop
 - Amphitheater
 - Farm-to-Fork Café
 - Other Public Assets

Once at Experience, visitors would be exposed to best practices in water and energy, emerging technology, employment prospects and more.

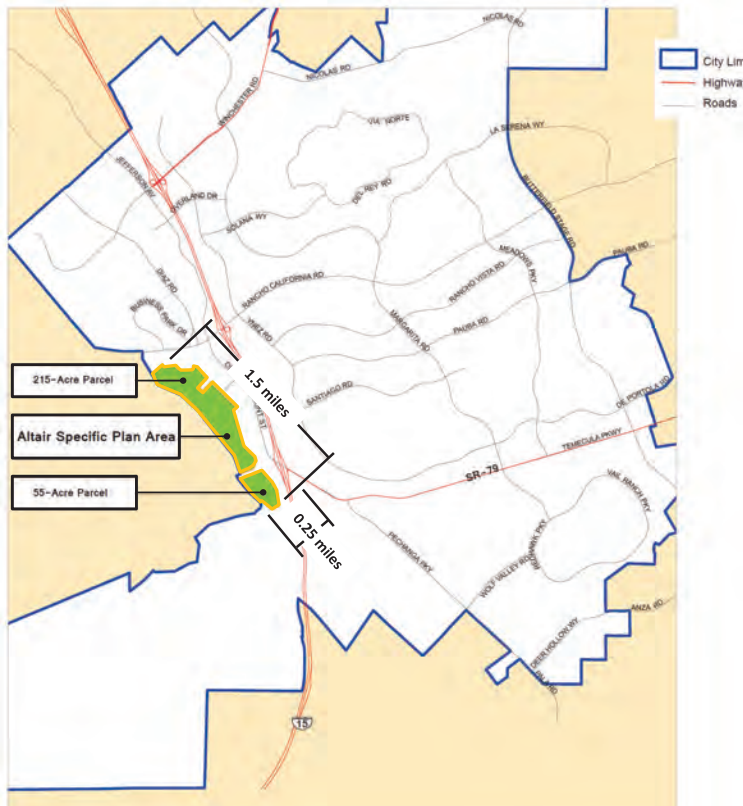


Why Temecula?

- Altair Specific Plan
- Development Agreement requires delivery of a finished/graded pad for Civic Uses
 - \$150k for Old Town Trolley and/or bikeshare



Location



- 270 Acres
- West of Old Town
- 1.5 miles long
- 0.25 miles wide
- Walkable!



Altair Specific Plan



- 270 acres
- Max 1,750 d.u.
- Elem school 730 students
- Community Center
- Civic Site
- 100+ acres of natural hillside preservation



Planned Development



- Density (20+ dwelling units per acre)
 - Apartments, condos, rowhomes, stacked flats, single family, senior housing, daycare and live-work units
- Mix of Land Uses
 - Housing, elementary school, parks, neighborhood commercial, and a civic use
 - Reduces vehicle trips
- Transportation Options
 - Sidewalks, bike lanes, trails, and a trolley/shuttle with connections to Old Town and RTA bus stops





Civic Site

- High visibility and convenient access near the interchange
- 55 acres
- 3.8 acre buildable pad
 - o 20,000 sf max.
 - o 2 stories
 - o 120 parking spaces
 - o Dawn – 2hrs after Dusk



Civic Site Conceptual Layout and Trails



- Loop Trail
- Area of Regional Significance
- Last free-flowing river in Southern California
- Wildlife Corridor
- Pechanga TCP
 - Origin Area
- SDSU/SMER
 - Solar Project



Civic Site

- Project description in EIR and Specific Plan:
 - “This land use would provide a public benefit to the City by offering education programs and/or exhibits related to culture, the natural environment, and sustainability of the region”
 - “The building and key outdoor spaces should be arranged to maximize and/or frame views that have historic or regional significance”
 - “Educational installations may include plaques, artwork, or other displays”
 - “Permitted uses include conference facilities, library, museum/gallery, restaurant, offices, community gardens...”



Civic Site

- Project description in EIR and Specific Plan:
 - “Landscaping and parking lot to be a model example of water efficient landscaping and stormwater containment”
 - “A deck for outdoor gathering should be oriented to take advantage of views from this site”
 - “A 2-mile, out-and-back, loop trail will be provided utilizing existing dirt roads wherever possible”



WRCOG “Must Haves”

- ☒ Rotating Display/Demonstration Area (indoors)
- ☒ Student-oriented education/area (indoors)
- ☒ Meeting and event space (indoors)
- ☒ Food-related services: restaurant, reheat kitchen, small business incubator kitchen, coffee bar, beer/wine bar, etc.. (indoors)
- ☒ Regional resiliency demonstrations and innovations (outdoors)
- ☒ Community areas (outdoors)
- ☒ Event space (outdoors)
- ☐ Urban agriculture: Food gardens showing emergency technology (no community garden)



WRCOG Market Analysis

- Based on general assessment of market demand, potential revenue generation, and input from the City, the Temecula Experience could support:
 - 53,619 sf, one-story building
 - 304 parking spaces
 - 3.7 acres



Site Options

- Civic Site at Altair
- 37 acres at Temecula Parkway/I-15 Interchange
- 2nd floor of the Incubator (TVE2)
- City-owned parcels in Old Town
- Vacant Industrial Buildings and Land
- Lease space from MSJC



Temecula Experience

- Temecula Experience would include a destination center with all the “Must Have” components
- The Temecula Experience is Connected to other “Everything” program elements, which already exist, linked by bike trails and pedestrian connections in an urban/walkable environment
- Doesn’t all have to be under one roof!

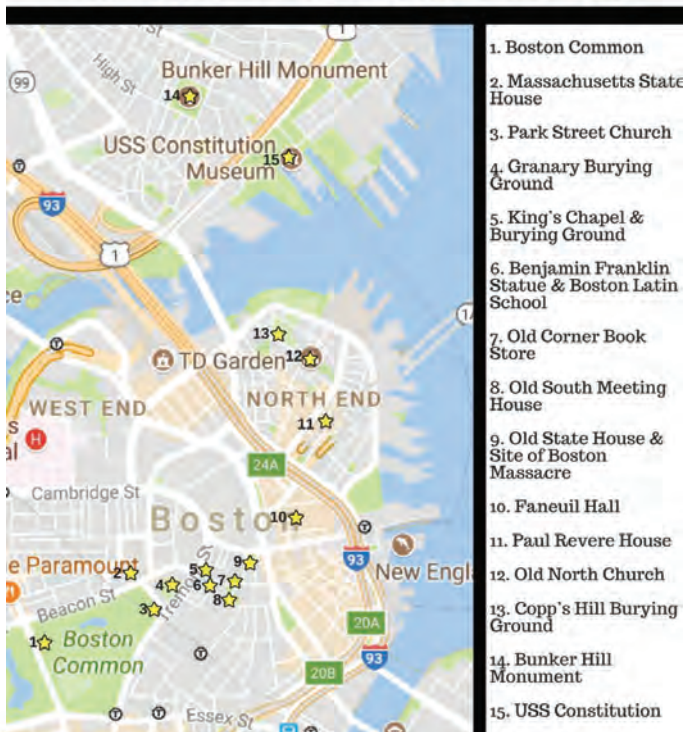


Temecula/WRCOG Experience

- The Temecula/WRCOG Experience is about community and shared experiences in a walkable, urban, and sustainable environment
- Synergy can be achieved between the different program elements within the community



Boston Freedom Trail



Example

- Freedom Trail
 - 2.5 mile self-guided walking tour
 - Red-lined brick route
 - 15 historically significant sites
- “Experience Trail”



Experience

Civic Site

- Begin your Experience here!
- Would include all the “Must Have” Entry Level program elements
- Highly visible destination and information center
- Pick up your self guided tour map and experience the “Everything” Level of programs walking in and around Old Town
- Tell the story of Western Riverside County and showcase the regions assets/successes



Experience

- Hike/Bike/Transit
 - Trails
 - Sidewalks
 - Bikeshare
 - Trolley Connections to RTA Transit Stops



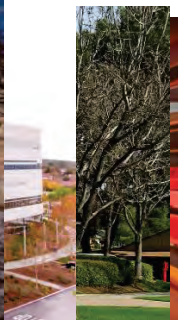
Experience

- HELP Center
 - Comprehensive approach to solving the problem of regional homelessness
 - Multiagency partnership to connect homeless to resources
 - All people are treated with respect and dignity



Experience

- Temecula Community Center
- Children's Museum
- Old Town Theater
- Temecula Valley Museum
- Economic Incubator
- Higher Education Campus (MSJC)
- Senior Center
- Temecula Civic Center



- ECONOMIC DEVELOPMENT



Existing Partnerships



Just the Facts

- **POPULATION: 113,181** (1.9% INCREASE FROM 2017)
- **MEDIAN AGE: 35.1**
- **AVERAGE HOUSEHOLD INCOME: \$109,659**
(12.4% INCREASE FROM 2017!)
- **UNEMPLOYMENT RATE (JULY 18): 3.8%**
- **AVERAGE HOME SALES PRICE (JULY 18): \$516,750**
- **TEMECULA VALLEY SCHOOL DISTRICT:**
 - * High Schools Ranked within the 2018 US News Best Schools List
 - * Highest performing school district in Riverside County
 - * Highest Scores on Standardized Tests in Riverside County



Lifestyle



- ★ **9 news hotels in the development pipeline!**
- ★ **Shout out to our local “foodie-entrepreneurs!”**

Gourmet Italia: #5 Most Romantic Restaurant in the USA!

Per Travel & Leisure Magazine

- ★ **Retail Sales in Top 6% of CA**



Lifestyle Temecula ❤️ Breweries!



Jobs & Business Growth



- Industry and Job Growth Leader for SW Riverside County with over 55,000 jobs in City limits
- 10% rise in employment in last 4 years



Temecula Valley Entrepreneur's Exchange



Temecula Valley Entrepreneur's Exchange

TVE²

(Occupies the 1st floor)

- 12 Startups currently occupy the Incubator;
- One-on-one business consultations (Approx. 330/year);
- Workshops (Approx. 100/year with 1,500 attendees);
- Events, mixers, conferences to promote job growth.

Temecula Higher Education Center

THE Center

(Occupies 2nd Floor)

Earn an Associate and Bachelor Degree

- THE Center provides a program developed by CSUSM Temecula & MSJC where students can earn an Associate and a Bachelor degree in four years at THE Center



Future of Higher Education

MT. SAN JACINTO COLLEGE
TEMECULA



350,000 + square foot college campus!



Tourist Destination

\$724 Million
in Travel Spending!

2.7 Million Visitors!



Opportunity to share the WRCOG Experience with these Visitors!



Think Regionally!

Murrieta Creek Regional Trail Plan (MCRT)

The Murrieta Creek Regional Trail project represents a joint effort between the Cities of Lake Elsinore, Murrieta, Temecula, and Wildomar in partnership with the Santa Margarita Group of the San Geronio Chapter of the Sierra Club.

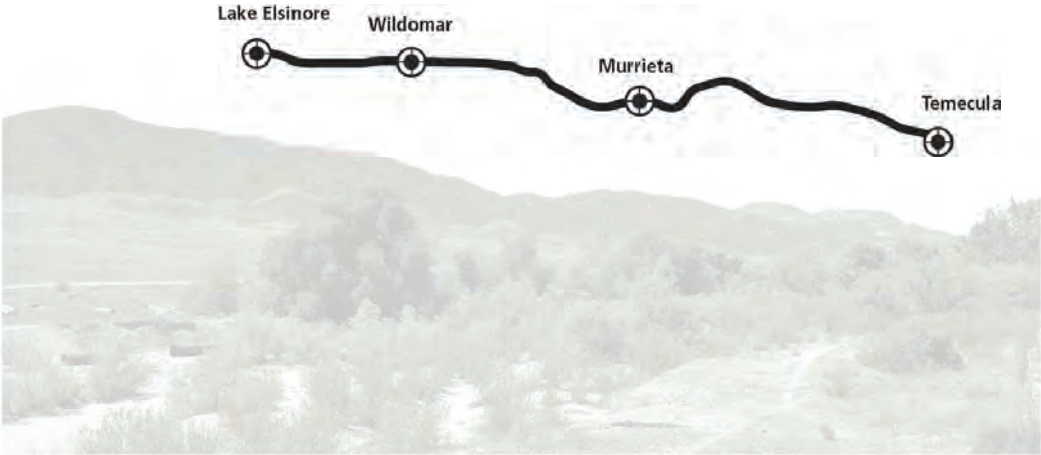


Technical assistance on this project was provided by the National Park Service's Rivers, Trails, and Conservation Assistance (RTCA) program.



regional connectivity

murrieta creek regional trail project



regional connectivity

murrieta creek regional trail project





Waves to Wineries

- Temecula
- Santa Margarita Ecological Reserve (SMER)
- Wildlands Conservancy Trails
- Fallbrook
- San Luis Rey River Trail
- Oceanside



Western Riverside/Experience Trail!

Waves to Wineries Trail Project
Regional Context Map



Preliminary Financial Analysis

Assumes

- Clear and level balanced site and all new construction
- 18 Month Construction Phase
- Contractor to pay Prevailing wages
- Contractor O&P, Bonds, Insurance, General Conditions and General Requirements
- Cost Escalation, 6.5% per annum, to Midpoint of Construction

Excludes

- Unforeseen soil conditions prompting enhanced foundation costs
- Off-Site work
- Hazardous mitigation measures
- Design Fees, Permits, Regulatory Reports, EIRs

Risk Register

- Land Purchase Fees
- Any and all Project Cost Fees
- The construction market has been fairly volatile with continuing increases in materials prices and labor which will continually to increase escalation rates.

Preliminary Financial Analysis

	<i>SF</i>	<i>\$/SF</i>	<i>Total \$</i>
Entry	27,241	\$546	\$14,873,248
Everything	116,797	\$398	\$46,491,593
Temecula	53,619	\$467	\$25,042,554
Riverside	36,297	\$529	\$19,191,764
Perris	42,838	\$503	\$21,556,228

Preliminary Financial Analysis

- Net revenue from each Experience component
- Annual operating income for five Experience scenarios
- Funding for Experience development

Preliminary Financial Analysis

	Net Program Revenue
Meeting Space	-1.71
Conference Space / Event Venue	-5.48
Coworking / Office Space	2.94
Performance Venue	2.17
Incubator / Accelerator	-0.39
Commercial Kitchen	-27.89
Restaurant/Coffee/Brewery/Winery	18.00
Urban Agriculture	-0.09

Preliminary Financial Analysis

	Net Program Revenue	Outside Contributions and Grants
Meeting Space	-1.71	27.95
Conference Space / Event Venue	-5.48	13.98
Coworking / Office Space	2.94	2.84
Performance Venue	2.17	5.40
Incubator / Accelerator	-0.39	3.48
Commercial Kitchen	-27.89	71.24
Restaurant/Coffee/Brewery/Winery	18.00	0.00
Urban Agriculture	-0.09	0.61

Preliminary Financial Analysis

	Net Program Revenue	Outside Contributions and Grants	Net Total Revenue
Meeting Space	-1.71	27.95	26.24
Conference Space / Event Venue	-5.48	13.98	8.50
Coworking / Office Space	2.94	2.84	5.78
Performance Venue	2.17	5.40	7.57
Incubator / Accelerator	-0.39	3.48	3.09
Commercial Kitchen	-27.89	71.24	43.35
Restaurant/Coffee/Brewery/Winery	18.00	0.00	18.00
Urban Agriculture	-0.09	0.61	0.52

Preliminary Financial Analysis

	Net Program Revenue	Annual Contributions and Grants	Annual Operating Income Annual Debt Service	Maximum Permanent Financing
EMWD/Perris	6,290	+ 274,000	= 280,000	4,054,000
Riverside	61,150	+ 199,000	= 261,000	3,769,000
Temecula	37,430	+ 305,000	= 343,000	4,959,000
Entry-Level	-16,680	+ 238,000	= 221,000	3,204,000
Everything Level	62,440	+ 587,000	= 650,000	9,400,000

Preliminary Financial Analysis

	Estimated Site Acquisition Cost	Development Cost	Less Permanent Loan	Upfront Capital Cost
EMWD/Perris	2,023,000	+ 23,882,000	-4,054,000	= 22,279,000
Riverside	3,855,000	+ 21,262,000	-3,769,000	= 21,746,000
Temecula	2,620,000	+ 27,743,000	-4,959,000	= 25,930,000
Entry-Level	2,082,000	+ 16,478,000	-3,204,000	= 15,694,000
Everything Level	5,477,000	+ 52,842,000	-9,400,000	= 49,914,000

Range of Funding/Financing Options

- Federal Funds
- State Funds
- Local Funds
- Foundations
- Corporate Sponsorships
- Private Funds

* Note: These are above and beyond the expected revenues from on-site activities (events, restaurant, co-working space, etc.)

