

WRCOG

December 2012 Sustainability Framework





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COMPASS BLUEPRINT PROGRAM

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I. EXECUTIVE SUMMARY

Western Riverside County is one of the fastest growing subregions in the State of California and the United States. The area's residents, businesses, organizations, and public agencies want to ensure the expected growth produces a successful, sustainable, and resilient subregion that current and future generations will continue to choose as a place to live, work, learn, and enjoy their lives.

The Western Riverside Council of Governments (WRCOG) is a subregional planning agency whose purpose is to unify Western Riverside County so that it can speak with a collective voice on important issues that affect its members. Representatives from 17 cities, the County of Riverside, two regional water districts, and the Riverside County Superintendent of Schools compose the WRCOG Executive Committee, the group that sets policy for the organization. Together, as a joint powers agency, they take up regional matters critical to our future, including air quality, solid waste, transportation, economic development and climate change. WRCOG's mission is to:

“Respect local control...provide regional perspective.”

WRCOG's Sustainability Framework is the first step in a collaborative regional effort to build a more sustainable subregion.

WHAT THE SUSTAINABILITY FRAMEWORK IS

WRCOG's Sustainability Framework is the beginning point in a longer process to establish, implement, and continuously refine a subregional sustainability plan. The Framework serves four broad objectives:

1. Provide a starting point for dialogue about sustainability and its importance to the region, and articulate a framework for the

development of a subregional sustainability plan.

2. Provide a vision for a sustainable Western Riverside County and establish goals to inform and guide regional collaboration and local action until the subregional sustainability plan is prepared.
3. Define and prioritize short-term actions that WRCOG can pursue in the interim to begin realizing the Framework's vision and goals for sustainability.
4. Define initial indicators, benchmarks, and targets by which WRCOG can measure the effectiveness of efforts to create a more sustainable subregion.

The Framework is not intended as the final word on sustainability in Western Riverside County. Rather, WRCOG intends it to serve as a basis for public discussion about sustainability in our region—what it is and how best to achieve it. WRCOG expects to facilitate public discussions about sustainability at many levels and in many contexts and to use those discussions to formulate a subregional sustainability plan.

The Framework establishes a work plan by which WRCOG can seek funding and implement new projects and programs that support the vision without having to wait until the subregional sustainability plan is prepared, fully vetted, and adopted. This is a “living” document that will be updated on a regular basis to address changing needs and evolving programs.

The Framework, in conjunction with WRCOG's existing programs, also supports statewide initiatives under the Global Warming Solutions Act of 2006 (AB 32), the Sustainable Communities and Climate Protection Act of 2008 (SB 375), and the Southern California Association of

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Governments' (SCAG) 2012–2035 Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS).

WRCOG'S ROLE IN SUSTAINABILITY

Two questions guided the development of the Sustainability Framework: Where are the gaps in fostering a more sustainable region and what roles can WRCOG play in filling those gaps? Throughout the process of preparing the Framework, WRCOG has been diligent to ensure that it did not duplicate existing efforts. For many of the Framework components, there are existing organizations endeavoring to improve and enhance the subregion's sustainability and quality of life. Through the Framework, WRCOG may expand the institutional structure to help fill in gaps not met by current programs and policies already serving Western Riverside County.

The Framework provides four general categories of roles for WRCOG. The actions and activities identified in each component of the Framework fall into one of these categories. The four categories are:

- 1. Advocacy.** WRCOG can advocate to regional, state, and federal agencies and organizations for policies, regulations, projects, and investments that benefit the region's sustainability.
- 2. Convene a Dialogue.** WRCOG can bring together stakeholders, businesses, agencies and organizations, other interested parties, and the general public from within Western Riverside County and from adjacent subregions to promote collaborative efforts to address sustainability issues.
- 3. Facilitate Local Action.** Local governments are authorized or have the responsibility to undertake many activities needed to foster a more sustainable Western Riverside County. In such cases, WRCOG can provide research and information, create model ordinances and policies, and seek funding to



Figure 1: WRCOG's Sustainability Framework Diagram.

promote and support local sustainability actions.

4. Act Regionally. Through existing programs, such as the Transportation Uniform Mitigation Fee (TUMF) program and the HERO Program, WRCOG already plays an active role in the region's sustainability. The Framework identifies additional opportunities for WRCOG to directly implement sustainability projects and programs, depending on the availability of funding resources.

A Framework diagram for this process was created to document discussion themes within the subcommittees (Figure 1).

SUSTAINABILITY IN THE WESTERN RIVERSIDE COUNTY CONTEXT

People throw around the term “sustainability” and mean many different things. The United States' Environmental Protection Agency says, “Sustainability creates and maintains the conditions under which humans and nature can exist in productive harmony, that permit fulfilling the social, economic and other requirements of

present and future generations.” The MIT Sloan Management Review defined sustainability as “the idea that systems—including natural and human ones—need to be regenerative and balanced in order to last,” noting that this means all kinds of systems: economic, environmental, societal, and personal. The International Institute for Sustainable Development defined sustainable development as, “development that meets the needs of the present without compromising the ability of future generation to meet their own needs. It contains within it two key concepts: the essential *needs* of the world’s poor, to which overriding priority should be given and the idea of *limitations* imposed by the state of technology and social organization on the environment’s ability to meet present and future needs.”

The Sustainability Framework takes a more practical approach to these somewhat lofty conceptions of sustainability in the context of Western Riverside County. The Framework acknowledges that addressing sustainability, even in a strictly environmental sense, requires addressing not only the region’s environment and use of natural resources, but the economy, society

and culture, and human capital as well. It also requires ensuring an organizational framework that can address the issues both locally and subregionally and understand the interrelationships between them. WRCOG is uniquely positioned to house this organizational framework and collaborate with other institutions and entities that are providers of services, jobs, and education.

In preparing the Framework, WRCOG identified economic development as a key driver of sustainability because it affects the ability to improve the built and natural environment, education, community health, and infrastructure. Data from the US Census Bureau indicate that 353,600 (60 percent) of Western Riverside County’s working residents commuted out of the region for work in 2010.¹ The same data also indicate that 186,700 other workers commute into the region for work (see Figure 2). Nevertheless, the large number of employed residents leaving the region for work each day imposes a substantial cost on Western Riverside County’s quality of life and sustainability:

- + Out-commuting adds to the total vehicle miles traveled (VMT) and the air pollution and greenhouse gas (GHG) emissions associated with those trips.
- + Out-commuting adds to the cost of providing adequate transportation infrastructure.
- + Jobs and economic activity outside of the region do not generate the nonresidential tax revenue needed to support the public facilities and services where people live.
- + Each hour spent commuting is one less hour spent socializing with family and friends, improving one’s human capital, or engaging in civic and community activities.

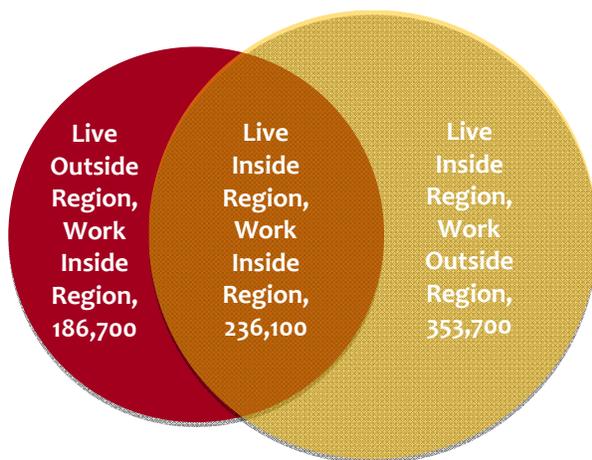


Figure 2: In- and Out-Commuting, Western Riverside County, 2010.

Source: The Planning Center|DC&E, 2012, using data from the US Census Bureau’s Local Employment Dynamics Program

¹The data exclude self-employed workers.

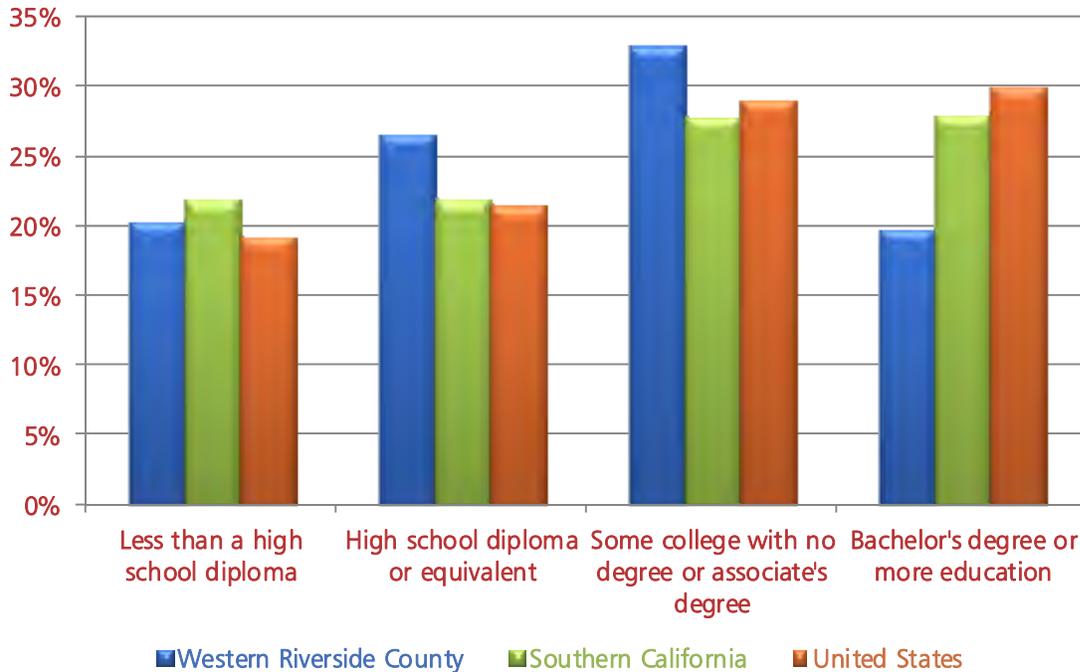


Figure 3: Educational Attainment of the Population Age 25 and Older, Western Riverside County, southern California, and United States, 2010.

Source: The Planning Center|DC&E, 2012, using data from the US Census Bureau's 2006–2010 American Community Survey 5-Year Estimates.

Myriad factors influence the state of Western Riverside County's economic development. Part of the explanation lies in the conventional American regional development pattern in which housing is first developed at the edges of metropolitan areas, followed by retail sales and services businesses to serve those new households, and higher-paying office and industrial jobs are often the last to arrive.

Nevertheless, another large part of the explanation and an issue that will hamper efforts to expand higher paying job opportunities for the region's residents is education. As illustrated in Figure 3, the population of Western Riverside County has a higher proportion with a high school diploma and a lower proportion with a bachelor's degree or more education than do southern California and the

United States. The region's relatively smaller number of college graduates will make it harder to attract many types of businesses that would be desirable to round out the regional economy. On a more positive note, however, the region has a larger proportion of people (age 25 and older) with some college but no degree or an associate's degree. This can benefit manufacturers, many of whom seek workers with some education and training beyond a high school diploma but do not need a factory floor full of college graduates. The Sustainability Framework recognizes that improving educational achievement and investing in human capital are essential to a sustainable Western Riverside County.

The intersection of Western Riverside County’s economic development and its social and cultural characteristics manifests in public health challenges. The Robert Wood Johnson Foundation ranks Riverside County 32nd among California’s 58 counties in health outcomes—mortality and morbidity. A lack of clinical care (access to health care facilities, insurance, and professionals, etc.), social and economic factors (income, education, jobs, safety, etc.), and the quality of environment (park access, air quality, etc.) influence the region’s public health. The Sustainability Framework affirms that improved public health is a core component of a sustainable Western Riverside County.

Whether Western Riverside County’s 589,800 employed residents work in the region or commute out, the dominant mode of commuting is the single-occupant automobile. The Texas A&M Transportation Institute’s “2011 Annual Urban Mobility Report” ranked the Riverside-San Bernardino metropolitan area as the nation’s 26th worst metropolitan area in travel time delay. It found that the area’s average auto commuter wasted 31 hours in traffic in 2010. The Sustainability Framework acknowledges that ameliorating traffic congestion through a variety of approaches is critical to the region’s sustainability.

Water is a requirement for life, and safe clean drinking water is one of the most important advances in the history of civilization. Yet southern California is outgrowing the available supply of water. Water supply and wastewater treatment would be part of a sustainability program in almost any community in the western United States. The Sustainability Framework addresses water conservation, water recycling, groundwater protection, and the identification of new sources of water.

In the American Lung Association’s “State of the Air 2012” report, Riverside County earned an F for both high ozone days and particle pollution.

However, much of the air pollution in the region blows in from other areas rather than being generated locally. Rapid urbanization has transformed many natural areas into new neighborhoods and communities. Nevertheless, the region has an abundance of open space, beautiful mountains, and natural areas.

Finally, conserving energy while becoming a generator of renewable energy is becoming more important in Western Riverside County. Taken together, energy and the environment are fundamental components of the region’s sustainability. The Framework discusses economic growth, infrastructure development, and energy independence in the context of maintaining Western Riverside County’s environmental sustainability.