Next Meeting

- Next Meeting: October 22, 2018 (11 – 1:30 pm)
 - Review Results of Applying Evaluation Criteria to Sites – Get Feedback
 - Review Revised Vision Statement – Get Final Buy-Off
 - Present Pros/Cons of Governance Options – Get Direction from Committee
 - Present Final Feasibility Recommendations – Get Direction from Committee for WRCOG Board Meeting



Western Riverside Council of Governments Planning Directors Committee

Staff Report

Subject: Opportunity Zones

Contact: Chris McMartin, Underwriting Manager, Clearinghouse CDFI, chrism@ccdfi.com, (949) 525-4976

Date: October 11, 2018

The purpose of this item is to receive a presentation on a new tool designed to spur growth in low-income communities by encouraging reinvestment of capital gains into certified Opportunity Funds.

Requested Action:

1. Receive and file.

The Opportunity Zone Program was signed into law on December 22, 2017, creating a new tool for community development. The Program is designed to provide tax incentives to help unlock investor capital to fund new real estate projects and businesses in underserved communities. The law allows investors to defer paying tax on gains if those gains are invested in Qualified Opportunity Funds that in turn invest in economically distressed communities. Opportunity Funds can be organized in various ways to raise capital from a wide array of investors.

Background on Federal Legislation

The U.S. Investing in Opportunities Act, passed in December 2017, as part of the new federal tax bill, created tax incentives for investment in designated census tracts called Opportunity Zones. The statute, introduced with bipartisan sponsors, was designed to spur growth in low-income communities by encouraging reinvestment of capital gains into certified Opportunity Funds.

Opportunity Zones (OZs) are probably best understood not as a new grant program but as a new investment tool – similar to the home mortgage interest deduction that creates tax preferences, which then drive individual and market behavior.

With minor exceptions, the federal statute is not prescriptive in terms of the types of qualified investments, from affordable housing to clean energy to infrastructure to small business to workforce. This provides flexibility – as well as the need – to craft local and state strategies that will focus these investments to ensure they deliver living wage jobs, increase affordable housing, prevent unwanted gentrification, and build resilient communities.

Opportunity Zones in California

The federal tax bill allows the Governor to designate certain census tracts as OZs. Investments made by individuals through special funds in OZs would be allowed to defer or eliminate federal taxes on capital gains. The Governor can designate up to 25 percent (or 879) of census tracts that either have poverty rates of at least 20 percent or median family incomes of no more than 80 percent of statewide or metropolitan area family income. After proposing an initial list and opening it to public comment, Governor Brown has finalized the

designation of all 879 census tracts, which were subsequently certified by the U.S. Department of the Treasury, including many that fall within the WRCOG subregion.

Current Environment

There are quite a few unknowns in the regulations as currently written. Clarification is being sought by a number of working groups / coalitions. The next wave of guidance is anticipated to be released soon. A few Funds have been created and some capital has already been deployed into projects; however, investors are remaining cautious until the next wave of regulations comes out.

Cities/Agencies and OZs

To maximize the effectiveness of the Program, cities can target needed projects located in Qualified Zones and work to bring together developers and capital providers which have the skills and capital to get those projects off the ground and completed. Cities and local agencies can ensure projects are impactful and exert control by offering incentives to developers such as streamlined permitting and approvals.

Additional Resources

- [Listing of Eligible OZ census tracts](#)
- [Interactive Map of all eligible OZ census tracts](#)
- [OZ Resources](#)
- [OZ FAQs](#)
- [OZs from the Council of Development Finance Agencies](#)
- [OZs from Clearinghouse CDFI](#)

About the Presenter

Chris McMartin, Underwriting Manager for Clearinghouse CDFI, will provide an introduction to OZs and explore potential uses in member jurisdictions. As Underwriting Manager, Mr. McMartin underwrites Clearinghouse's largest and most complex commercial loan requests, assists in loan workouts and portfolio management, and supervises Junior Underwriters. Mr. McMartin is also responsible for sourcing new deals and maintaining relationships with borrowers and loan brokers. Mr. McMartin has over 15 years of experience in lending and holds a B.S. in Business Administration and an MBA with a concentration in finance. Clearinghouse CDFI is a full-service, direct lender B Corp.

Prior Action:

None.

Fiscal Impact:

This item is informational; therefore, there is no fiscal impact.

Attachment:

None.



Western Riverside Council of Governments

Planning Directors Committee

Staff Report

Subject: Infrastructure Financing Opportunities

Contact: Felicia Williams, Senior Vice President, Kosmont Companies, fwilliams@kosmont.com, (626) 427-2678

Date: October 11, 2018

The purpose of this item is to receive a presentation on a variety of new economic development tools, including Enhanced Infrastructure Financing Districts (EIFD) and Community Revitalization and Investment Authorities (CRIA), with a case study on one approved EIFD.

Requested Action:

1. Receive and file.

Background on Federal Legislation

Retail and demographic changes, along with State priorities, are driving cities to make different land use decisions based on climate action and affordable housing mandates. Cities can use economic development to meet State and local goals with new “sustainability and housing districts” EIFD, CRIA, and Neighborhood Infill and Transit Improvement (NIFTI and NIFTI 2) that use tax increment financing to generate tax revenues, create jobs, build new housing, and comply with Assembly Bill 32 / Senate Bill 32 (California Global Warming Solutions Act).

Presenters from Kosmont Companies will provide an overview of new economic development tools, including EIFD and CRIA, with a case study on the first EIFD approved in the six-county SCAG region for Gold Line Transit Oriented Development improvements in the City of La Verne. The following resources are available for more information:

- [SCAG EIFD/CRIA Technical Assistance tool](#)
- [Kosmont EIFD/CRIA website](#)

About the Presenters

Felicia Williams is a Senior Vice President at Kosmont Companies assisting municipal clients with a comprehensive approach to economic development and climate action, in addition to identifying funding sources for key projects. Ms. Williams has a background in public finance, economic development, and sustainability, and holds a B.A. in Public Policy, an MBA in Finance, and an MA in Urban Planning. Joining Ms. Williams to present is Joe Dieguez, Senior Vice President for Kosmont Companies. Mr. Dieguez serves public and private sector clients primarily through market and economic analyses, strategic planning, and real estate development advisory. Mr. Dieguez holds a B.S. in Mechanical Engineering and is a licensed Real Estate Salesperson. Also presenting is Kosmont Companies Senior Consultant, Mark Persico, who assists local government clients by balancing economic development and community development interest. Mr. Persico holds both a B.A. and M.A. in Urban Planning.

Kosmont Companies, a certified Minority Business Enterprise (MBE) and certified Small Business Enterprise (SBE), is a real estate, financial advisory, and economic development services firm offering a full range of real estate and economic advisory, brokerage, project finance, investment, and planning services for both the public and private sectors. Founded in 1986, Kosmont Companies has become a nationally recognized expert in economic development and real estate development projects involving government and private sector partnerships.

Prior Action:

None.

Fiscal Impact:

This item is informational; therefore, there is no fiscal impact.

Attachment:

None.



Western Riverside Council of Governments

Planning Directors Committee

Staff Report

Subject: Regional Climate Adaptation Toolkit for Transportation Infrastructure Activities Update

Contact: Andrea Howard, Program Manager, ahoward@wrcoq.us, (951) 405-6751

Date: October 11, 2018

The purpose of this item is to provide Committee members with an update on the Caltrans grant funded Regional Climate Adaptation Toolkit project.

Requested Actions:

1. Receive and file

Regional Climate Adaptation Toolkit for Transportation Infrastructure

In October of 2017, WRCOG, in coordination with the San Bernardino County Transportation Commission (SBCTA), submitted an application to the Caltrans Adaptation Planning Grant Program, seeking funding for a Regional Adaptation Toolkit for Transportation Infrastructure, to support regional efforts to prepare for and mitigate risks associated with climate adaptation and transportation infrastructure. Caltrans awarded WRCOG and SBCTA a total of \$683,431 to develop the first of two phases of the Toolkit Project (The Project). The Project would include the following components for Western Riverside County:

1. A newly established regional climate collaborative, the “Inland Empire Regional Climate Collaborative” (IERCC);
2. A revision to WRCOG’s community vulnerability assessment;
3. City-level, climate-related transportation hazards and evacuation maps;
4. A climate resilient transportation infrastructure guidebook; and
5. A regional climate adaptation and resiliency template general plan element.

In addition to the components outlined above, the grant includes \$101,055 for SBCTA to perform a transportation and community vulnerability assessment, which will include a pilot project. The pilot will entail a risk-based valuation to assess the true financial cost to the community as a whole, of a potential infrastructure outage, which could be caused by a climate-related issue, such as fire or flood.

1. Inland Empire Regional Climate Collaborative: The Collaborative would be formed between WRCOG and SBCTA as a local branch of the Alliance of Regional Collaboratives for Climate Adaptation (ARCCA). ARCCA is a network of leading regional collaboratives from across California that work together to advance climate adaptation statewide and increase local capacity to build community resilience. Through the Collaborative, WRCOG and SBCTA would connect with peers across the state to exchange knowledge, engage in targeted problem-solving, and implement joint campaigns for climate resiliency, effectively breaking down silos across sectors and jurisdictions, with the express aim of increasing local efficiency.
2. Updated WRCOG Vulnerability Assessment: In 2014, WRCOG released its Subregional Climate Action Plan, CAPtivate, which included an Adaptation and Resiliency Strategy, which provides an overview of

expected climate change effects, assets in the subregion that are vulnerable to climate change effects, and adaptation strategies intended to reduce vulnerability and increase resilience. As a component of the Adaptation Toolkit, the Adaptation and Resiliency Strategy will be updated to integrate the newest science and best practices and ensure consistency with the SBCTA vulnerability Assessment, for the purposes of providing similarly consistent and complementary work products for the other tasks included in the Project.

3. Transportation Hazards and Evacuation Maps: The transportation hazards and evacuation maps would be developed for each WRCOG and SBCTA member agency and compiled into a portfolio of city-level maps that can be used for a variety of climate adaptation and resiliency planning efforts, including insertion into local hazard mitigation plans, safety elements of the General Plan, or local adaptation plans / strategies. Leveraging its considerable in-house resources and expertise, SBCTA will take the lead on this element of the project, though WRCOG will be involved throughout the process.
4. Climate Resilient Transportation Infrastructure Guidebook: With information from the existing WRCOG vulnerability analysis, and the SBCTA analysis to be developed as a component of this grant, the Guidebook will provide strategies using green streets infrastructure, which aims to harness the efficacy of natural processes to manage flooding and extreme heat, to mitigate identified risks and provide resiliency to climate change effects on the transportation system. For example, permeable pavement can be used to help reduce pavement temperatures by absorbing sunlight, mitigate the urban heat island effect, and slow flash flooding during flood and storm events.
5. Regional Climate Adaptation and Resiliency Template General Plan Element: The Regional Template Climate Adaptation & Resiliency Element will be a timely resource for jurisdictions to incorporate into their General Plans or use in other policy to meet newly enacted requirements under SB 379, which mandates that the safety elements of General Plans must now include climate adaptation and resiliency strategies, or that these strategies must otherwise be included in local hazard mitigation plans. This template element will build on work previously conducted in WRCOG's Subregional Climate Action / Adaptation Plan, and will provide the necessary framework for jurisdictions to comply with new SB 379 mandates.

Funding: Caltrans is providing \$683,431 of an estimated total project cost of \$771,977. The grant monies will cover all consultant expenses and a portion of WRCOG and SBCTA staff expenses. WRCOG and SBCTA will contribute a combined \$88,546 through in-kind (staff time) services to meet a required local match of 11.47% of the project whole. Of the in-kind contribution, WRCOG's staff expense is estimated to be \$50,500.

Schedule: The project will commence immediately and, per the grant requirements, will conclude by the end of February 2020.

Project Updates

In the grant application submitted to Caltrans, it was specified that WRCOG and SBCTA would work with the Local Government Commission (LGC) for the community engagement components of the project. LGC is a leader in outreach and engagement across the state, particularly as it relates to climate adaptation and resiliency and is the organizational support behind ARRCA, the larger organization the Project seeks to establish a local chapter of through Task 1.

For the additional tasks of the Project, a Request for Proposals was released on June 18, 2018. Interviews were held on August 16, 2018, with the two firms which submitted Proposals for the Project: PlaceWorks, Inc., and WSP USA, Inc. The review panel decided to award both firms different components of the Project. PlaceWorks demonstrated significant local knowledge of the region in addition to technical proficiency, so that firm was selected to lead the majority of the Project tasks. PlaceWorks will also work closely with subconsultant, ICF, a dynamic firm specializing in a variety of disciplines, including climate adaptation and resiliency—they also come with recent experience partnering effectively with LGC. Recognizing the exceptional technical abilities and cutting-edge methods proposed by WSP USA, the panel selected that firm to lead development of the Transportation Infrastructure Guidebook. The approved scope of work for each consultant team, LGC, PlaceWorks, and WSP is included as Attachments 1-3 to this report.

Staff and consultants held a kick-off meeting on September 18, 2018. Due to the technical components of the Project and its intended future applications, WRCOG plans to regularly engage the PDC in updates and discussions regarding project development.

Next Steps

Staff is working closely with the consultant team to make progress on the initial tasks. Stakeholder engagement and data collection will be primary elements of these tasks. Staff will be engaging the PDC and others in this process. We will also work closely with consultants to minimize the data request (both in scope and in quantity) directed to our member agencies. Potential data needs will be discussed at the October PDC meeting.

Prior Action:

September 10, 2018: The Executive Committee 1) approved the Professional Services Agreement between the Western Riverside Council of Governments and PlaceWorks, Inc., to provide community outreach and engagement support services for the Regional Climate Adaptation Toolkit for Transportation Infrastructure Phase I, in an amount not to exceed \$377,877; 2) approved the Professional Services Agreement between the Western Riverside Council of Governments and WSP USA, Inc., to provide services developing the Climate Resilient Transportation Infrastructure Guidebook and components of the Community and Transportation Vulnerability Assessment for the Regional Climate Adaptation Toolkit for Transportation Infrastructure Phase I, in an amount not to exceed \$127,083; 3) approved the Professional Services Agreement between the Western Riverside Council of Governments and the Local Government Commission to provide community outreach and engagement support services for the Regional Climate Adaptation Toolkit for Transportation Infrastructure Phase I, in an amount not to exceed \$100,000; 4) authorized a budget amendment, increasing the budget by a total of \$733,931, of which \$683,431 will be reimbursed by Caltrans through the Adaptation grant to cover all consultant fees and a portion of staff time for the project.

Fiscal Impact:

Staff has increased the consulting and staffing expenditure budget per the approved contracts. The staff time not covered by the grant will be covered through the Local Transportation Fund (LTF).

Attachments:

1. Scope of Work – LGC.
2. Scope of Work – PlaceWorks.
3. Scope of Work – WSP.

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Item 6.C

Regional Climate Adaptation Toolkit
for Transportation Infrastructure
Activities Update

Attachment 1

Scope of Work – LGC

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SCOPE OF WORK: Local Government Commission

Regional Climate Adaptation Toolkit for Transportation Infrastructure

The Local Government Commission (LGC) is the sub-applicant on Western Riverside Council of Government's (WRCOG) California Department of Transportation's (Caltrans) SB-1 Adaptation Planning Grant, for which WRCOG will receive \$683,431 for the *Regional Climate Adaptation Toolkit for Transportation Infrastructure Phase 1* project.

From this total, LGC will receive \$100,000 for its work on the project, contracting directly with WRCOG. LGC will complete all tasks and deliverables indicated in this Scope of Work and work with project partners and consultants throughout the duration of the project from July 2018 to February 2020. Specific tasks, deliverables, and timelines are included below.

Task 1: Project Initiation

Tasks 1.3: Memorandum of Understanding

LGC will work with WRCOG to establish a Memorandum of Understanding and to contract with WRCOG.

- Timeline: to be completed in July 2018
- Deliverables: N/A (subcontract to be provided by WRCOG)

Task 2: Community Outreach & Engagement

Task 2.1: Form Regional Climate Collaborative

LGC will work with WRCOG, SBCTA, and other key stakeholders in the region to form an Inland Empire Regional Climate Collaborative. LGC will manage all aspects of planning, conducting outreach, providing guidance on governance and funding structures, and facilitating meetings and events in order to successfully launch the collaborative. Specific task activities include developing a roadmap for collaborative formation, conducting interviews with key stakeholders identified by project partners, establishing an organizing committee and facilitating exploratory meetings, providing options for governance and funding structures, developing promotional materials, and hosting a launch event. All materials will be drafted and shared with project partners prior to final publishing. LGC will leverage resources developed through the Alliance of Regional Collaboratives for Climate Adaptation, a coalition program of LGC, as well as in working with existing regional collaboratives throughout California. It is important to note that the successful formation of a regional collaborative requires active engagement from the region's key stakeholders as well as administrative support (e.g. determining the fiscal sponsor for the collaborative). Depending on the level of engagement from stakeholders in the region, the intended timeline below may be revised.