In the context of Western Riverside County, then, sustainability consists of six core components:

-  Economic Development
-  Education
-  Health
-  Transportation
-  Water and Wastewater
-  Energy and the Environment

The Sustainability Framework deals with each component individually, but also recognizes that these six areas overlap a great deal. For example, businesses in areas with less healthy residents may be less profitable from time lost to employee absences or increased medical insurance costs. At the same time, regions which derive a significant portion of their economic activity from businesses with air emissions may have increased risk for health problems from airborne pollutants. Similarly, the public responses to one component are likely to have impacts on other components. For example, improvements to transportation infrastructure may reduce congestion and auto

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emissions and might also lower the time and cost to businesses for moving goods. Improved education enhances human capital and the quality of life of individuals and also improves the qualifications of the labor force. The presentation of individual components highlights how each influences and is influenced by the others. Throughout the Framework report the icons above are used to show the connections within the six sustainability areas.

OUR VISION FOR A SUSTAINABLE REGION

Based on the understanding of sustainability in the context of Western Riverside County, the Framework establishes the following vision:

Sustainable Western Riverside County is a region in which:

- + Good planning and wise public investments foster a premier quality of life in a diversity of rural, suburban, and more urban settings.
- + A robust and resilient regional economy nurtures entrepreneurs and offers residents a broad range of career opportunities and services, not just jobs.
- + Public and personal commitments to life-long learning enrich lives, strengthen the economy, and make Western Riverside County a great place to grow up and live.
- + The sense of stewardship and thoughtful policies preserve and protect our natural resources and maximize the efficiency of water and energy use.
- + The communications among the jurisdictions and institutions that define our region's future respect the values and traditions unique to our communities.

PROCESS FOR PREPARING THE SUSTAINABILITY FRAMEWORK

Preparation of the Framework involved working within WRCOG's existing subcommittee structure to explore the issues and develop the goals and action items. The project started with a visioning workshop in July of 2011 involving the members of the economic development, education, health, transportation, water and wastewater, and energy and environment subcommittees. The purpose was to identify and prioritize the most pressing issues in each component area and refine initial goals and actions generated by the subcommittees. The input received during the workshop was used to structure the agendas for the series of subcommittee meetings to follow. The subcommittee meetings for economic development, education and health were structured around specific topics and included guest speakers from other agencies or organizations that are directly involved in some aspect of the topic area. The subcommittees for water and wastewater, transportation, and energy and environment are currently engaged in a number of ongoing programs that are the foundation for their input on the Framework.

The goals and actions defined in each Framework component are intended to work individually and collectively toward realizing this long-term vision. The Framework component goals and action items are introduced in the next few pages and discussed in detail in chapter II.



GOALS AND ACTION ITEMS: ECONOMIC DEVELOPMENT

GOAL 1: Vision and Branding

A common understanding of and unified voice for economic development needs, services, assets, and challenges.

ACTIONS ITEMS:

- + Prepare a baseline economic development analysis of the subregional economy.
- + Conduct visioning outreach, obtaining input from the diversity of residents, businesses, organizations, and public agencies in Western Riverside County.
- + Formulate and adopt a subregional economic development vision; obtain resolutions or similar measures of support from member agencies and organizations.
- + Define the appropriate organizational framework to provide subregional economic development leadership.
- + Formulate, adopt and implement a subregional economic development strategy.
- + Create and implement an economic development marketing communications strategy.

GOAL 2: Subregional Capacity Building

A diversified, robust, and well-known array of economic development service providers supporting the growth and expansion of local businesses.

ACTIONS ITEMS:

- + Establish, maintain, and publicize a comprehensive inventory of economic development services programs and resources.
- + Obtain funding for and assist in the marketing of existing economic development services.
- + Explore the feasibility of providing centralized office space for economic development service providers in a convenient location in Western Riverside County and explore ways to provide meeting space for the delivery of services in locations throughout the subregion.
- + Establish and implement measures to keep local officials, staff, civic organizations, the business community, and the general public informed of economic development activities and successes.
- + Continue and grow WRCOG as a forum for regional economic development idea exchange.

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GOALS AND ACTION ITEMS: ECONOMIC DEVELOPMENT (CONTINUED)

GOAL 3: Economic Development Activities

Effective and coordinated local and regional economic development activities.

ACTIONS ITEMS:

- + Facilitate monthly meetings among professional economic development staff, continue regular meetings of city managers and elected officials through the economic development subcommittee, and host an annual economic development forum for Western Riverside County.
- + Advocate before regional and state agencies for California Environmental Quality Act (CEQA) and other regulatory relief; seek designation of Riverside County as a demonstration county.
-  + Continue support for local control of airports within the inland region.
- + Explore the potential to establish a subregional or local EB-5 visa program as a tool to attract investment to Western Riverside County.
-  + Host or facilitate an annual forum to bring together businesses and educational organizations to expand and coordinate the links between education and business.
- + Explore ways to reduce the burden of fees and regulation on businesses.
- + Prepare a strategy to attract technology businesses (may be part of the master economic development strategy).
-  + Establish a rapid action task force to attract needed health care providers and businesses in medical services.
-  + Explore ways to partner with utility companies for outreach to and communicating with existing businesses.
- + Once the baseline economic analysis identifies key economic clusters in Western Riverside County, host or facilitate annual or semiannual forums for business in each cluster to explore ways to expand subregional economic activity in that cluster.
- + Partner with relevant economic development service providers to expand services, especially mentoring and networking, for business start-ups.
- + Partner with relevant economic development service providers to host or facilitate regular venture and angel capital workshops to introduce investors to the business investment opportunities in Western Riverside County.
- + Facilitate local action and advocate for regional and state action that will enhance the subregion's image for safety and regulatory certainty.
- 
 + As part of SCAG's RTP, ensure that investments help secure the subregion's air quality to improve economic competitiveness.



GOALS AND ACTION ITEMS: EDUCATION

GOAL 1: New Partnerships

Unite with education and business leaders to increase the number of students who are college ready, enroll and graduate from college, and who achieve technical degrees that are in demand in Western Riverside County.

ACTIONS ITEMS:

- + Conduct the first New Partnership Conference to Advance Education in Western Riverside County to establish common goals (and associated timeframes) for K–12 education.
- + Conduct the New Partnership Conference on an annual basis to track progress on goals, discuss trends in education, share program information, reset priorities for the following year.
-  + Promote education goals (and progress toward them) through the proposed regional economic development strategy and local campaigns.
- + Provide assistance to achieve Wi-Fi in all K–12 schools.
- + Provide assistance to expand Advancement Via Individual Determination (AVID) within local schools.
- + Provide assistance to support the use of mobile learning devices such as a tablet computer (e.g., iPad).
- + Promote the joint use of high school facilities for postsecondary education to expand access and enrollment.

GOAL 2: Education First Culture

Unite with education and business leaders to create an education first culture in Western Riverside County.

ACTIONS ITEMS:

-  + Seek additional grant funding from the Communities Learning in Partnership Initiative (Bill and Melinda Gates Foundation) and other grant sources to expand the partnership between jurisdictions, community and four-year colleges, school districts, and business leaders throughout Western Riverside County.
- + Expand current efforts to coordinate with local organizations (e.g., Soroptimists or Rotary Club) to reach out and talk with families about the importance of education.
- + Provide assistance to expand adult education programs, particularly English language classes.
-  + Initiate a public ad campaign that promotes the value of education. Message: local education leads to local jobs.

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GOALS AND ACTION ITEMS: EDUCATION (CONTINUED)

Goal 3: WRCOG Leadership

Integrate education into the WRCOG mission to improve partnerships between K–12 schools, colleges and universities, government, and businesses.

ACTIONS ITEMS:

- + Expand the education subcommittee membership to include representatives from the community college districts and universities.
- + Continue regular education subcommittee meetings to focus on implementation and information sharing.
- + Add a postsecondary education representative to the WRCOG Executive Committee.
- + Coordinate with Cal State San Marcos on a biannual basis to identify and promote the new start-up businesses within Western Riverside County that are part of their entrepreneur program.
- + Support the creation of a mentorship program that links high school graduates with voluntary mentors and businesses in their future field of study.
- + Join and participate in UCR's Federation for a Competitive Economy initiative.
- + Attend the education summits hosted by the community college districts.
- + Meet with school board members and superintendents annually.



GOALS AND ACTION ITEMS: HEALTH

GOAL 1: Health Care Access

Facilitate the conditions needed for a growing, viable, and integrated health care system in Western Riverside County.

ACTIONS ITEMS:

-  + Support the health care industry’s efforts to reduce state regulatory barriers that impede the provision of health services to Western Riverside County.
-  + Study the available financing vehicles to fund development of health care infrastructure that benefits the region.
 - + Support efforts to supplement the region’s hospital system with a network of community clinics and other health service infrastructure in the region.
-  + Collaborate with the economic development subcommittee to develop a regional economic plan that includes a health initiative as a core strategy.
-  + In conjunction with the economic development subcommittee, develop a method to attract/expand credible quality health care providers in the region.
 - + Raise awareness of the importance of a viable health sector and the challenges facing it (lack of appropriate hospital beds, primary care, and behavioral health services available to the region).
 - + Encourage innovative health delivery models at the local or subregional level that exhibit collaborative and multi-sectoral partnerships.

GOAL 2: Health Care Workforce

Advocate for a trained, home-grown workforce to serve the healthcare needs of Western Riverside County.

ACTIONS ITEMS:

-  + Support and advocate for the financing and development of the UCR Medical School to attract and retain doctors and nurses in the region.
 - + Support and advocate for the financing and development of a residency program to allow graduates to receive training in the region.
-  + Partner with the Education Committee to include health into the Education and Career initiative, Education Master Plan, and other efforts.
- + Work with other entities to apply for designation as a Health Professional Shortage Area, allowing graduates to write down health student loans.
- + Work with health care providers, schools, and private industry (like Randall Lewis Fellows Program) to fund interns that train health professionals.

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GOALS AND ACTION ITEMS: HEALTH (CONTINUED)

GOAL 3: Healthy Environment

Support efforts of local jurisdictions, business, and regional government to improve the health of our region's environment.

ACTIONS ITEMS:

-  + Support regional efforts to improve air quality through energy efficient technology, use of alternative fuels, and land use and transportation planning.
-  + Support other efforts of the environment subcommittee that improve the health of the environment and positively impact the health of residents.
-  + Support regional water quality efforts that balance water conservation, reuse of recycled water, and best practices in watershed management.
- + Assist in keeping the agenda of a clean environment in the public view by producing or supporting efforts to make available timely information on projects.
- + Assist in serving as a regional voice, where appropriate, to advocate for the cleanup of hazardous waste sites of regional scope in a timely manner.
- + Support healthy communities efforts that encourage multi-sectoral partnerships.

GOAL 4: Community Design

Facilitate local efforts to improve the opportunities and choices for a healthy and active lifestyle.

ACTIONS ITEMS:

-  + Consider adoption of the Non-Motorized Transportation Plan covering bicycle and multipurpose trails in all the communities within WRCOG.
- + Support local efforts and demonstration projects that improve the availability of healthy foods (e.g., farm-to-school, community gardens, etc.).
- + Support and partner with the Riverside County Health Department in its efforts to fund, coordinate, and implement safe-routes-to-school projects in the region.
- + Support and facilitate dialogue on how Western Riverside County should accommodate different lifestyle choices in rural, suburban, and urban settings.
- + Support local efforts to provide for a diversified network of parks and recreation amenities that are accessible, age appropriate, and at different scales (e.g., neighborhood, community, and regional).



GOALS AND ACTION ITEMS: HEALTH (CONTINUED)

GOAL 5: Implementation + Action

Facilitate local strategic planning that improves the health and wellness of residents and communities.

ACTIONS ITEMS:

- + Collaborate with and support the Riverside County Public Health Department and Riverside Joint Health Coalition to advance healthy communities efforts.
- + Partner with the health subcommittee and County Public Health to generate consensus on key health issues through policy briefs, public information, etc.
- + Support and assist, where feasible, the initiatives of jurisdictions, hospitals, and partners to improve the region's health.
- + Seek grants to fund and consider implementing a regional demonstration program (e.g., SANDAG model) for health projects in Western Riverside County.
- + Seek representation on organizations or industry groups and attend regional workshops to stay abreast of current trends in healthy communities.
- + Produce a Healthy Communities Template Element that WRCOG jurisdictions can tailor to address how to build stronger and healthier local communities.
- + Seek participation, as appropriate, in strategic planning efforts, such as community health needs assessments and benefits plans of health care providers.

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GOALS AND ACTION ITEMS: TRANSPORTATION

GOAL 1: Transportation Programs

Continue to address regional transportation needs through ongoing collaboration and program administration.

ACTIONS ITEMS:

- + Continue to manage and implement the TUMF program.
- + Collaborate with RTA, RCTC, and local jurisdictions to establish transportation priorities, pursue advocacy efforts at the state and federal levels, and coordinate transportation improvement projects.
- + Support efforts to streamline planning and construction of transportation projects.
- + Engage in transportation issues of regional importance in the areas of goods movement, rail crossings, and expansion of transit services, in coordination with RTA and RCTC.
-  + Continue pursuit of transportation planning grants to maintain technical modeling capabilities and to provide funding for local mobility plans.

GOAL 2: Vehicle Miles Traveled

Reduce vehicle miles traveled and improve mobility for pedestrians, transit users, and bicyclists.