- Timeline: September 2018 – March 2019
- Deliverables: meeting summaries, participant lists, formation documents, and promotional materials

Task 2.2: Community Outreach

LGC will work with WRCOG, SBCTA, and other key project stakeholders to assemble an advisory committee, develop a community outreach plan, and conduct community workshops. The advisory committee is intended to provide input on community engagement strategies and will be comprised of 8-12 representatives with representation from public agencies, Caltrans, community-based organizations,

and other interest groups that reflect the demographics and perspectives of the community. LGC will work with project partners to coordinate invitations, prepare materials for at least three advisory committee meetings, and to facilitate these meetings as needed. Based on input from the advisory committee, LGC will work with project partners to develop a community outreach plan that outlines steps to engage community members, emphasizing outreach to lower-income, disadvantaged residents through locally-trusted institutions and existing community partnerships. LGC will develop a community outreach plan that includes a schedule with timing for release, distribution, and placement of publicity items, and a list of potential co-sponsors and co-promoters to assist with outreach and organizing festive activities. All materials will be produced in both English and Spanish. Lastly, LGC will work with project partners to conduct at least four community workshops, which may be a combination of any of the following types of events: community design charrettes, informational workshops and webinars, and/or community meetings. LGC will travel to community event locations and work with project partners on all aspects of event logistics and facilitation.

- Timeline: September 2018 – January 2020
- Deliverables: meeting materials, summaries, and participant lists from at least 2 advisory committee meetings and 4 community meetings, community outreach plan, outreach materials in English and Spanish, and photos from community meetings

Task 2.3: Local Agency Support/Additional Outreach

LGC will support project partners in conducting local government capability assessment activities, leveraging the Adaptation Capability Advancement Toolkit that was developed by LGC as part of California’s Fourth Climate Change Assessment. LGC will work with project partners to invite participants and will organize at least two workshops or webinars to share the model and provide guidance to help local government staff identify key actions and resources to advance adaptation capabilities. LGC will manage all aspects of creating agendas, leading presentations, and managing in-person or online logistics for the workshop(s) and/or webinar(s).

- Timeline: March 2019 – July 2019
- Deliverables: workshop and/or webinar materials, outreach announcements, and participant lists

Task 5: Administration

Task 5.1: Project Monitoring & Contract Management

LGC will actively participate in regular meetings with WRCOG, SBCTA, and other key project partners.

- Timeline: July 2018 – January 2020
- Deliverables: N/A

Task 5.2: Fiscal Management

LGC will abide by the invoicing schedule set by WRCOG to ensure that all invoices are submitted on time with all supporting materials attached.

- Timeline: July 2018 – February 2020
- Deliverables: N/A

Item 6.C

Regional Climate Adaptation Toolkit
for Transportation Infrastructure
Activities Update

Attachment 2

Scope of Work – PlaceWorks

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Approach and Understanding of the Scope of Work Plan

Project Understanding

The WRCOG and SBCTA service areas cover over 20,000 square miles and are home to over 3.5 million people. This vast territory includes some of the fastest growing communities in California, major industrial and institutional hubs, world-famous tourist destinations, and highly sensitive remote habitats. Like much of the rest of California, the WRCOG and SBCTA service areas face present and future harm from climate-related hazards such as extreme heat, wildfire, floods, and droughts. Although these hazards are common throughout much of California, the size and complexity of western Riverside and San Bernardino counties limits the use of a “standardized” or “one-size fits all” approach to climate vulnerability and resiliency. We understand that WRCOG and SBCTA are seeking a tailored toolkit to support climate adaptation planning throughout the region. A holistic, thorough, and highly tailored approach is necessary to help safeguard the WRCOG and SBCTA service areas against climate-related hazards and build comprehensive, community-wide resiliency.

The PlaceWorks team can provide this all-encompassing, detailed approach. We have conducted extensive work in the WRCOG and SBCTA service territories on climate resiliency and land use planning projects. PlaceWorks staff prepared both the San Bernardino County Climate Change Vulnerability Assessment as part of the general plan update and WRCOG’s “CAPtivate Western Riverside County.” Our analysis for San Bernardino County focused on the unincorporated areas of the county as part of the San Bernardino Countywide Plan. Our team members worked on multiple phases of WRCOG’s CAPtivate climate action and adaptation planning effort while employed at another firm. ICF, a member of the PlaceWorks team, completed a Transit Resiliency Toolkit for the entire Southern California Association of Governments (SCAG) territory, including the WRCOG and SBCTA service areas. We have also prepared numerous plans for local communities throughout the area, and many members of the PlaceWorks team live and work in western Riverside and San Bernardino counties. We are familiar with the characteristics and issues in the region, and confident that we can prepare a climate adaptation toolkit that is focused and highly responsive to your unique conditions. We feel that the PlaceWorks team has an advantage in this because of our intimate knowledge of the previous climate adaptation projects that are the foundation of this critical project.

Based on our experience conducting vulnerability assessments in San Bernardino County, we know that the region has several significant vulnerabilities. Many important roadways, including Interstates 15 and 40, run through wildfire- and flood-prone areas. If they are blocked by hazard events, it could cause congestion and access difficulties throughout the region. Homeless persons and people who work outdoors are susceptible to extreme heat and other hazards. Senior citizens and persons with medical challenges are highly vulnerable to hazards that can adversely affect health or may require evacuations, such as wildfires, extreme heat, and floods. Persons with low incomes or other resource limitations face disproportionate harm from hazard events, as financial constraints make it harder to prepare for or recover from an emergency. We also know that economic activities such as agriculture and recreation can be disrupted by drought, and that droughts and severe weather can interrupt important utility services. The natural resources in the region, which are a source of community pride as well as important contributors to the local economy, are at risk of harm from drought, extreme heat, wildfire, and pest and disease outbreaks. Our experience with the CAPtivate vulnerability assessment confirmed

similar issues in Riverside County as well the possibility of demand for public health and safety services exceeding capacity, causing services to be less effective. The PlaceWorks team will build from this existing awareness of the climate vulnerability issues in the region to prepare the vulnerability assessment for the SBCTA service area, incorporating new science and best practices.

In addition to the climate resiliency projects for the region that members of the PlaceWorks team prepared, communities in western Riverside and San Bernardino counties have also taken action to address climate-related hazards. We understand that this toolkit and all components must incorporate local accomplishments and planning efforts as both a foundation for this project and a valuable source of information. The toolkit will support continued coordination between individual jurisdictions in the WRCOG and SBCTA service areas, leveraging opportunities and lessons learned to ensure a greater regional approach to climate adaptation planning.

The PlaceWorks team is aware that toolkits covering large regions must be responsive to the needs and characteristics of remote desert communities, mountain towns, and major urban areas, which involves extensive engagement from WRCOG and SBCTA staff, staff of participating communities, and external stakeholders and community members. We know the importance of close collaboration and regular, meaningful participation with all involved parties, and understand that WRCOG, SBCTA, and the Local Government Commission will be responsible for community outreach and engagement, including formation of the Inland Empire Regional Climate Collaborative. However, since we have conducted extensive outreach activities with WRCOG and SBCTA communities, we understand the values and opinions of engaged stakeholders and will prepare elements of this project that are easily usable in outreach activities and responsive to stakeholders. Climate change vulnerability is inherently complex, but we must find clear, down-to-earth ways to speak to communities about it.

The success of this toolkit depends on whether individual communities can easily understand it and actually use it to create effective climate adaptation strategies. Because usability is of such critical importance, we will develop all components of the toolkit with the end user in mind. We make a practice of creating user-friendly deliverables that simplify complex issues while maintaining accuracy and sufficient detail. All elements will be clearly laid out, and we will use graphics, maps, and tables to illustrate and explain key concepts. To keep the document approachable and easily understood, we will avoid unnecessary technical jargon and clearly explain any technical terms and concepts that are necessary to understand the issues.

The PlaceWorks team fully understands WRCOG's and SBCTA's intent and desired outcomes of this project. We will rely on our team's extensive expertise in developing, updating, and implementing climate adaptation and resiliency efforts in the Inland Empire and throughout California to prepare this toolkit. Our commitment in working with WRCOG and SBCTA is to provide guidance and materials that each of your jurisdictions can use to make their communities safer and better prepared for the future.

Scope of Work

Below is the PlaceWorks team's approach to the scope of work provided by WRCOG and SBCTA. Our team prepared this approach based on our prior experience and our understanding of the project gathered from the Request for Proposals and discussions with staff. We are available and willing to modify this approach to better tailor it to your needs or accommodate other priorities. Each task

includes project management and coordination activities to support achievement of overall project goals and individual task objectives. Each task also includes preparation of draft and final deliverables and presentation of final deliverables to WRCOG, SBCTA, and Caltrans.

Task 1. Form Regional Climate Collaborative (Adaptation Planning Grant Task 2)

As



noted in the RFP, the Local Government Commission will lead and complete this task in partnership with WRCOG & SBCTA. This task involves the organization, facilitation, and launching of the Inland Empire Regional Climate Collaborative (IERCC). PlaceWorks and ICF will provide support to the IERCC and project team related to the formation of collaborative or outreach to the community and stakeholders, specially related to the technical analyses led by our team that will support IERCC discussions and community outreach.

In addition, our approach to Tasks 2 to 5 includes coordination, consultation, and collaboration with WRCOG and SBCTA staff and staff of participating agencies. Each task includes in-person meetings and/or an online webinar to support preparation of work products. Our team is open to coordinating with WRCOG, SBCTA, and the Local Government Commission team to identify opportunities to integrate our planning process and proposed meetings into the outreach plan and engagement activities developed as part of Task 1.

Deliverables and Meetings:

- Task 1 will be led by the Local Government Commission, WRCOG, and SBCTA staff. PlaceWorks does not anticipate preparation of work products for Task 1.
- PlaceWorks' project management team will coordinate with WRCOG, SBCTA, and/or LGC staff in support of community and/or agency outreach as supported by our budget.

Task 2. San Bernardino County Transportation and Community Vulnerability Assessment (Adaptation Planning Grant Task 3.1)

PlaceWorks understands that WSP will prepare a Risk-Based Vulnerability Assessment Pilot Project for two facilities. The PlaceWorks and ICF team will coordinate with WSP and the WRCOG & SBCTA project team to identify potential sites following preparation of the San Bernardino County Vulnerability Assessment and WRCOG Vulnerability Assessment Update prepared by the PlaceWorks and ICF team. PlaceWorks' budget for Task 2 includes monthly coordination meetings (by phone or webinar) during completion of the pilot study.

Task 2.1. Prepare San Bernardino County Vulnerability Assessment

As requested in the RFP, the PlaceWorks team will use the WRCOG CAPtivate vulnerability assessment, which relied on the methods in the California Adaptation Planning Guide, as a model for the SBCTA vulnerability assessment. ICF will lead this task with support from PlaceWorks. Our approach will follow the four steps used in the CAPtivate vulnerability assessment.

Source: Figure A-4: The Vulnerability Assessment Process, from the Technical Appendix of WRCOG's Subregional Climate Action Plan

Step 1: Exposure. The PlaceWorks team will analyze projected exposure for San Bernardino County for the same climate hazards used in the WRCOG assessment: extreme heat, drought, wildfire, and flooding/extreme events. We will also discuss with SBCTA whether to include any additional hazards, such as agricultural pests and diseases, human health impacts, or severe weather, which were included in the vulnerability assessment prepared by PlaceWorks for unincorporated San Bernardino County. The RFP requests that the San Bernardino County vulnerability assessment use similar datasets as the WRCOG one; however, the state recently updated its climate projection datasets as part of the 4th Climate Assessment. These datasets will be finalized and released in August. SCAG is currently using the 4th Climate Assessment datasets for a similar vulnerability assessment currently being prepared by ICF. We will rely on these datasets, supplemented as needed with information from the state Cal-Adapt database, the 2018 State Hazard Mitigation Plan, and local plans and reports, to ensure that the most recent and best-available science is used.

Our work will build on the existing vulnerability assessments and other documents that include climate resiliency information in the WRCOG/SBCTA service area. Although our goal is to avoid conflicting analyses and unnecessary work, climate adaptation is a rapidly evolving field, and previous documents may not reflect the most recent science or current best practices. For example, the table below shows a brief comparison between the 2014 CAPtivate vulnerability assessment approach and our proposed approach to the San Bernardino County vulnerability assessment. We will ensure that the transportation and community vulnerability assessment for San Bernardino County is as up to date as possible to provide all participating jurisdictions with the best available foundation for improving community resiliency. To avoid conflicting analysis, our scope for this task includes an update to the CAPtivate vulnerability assessment (Task 2.2). Although this update is not included in WRCOG and SBCTA's grant application, our team is prepared to conduct a cost-effective update to support a consistent and up-to-date assessment for the region.

PROPOSED SBCTA VULNERABILITY ASSESSMENT	2014 WRCOG VULNERABILITY ASSESSMENT
Includes key economic drivers as a community asset.	Does not assess how climate change could affect major economic activities.
Analyzes climate-related effects to all community services.	Public health is the only service in the assessment.
Relies on the most recent, best-available science and other information.	Does not include extensive new research and guidance released since 2014.
Assesses a full range of climate-related effects.	Does not consider severe weather, including severe winter weather, and pest or disease infestations.

We will produce GIS layers and high-resolution PDFs of San Bernardino County for each hazard. If appropriate, we will provide maps of specific locations in the county where a more detailed, zoomed-in view would be helpful. We will also prepare a brief narrative (a few paragraphs per hazard) that

summarizes how each hazard might change in the area. If an update to the WRCOG vulnerability assessment is desired, the maps in the WRCOG report will be similarly updated.

Steps 2 to 4: Identify Sensitivities, Impacts, and Adaptive Capacity, and Prioritize by Vulnerability. We will prepare a comprehensive vulnerability assessment that identifies the climate susceptibility of several different categories of populations and assets. This will include populations and assets in existing assessments as well as others that emerge from conversations with Inland Empire Regional Climate Collaborative members, local jurisdiction staff, community members, and other stakeholders. The PlaceWorks team recommends evaluating the climate-related vulnerabilities of the following groups of populations and assets:

- **Social vulnerability of persons likely to be disproportionately harmed by climate-related hazards.** Examples include senior citizens (especially those living alone), persons in poverty, and persons who are linguistically isolated. We will consider vulnerability to physical harm as well as emotional well-being and overall quality of life. This approach will build on the methods used in CalEnviroScreen.
- **Transportation-related buildings and infrastructure.** We expect this to include roadways and rail lines as well as airports, train stations, rail yards, bridges, trails, and other supportive facilities.
- **Other key infrastructure not related to transportation.** This includes the components of electrical and natural gas systems, water and wastewater infrastructure, communication facilities, and dams and flood-control infrastructure.
- **Other buildings not related to transportation.** Examples include police and sheriff stations, fire stations, key government offices and administrative centers, schools, medical centers, and care homes.
- **Economic drivers** for San Bernardino County and local communities, including major employers, recreational facilities, and agricultural areas.
- **Ecosystems and natural resources.** We expect this to include the range of ecosystems throughout San Bernardino County as well as local parks, state and federal preserves, and groundwater supplies.
- **Key services that protect public health and safety.** Examples include communications, water and wastewater, energy delivery, public safety, and health services.

We recognize that assessing the vulnerability of the transportation sector is a key priority of this project. We will first work with SBCTA (and WRCOG as relevant) to identify the specific assets or systems that should be evaluated for vulnerability, building from the categories used in the WRCOG vulnerability assessment and refining the list in future discussions. We plan to evaluate the impact and adaptive capacity of transportation-related infrastructure through facilitated discussions with SBCTA and key stakeholders from local agencies, which has been highly effective in our experience. Team member ICF recently facilitated a series of interviews with transit managers in the SCAG region to discuss potential climate impacts on the transit systems specifically. For the SBCTA vulnerability assessment, we will draw on these discussions with stakeholders for insight into transit sensitivities.

For the non-transportation sectors (populations, structures, public health, and biological resources), we will draw extensively on the San Bernardino County Climate Adaptation and Resiliency Strategy, which PlaceWorks recently completed. Using the CAPtivate vulnerability assessment as a template, we will

customize the information to San Bernardino County by summarizing the key findings and conclusions from the adaptation and resiliency strategy. We will also identify which of the vulnerability findings from WRCOG’s assessment may be applicable to San Bernardino County with minor updates. For example, WRCOG’s discussion on populations could be relevant, but with adjustments to the statistics on percentage of population above 65, low income, etc., which in turn could affect the vulnerability scores. Other San Bernardino County statistics may have more recent sources that could be updated. For example, we would confirm the percentage of California’s electricity from hydroelectric sources, since there may be an update to the 2014 statistic in WRCOG’s vulnerability plan.

For transportation-related assets not represented by key stakeholder discussions as well as a handful of topics unrelated to transportation, we will hold virtual interviews in a webinar-discussion format with key stakeholders who have knowledge of systems and issues in San Bernardino County. Stakeholders may include representatives from SCAG (beyond the transit-focused representatives we will have spoken with already), representatives from SBCTA, transportation officials from a select number of the cities in San Bernardino County, and stakeholders knowledgeable on the non-transportation topics being explored. We anticipate holding up to five webinars, with about two to five participants each.