ACTIONS ITEMS:

- + Work with jurisdictions to encourage new development in strategic locations that enables better access to transit and creates a safe, convenient environment for walkers and bicyclists.
- + Work with jurisdictions to maximize infill development opportunities along major transportation corridors and around activity centers.
- + Coordinate with local jurisdictions to identify opportunities to implement projects consistent with SCAG's SCS.
- + Coordinate with local jurisdictions to encourage consistency throughout Western Riverside County in addressing AB 1358, the Complete Streets Act, in future updates to General Plan Circulation Element policies and standards.
- + Support the extension of Metrolink to better serve the WRCOG sub-region.
- + Support RTA efforts to implement and expand bus rapid transit service through coordination, studies, and pilot projects.
-  + Continue to pursue grant opportunities to promote a unified vision for re-purposing multi-jurisdictional corridors to meet mobility, land use, air quality, and emission goals.
- + Support RCTC's, RTA's and local jurisdictions' efforts to encourage and increase the availability of alternative modes of travel.
- + Continue efforts to build the regional backbone network of bicycle and pedestrian facilities through prioritization of local projects identified in the Non-Motorized Transportation Plan.



GOALS AND ACTION ITEMS: TRANSPORTATION (CONTINUED)

GOAL 3: Goods Movement

Support efforts to improve the sustainable and efficient movement of goods through Western Riverside County.

ACTIONS ITEMS:

- + Support RCTC's efforts to implement the grade separation funding strategy by continuing to plan and construct grade separation projects in the region through TUMF.
- + Continue to support March Global Port in its effort to develop an aviation cargo center.
- + Keep aware of advances in changing technology at the federal level to support local efforts to conduct pilot projects and other opportunities to implement new technologies.

GOAL 4: Air Transportation

Maintain and improve air transportation access.

ACTIONS ITEMS:

- + Continue support for local control of airports within the inland region.
- + Support TUMF efforts to improve access to local airports.
-  + Coordinate with airport land use commissions to ensure appropriate land use regulations around airports to ensure long-term viability of airport activities.

WRCOG Sustainability Framework



GOALS AND ACTION ITEMS: WATER

GOAL 1: Agency Coordination

Advocate for and support regional, state, and federal initiatives pertinent to the mission of the Riverside County Water Task Force.

ACTIONS ITEMS:

- + Continue WRCOG coordination and participation in RCWTF to address water and wastewater needs.
- + Facilitate regional partnerships on water issues/initiatives in order to advocate with a consistent, more powerful voice on water-related issues with the Santa Ana and Colorado River Regional Water Quality Control Boards and state and federal entities.
- + Seek funding opportunities, in collaboration with water districts, for priority water/wastewater improvement projects.
- + Coordinate with RCWTF to better define appropriate roles for WRCOG in helping jurisdictions to comply with statewide goals and regulations for water use efficiency.

GOAL 2: Water Reliability

Advocate for and support efforts of local water districts to ensure long-term reliability of water supply for Western Riverside County.

ACTIONS ITEMS:

- + Support efforts to develop a comprehensive approach to regional water supply.
- + Facilitate regional support for implementation of the Bay Delta Conservation Plan and for construction of Bay Delta conveyance facilities that cost-effectively improve water supply reliability and deliver water sources.
- + Facilitate support for water agency initiatives to maintain the current equitable structure of Metropolitan Water District of Southern California's rates for imported water.
- + Assist agencies with consistent application of water use efficiency standards and efforts to implement sustainable landscaping practices.



GOALS AND ACTION ITEMS: WATER (CONTINUED)

GOAL 3: Water Quality

Preserve and improve regional water quality.

ACTIONS ITEMS:

- + Monitor and support research efforts regarding the appropriate use of recycled water.
- + Work with water agencies to ensure adequate brine lines.
- + Seek funding to develop a “Street Design Best Management Practices Manual” to assist agencies with establishing design standards that comply with stormwater runoff regulations.

GOAL 4: Water Efficiency

Serve as a communication link and information clearinghouse on water efficiency issues for the benefit of member agencies, businesses, and residents.

ACTIONS ITEMS:

- + Coordinate with RCWTF to develop marketing and educational materials to educate communities about the safe and appropriate uses of highly purified recycled water.
- + Coordinate with RCWTF to maintain and enhance a web-based clearinghouse to collect and disseminate best practices, useful information, and other resources.
- + Assist RCWTF in developing and disseminating information on water efficiency programs/mandates, rate increases, and other water-related changes affecting the general public.
-  + Maximize participation and outreach in the HERO Program.
- + Assist RCWTF with outreach to governmental entities, non-profit organizations, citizens, and business entities interested in sustainable landscaping to facilitate supportive and collaborative undertakings.

WRCOG Sustainability Framework



GOALS AND ACTION ITEMS: ENERGY AND ENVIRONMENT

GOAL 1: Energy Efficiency Programs

Develop and support programs to reduce energy use and GHG emissions.

ACTIONS ITEMS:

- + Maximize participation from member jurisdictions in WRELP to establish a comprehensive and strategic approach to reducing energy use and reliance on fossil fuels.
- + Increase collaboration between WRELP and local businesses.
- + Report on solid waste diversion reduction goals (tied to State 2020 reduction goal of 2 to 3 million metric tons of commercial waste).
- + Increase participation in the Regional Recycled Oil programs and track progress.
- + Maximize participation and outreach in the HERO Program by providing financing for 10 percent of homes in Western Riverside County over the life of the program.
- + Develop and implement a statewide HERO Program.
- + Encourage use of alternative fuels by relaying green technology information to jurisdictions, coordinating distribution of alternative fuels, and assisting stakeholders and jurisdictions in advancing Plug-In Electric Vehicle (PEV) readiness.
- + Coordinate with energy providers and WRCOG members on education initiatives to residents and businesses regarding energy efficiency, renewable energy, and water conservation.
- + Reduce building-related energy use by promoting green building standards.

GOAL 2: Climate Action Planning

Provide assistance to the region on climate action planning and implementation.

ACTIONS ITEMS:

- + Work with jurisdictions to identify WRCOG implementation actions and priorities from the Western Riverside County CAP.
- + Seek additional funding to assist with implementation of the CAP.
- + Advocate for jurisdictions to adopt and certify local CAPs so that they comply with AB 32 and SB 375 and are eligible for CEQA streamlining.
- + Serve as an information clearinghouse to the jurisdictions regarding opportunities for CEQA streamlining.
- + Support legislation for streamlining of CEQA projects where appropriate.



GOALS AND ACTION ITEMS: ENERGY AND ENVIRONMENT (CONTINUED)

GOAL 3: Air Quality Improvements

Partner with state and regional agencies to advocate and support efforts for cleaner air.

ACTIONS ITEMS:

+ Serve as an information resource for jurisdictions through dissemination of air quality-related information and training opportunities.



+ Continue the efforts of the Air Quality Task Force to improve regional air quality, with an emphasis on reducing mobile source emissions.

+ Partner with California Air Resources Board (CARB) and SCAQMD to pursue strategies that help the region attain clean air standards but do not create extensive economic burdens.



+ Assist jurisdictions in identifying feasible economic incentive programs to adopt cleaner, more efficient combustion equipment and encourage use of alternative fuels.