For each webinar, we will prepare slides that discuss the potential exposure in their particular areas, then guide participants through facilitated discussions to better understanding the potential impacts and adaptive capacities of the elements of their systems. The PlaceWorks team will work with SBCTA and WRCOG to identify potential participants, and we will coordinate all logistics of the webinars, including scheduling, preparing slides, facilitating the discussion, taking notes, and summarizing findings.

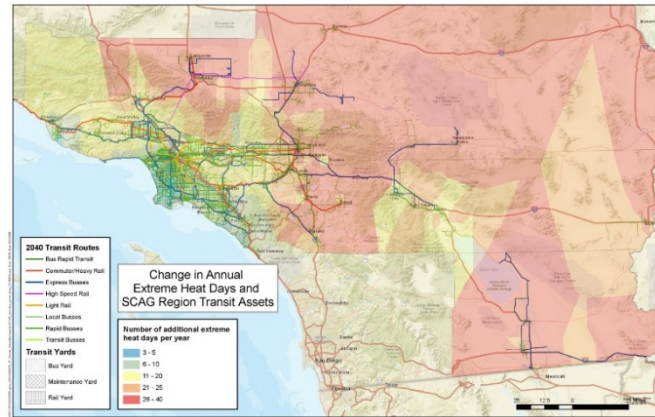
We will use these finding to develop a quantitative ranking of vulnerability derived from impact and adaptive-capacity scoring and following the methods in the Adaptation Planning Guide. This will also reflect the vulnerability scoring matrix used in the existing WRCOG and San Bernardino County vulnerability assessments. We will include brief write-ups of the vulnerabilities of each population and asset, calling out specific locations and facilities as feasible and appropriate.

		IMPACT SCORE				
		IM0	IM1	IM2	IM3	IM4
ADAPTIVE CAPACITY SCORE	AC0	V2	V3	V4	V5	V5
	AC1	V1	V2	V3	V4	V5
	AC2	V1	V1	V2	V3	V4
	AC3	V0	V1	V1	V2	V3
	AC4	V0	V0	V0	V1	V2

Source: Figure A-4: The Vulnerability Assessment Process, from the Technical Appendix of WRCOG’s Subregional Climate Action Plan

Task 2.2. Update WRCOG Vulnerability Assessment

We propose to prepare an update to WRCOG's CAPtivate vulnerability assessment that integrates the newest science and reflects the most up-to-date best practices. This would ensure that the WRCOG vulnerability assessment remains accurate and is of greatest use to jurisdictions in the WRCOG service area. It would also ensure greater consistency between the WRCOG and SBCTA vulnerability assessments. We would ensure that the list of populations and assets is the same for both the WRCOG and SBCTA documents to the extent applicable. PlaceWorks will review the existing vulnerability assessment, prepare a memo summarizing recommended updates, and prepare the updates upon approval of WRCOG. Although this task is not included in the WRCOG and SBCTA original scope of work, we recommend it to ensure compatibility and consistency between the two vulnerability assessments.



Task 2.3. Draft Adaptation Programs and Strategies

We will begin this subtask with desk research to identify and summarize the existing adaptation programs in the region that may affect the jurisdictions in San Bernardino County. These may include city-level adaptation plans, efforts by SCAG, and programs at the state level. We will prepare a brief document (about five pages or less) that summarizes these efforts. This document will be used to make sure that the resiliency investment decisions made are within the broader context of other adaptation initiatives.

We will then identify more specific resiliency strategies. As with the SBCTA vulnerability assessment, we will use the WRCOG analysis as a starting point. During the webinars discussed previously, we will include questions about appropriate strategies for addressing anticipated impacts. We will review the WRCOG CAPtivate adaptation strategies to determine the extent they should be prioritized in San Bernardino County, and then discuss additional strategies identified through our webinars and research. We anticipate one or two additional phone interviews with SBCTA to obtain their feedback on the strategies. We will also draw on our team's extensive experience supporting transportation agencies and other organizations in resiliency planning to determine whether additional strategies should be considered.

Task 2 Deliverables and Meetings:

- Phone meetings with SBCTA as needed to support the task and meeting summaries
- Materials for 5 webinar stakeholder interviews/discussions (assumes participation of 2 to 5 stakeholders in each webinar)
- Maps of all hazards identified (electronic: GIS and PDF)
- Administrative Draft, Draft, and Final Vulnerability Assessment, including subregional transportation hazard profiles (electronic)
- Memo summarizing best practices for local adaptation programs and strategies
- Administrative, Draft, and Final Resiliency Strategies for the transportation system in San Bernardino County

- Memo summarizing potential updates to the CAPtivate vulnerability assessment for consistency with current best practices and best available science
- Updated WRCOG CAPtivate climate action plan, adaptation and resiliency strategy, and vulnerability assessment
- Presentation of draft and final vulnerability assessment and strategies to IERCC and WRCOG and SBCTA standing committees (assumes two in-person presentations with a webinar option).

Task 3. Prepare City-Level Climate-Related Transportation Hazards and Evacuation Maps (Adaptation Planning Grant Task 3.2)

Task 3 will rely on the vulnerability assessments prepared and updated as Task 2 of this project. With these assessments, the PlaceWorks team will have a strong understanding of the critical transportation linkages and networks that exhibit higher vulnerability to hazards related to climate change. PlaceWorks will lead this task with support from ICF.

Task 3.1. Develop a GIS Evacuation Network

Using existing evacuation route maps prepared by county and city agencies, the PlaceWorks team will develop a GIS-based evacuation network that will be used as the basis for this task. Development of this network will include outreach to the counties and cities to gather available existing mapping or verify the absence of this mapping in the jurisdiction. If no map is available—which is common in our experience—the PlaceWorks team will identify key evacuation routes for these jurisdictions and develop a GIS dataset for their review and approval. Once all jurisdictions have approved their evacuation networks, we will transition to the next step—evacuation hazards analysis.

Task 3.2. Conduct Evacuation Hazards Analysis

Using the approved evacuation network datasets, the PlaceWorks team will analyze the evacuation routes in relation to mapped natural hazards in the study area. We assume that the analysis will focus on flooding, wildfire, slope stability, subsidence, and other relevant hazards determined by the project team. Using these hazard datasets, the PlaceWorks team will identify key roadways susceptible to identified hazards. As part of the analysis, key attributes of these evacuation routes—mainly storm drain and bridge infrastructure—will be identified in areas of potential impact as well as the potential vulnerabilities specific to these attribute types. The end result of this step will be a series of maps that identify key hazard vulnerabilities for each jurisdiction in the study area and highlight which hazards pose the greatest threat to evacuation routes.

Task 3.3. Evacuation Risk Assessment

Based on the evacuation hazards analysis, the PlaceWorks team will assess evacuation risks to identify critical transportation routes and methods in the study area and identify alternates necessary to ensure adequate evacuation capability during climate-related hazards. As part of this assessment, we will focus on areas that have critical vulnerability issues to ensure a better understanding of future needs. We anticipate reviewing the roadway capacity, potential bottlenecks, technical and environmental constraints (bridges, topography, etc.), and the potential for contraflow. Determining the changes necessary to the evacuation network due to future climatic conditions is a critical element to future planning, design, and construction of capital improvements. We have also found through past experience that when many of these conditions prohibit an expansion of the evacuation network, a community may have to rely on non-motorized facilities (trails) to assist with evacuation, which we will

review on a case by case basis during this analysis. By identifying potentially needed improvements, each jurisdiction can better plan for and respond to changing climatic conditions and related hazards.

Task 3.4. Transportation Access Adequacy

Building on the analyses conducted in Tasks 3.1 to 3.3, the PlaceWorks team will identify communities and individuals in the study area with inadequate access to transportation. The PlaceWorks team will rely on prior data and analysis by our teaming partner ICF for the SCAG region that identified transportation deficiencies, and data gathering from SBCTA, WRCOG, member agencies, and key stakeholders that understand community- and transportation-related challenges in the study area. The main purpose of this assessment is to determine the number and location of transit-dependent residents and key ways they could be affected by evacuation issues and constraints. A crucial input would be any vulnerable transit facilities identified by the vulnerability assessment in Task 2. Information from SBCTA and WRCOG Non-Motorized Transportation Plans will be an important component of this analysis and allow for consistency with these overarching plans.

Task 3.5. Final City-Level Climate-Related Transportation Hazards and Evacuation Maps

Upon completion of Tasks 3.1 to 3.4, the PlaceWorks team will provide a portfolio of city-level maps identifying evacuation routes, potential hazard vulnerabilities, and future priority projects/improvement locations to ensure future evacuation efforts are effective. These city-level maps could be used in support of or integrated into the following planning documents in addition to future improvement projects:

- General plan safety elements to comply with Government Code Section 65302 (g) 1
- Local hazard mitigation plans
- Climate adaptation/resiliency strategies
- Disaster recovery plans
- Emergency operations plans
- Capital improvement programs
- Hazard mitigation grant applications to the Federal Emergency Management Agency (FEMA)

Given the nature of this deliverable, it makes sense to provide a GIS-formatted output for the cities and counties in the study area. To accommodate this, PlaceWorks proposes development of ArcGIS Online Story Maps to provide the mapping information in an easily accessible form that is organized by jurisdiction. Additionally, PlaceWorks will make all GIS data and maps available for download. Each jurisdiction will be given a password to access these resources. The GIS data will be provided as Esri ArcGIS 10.4 compatible files and electronic maps as PDF documents. Using the Story Map format, we anticipate integration into the eventual Phase II component ("Plug and Play" online feature) of this project to be significantly streamlined.

Task 3 Deliverables and Meetings:

- Project team meetings with WRCOG and SBCTA staff to support task (up to four in-person meetings and phone coordination meetings as needed)
- Webinars to present results of each task to WRCOG, SBCTA, Caltrans, and participating agency staff (up to four webinars)

- Draft and final maps of city-level evacuation routes, potential hazard vulnerabilities, and future priority projects/improvement locations (electronic: Esri ArcGIS 10.4, ArcGIS Online Story Maps, and PDFs).
- Presentation of draft and final evacuation routes and maps to IERRC and WRCOG and SBCTA standing committees (assumes two in-person presentations with a webinar option).

Task 4. Climate Resilient Transportation Infrastructure Guidebook (Adaptation Planning Grant Task 3.3)

Task 4 will be led by WSP under a separate contract with WRCOG. As part of this task, we anticipate the need to coordinate with WSP and WRCOG/SBCTA staff.

Task 4.1. Coordination with WSP and WRCOG

PlaceWorks will coordinate with WSP and the WRCOG & SBCTA team to share data and results from Task 2 (Vulnerability Assessment) and Task 3 (Evacuation Mapping) to support WSP's preparation of the Climate Resilient Transportation Infrastructure Guidebook.

Task 5. Regional Climate Adaptation & Resiliency Strategy Template (Adaptation Planning Grant Task 3.4)

The PlaceWorks team, led by PlaceWorks with support from ICF, will prepare a Regional Climate Adaptation and Resiliency Template that will be a guidebook for local communities to integrate climate change adaptation into existing planning mechanisms. It will help build resiliency throughout the WRCOG and SBCTA service areas, reducing local and regional susceptibility to the issues identified in the vulnerability assessments prepared for this project and previous efforts.

We will build from the WRCOG Subregional Climate Action Plan Implementation Model Code Book, expanding the breadth of the Regional Climate Adaptation and Resiliency Template to accommodate a greater range of issues, new science and best practices, other planning mechanisms, and additional topics. It will also incorporate the results and guidance from the City-Level Climate Related Transportation Hazards and Evacuation Maps, and the Climate Resilient Transportation Infrastructure Guidebook. The template will provide guidance and resources to strengthen resiliency in general plans, specific plans, climate adaptation strategies, land use and zoning regulations, capital improvement plans, hazard mitigation plans, and other appropriate efforts.

The Regional Climate Adaptation and Resiliency Template must be responsive to conditions throughout the region. The communities that will be using this template have a very wide range of demographic, economic, and environmental characteristics, and the template must be useable by all communities in the WRCOG and SBCTA service areas. The pitfall for developing a toolkit that must respond to such a broad scope is that it can become much less specific and focused, which makes it far less useful. We will prepare the Regional Climate Adaptation and Resiliency Template to be applicable to communities that reflect the full range of diversity in the WRCOG and SBCTA service areas, using guidance that is clear and detailed so that recommendations can be easily put into place.

The policy and planning guidance in the Regional Climate Adaptation and Resiliency Template will address all identified climate-related hazards in the region and will improve climate resiliency in a comprehensive and holistic manner. The guidance in the template will address vulnerable populations (including environmental justice communities), public and private buildings and infrastructure, biological

systems, and important community services. The guidance for all affected populations and assets will propose resources, policies, practices, and other information to reduce the severity of impacts and improve capacity to resist these impacts or recover from them, addressing both factors that contribute to vulnerability. We will emphasize “no-regrets” strategies that build resiliency while simultaneously addressing other issues of importance to communities, such as providing financial savings to local governments and community members, improving public health, and conserving natural resources. The template will lay out short-term strategies to address existing climate-related hazards and prepare for future conditions, as well as long-term strategies that will enhance community well-being in coming years and decades.

Although the Regional Climate Adaptation and Resiliency Template will address all populations and assets that are susceptible to climate-related hazards, we will take care to ensure that it improves climate resiliency for the regional transportation system. We recognize that the transportation system includes not only physical infrastructure such as roads and railways, but critical services and important economic activities that use this infrastructure, including emergency response services, public transit, and freight transport. There is a social component to a resilient transportation system, and harm to these systems can have a disproportionate impact on specific communities within the region. We are aware that an effective transportation system is critical to other goals for communities in the WRCOG and SBCTA service areas, including economic growth and greenhouse gas emission reductions. The policy and planning guidance in the Regional Climate Adaptation and Resiliency Template will be responsive to the diverse nature of the transportation system in the WRCOG and SBCTA service areas, to the needs of the key services and populations that depend on this system, and to the wide range of goals that a high-quality transportation system helps advance.

Ease of use will be critical to the success of the Regional Climate Adaptation and Resiliency Template. All sections of the template will be clearly laid out, using graphics and tables to illustrate and explain key concepts and to make the document approachable and engaging. Policy recommendations and other guidance will be accompanied by information about potential funding sources, descriptions of best practices, suggested time frames for implementation, links to relevant resources, model ordinances, content for staff reports, and other tools to help put adaptation policy into effect. The layout of the template will allow it to be easily transferred to a web-based guidance document if desired as part of the Phase II effort.

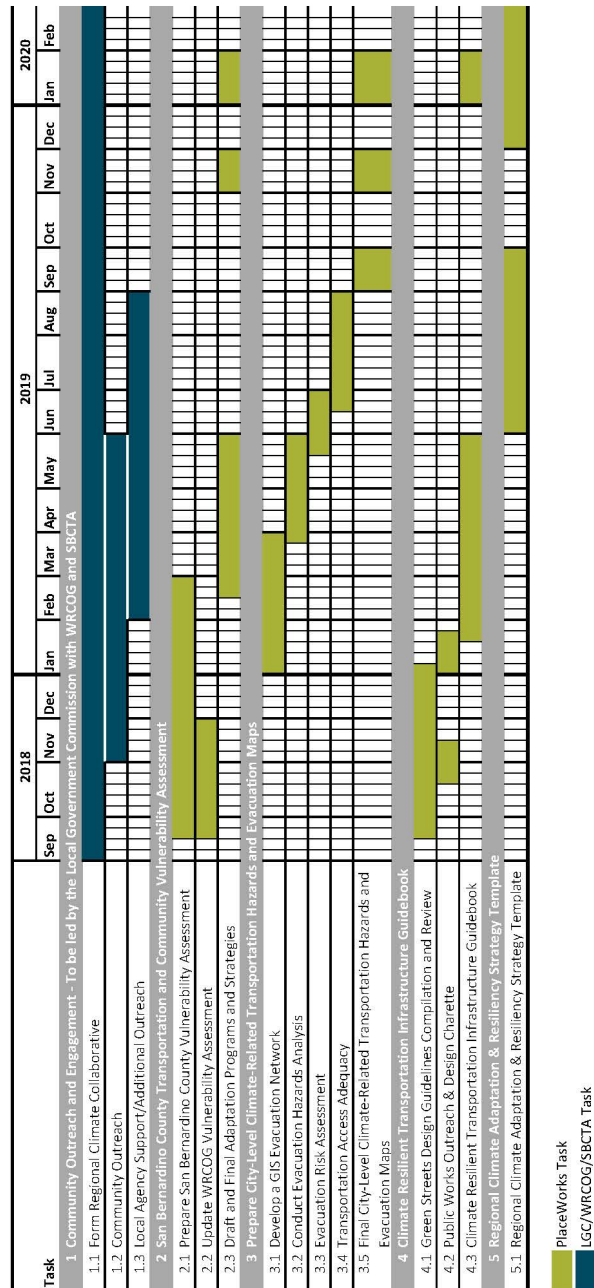
Another critical factor in the success of the Regional Climate Adaptation and Resiliency Template is ensuring that recommended policies and practices are supported by members of the local community. Through regular coordination with the IERCC and the organizations and individuals that it liaises with, we will make sure that the information in the template is consistent with community values and objectives and is technically and politically feasible for communities in the region. While we will avoid recommendations that are infeasible or not suitable for the WRCOG and SBCTA service areas, we know that some communities will wish to take a more transformative and visionary approach in building climate adaptation. The PlaceWorks team will ensure that the template allows for more ambitious efforts to improve resiliency without forcing such policies and guidance on communities that not interested in that approach.