GOAL 4: Environment Conservation and Enhancement

Support regional plans and programs to maintain or improve the quality of the natural environment.

ACTIONS ITEMS:

+ Support implementation of the MSHCP as a mechanism to preserve sensitive plants and wildlife including their habitats.

+ Promote development standards that encourage compact, mixed-use communities in strategic locations to reduce the loss of open space and protect wildlife habitat.

GOAL 5: Local Food Production

Advocate for and support regional efforts to maintain access to local food sources.

ACTIONS ITEMS:



+ Conserve and expand local agricultural lands to provide locally grown food for residents and reduce energy use resulting from food transport.



+ Promote small-scale and pesticide-free agricultural uses to encourage expansion of local food production and reduce energy use resulting from food production and transport.

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II. SUSTAINABILITY COMPONENTS– GOALS AND ACTION ITEMS

A. ECONOMIC DEVELOPMENT

A vibrant and resilient subregional economy is a necessary foundation for a sustainable Western Riverside County. To serve as that foundation, the subregional economy must grow into a complete economy that:

- + Employs the talents and skills of residents.
- + Generates revenues to sustain and grow the public facilities and services that contribute to the premier quality of life.
- + Creates opportunities for entrepreneurs to explore ideas and innovate products and services with global appeal.

The subregional economy does not yet function as a complete economy, and therefore WRCOG seeks to act within its authority and capabilities to further develop Western Riverside County’s economy. The Framework also seeks to compliment the variety of economic development initiatives and services and



Opportunities for businesses within Western Riverside County include the Crossroads Corporate Center in Murrieta with easy access to the I-215 and I-15 freeways.

the spectrum of existing service providers as well as fill in gaps where more can be done. With that caveat, WRCOG intends its economic development activities to:

- + Create and promote a common vision and brand identity for Western Riverside County.
- + Build and publicize a common understanding of the region’s economic development needs, services, assets, and challenges.
- + Coordinate effective local and regional economic development action.

While the mantra of “cheap dirt and cheap labor” provided a foundation for inland southern California’s initial economic boom, realizing the vision for a complete economy requires new thinking and refined attitudes. Moving forward, WRCOG seeks to build the subregional economy on the foundation of a skilled and educated labor force, the pride and leadership of the business community, and effective and responsive governance.

WRCOG intends its role to compliment the excellent economic development work already being done by the subregion’s cities and the County. This section highlights current economic development efforts, and provides goals and actions that have been developed to fill in gaps and to avoid duplication. The Framework focuses on areas where collaboration makes sense and co-benefits can be achieved.

THE PRACTICE OF ECONOMIC DEVELOPMENT

What is Economic Development?

While there is no universally accepted definition, the following captures the essence of the practices of local economic development agencies and organizations throughout the United States:

Economic development is the growth and diversification of a local economy toward community-defined goals for economic well-being, which can include increased employment opportunities, real increases in incomes and household wealth, enhancements to the quality of life, and/or diversification and expansion of the tax base.

ECONOMIC DEVELOPMENT TOOLS

Economic development programs typically help businesses with the four factors of production—land and facilities, labor, capital, and operations—and the overall management of these factors. Figure 4 illustrates the tools associated with each factor of production.

- + **Facilities.** Many jurisdictions directly facilitate expansions of **retail development and** industrial and business parks through planning and zoning, the expansion or improvement of infrastructure, and publicizing a list of available land and buildings.
- + **Labor.** Labor is the largest cost for most businesses, and attracting and retaining a qualified workforce will become a critical factor in business location decisions as the baby boom generation retires and the labor force shrinks. Workforce training is typically provided through regional government entities, like the Riverside County Workforce Investment Board, educational institutions, and nonprofit organizations.
- + **Capital.** Some jurisdictions and economic development organizations provide financial assistance directly through a gap financing program or industrial revenue bonds. There can also be funding available through enterprise zones, empowerment zones, or foreign trade zones.
- + **Operations.** Economic development often includes programs linking businesses with small business development centers, providing

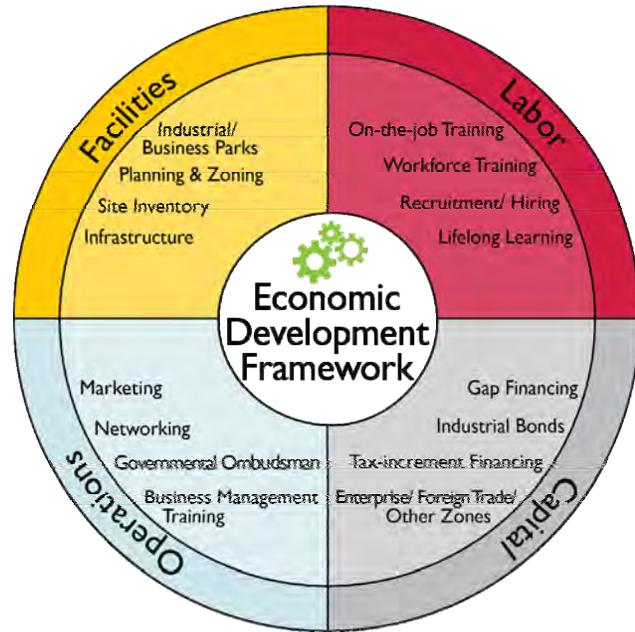


Figure 4: Components of a strong economy.

venues for business networking, coordinating marketing activities for clusters of related types of businesses, or providing an ombudsman to help business to negotiate the local, state, and federal regulatory environment.

BUSINESS VISITATION

Intelligence gathering through business visitation is the single most important activity of established and effective economic development organizations. Because expansions at existing businesses generate the majority of new jobs in regional economies and because businesses moving to a new location talk to existing businesses, economic developers use business visitation to build their understanding of the local business climate to inform their economic development activities, projects, and programs. Business visitation is just what it sounds like. Economic developers visit existing businesses on an annual basis and interview owners and



managers. In addition to refining their knowledge of local business conditions, economic developers learn which companies are likely to expand and which may possibly contract. Local and regional economic development is mostly about putting existing businesses in touch with available resources and programs, and it is only through business visitation that economic developers know which companies can benefit from which resources and programs.

A few jurisdictions in Western Riverside County already conduct some form of business visitation, but most do not. In addition, the Riverside County Economic Development Agency and the Economic Development Corporation of Southwest California also have well established programs for outreach to existing business. Nevertheless, a large part of Western Riverside County does not benefit from a business visitation program. A key economic development challenge for the subregion is extending business visitation to unserved and underserved areas in collaboration with the existing institutional framework.