Task 5 Deliverables and Meetings:

- Project team meetings with WRCOG and SBCTA staff to support task (up to 2 in-person meetings and phone coordination meetings as needed).
- Up to 2 meetings or workshops with participating agencies to support development of template. An online webinar option will be available for all meetings.
- Draft outline of template content (electronic).
- Administrative, Draft, and Final Regional Climate Adaptation and Resiliency Template (electronic).
- Presentation of draft and final template to IERRC and WRCOG and SBCTA standing committees (assumes 2 in-person presentations with an online webinar option).

Project Schedule

PlaceWorks' proposed schedule for completion of the Regional Climate Adaptation Toolkit for Transportation Infrastructure is provided below. As shown in this schedule, we anticipate that the project can be completed no later than February 2020. We believe this schedule is consistent with the project timeline presented in the project's application for the Adaptation Planning Grant program.



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Item 6.C

Regional Climate Adaptation Toolkit
for Transportation Infrastructure
Activities Update

Attachment 3

Scope of Work – WSP

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**SCOPE OF WORK FOR WRCOG/SBCTA
CLIMATE RESILIENT TRANSPORTATION INFRASTRUCTURE GUIDEBOOK
AND –COMMUNITY AND TRANSPORTATION VULNERABILITY ASSESSMENT
ELEMENTS OF THE REGIONAL CLIMATE ADAPTATION TOOLKIT
FOR TRANSPORTATION INFRASTRUCTURE**

Overview

This work scope outlines the project effort to be completed by the WSP team toward supporting the larger effort being undertaken by WRCOG/SBCTA toward preparation of the Regional Climate Adaptation Toolkit for Transportation Infrastructure. The role of the WSP team will be toward completing:

- Development of the Climate Resilient Transportation Infrastructure Guidebook
- Development of a risk-based vulnerability assessment methodology to quantify climate risks for regional transportation assets to be incorporated into the Transportation and Community Vulnerability Assessment

Guidebook Background

The guidebook will be made available as a regional resource to jurisdictions, including those with limited funding sources, to assist with planning, designing and constructing climate resilient green transportation infrastructure. The guidebook will complement the City-Level Climate-Related Transportation Hazards and Evacuation Maps and aid in implementing the WRCOG Alternative Compliance Program for storm water management. The Guidebook also must be a product that considers adult learning theory and incorporates easy to understand text and graphics so that it can be easily relayed to non-transportation audiences.

The guidebook will document and showcase strategies for making local transportation infrastructure more resilient to the effects of climate change and be consistent with green streets best practices. Drawing on existing green streets resources, such as the County of San Diego guidance and the WRCOG and SBCTA vulnerability assessments, it will include strategies that are applicable for the bi-regional area and can be implemented by member jurisdictions. Strategies will include bioretention, bioswales, permeable pavement, native plant zones, and innovative materials that create more resilient infrastructure. They will be tailored to climate stressors facing the region, including wildfire, drought, riverine flooding, and extreme heat. They will also consider broader environmental policies that may limit or affect recommended strategies, like stormwater management requirements.

The guidebook will include opportunities for resilient infrastructure planning; address the challenges local and regional agencies often face (e.g., funding challenges, parking and roadway requirements, site design issues, etc.); and provide tactics for overcoming those challenges (including funding options). The guidebook will also identify case studies of how green streets practices can improve water quality and reduce runoff to contribute to overall community resilience to precipitation events.

Community and Transportation Vulnerability Assessment: Risk-Based Vulnerability Assessment Background

WRCOG/SBCTA have an interest in exploring the potential use of risk-based infrastructure assessments (also known as cost-based assessments) to better quantify regional vulnerability to climate change. Risk-based assessments seek to quantify, using the probability of a hazard occurring and the repair and socioeconomic costs of asset failure, the “do-nothing” costs of climate change if no adaptation efforts are undertaken. These do-nothing costs are calculated for each individual asset and can be used to summarize larger regional impacts and/or to rank and prioritize assets for more detailed engineering-level analyses to confirm results of this assessment. This effort would present an approach to conducting risk-based vulnerability analyses of transportation infrastructure in the region. The benefits of such an assessment include:

- Discussion of lifecycle costing methods incorporating risk into infrastructure planning
- Incorporating real asset value by incorporating broader socioeconomic impacts
- Estimating a present value calculation of damage/loss
- Enabling the eventual quantification of long-term costs and impacts to the region of changing climate conditions
- Setting up a methodology, and data requirements, that would enable later capital investment processes for area jurisdictions to incorporate long-term risks from climate change

Given that this approach will be new to the region, this task will also entail communication and education efforts with agency staff, anticipating that the most beneficial outcome would be a broad understanding of the process and its application.

Workplan

The workplan outlined below was prepared to reflect available resources, project technical requirements, and the communication elements of this work effort. These tasks are anticipated to be coordinated with other ongoing efforts that are part of the delivery of the larger project. It is anticipated that coordination will take place between these efforts and the project being led by PlaceWorks.

Services to be performed by WSP

Task 1 – Development of the Climate Resilient Transportation Infrastructure Guidebook

Task 1.1 -Meetings and Coordination

The following meetings with WRCOG, SBCTA and other project stakeholders (as requested) are budgeted for during development of the guidebook:

- Task Kick-off meeting (in person)
- Weekly task status teleconferences – 20 teleconferences over approximately seven months
- Monthly meetings with stakeholders (in person) – six meetings
- Other meetings as requested by client – four meetings

Task Deliverables: Meeting minutes

Task 1.2 – Document Review

This task includes review of the following documents and data as they relate to incorporation or coordination with the guidebook development:

- Revised WRCOG Vulnerability Assessment (coordination and review as data becomes available)
- SBCTA Vulnerability Assessment (coordination and review as data becomes available)
- Data from City-Level Climate-Related Transportation Hazards and Evacuation Mapping Task (coordinate and review with PlaceWorks to identify data as it becomes available)
- WRCOG Alternative Compliance Program
- EPA publication “*Streets: Municipal Handbook, Managing Wet Weather with Green Infrastructure*,” and
- Review of similar, previously prepared guidebooks in California and nationally on resilient roadway design approaches including the HEC 17 guide *Highways in the River Environment—Floodplains, Extreme Events, Risk, and Resilience*.

Task 1.3 – Guidebook Outline/Layout Development

This task includes preparation of the guidebook layout/outline in conjunction with WRCOG and SBCTA. This includes determining the key components, content, format, layout, and software used to develop the document (such as Microsoft Word or Adobe InDesign). WSP will develop a draft table of contents for review and coordination with WRCOG and SBCTA. The guidebook outline/layout will be developed and agreed upon prior to initiating further development.

Task Deliverable: Draft and final guidebook outline and layout.

Task 1.4 – Local and Regional Planning Agency Challenges

This subtask will identify places where resilient infrastructure planning may contribute to, or help address, challenges that local and regional planning agencies face during normal county activities. Our team will gather input from WRCOG, SBCTA and other stakeholders and draw on our subject area knowledge and experience in the region. This subtask will provide guidance on how agencies can implement resilient infrastructure design.

Through the process of preparing the Guidebook, our team will assist WRCOG and SBCTA in developing criteria that can be used to evaluate and prioritize transportation infrastructure projects related to improving climate resiliency that can be included in Regional Transportation Improvement Plan (RTIP) funding requests to SCAG.

We will also conduct research on eligible grant funding opportunities from federal and state agencies and private entities that may provide funds for climate-resilient transportation improvements. We will create a database or spreadsheet of grant opportunities that includes the name of the funding agency, grant program, overview of the purpose and guidelines of the grant program, website and agency contact information, and application opening dates and deadlines. The information gathered as part of this task will be included in a dedicated section within the Guidebook.

Task Deliverable: Database or spreadsheet of funding opportunities.

Task 1.5 – Identify Example Case Studies

This task will consist of coordination with WRCOG, SBCTA and local municipalities to identify regional projects (if any) that have used resilient/green infrastructure methods to improve water quality and reduce storm water runoff. The focus will be on transportation/roadway projects, and the methods used for green infrastructure (swales, bioretention, permeable pavement, etc.). Gaining an understanding of project design, implementation, funding challenges, and effectiveness of the systems will be a key component of this task.

It is assumed that up to two relevant case studies will be included in a dedicated section within the guidebook.

Task 1.6 – Guidebook Preparation

This task includes preparing and assembling the various guidebook elements into one document. This includes the following:

- Develop a list of recommended climate resilient green infrastructure strategy elements and solicit input from WRCOG and SBCTA on the list prior to developing any narrative or graphics of the elements
- Develop a recommended design procedure and a list of recommended design examples for a variety of implementation areas and solicit input from WRCOG and SBCTA on the procedures and list prior to incorporating them into the document
- Develop draft text for each of the guidebook components in Microsoft Word format and gain concurrence on content prior to incorporating into any document layout/development software (such as InDesign)
- Develop up to 10 new graphic images for inclusion in the guidebook.

WSP intends to use existing graphics from publicly available sources (with source approval) to the extent practicable for the guidebook. These graphics will include depictions of the various resilient infrastructure elements and their implementation.

It is assumed that existing infrastructure standard plans, drawings, and specifications will be utilized or referenced in lieu of developing any new standard plan drawings for the guidebook.

Task Deliverables: Preliminary draft, revised draft, and final guidebook

Task 2 – Community and Transportation Vulnerability Assessment: Risk-Based Vulnerability Assessment

Task 2.1 -Meetings and Coordination

The following meetings with WRCOG, SBCTA and other project stakeholders (as requested) are assumed for this task:

- Task kick-off meeting (in person) which will include an overview presentation of the concepts behind the risk-based approach
- Bi-monthly task status teleconferences/webinars with WRCOG/SBCTA – 12 teleconferences over approximately six months
- Monthly coordination calls with the PlaceWorks project manager
- A final task meeting, including a presentation of the deliverables (in person)

Task Deliverables: Meeting minutes/presentations

Task 2.2 – Data Review and Selection of Hazard and Case Study Assets

Risk-based assessments are a data driven exercise and require specific inputs to enable effective valuation. Therefore, coordination will be required to discuss needed data, the sources of this information, and how the information can be incorporated into the analysis. Limited funding is available on this project, and there will be a heavy educational element associated with initiating a new assessment framework. Therefore, it is estimated that two facilities can be assessed for climate hazards in the region. Techniques differ somewhat by hazard, and candidate hazards include riverine flooding, wildfire, extreme temperature, and landslides. Selection of the hazards will also be part of this task and help to focus data collection needs.

Experience has shown that demonstration of risk-based techniques on an individual asset basis is the best way to learn about how they work. Thus, we will coordinate with the WRCOG/SBCTA project management team to identify two potential candidate facilities for case study demonstrations of the approach. The candidate facilities will be identified based on:

- Climate exposure: A location where changing climate effects are expected to have an impact over an asset's lifecycle, and climate projections for changing conditions are available.
- Asset data: An asset that has readily accessible, high quality data on its design (dimensions, elevations, materials, etc.). This information is needed to develop a climate stressor damage function, which is used for estimating the costs of climate impacts.
- Position on the regional transportation modeling network: Selection of an asset that is on the regional transportation model network will more readily enable impact assessments for measures like VHT increases and/or accessibility impacts for low/moderate income neighborhoods.

Task Deliverables: Lists of available data sources and agreement on hazard type(s) to evaluate and two case study facilities

Task 2.3 – Complete Risk-Based Methodology Development, Spreadsheet Templates, and Case Study

This task will develop the risk-based vulnerability analysis methodology for the climate hazards selected in Task 2.2. The methodology will enable a lifecycle cost assessment and will be spreadsheet based to enable an open dialogue on its applications (the spreadsheet template for the work will be a key deliverable of this task). The assessment method will include:

- Functionality to reflect changing probabilities of risk over time assumed from changing climate conditions
- Use of multiple discount rates to enable present value calculations
- Methods to account for non-monetizable impacts (impacts to disadvantaged communities, the environment, etc.)

Once the spreadsheet template for the risk-based methodology has been developed, two case study assessments for the two assets selected in Task 2.2 will be undertaken. The outcome of this task will include a technical memorandum describing the approach, showing its application to the case study

assets, and how to implement it. The spreadsheet templates developed will also be provided as deliverables.

Task Deliverables: (1) Technical memorandum on the approach (inclusive of the case studies) and (2) accompanying spreadsheet template.

Schedule:

The Guidebook and Risk Assessment schedules will be developed in conjunction with the overall Regional Climate Adaptation Toolkit project schedule given the need for close coordination.



Western Riverside Council of Governments

Planning Directors Committee

Staff Report

Subject: CAPtivate 2.0 Activities Update

Contact: Andrea Howard, Program Manager, ahoward@wrcog.us, (951) 405-6751

Date: October 11, 2018

The purpose of this item is to provide an update on the Caltrans Adaptation grant funded CAPtivate 2.0 project, and an update to the 2014 plan, CAPtivate A Healthy Western Riverside County, WRCOG's subregional Climate Adaptation Plan (CAP).

Requested Action:

1. Receive and file.

Sustainable Transportation Planning Grant Program

On April 28, 2017, Governor Brown signed Senate Bill 1 (SB 1), the Road Repair & Accountability Act of 2017, which, effective November 1, 2017, imposed the first gasoline tax increase in 23 years, raising the per gallon base excise gasoline tax by \$0.12, and created an annual vehicle fee ranging from \$25 to \$175. SB 1 is projected to raise \$5.2 billion annually and includes strict accountability provisions to ensure the funds can only be spent on transportation projects, to be carried out by the California Department of Transportation (Caltrans) and local agencies.

In early 2018, Caltrans released a call for grant applications for the Sustainable Transportation Planning Grant Program to fund eligible planning projects, which must directly benefit the multi-modal transportation system and improve public health, social equity, environmental justice, and provide other important community benefits.

Components of CAPtivate 2.0: WRCOG Subregional Climate Action Plan Update

On February 22, 2018, WRCOG submitted a successful application to Caltrans for funding to prepare an update and expansion to a portion of WRCOG's Subregional Climate Adaptation Plan (CAP), CAPtivate. The grant funding will cover the transportation and land use components of CAPtivate, including transportation greenhouse gas (GHG) inventories, and the measures and strategies designed to reduce transportation-related GHG emissions for all 18 member cities and all unincorporated areas of Riverside County. Staff is seeking additional funds to cover the remaining components (energy, waste and water measures) of a complete CAPtivate update. The grant is for a total of \$344,900. The CAPtivate update covered by this grant would include the following components of the CAP:

1. GHG inventories updates and forecast preparation (transportation measures): The Project Team will review the 12 baseline transportation inventories in the Subregional CAP. These inventories were prepared using calendar year 2010 data for 10 of the 12 participating communities, and the most current available data for the recently incorporated Cities of Eastvale and Jurupa Valley. In addition, the Project Team will gather baseline inventories from the local CAPs prepared by the seven other WRCOG member jurisdictions that were not involved in the subregional effort. These consolidated existing inventories will be

used to measure progress towards goals of the original CAP, which may influence various aspects of CAPtivate 2.0, including specific measures and strategies included, based on areas of greatest need.

2. Establish long-term GHG emissions reduction targets: The adopted Subregional CAP establishes a GHG reduction target of 15% below 2010 levels by the year 2020, consistent with guidance from the Assembly Bill (AB) 32 Scoping Plan and the Governor's Office of Planning and Research. CAPtivate 2.0 will establish long-term GHG reduction targets for the years 2030 and 2050, which will help ensure that the updated Subregional CAP is consistent with Senate Bill (SB) 32 and the Target 2030 Scoping Plan Update. Additionally, this will continue to ensure that the Subregional CAP meets the requirements of the State California Environmental Quality Act (CEQA) Guidelines Section 15183.5(b), allowing participating communities to use the CAP to streamline environmental review.
3. Revise and update CAP measures: Through the adopted Subregional CAP, substantial work was completed with respect to identifying, evaluating, and quantifying GHG reduction measures appropriate for each City. City staff participated in an exercise in which land use, transportation, energy, waste, and water measures were identified and subscription levels (low-silver, medium-gold, and high-platinum) were quantified. Staff also quantified the expected impacts of foreseeable regional, state, and federal actions, as well as regional programs such as the WRCOG Transportation Uniform Mitigation Fee (TUMF) Program. The work already completed allows the Project Team to focus its CAP efforts on working with each jurisdiction to update inventories and measures to address post-2020 targets
4. Update monitoring tool: A GHG emissions monitoring tool was developed for the WRCOG Subregional CAP to track WRCOG CAP implementation. The database also includes an interactive Excel spreadsheet for tracking public health indicators. This database enables WRCOG and member jurisdictions to report their progress on a regular basis. By allowing specific tasks to be checked off once each phase of the CAP is completed, jurisdictions were able to save time reviewing reports, tracking data manually, and verifying that measures are fully completed. Due to the updates to the inventories, forecasts, and GHG emissions reduction measures, the GHG Monitoring Tool will be inconsistent with the newly prepared Subregional CAP and associated technical documents. The Project Team will update the monitoring tool so that it remains compatible with the Subregional CAP and continues to be helpful to WRCOG and jurisdictional staff. The Project Team will incorporate the updated 2010 and current year inventories into the monitoring tool, ensuring that it is consistent with the most recent understanding of the subregion's GHG emissions.
5. Update Subregional CAP document: The Project Team will update the existing Subregional CAP document to incorporate all new material and analyses, changes to the regulatory framework, best available practices, and other revisions as desired by the Project Team and participating community staff. Under this approach, the Subregional CAP will continue to serve as the overarching framework for transportation and land use GHG emissions reductions for all participating communities. Several communities in the WRCOG subregion have adopted stand-alone CAPs – some predate the Subregional CAP, and others were prepared after the Subregional CAP was adopted in 2014. The Project Team will ensure that the updated Subregional CAP will continue to meet the needs of the subregion and be fully capable of serving as the primary transportation and land use GHG emissions reduction strategy for each participating community. At the same time, the Project Team will design the updated Subregional CAP so that the data and other information it presents can be pulled out and placed in an individual jurisdiction's CAP document if needed.

Next Steps

WRCOG is currently working with our bench of on-call consultants in search of viable funding options to cover the complementary costs of updating the energy and other non-transportation related components of the CAP. Staff understand from previous discussions with the PDC and other member agency representatives, that many of the challenges relating to CAP adoption at the local level could be mitigated by including a Program Environmental Impact Report (PEIR). To continue with the progress of the Caltrans-funded components of CAPtivate 2.0, staff plan to release a Request for Proposals (RFP) within the next month, and after completing a competitive selection process, work would likely commence in the beginning of 2019.

The PDC served an instrumental role in the development of the original CAPtivate. WRCOG staff look forward to engaging PDC members in a similar process to inform the update process of this resource.

Prior Action:

June 28, 2018: The Executive Committee received and filed.

Fiscal Impact:

WRCOG will receive a grant totaling \$344,900. The Agency is responsible for a local match, which will consist of previously approved staff time in the FY 2017/2018 budget within the general fund of approximately \$44,700.

Attachment:

1. CAPtivate 2.0 Project Scope of Work.

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Item 6.D

CAPtivate 2.0 Update

Attachment 1

CAPtivate 2.0 Project Scope of Work

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SCOPE OF WORK CHECKLIST

The Scope of Work is the official description of the work that is to be completed during the contract. **The Scope of Work must be consistent with the Project Timeline. Applications with missing components will be at a competitive disadvantage.** Please use this checklist to make sure your Scope of Work is complete.

The Scope of Work must:

- ☒ Use the Fiscal Year 2018-19 template provided and in Microsoft Word format
- ☒ List all tasks and sub-tasks using the same title as stated in the project timeline
- ☒ Include task and sub-task numbers in accurate and proper sequencing; consistent with the project timeline
- ☒ List the responsible party for each task and subtask and ensure that it is consistent with the project timeline (i.e. applicant, sub-applicant, or consultant)
- ☒ Include a thorough Introduction to describe the project and project area demographics, including a description of the disadvantaged community involved with the project, if applicable
- ☒ Include a thorough and accurate narrative description of each task and sub-task
- ☒ Include a task for a kick-off meeting with Caltrans at the start of the grant
- ☒ Include a task for procurement of consultants, if consultants are needed
- ☒ Include a task for invoicing
- ☒ Include a task for quarterly reporting to Caltrans
- ☒ Include detailed public participation and services to diverse communities
- ☒ Include project implementation/next steps
- ☒ List the project deliverable for each task in a table following each task and ensure that it is consistent with the project timeline
- ☒ EXCLUDE environmental, complex design, engineering work, and other ineligible activities

SCOPE OF WORK: CAPTIVATE 2.0

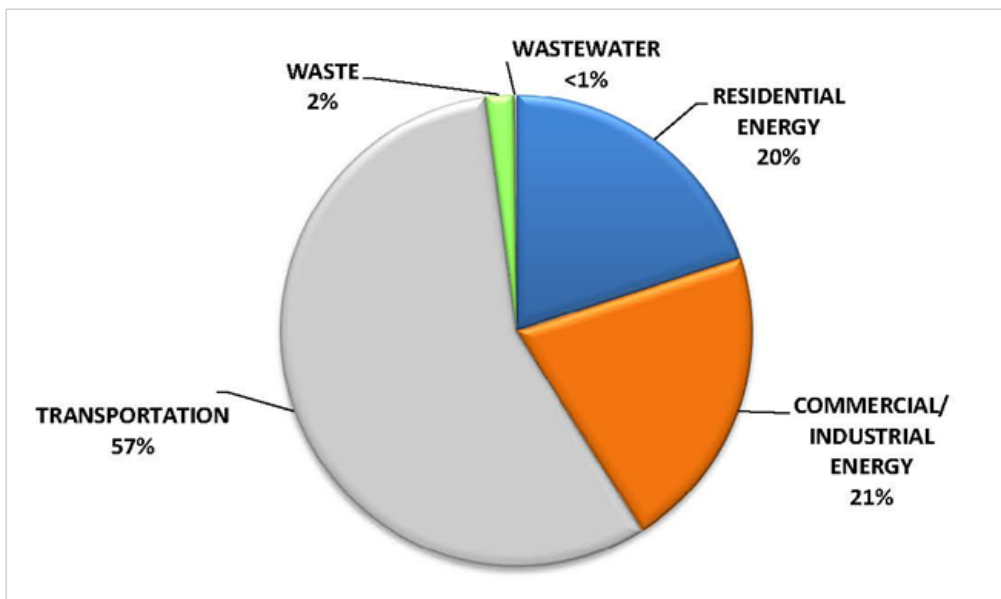
INTRODUCTION

BACKGROUND

Western Riverside County has long experienced challenges related to transportation, land use, air quality, and public health. One-way commutes in excess of 30 minutes, congestion, sprawl, unhealthy air days, and related health disparities, such as asthma, are all common in Western Riverside County. The region's extensive use of automobiles contributes to statewide greenhouse gas (GHG) emissions, with transportation emissions accounting for almost two-thirds of the total GHG emissions (57% for the 12 participating Subregional CAP cities, as noted below in Figure 1).

Local efforts to curb vehicle miles traveled are less effective as Western Riverside County residents lead interregional lives, living in one jurisdiction, working in another, and traveling to others for shopping and personal business. An integrated, regional approach is a more productive way to truly, and comprehensively, improve the land use and transportation system for all of Western Riverside County. In 2011, the Western Riverside Council of Governments (WRCOG) secured funding from the Strategic Growth Council to develop the WRCOG Subregional Climate Action Plan (CAP). While the CAP was successfully completed in 2014, the majority of baseline data was from 2010. This effort included 12 of WRCOG's 19 current member jurisdictions—six cities and the County of Riverside prepared individual CAPs instead.

Figure 1. The original CAP estimated that transportation accounted for 57% of the GHG emissions for the Subregional CAP participating cities (12 cities total).



Climate action planning is a politically charged issue in the WRCOG subregion. There are residents and local elected representatives that deny the climate is changing and many are opposed to investing in sustainability efforts. To garner public support for the Subregional CAP, the plan was branded “CAPtivate: A Healthy Western Riverside County” (CAPtivate), and highlighted the co-benefits of sustainability and health. Planning for and investing in health are steadily gaining popularity in the WRCOG subregion which suffers from significant health inequality (see demographics narrative below). The subregion’s transportation challenges, in particular, can be linked to health issues: vehicle emissions and resultant air quality cause respiratory health problems; insufficient transit infrastructure leaves low-income families without access to fresh foods; auto dependence and long-commutes contribute to obesity; and unsafe roadways contribute to patterns of auto collisions with pedestrians and cyclists.

Since 2014, communities in the subregion experienced success in implementing CAP measures, improving both health outcomes and GHG emissions levels. CAPtivate has been especially effective in the energy sector through WRCOG’s Property Assessed Clean Energy (PACE) Programs; the Regional Streetlight Program, which is working to make energy efficient upgrades to over 50,000 local streetlights; and a proposed Community Choice Aggregation (CCA). However, tangible change in terms of land use and transportation measures have proven to be more difficult. Many agencies find it challenging to implement the measures identified in the 2014 CAP due to myriad obstacles, including lack of funding, political opposition, and technical issues. Additionally, the transportation and land use measures do not account for significant recent innovations such as bike sharing, transportation network companies (i.e. Uber and Lyft), and the availability of new funding programs through the State including Senate Bill 1. A truly effective CAP needs to reflect these advances in transportation emissions mitigation.

PROJECT DESCRIPTION

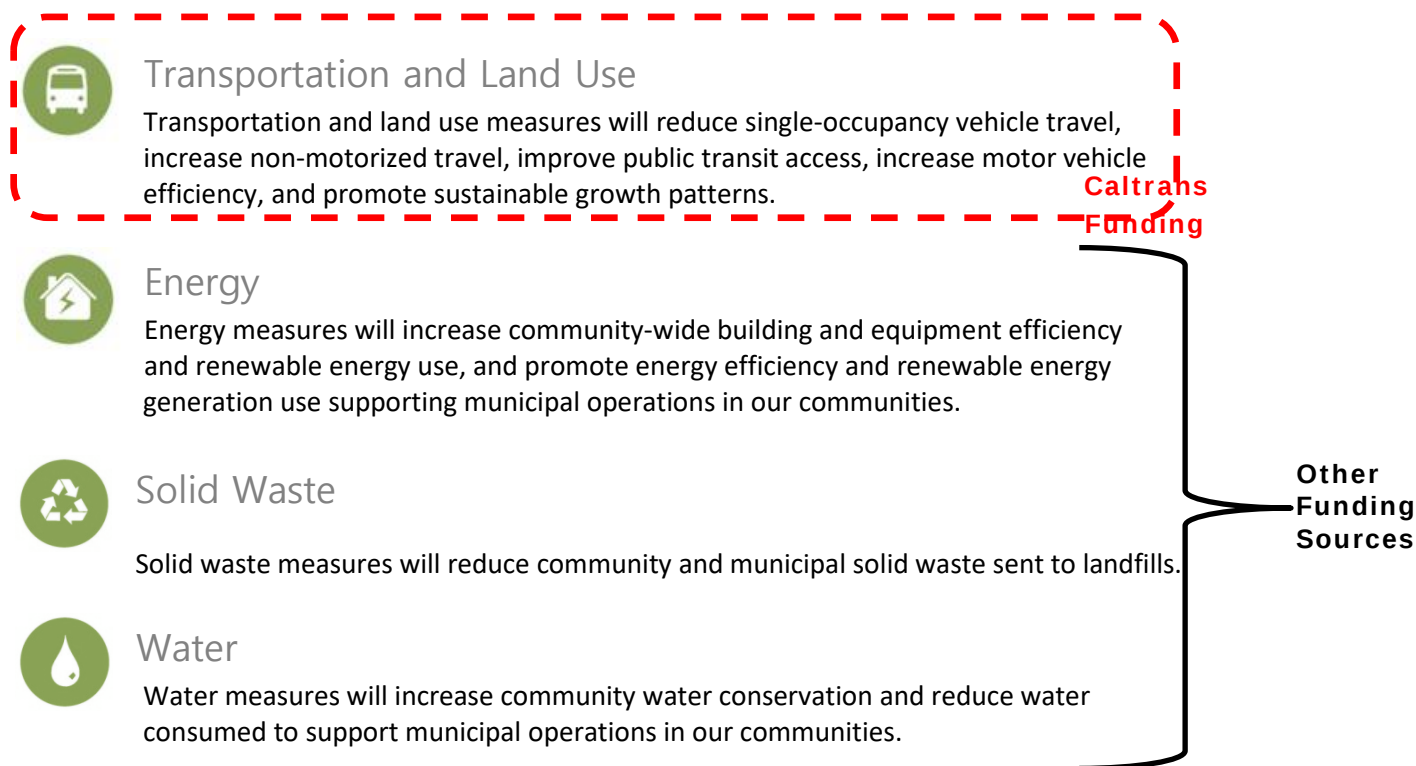
Based on these considerations, WRCOG and its member agencies seek to revise and update the WRCOG Subregional CAP and develop CAPtivate 2.0. This grant application is to fund an update of only the transportation and land use components of CAPtivate, including transportation GHG inventories and the measures and strategies designed to reduce transportation-related GHG emissions. WRCOG is concurrently applying for funding from Southern California Edison and Southern California Gas Company as well as other agencies to fund an update of the non-transportation inventories and emission reduction measures of the CAP. See **Figure 2**.

INTEGRATION WITH EXISTING INITIATIVES

Progress on addressing climate change is best achieved through a dual-pronged approach of deploying both 1) mitigation measures to reduce greenhouse gases, and 2) resiliency strategies to adapt to the future, inevitable effects of climate change. The objective of CAPtivate is to create more livable, equitable, and economically vibrant communities through the reduction of GHG emissions. Climate actions such as enhancing access to sustainable transportation modes, using energy more efficiently, harnessing renewable energy to power buildings, recycling waste, conserving water, and building local food systems, enables the Subregion to keep dollars in our local economy, create new green jobs, and improve public health and quality of life. The purpose of this proposal, CAPtivate 2.0, is to modernize WRCOG’s Subregional CAP and infuse new innovations into measures to reduce transportation- and land use-related GHG emissions leading to a current plan that provides for the future sustainability of Western Riverside County’s environment, economy, and society. Separate, but integrated, efforts are underway to modernize the companion CAPtivate sectors (energy, waste, and water) as well as to empower communities with climate adaptation strategies that protect against future climate change-driven hazards, including the Caltrans-funded Regional Climate Adaptation Toolkit for Transportation Infrastructure.

This grant would support the creation of a cohesive, politically and publicly supported vision for addressing climate change that prioritizes safety, health, and economic development and works alongside greater sustainability efforts including SCAG's RTP/SCS and relevant statewide plans for transportation, housing, environmental justice and social equity, and climate action/adaptation. Lastly, CAPtivate 2.0 will provide a roadmap for the Subregion to achieve deep GHG emissions through the year 2050 and will establish policies and priorities enabling participating cities to implement strategies that successfully fulfill the requirements of Executive Order (EO) S-3-05, Assembly Bill (AB) 32, Senate Bill (SB) 375, SB 32, SB 97, SB 535 and SB 379.

Figure 2. Caltrans grant funding will be used to update the Subregional CAP related to land use and transportation. The update will develop new transportation and land use GHG inventories and emission reduction measures for 19 WRCOG member agencies. CAPtivate contains GHG reduction measures organized into four primary sectors, as follows:



OVERALL PROJECT OBJECTIVES

1. Project Initiation
2. GHG Inventory Updates and Forecast Preparation Related to Land Use and Transportation
3. Establish Long-term GHG Emissions and Reduction Targets Related to Land Use and Transportation
4. Update Land Use and Transportation Reduction Measures
5. Update Subregional CAP Document Related to Land Use and Transportation
6. Update Monitoring Tool Related to Land Use and Transportation and Implement Monitoring Program including an Annual Report Card
7. Comprehensive Outreach and Engagement Related to Land Use and Transportation
8. Present Final CAP
9. Ongoing Project Management and Administration

Table 1 provides a list of the WRCOG member agencies who participated in the original Subregional CAP along with a full list of all member agencies who will receive a transportation and land use GHG inventory as part of this effort. As stated in the Application Form narrative, all WRCOG member agencies will benefit from an updated GHG inventory and have the opportunity to "opt in" to implement various transportation and land uses GHG reduction measures.

Table 1: WRCOG Member Participation				
No.	WRCOG Member	Participated in Original Subregional CAP	Will Develop GHG Inventory for Transportation and Land Use with Caltrans Grant	Will Have Choice to "Opt In" to Work Toward GHG Reduction Measures
1	Banning	Yes	Yes	Yes
2	Beaumont		Yes	Yes
3	Calimesa	Yes	Yes	Yes
4	Canyon Lake	Yes	Yes	Yes
5	Corona		Yes	Yes
6	Eastvale	Yes	Yes	Yes
7	Hemet	Yes	Yes	Yes
8	Jurupa Valley	Yes	Yes	Yes
9	Lake Elsinore		Yes	Yes
10	Menifee		Yes	Yes
11	Moreno Valley		Yes	Yes
12	Murrieta		Yes	Yes
13	Norco	Yes	Yes	Yes
14	Perris	Yes	Yes	Yes
15	Riverside	Yes	Yes	Yes
16	San Jacinto	Yes	Yes	Yes
17	Temecula	Yes	Yes	Yes
18	Wildomar	Yes	Yes	Yes
19	County of Riverside		Yes	Yes

As illustrated above, six cities and the County of Riverside did not participate in the original CAPtivate effort and instead developed their own CAPs. CAPtivate 2.0 will include current transportation and land use inventories for all nineteen jurisdictions. All members will then have the opportunity to opt-in to implement transportation and land use GHG reduction measures.