PARTNERING

Economic development organizations assist existing and prospective businesses primarily by connecting them to economic development service providers. In promoting a more robust economic development effort for Western Riverside County, WRCOG will partner with a variety of economic development service providers that are already active in the subregion. These service providers may include the following (the Process and Resources chapter provides a detailed description of each):

- + Riverside County– Economic Development Agency
- + Riverside County Workforce Investment Board
- + Economic Development Corporation of Southwest Riverside County

- + Pass Economic Development Association
- + Inland Empire Economic Partnership
- + Inland Empire Small Business Development Centers
- + Innovation Economy Corporation
- + Inland Empire Center for Entrepreneurship
- + Inland Empire Women’s Business Center
- + Center for International Trade Development
- + California Manufacturing Technology Consulting
- + Service Core of Retired Executives
- + Riverside Community College Corporate Connections
- + University of California, Riverside Office of Governmental & Community Relations & Technology Collaboration
- + Small Business Finance CDC Loans
- + AmPac Tristate CDC
- + Riverside County Recycling Market Development Zone
- + March Joint Powers Authority
- + Tech Coast Angels

In addition to these economic development service providers, the subregion’s commercial and industrial real estate brokers are also active partners in growing the regional economy. Brokers have a vested interest in attracting new businesses to Western Riverside County. Through their interaction with existing and potential new businesses, they often also have unique knowledge of the subregion’s business climate and the challenges and opportunities that come from operating a business in Western Riverside County.

WORKFORCE DEVELOPMENT

Workforce development entails a variety of tools to improve the skills, education, and aptitude of workers, enabling them to be more productive, to move into higher-paying jobs, or to transition to a different career. Some workforce development tools serve the general labor force and the unemployed, and other tools serve the workforce of individual firms. These latter tools aim to help the firm become more profitable to either avoid closure or to expand and increase job opportunities.

Even though workforce development is a long-established tool in economic development, larger macroeconomic trends are changing the need for and focus of worker training.

Changes in the Workforce. Over the past 30 years, technological advances and globalization have transformed the national economy and regional economies. In general, employment has shifted from middle-income-paying economic sectors to lower-paying service sectors. Where a high school diploma used to offer a pathway to the middle-class life, increasingly specialized training and even a two-year college degree are becoming minimum prerequisites. Growth in real wages has occurred only in higher-skilled jobs. Indeed, those without a high school diploma can expect to earn less money over time, with wages that do not keep up with inflation.

The nature of careers has changed as well. The ideal used to be finding a good job, making a career with the firm, and moving up the company ladder. Workers now stay with one company for a shorter time, and advancing one's career often entails moving to a new company. The average person now holds nine different jobs between the ages of 18 and 34 and, on average, the typical worker changes jobs every five years. Where the company often provided training and career guidance, individuals now have the responsibility to identify

and obtain the training and education necessary to advance their careers.

Needed Skill Sets. For Western Riverside County's labor force to be competitive and more resilient to cyclical recessions and higher unemployment rates, workers must have a combination of "soft" and "hard" skills. Soft skills are related to overall fitness as an employee, and hard skills represent aptitude and capacity for a particular job, occupation, or task.

In 2006, the Conference Board, Corporate Voices for Working Families, the Partnership for 21st Century Skills, and the Society for Human Resource Management surveyed human resource managers about the readiness of new entrants to the workforce. They identified the most important soft skills: professionalism, oral and written communication skills, teamwork, and critical thinking and problem-solving skills.

Hard skills are directly applicable to the aptitude to perform a job. Lower skill occupations often require a high school diploma with some on-the-job training. Middle-skill occupations (e.g., sales, construction, installation/repair, production, and material moving) require post-high school education and training, but not a college degree. High-skill professional, technical, and managerial jobs increasingly require a bachelor's degree or more education.

These trends have three implications for WRCOG. First, policy should not ignore low-skill jobs, because almost half of the subregion's residents have had no college education at all. Second, focusing on high-skill jobs is also important because retirement of the baby-boom generation is going to lead to a critical national shortage of high-skill workers. Third, significantly greater focus needs to be placed on middle-skill occupations because these often lead to living wage employment and could provide nearly half of all new jobs nationally.



ECONOMIC DEVELOPMENT COMMUNICATION

New economic development organizations too often jump to marketing and advertising as their first priority. They believe that all an area needs is to let businesses know how great their quality of life is and new companies will flock to them and fill their industrial and business parks. The reality is that economic developers undertake a lot of work to understand what needs to be communicated and to whom information needs to be communicated before they formulate a marketing communications strategy, which itself precedes investing in public relations and advertising. This approach often reveals a strong need to undertake economic development marketing with existing businesses in addition to efforts to attract new businesses.

Through the planning process for the Sustainability Framework, it became apparent that a marketing communications strategy is warranted. Having marketed itself through the Inland Empire Economic Partnership for many years, Western Riverside County does not have a strong identity as an individual subregion and an economy with unique assets and strengths. Furthermore, the reality of “cheap dirt and cheap labor” and the past emphasis on logistics are not conducive to developing the diversified, complete economy that WRCOG envisions for the subregion.

The public perception of the subregion by its residents and businesses is as important in economic development as the public image held by businesses outside of the area. Many locals have a somewhat less positive image of Western Riverside County than facts warrant. A future marketing communications strategy will have to focus some efforts on communicating Western Riverside County’s strengths and successes to its own residents and businesses.

ECONOMIC DEVELOPMENT ORGANIZATION

Identifying the most effective organizational structure by which to achieve economic development goals has been a challenge during the development of this Framework. Traditionally, each jurisdiction played the key role in economic development. In Western Riverside County, Corona, Murrieta, Riverside, and Temecula have professional economic development staff, as does Riverside County. With the state’s elimination of redevelopment agencies, which provided the vast majority of funding for economic development, it is not clear to what degree local government-funded economic development will continue in the future.

In the 1990s, it became apparent across the country that individual city efforts were less than effective in addressing regional economic development issues, especially but not solely transportation improvements. In response, many regions created nonprofit economic development organizations, bringing together businesses and governmental agencies. Examples in southern California include the Los Angeles Economic Development Corporation and the Inland Empire Economic Partnership. In most regions with economic development organizations, each jurisdiction maintains economic development staff that work in coordination with the regional staff but focus on local issues and smaller local businesses.

What makes this a vexing issue for WRCOG is that a few jurisdictions have dedicated economic development staff, but most do not. Furthermore, there are two economic development organizations, the Economic Development Corporation of Southwest California and the Pass Economic Development Agency (which covers parts of San Bernardino and Riverside counties), but these cover only a portion of the subregion. Finally, there is the Riverside County Economic Development Agency which covers the entire county, not just Western Riverside County.

WRCOG Sustainability Framework

Needless to say, economic development leadership is fractured and incomplete for the Western Riverside County subregion.

One of the priority actions of the Framework's economy component is for WRCOG to identify the appropriate economic development organizational structure for the subregion. The economic development subcommittee discussed the potential for local jurisdictions without economic development staff to contract with WRCOG or form a joint powers authority and pay for economic development staff and services. Regardless of how it is organized, local economic development will most likely remain locally controlled and locally funded.