The following is a sample Table of Contents envisioned for CAPtivate 2.0. Please note that all Caltrans-funded activities will be for transportation and land use only.

SAMPLE TABLE OF CONTENTS FOR CAPTIVATE 2.0

Executive Summary

- Chapter 1, Introduction: provides the framework for the CAP, places the CAP in the context of current climate change science and policy, describes existing regional and local sustainability efforts and accomplishments, and discusses the CAP's relationship to the California Environmental Quality Act (CEQA).
- Chapter 2, Emissions Inventory, Projections, and Goals: describes the emissions inventory process and results, forecasted business-as-usual emissions for the subregion, and the adopted subregional emissions reduction target.
- Chapter 3, Reduction Measures and Actions: contains the anticipated State and federal emissions reductions, and the local reduction measures and actions that will be implemented to meet the subregional reduction target.
- Chapter 4, Implementation and Monitoring: provides best practices and specific resources for implementing reduction measures, the role for measure-specific evaluations, periodic updates to the inventories, the use of indicators to monitor the subregion's progress, and the need for future iterations of the CAP to incorporate new data and reduction measures as they become available.
- Chapter 5, Climate Adaptation and Resiliency Strategy: CAPtivate includes a chapter on Adaptation and Resiliency that has a longer shelf-life than the CAP itself. This chapter would be integrated into CAPtivate 2.0 to provide strategies to address the adverse effects of climate change that are anticipated, regardless of future reductions to GHG emissions. Note, WRCOG received Caltrans funding to develop a Regional Climate Adaptation Toolkit for Transportation Infrastructure (Toolkit), staff may integrate appropriate revisions to the Adaptation and Resiliency chapter based on findings from the Toolkit development process.

Appendices:

Appendix A - Greenhouse Gas Inventory Reports

Appendix B - Emissions Reduction Quantification Methodology

QUALIFICATIONS

The Western Riverside Council of Governments (WRCOG) was formed in 1991 under the California Government Code Section 6500 et. Seq. WRCOG is a special district governed by 26 Executive Committee Members consisting of 18 Members from the cities in Western Riverside County, four Riverside County Supervisors, one Member each from the Eastern and Western Municipal Water Districts, one member from the Morongo Band of Mission Indians, and one Member from the Riverside County Superintendent of Schools.

This project, and the Caltrans grant proceeds, will be managed by the WRCOG Director of Transportation and staff within that Division. The Director of Government Relations and her staff will provide substantial support for the community engagement activities. The WRCOG Chief Financial Officer and his staff will provide grant compliance oversight, process reimbursement requests, ensure compliance with records retention, and oversee auditing. WRCOG has experience managing grant proceeds from a variety of Federal and State agencies and has a tested and systematic process for managing grant-funded projects. This process includes assigning an experienced project manager, developing a "tracking table" that lists all grant requirements and assigning each requirement to a WRCOG staff member or consultant, conducting at least monthly (sometimes weekly) "all hands" meetings or conference calls to review the tracking table, identifying and resolving obstacles, ensuring the project remains within budget (including local match funds), and the project stays on schedule. The proposed team for this project is:

- Mr. Christopher Gray, Director of Transportation
Christopher's responsibilities include oversight of the regional Transportation Uniform Mitigation Fee (TUMF) program, the Active Transportation Program (ATP), and the Clean Cities Initiative. Prior to coming to WRCOG, Christopher worked as a private sector transportation consultant for 20 years; in that capacity, Christopher was the lead consultant for the transportation components of CAPtivate. He has a Bachelor's Degree in Political Science from the University of Florida and a Master's Degree in Urban and Regional Planning from Florida State University.
- Ms. Jennifer Ward, Director of Government Relations
Jennifer oversees a team responsible for addressing the economic development, sustainability, and quality of life goals for WRCOG's member jurisdictions through the implementation of various initiatives. Jennifer leads WRCOG's efforts to build strong relationships with both the local government and private sector, and communicate the Agency's priorities to its partners throughout Southern California and the state. Jennifer has more than 7 years of experience and was one of the lead WRCOG staff involved in developing CAPtivate. Jennifer received her Bachelor of Arts Degree in Environmental Analysis, Society Development and Policy from Claremont McKenna College.
- Mr. Ernie Reyna, CPA, Chief Financial Officer
Ernie oversees a team responsible for the fiscal health of WRCOG, including the Agency's \$61 million budget, the award winning Comprehensive Financial Annual Report (CAFR), and the investments of WRCOG's cash, including the Transportation Uniform Mitigation Fee (TUMF) and Property Assessed Clean Energy (PACE) funds. Ernie received his Bachelor of Science Degree in Business Administration, with an emphasis on Accounting from the University of California, Riverside and is also a Certified Public Accountant (CPA).
- Ms. Andrea Howard, Senior Analyst
Andrea's work involves managing WRCOG's \$4 million local assistance funding program, BEYOND; leading the agency's local and regional efforts to promote health; and supporting WRCOG's various member driven initiatives to advance sustainability, economic development, and quality of life in Western Riverside County. She has been with WRCOG for nearly 3 years and has more than 7 years of professional experience in total. Prior to joining WRCOG, Andrea worked in operations and business

development in the private and nonprofit sectors. Andrea holds a B.S. in Business from San Francisco State University and a Master's Degree in Urban Planning from the University of Southern California.

PROJECT AREA DEMOGRAPHICS

Western Riverside County is a highly diverse region that is home to more than 1.8 million people, which is roughly 78% of the entire Riverside County population. As shown in **Table 2** below, approximately 922,500 WRCOG planning area residents were "covered" under the CAPtivate effort. By including six additional WRCOG members and the County of Riverside, an additional 877,400 residents will be covered for a total of 1.8 million. This is a 95% increase in residents benefitting from a regional CAP. In addition, 10 of the 19 jurisdictions have DAC areas according to CalEnviroScreen 3.0.

Table 2: Population Covered in CAPTIVATE vs. CAPTIVATE 2.0 and DAC				
No.	WRCOG Member	CAPTivate Population Covered ¹	CAPTivate 2.0 Population Covered ¹	All/Some DAC ²
1	Banning	31,068	31,068	
2	Beaumont		46,179	Yes
3	Calimesa	8,637	8,637	
4	Canyon Lake	10,891	10,891	
5	Corona		167,759	Yes
6	Eastvale	64,613	64,613	Yes
7	Hemet	81,868	81,868	Yes
8	Jurupa Valley	101,315	101,315	
9	Lake Elsinore		62,092	Yes
10	Menifee		90,660	
11	Moreno Valley		206,750	Yes
12	Murrieta		114,914	
13	Norco	26,882	26,882	
14	Perris	75,739	75,739	Yes
15	Riverside	326,792	326,792	Yes
16	San Jacinto	47,925	47,925	Yes
17	Temecula	111,024	111,024	
18	Wildomar	35,782	35,782	
19	County of Riverside <i>*assumed 75% of County Total for Western Riverside County</i>		189,010	Yes
	TOTALS (rounded)	922,536	1,799,900 (95% increase in people covered)	

¹ California Department of Finance, E-1 Population Estimates for Cities, Counties, and the State - January 1, 2016, and 2017

² CalEnviroScreen 3.0

Bold = jurisdictions that did not participate in CAPtivate; but will be included in CAPtivate 2.0

The WRCOG planning area is very diverse. Countywide (including areas outside the WRCOG planning area), 48% of residents identify as Hispanic or Latino, 7% as African American, 7% as Asian, 36% as White, and the balance as other, including two or more races, American Indian, or Alaska Native.

Table 3 provides demographic data for WRCOG member agencies compared to the State of California average. For example, 28% of residents living in the WRCOG planning area are under the age of 18 compared to the California average of 25%. The percent of residents over the age of 65, 13%, is two points higher than the State average of 11%. Both of these age groups are more sensitive to the effects of ozone exposure, which can increase asthma emergency visits among children and mortality, especially in the elderly, women, and African Americans. Children, the elderly, and people suffering from heart or lung disease, asthma, or chronic illness are also most sensitive to the effects of PM2.5. Both ozone and PM2.5 are consistently listed as high percentile indicators for DAC status for WRCOG member jurisdictions.

Table 3: WRCOG Member Jurisdictions Demographics ¹					
No.	WRCOG Member	% of Population Under 18	% of Population Over 65	% of Population Non-White	Median Household Income
---	California Average	25%	11%	63%	\$63,783
1	Banning	23%	26%	64% (countywide)	\$40,627
2	Beaumont	30%	11%		\$68,369
3	Calimesa	18%	26%		\$46,070
4	Canyon Lake	22%	17%		\$84,015
5	Corona	30%	7%		\$72,309
6	Eastvale	33%	8%		\$104,940
7	Hemet	26%	22%		\$35,609
8	Jurupa Valley	DNA	DNA		\$58,849
9	Lake Elsinore	33%	8%		\$63,306
10	Menifee	26%	19%		\$57,598
11	Moreno Valley	32%	6%		\$56,456
12	Murrieta	30%	10%		\$76,149
13	Norco	20%	10%		\$87,067
14	Perris	37%	5%		\$51,315
15	Riverside	27%	9%		\$58,979
16	San Jacinto	33%	11%		\$48,382
17	Temecula	31%	8%		\$83,840
18	Wildomar	28%	11%		\$62,976
19	County of Riverside	29%	12%		\$57,972
	AVERAGES	28% 3 pts higher than State	13% 2 pts higher than State	---	---

¹U.S. Census Bureau, Quick Facts, 2010 Data

DNA - Data Not Available

And finally, as discussed in the Application Form, the Robert Wood Johnson Foundation (RWJF) publishes an annual "County Health Rankings" (<http://www.countyhealthrankings.org/>). This ranking system builds on the work of the "America's Health Rankings" and the University of Wisconsin Population Health Institute has used this model to rank nearly every county in the nation since 2010. There are four major ranking categories: 1) Health

Behaviors, 2) Clinical Care, 3) Social and Economic Factors, and 4) Physical Environment. Within the Physical Environment category, there are five subcategories: 1) air pollution (particulate matter), 2) drinking water violations, 3) severe housing environment, 4) driving alone to work, and 5) long commute - driving alone. Taken collectively, Riverside County ranks 56 out of a total of 57 counties in the State of California as having the worst Physical Environment.

Based on the above demographics and health rankings, it is critical that the WRCOG planning area stay current and invested with respect to climate change. CAPtivate 2.0 will be developed at the regional level to enable all member agencies to have a current document for use in individual areas that fulfills all regulations and charts a feasible roadmap for the entire subregion for the next 10 to 35 years.

COMPREHENSIVE PUBLIC OUTREACH (INCLUDING DAC INVOLVEMENT)

There are several factors that call for an extensive public outreach and community engagement effort. Almost 25% of the Caltrans grant request will be used to engage residents and businesses with emphasis on disadvantaged communities and neighborhoods. Factors include:

- The planning area for CAPtivate 2.0 is extremely large extending just north of the City of Riverside roughly 40 miles south to Temecula and approximately 50 miles east to west;
- 40% of Riverside County residents speak a language other than English at home; and
- 19 participating jurisdictions with diverse age distributions, population sizes, political philosophies, and socioeconomic status.

These factors, and others, are driving a multi-tiered public engagement plan that will use both traditional and modern techniques including collaborative meetings and pop-up workshops that will be multi-lingual, ADA accessible, and held at multiple venues, on different days, and at different times to allow for the maximum number of residents and businesses to have input. The outreach also includes extensive use of social media including WRCOG Facebook (950 followers), Twitter (824 followers), and Instagram and an interactive online community engagement platform.

CAPtivate 2.0 will build on successful partnerships established by WRCOG and continually forge new relationships in the sustainability field. Stakeholders who provide input on WRCOG's existing sustainability efforts, and who WRCOG will continue to partner with through CAPtivate 2.0 include: American Heart Association; American Lung Association; Building Industry Association; Boys and Girls Club; California Air Resources Board; Caltrans District 8; Governor's Office of Planning and Research; Greater Riverside Chamber of Commerce; Hospital Association of Southern California; Inland Empire Bicycling Alliance; Inland Empire Women's Business Center; Keep Riverside Clean and Beautiful; Riverside County Department of Public Health; Riverside County Workforce Investment Board; Riverside County Transportation Commission;; Riverside Public Utilities; Riverside Transit Agency; Safe Routes to Schools; Southern California Edison; South Coast Air Quality Management District; Southern California Association of Governments; Southern California Gas Company; TransForm; U.S. Department of Energy; U.S. Green Building Council-Inland Empire; University of California, Riverside, California Baptist University and other higher education and faith-based organizations.

RESPONSIBLE PARTIES

- Western Riverside Council of Governments (WRCOG)
- California Department of Transportation (Caltrans)
- Consultant – to be identified through procurement process (Task 1.2)

OVERALL PROJECT OBJECTIVES

TASK 1: PROJECT INITIATION

Task 1.1: Project Kick-Off Meeting

Hold kick-off meeting with Caltrans and WRCOG. Meet to discuss grant procedures and project expectations, including invoicing, quarterly reporting, and all other relevant project information. Meeting summary will be documented.

- o Responsible Party: WRCOG, Caltrans

Task 1.2: RFP for Consultant Services

Complete a Request for Proposals (RFP) process for consultant services using proper procurement procedures for the development of the Toolkit, Phase I. RFP will be distributed and consultant interviews will be conducted. A consultant(s) will be selected and contracts will be negotiated.

- o Responsible Party: WRCOG, Caltrans

Task 1.3: Memorandum of Understanding

Conduct Project Team meeting to finalize project schedule and milestones.

- o Responsible Party: WRCOG, Caltrans, Consultant Team

Task	Deliverable
1.1	Meeting summary
1.2	Final RFP and consultant distribution list, finalized consultant(s) agreement(s)
1.3	Meeting agenda, sign-in sheet, meeting summary, copy of MOU

TASK 2: PUBLIC OUTREACH AND ENGAGEMENT PROGRAM

Outreach and engagement will occur throughout the Subregional CAP update process and are critical to help ensure continued success of GHG reduction efforts. Through this process the Project Team will educate jurisdictional staff, officials, and community members in participating communities about the CAP update and will solicit feedback and comments about

key components such as new GHG reduction efforts. The Project Team will determine a specific outreach and engagement strategy in consultation with Caltrans, but at this time our proposed approach includes the following components:

Task 2.1: Stakeholder Collaboration Plan

The Project Team will develop a plan for stakeholder engagement that fully integrates relevant city departments, various community and regional stakeholder groups into the Subregional CAP update. The Project Team will work closely with Caltrans to identify a program that is best suited for the effort and is appropriate in scale to the work program. This effort shall be clearly outlined during the project kick-off meeting and shall carry through the work program until the CAPtivate 2.0 project is completed. The Project Team will create a multi-tiered public involvement program that builds on the successes of previous work efforts and includes new, innovative engagement tools focused on defining implementation programs and catalytic opportunities. The following tools are examples of approaches to facilitate public involvement in the process, but shall be adjusted at the kick-off meeting:

Stakeholder and Community Database – The Project Team will identify organizations and persons to invite and engage in the planned activities and create a stakeholder database. This database shall be updated as needed throughout the work program.

Media Contact Plan – The Project Team will develop a plan that addresses dissemination of materials through various media, including new social media such as Facebook and Twitter.

Project Identity and Messaging Materials – This program has been branded “CAPtivate 2.0”. The plan is to use this brand for all public information materials (e.g., meeting invitations, Facebook page).

Meetings and Pop-Up Workshops – May include stakeholder interviews, pop-up workshops, and Planning Directors Committee meetings

Education Materials – The Project Team will produce informational materials that will keep the public educated about the benefits of the project and the ideas and strategies being considered. Materials may include: Fact Sheets, Newsletter and Public Information, Announcements, workshop materials and other educational content to post on the WRCOG web site

- o Responsible Party: WRCOG, Consultant

Task 2.2: Online Engagement with Community Members

All tools, processes, reports, presentations, models and research will be made available to others through the WRCOG website and the project's online interactive community engagement platform. Availability of materials and background data will be promoted through a variety of sources including; monthly electronic newsletters (WRCOG E-Communicator); regularly scheduled standard mail newsletters (Western Riverside County Clean Cities, and Economic Outlook Quarterly Newsletters); WRCOG Facebook, Twitter, and YouTube Channel postings; partner websites and newsletters; and announcements during partner, stakeholder and public outreach meetings. The Project Team will also prepare topics, surveys, and prioritization exercises for uploading to WRCOG's CAPtivate Western Riverside County online community engagement platform.

- o Responsible Party: WRCOG, Consultant

Task 2.3: Pop-up Workshops for In-Person Community Member Engagement

The Project Team will develop a pop-up workshop kit and host up to four (4) pop-up workshops in tandem with existing community events and programs, including local farmers markets and sustainability or health fairs. These

pop-up workshops will include presentation materials on the project and ask the participants to provide feedback on GHG-reduction measures related to transportation.

- o Responsible Party: WRCOG, Consultant

Task 2.4: WRCOG Planning Directors Committee Meetings

WRCOG's Planning Directors Committee (PDC), whose membership is comprised of planning directors from each of WRCOG's 19 jurisdictions as well as the Riverside Transportation Authority (RTA), will serve as the Steering Committee for CAPtivate 2.0. The Project Team will lead presentations at up to ten PDC meetings and synchronize each meeting to coincide with work products and processes in progress. Most of these meetings will consist of one- to two-hour presentations occurring during a regularly scheduled monthly meeting of the PDC. Other CAP advisors/stakeholders will continue to participate in these meetings as their primary interface with the project, although additional one-on-one meetings or presentations may be used to supplement the PDC activities.

- o Responsible Party: WRCOG, Consultant

Task	Deliverable
2.1	Memo with community engagement strategy (draft and final, electronic)
2.2	Develop topics, surveys, and prioritization exercises for WRCOG's online interactive community engagement platform
2.3	Up to four (4) pop-up workshops; Materials for use in pop-up workshops as needed (draft and final, electronic and/or physical)
2.4	Up to ten (10) PDC meetings; Additional coordination with other CAP advisors and stakeholders; PDC item agendas, materials, and meeting summaries as needed (draft and final, electronic and/or physical)

TASK 3: GHG INVENTORIES UPDATES AND FORECAST PREPARATION

Task 3.1: Evaluate and Consolidate Existing GHG Inventories

The Project Team will review the 12 baseline inventories, developed in partnership with ICLEI, in the Subregional CAP. These inventories were prepared using calendar year 2010 data for ten of the 12 participating communities, and the most current available data for the recently incorporated communities of Eastvale and Jurupa Valley. In addition, the Project Team will gather baseline inventories from the local CAPs prepared by the seven other WRCOG member jurisdictions that were not involved in the Subregional effort. These consolidated existing inventories will be used to measure progress towards goals of the original CAP, which may influence various aspects of CAPtivate 2.0, including specific measures and strategies included, based on areas of greatest need. These inventories present data in the following sectors:

- **TRANSPORTATION:** On-road passenger and freight vehicle use results in combustion of gasoline and diesel fuels.
- **OFF-ROAD VEHICLES:** This new sector includes emissions from fuel use in construction machinery, landscaping equipment, and other appropriate machinery types.

- o Responsible Party: WRCOG, Consultant

Task 3.2: Prepare Current Year GHG Inventories

The Project Team will prepare current year (most recent available—likely 2015 or 2016) transportation and land use inventories for all 19 jurisdictions in the WRCOG subregion. These current inventories will use the same methods and data sources as the 2010 inventories and will include the same emission sectors, which will allow for an accurate assessment of emission changes between 2010 and the current year. These inventories will measure emissions for either 2015 or 2016, depending on the availability of necessary data.

- o Responsible Party: WRCOG, Consultant

Task 3.3: Update GHG Emissions Forecasts

The Project Team will prepare updated 2020 transportation and land use GHG emissions forecasts for the 12 jurisdictions that participated in the existing Subregional CAP and new 2020 transportation and land use emissions forecasts for the remaining seven jurisdictions using the same methodology. The Project Team will also prepare 2030 and 2050 forecasts for all 19 jurisdictions, which will assist with setting long-term reduction goals. These forecasts will be based on the current inventories and will rely on regional data sets, local growth expectations (i.e., SCAG's 2016 RTP/SCS), and information collected from local jurisdictions. These forecasts will be "business as usual" projections that will show the expected transportation and land use emissions without any existing or planned GHG reduction efforts.

- o Responsible Party: WRCOG, Consultant

Task	Deliverable
3.1	Consolidated 2010 inventories
3.2	Current transportation and land use inventories
3.3	Updated 2020 transportation and land use GHG emissions

TASK 4: ESTABLISH LONG-TERM GHG EMISSIONS REDUCTION TARGETS

Task 4.1: Establish Long-Term GHG Emissions Reduction Targets

The adopted Subregional CAP establishes a GHG reduction target of 15% below 2010 levels by 2020, consistent with guidance from the AB 32 Scoping Plan and the Governor's Office of Planning and Research. CAPtivate 2.0 will establish long-term GHG reduction targets for the years 2030 and 2050, which will help ensure that the updated Subregional CAP is consistent with SB 32 and the Target 2030 Scoping Plan Update. Additionally, this will continue to ensure that the Subregional CAP meets the requirements of the State CEQA Guidelines Section 15183.5(b), allowing participating communities to use the CAP to streamline environmental review.

- o Responsible Party: WRCOG, Consultant

Task	Deliverable
4.1	Technical Memorandum of proposed long-term GHG reduction targets (electronic)

TASK 5: REVISE AND UPDATE CAP MEASURES

Through the adopted Subregional CAP, substantial work has been completed with respect to identifying, evaluating, and quantifying GHG reduction measures appropriate for each City. City Staff participated in an exercise in which land use, transportation, energy, waste, and water measures were identified and subscription levels (low-silver, medium-gold, and high-platinum) were quantified. WRCOG also quantified the expected impacts of foreseeable regional, state, and federal actions, including the Pavley vehicle standards, and the early action GHG reduction measures (e.g., low carbon fuel standard) in the AB 32 Scoping Plan, developed by CARB and the Climate Action Team (CAT), as well as regional programs such as the WRCOG Transportation Uniform Mitigation Fee (TUMF) Program. The work already completed allows the Project Team to focus its CAP efforts on the post-2020 targets.

Task 5.1: Literature Review

The Project Team will perform a literature review of existing plans, policies, programs and initiatives related to transportation planning and climate action planning at the regional and state level. The findings will be summarized in a “Current Sustainability Initiatives Summary Report”. This effort will include but is not limited to reviewing the following:

- California Transportation Plan (CTP) 2040
- 2017 RTP Guidelines and Promoting Sustainable Communities in California
- 2016 SCAG RTP/SCS
- Complete Streets and Smart Mobility Framework
- Climate Ready Transportation
- Community Climate Resiliency
- Safeguarding California
- Plans and Templates from the Institute for Local Government: <http://www.ca-ilg.org/climate-action-plans>
- California Climate Adaptation Planning Guide
- Proposed 2017 Climate Change Scoping Plan Update, Appendix C
- Planning for Housing

Assessing current initiatives in this way allows for a cross-check of strategies already employed within the WRCOG subregion and will assist the Project Team in aligning CAPtivate 2.0 with regional and State goals.

- o Responsible Party: WRCOG, Consultant

Task 5.2: Review, Revise and Update CAP Measures

The Project Team will review the transportation and land use GHG reduction measures in the adopted CAP document, including the state/regional and local reduction measures and identify any changes to the state and regional measures, which may include updates to existing measures. The Project Team will add any new state and regional measures that are not included in the list, including some of the post-2020 statewide GHG reduction measures that are included in the Target 2030 Scoping Plan such as car sharing, ride sourcing and autonomous vehicles.

Additionally, the Project Team will remove or redefine any state or regional transportation measures that may no longer be planned for or considered viable. After this process, the Project Team will re-assess the GHG reduction potential of any new or changed transportation and land use measures by calculating the long-term GHG reduction potential of all measures, which will assist the participating communities in determining how they can reach their post-2020 reduction goals.

The Project Team will reassess all other transportation and land use measures to ensure that they are consistent with the updated GHG inventories and forecasts. For informational use, we will also include any transportation and/or land use measures that cannot currently be assessed because of uncertainties, but which will likely reduce GHG emissions when they are put into place, such as Phase 2 of California's high-speed rail project.

Following the updates to the state and regional transportation and land use measures, the Project Team will review the list of local measures, including measures from communities that prepared stand-alone local CAPs. We will look at the updated GHG inventories and forecasts, the results of the implementation and monitoring efforts, and any updates to the state and regional measures to determine the remaining amount of GHG emissions that the participating communities must reduce to achieve their goals. Working with WRCOG's Planning Directors and Public Works Committees, the Project Team will determine any local transportation and/or land use measures that should be changed to better reflect local conditions and priorities, ensure that they will continue to be feasible, and remove any redundancies with state and regional measures. We will reevaluate the reduction potential of all revised local GHG reduction measures. We will identify additional local transportation and/or land use reduction measures, based on conversations with consultant, local jurisdiction staff, and the results of public outreach events. These new local measures will address items that are not effectively covered by the existing local measures and will be tailored to match the specific conditions and values in the participating WRCOG communities. Some potential new measures include:

- Strategies to promote alternative fuel vehicles other than electric vehicles
- New measures to reduce off-road vehicle emissions

For each measure, the Project Team will show details that will assist with implementation. This will include showing the participation rate or number of participants, the GHG savings and resource savings (e.g., reduction in VMT), and the reductions per participant. All analyses will be conducted in an open and accessible Excel workbook, which will allow for greater transparency and ease of use.

- o Responsible Party: WRCOG, Consultant

Task 5.3: Financial Analysis

Following the review and feedback of the list of transportation and land use GHG reduction measures, the Consultant shall propose criteria to use in evaluating and prioritizing GHG reduction measures. The criteria shall, at a minimum, include the following:

- GHG reduction potential, in terms of carbon dioxide equivalence (CO₂e);
- Synergy with existing regional programs and policies;
- Estimated costs to the jurisdiction (initial costs and annual operating/staffing costs, if applicable) and potential monetary savings to the local government and to the community;
- Implementation timeframe, typical “payback” period (if applicable) and expected program participation rates;
- Feasibility of implementation, including assessment of effort, potential for funding, potential barriers, and suitability as an “early action” program;
- Co-benefits, including mitigation of risk from adverse impacts of climate change;
- Educational impact and potential for demonstrating leadership to community; and
- Ability to monitor effectiveness.

The Implementation and Monitoring Chapter of the Subregional CAP will be updated based on the above cost-benefit analysis.

- o Responsible Party: WRCOG, Consultant

Task	Deliverable
5.1	Current Sustainability Initiatives Summary Report
5.2	Memo of proposed revisions and new entries for state/regional and local transportation and land use reduction measures
5.3	Components of the Subregional CAP's Implementation and Monitoring Chapter

TASK 6: UPDATE MONITORING TOOL AND NEXT STEPS

Task 6.1: Update Monitoring Tool

A GHG emissions monitoring tool was developed for the WRCOG Subregional CAP to track WRCOG CAP implementation, and subregional climate action activities. The database also includes an interactive Excel spreadsheet for tracking public health indicators. This database enables WRCOG and member jurisdictions to report their progress on a regular basis. By allowing specific tasks to be checked off once each phase of the CAP is completed, jurisdictions are able to save time reviewing reports, tracking data manually, and verifying that measures are fully completed.

Due to the updates to the inventories, forecasts, and GHG reduction measures, the GHG Monitoring Tool will be inconsistent with the newly prepared Subregional CAP and associated technical documents. The Project Team will

update the monitoring tool so that it remains compatible with the Subregional CAP and continues to be helpful to WRCOG and jurisdictional staff.

The Project Team will incorporate the updated 2010 and current year inventories into the monitoring tool, ensuring that it is consistent with the most recent understanding of the subregion's GHG emissions. After updating the transportation inventories in the monitoring tool, we will revise the transportation and land use GHG reduction measures tabs. The Project Team will make sure that the lists of state/regional and local measures match the measures in the updated Subregional CAP, including the lists of which communities are participating in each measure. The Project Team will ensure that the metrics used to quantify the GHG reduction measures are incorporated into the monitoring tool and that the methods used to track measure progress in the monitoring tool are the same as the methods used to calculate reduction potential.

The existing tool is intended to be comprehensive, transparent, and easy-to-use. The Project Team will make updates to the tool that preserve these important functions while improving accuracy and ensuring that the tool is consistent with updates to the Subregional CAP. In discussions with participating jurisdiction staff, the Project Team may identify updates to the Subregional and Community dashboards to make them more useful and visually engaging and may also make revisions to the public health components of the monitoring tool as warranted.

- o Responsible Party: WRCOG, Consultant

Task 6.2: Monitoring Program and Report Card

The Project Team will prepare an MS Word and PowerPoint progress report and presentation template to be used in tandem with the reporting and monitoring tool prepared as part of Task 6.1. These tools will provide a formal framework for monitoring performance and tracking progress of CAP implementation, including health indicators.

The monitoring program and report card will enable quick preparation of staff reports and presentations that can be used by local agency or WRCOG staff to make annual presentations at City Council, Board of Supervisors, or WRCOG Executive Committee meetings, similar to current annual reports on General Plan implementation progress. They will be filled-in using tables and graphs created within other worksheets contained within the tool, as described in Task 6.1.

- o Responsible Party: WRCOG, Consultant

Task	Deliverable
6.1	Updated monitoring tool (draft and final, electronic)
6.2	Progress report and presentation template (draft and final, electronic)

TASK 7: UPDATE SUBREGIONAL CAP DOCUMENT

Task 7.1: Update Subregional CAP Document

The Project Team will update the existing Subregional CAP document to incorporate all new material and analyses, changes to the regulatory framework, best available practices, and other revisions as desired by the Project Team

and participating community staff. Under this approach, the Subregional CAP will continue to serve as the overarching framework for transportation and land use GHG reductions for all participating communities.

Several communities in the WRCOG subregion have adopted stand-alone CAPs—some predate the Subregional CAP, and others were prepared after the Subregional CAP was adopted in 2014. The Project Team will ensure that the updated Subregional CAP will continue to meet the needs of the subregion and be fully capable of serving as the primary transportation and land use GHG reduction strategy for each participating community. At the same time, the Project Team will design the updated Subregional CAP so that the data and other information it presents can be pulled out and placed in an individual jurisdiction's CAP document if needed.

The Project Team will provide an administrative draft CAP to participating community staff for review. After receiving comments on this draft, the Project Team will prepare a revised Public Review Draft of the CAP for public circulation. After public review and the receipt of any additional comments, the Project Team will prepare a final draft of the CAP to be used in adoption hearings. If necessary, a revised final draft will be prepared to address any comments from decision makers.

- o Responsible Party: WRCOG, Consultant

Task 7.2: Consult with SCAG and State Conservation Agencies

The Project Team will consult and coordinate with SCAG to ensure CAPtivate 2.0 is consistent with and best implements the RTP/SCS, including feedback on the financial analysis performed in Task 4.3. The Project Team will contact State Conservation Agencies and plans/maps in order to identify sensitive ecological areas within the Project Area.

- o Responsible Party: WRCOG, Consultant

Task 7.3: Presentation of Draft Subregional CAP to WRCOG and County

Present draft Subregional CAP to local and regional groups including WRCOG standing committees (Elected Officials, City Managers, Public Works and Planning Directors) to collect feedback. WRCOG will also offer to present to each jurisdiction's City Council / the County Board of Supervisors.

- o Responsible Party: WRCOG, Consultant

Task 7.4: Presentation of Final Updated CAP to WRCOG Committees and Caltrans

Present final updated Subregional Climate Action Plan to local and regional groups including the WRCOG standing committees (Elected Officials, City Managers, Public Works and Planning Directors). WRCOG will also offer to present to each jurisdiction's City Council / the County Board of Supervisors. Caltrans will be invited to participate in these meetings, notably, the final presentation to WRCOG's Executive Committee.

- o Responsible Party: WRCOG, Consultant, Caltrans

Task	Deliverable
7.1	Draft Subregional Climate Action Plan

7.2	Summary of feedback from agencies.
7.3	Presentation on Draft Subregional CAP.
7.4	Final Subregional Climate Action Plan

TASK 8: ONGOING PROJECT MANAGEMENT AND ADMINISTRATION

A project of this scale requires careful coordination of a unified team, as well as frequent communication and collaboration with jurisdictional staff. The Project Team is essentially serving as an extension of jurisdictional staff ensuring that each of the jurisdictions' visions are implemented. This task establishes project management procedures, including grant administration, consultants contract administration, communication protocol, scheduling, and timely delivery of products and services.

WRCOG will serve as the project lead and will maintain communication with all consultants and jurisdictional staff. WRCOG will review all work products produced internally and by the Consultant team to provide quality assurance and quality control. WRCOG will also oversee the scope of work and schedule and will ensure the timely delivery of work products.

WRCOG will lead Policy and Advisory Committee meetings, and participate in meetings and/or conference calls with jurisdictional staff throughout the course of the project to ensure project coordination and promote close collaboration with all 19 jurisdictions.

Task 8.1: Project Monitoring & Contract Management

- Oversee all aspects of contract management throughout duration of the grant period.
- Conduct regular meetings with core project team.
 - o Responsible Party: WRCOG

Task 8.2: Fiscal Management

- Act as fiscal manager for the project, including invoicing and ensuring proper documentation of expenditures and timely use of funds.
 - o Responsible Party: WRCOG

Task 8.3: Report Milestone Progress

- Report quarterly on milestone completion to Caltrans' District Project Manager.
 - o Responsible Party: WRCOG

Task	Deliverable
8.1	Meeting notes
8.2	Invoices and Supporting Documents
8.3	Quarterly reports, Final Report