At the regional level, the Riverside County Economic Development Agency provides leadership and regional coordination for economic development. The County works in partnership with cities to create a business-friendly environment, to market the region to potential new businesses, and to create economic development opportunities.

At the subregional level, however, Western Riverside County needs a unified economic development voice. WRCOG could serve as that voice and provide subregional economic leadership. In so doing, WRCOG could take on leadership roles that do not conflict with the two existing economic development organizations and also allow for the potential establishment of a third economic development organization covering the remainder of the subregion. However, upon further exploration and discussion, WRCOG might come to the conclusion that a strong subregional voice for economic development would be better served by bringing together public agencies and Western Riverside County's business community to establish a subregional economic development organization.

GOALS AND ACTIONS

Through the year-long planning process that created the Framework, the challenges and opportunities for subregional economic development were classified into three main goals. These goals are neither linear nor independent and overlap exists among the actions identified for each. Where relevant, icons denote where linkages exist with other elements of the Sustainability Framework.

GOAL 1: Vision and Branding

A common understanding of and unified voice for economic development needs, services, assets, and challenges.

A complete economy supporting a sustainable subregion requires a unified voice providing economic development leadership. And that unified voice should provide a common understanding of the subregion's economic development needs, services, assets, and challenges. The key objectives to achieve this goal include:

Establish a Vision for Western Riverside County

The vision may represent only the subregional economy or it may be part of a larger, comprehensive vision for Sustainable Western Riverside County. The Sustainability Framework will be the starting point for a refined subregional vision, developed with the input and support of WRCOG's member agencies and organizations and with the input of the region's residents, businesses, and organizations. A comprehensive baseline economic analysis will also inform the vision. Finally, the visioning process will inform the discussion about an appropriate organization framework for economic development.



Create Organizational Framework for Economic Development Leadership

Based on economic development challenges identified in the economic analysis and on the input gathered during the visioning process, WRCOG will define the appropriate organization structure that can most effectively provide leadership for the subregional economy. Whether or not that structure includes a new economic development organization, the organizational framework will identify appropriate roles for WRCOG.

Formulate and Implement a Comprehensive Economic Development Strategy

The regional economic development strategy is an action plan for economic development, similar to the Sustainability Framework, but with much more detail and focus on economic development activities. The strategy will build upon the baseline economic analysis and the vision. It will also elaborate more in depth goals, objectives, and action plans than the Framework provides.

Establish a Brand Identity for the Subregional Economy

The brand identity for the regional economy is the very brief story of what Western Riverside County is and does. The brand builds on the strengths of the regional economy identified in the baseline economic analysis and on aspirations for the region spelled out in the vision. In that sense, it is a concise executive summary of those two items.

Prepare and Implement a Marketing Communications Strategy

Having a vision and brand identity can only be effective if WRCOG undertakes a marketing communications strategy to publicize its vision and brand. The marketing communications strategy may be included in the economic development strategy because marketing the region to existing and prospective new businesses is one tool of economic development. However, marketing

communications may be broader than just economic development and so the Framework provides this as a separate objective.

ACTION ITEMS:

- + Prepare a baseline economic development analysis of the subregional economy.
- + Conduct visioning outreach, obtaining input from the diversity of residents, businesses, organizations, and public agencies in Western Riverside County.
- + Formulate and adopt a subregional economic development vision; obtain resolutions or similar measures of support from member agencies and organizations.
- + Define the appropriate organizational framework to provide subregional economic development leadership.
- + Formulate, adopt and implement a subregional economic development strategy.
- + Create and implement an economic development marketing communications strategy.

GOAL 2: Subregional Capacity Building

A diversified, robust, and well-known array of economic development service providers supporting the growth and expansion of local businesses.

There are many organizations and agencies doing the heavy lifting of economic development, providing a wide variety of economic development services to new and existing businesses throughout the subregion. Service providers are familiar with each other, and most professional economic developers in the subregion know the service providers. Nevertheless, too many public agencies and too many businesses are unaware of

these service providers and the range of assistance they provide.

Most of the economic development service providers receive public funding, but have seen that funding steadily decline and funding to market their services is practically nonexistent. By supporting these organizations and publicizing their services, WRCOG and its member agencies can improve and expand the assistance available to new and existing businesses.

ACTION ITEMS:

- + Establish, maintain, and publicize a comprehensive inventory of economic development services programs and resources.
- + Obtain funding for and assist in the marketing of existing economic development services.
- + Explore the feasibility of providing centralized office space for economic development service providers in a convenient location in Western Riverside County and explore ways to provide meeting space for the delivery of services in locations throughout the subregion.
- + Establish and implement measures to keep local officials, staff, civic organizations, the business community, and the general public informed of economic development activities and successes.
- + Continue and grow WRCOG as a forum for regional economic development idea exchange.

GOAL 3: Economic Development Activities

Effective and coordinated local and regional economic development activities.

The planning process for the Framework identified numerous immediate and short term economic development activities that could have a beneficial impact on the subregional economy. Although the eventual economic development strategy will provide a comprehensive set of actions, the activities listed below would almost certainly be included in the strategy, but they can be implemented without having to wait on the strategy's preparation and adoption.

Although there is no unifying theme to these actions and some are more suitable as subregional undertakings and others as local initiatives, a common need exists for each to have some level of coordination at the subregional level.

ACTION ITEMS:

- + Facilitate monthly meetings among professional economic development staff, continue regular meetings of city managers and elected officials through the economic development subcommittee, and host an annual economic development forum for Western Riverside County.
- + Advocate before regional and state agencies for California Environmental Quality Act (CEQA) and other regulatory relief; seek designation of Riverside County as a demonstration county.
-  + Continue support for local control of airports within the inland region.
- + Explore the potential to establish a subregional or local EB-5 visa program as a tool to attract investment to Western Riverside County.

- 
 + Host or facilitate an annual forum to bring together businesses and educational organizations to expand and coordinate the links between education and business.
- + Explore ways to reduce the burden of fees and regulation on businesses.
- + Prepare a strategy to attract technology businesses (may be part of the master economic development strategy).
- 
 + Establish a rapid action task force to attract needed health care providers and businesses in medical services.
- 
 + Explore ways to partner with utility companies for outreach to and communicating with existing businesses.
- + Once the baseline economic analysis identifies key economic clusters in Western Riverside County, host or facilitate annual or semiannual forums for business in each cluster to explore ways to expand subregional economic activity in that cluster.
- + Partner with relevant economic development service providers to expand services, especially mentoring and networking, for business start-ups.
- + Partner with relevant economic development service providers to host or facilitate regular venture and angel capital workshops to introduce investors to the business investment opportunities in Western Riverside County.
- + Facilitate local action and advocate for regional and state action that will enhance the subregion's image for safety and regulatory certainty.
- 
 + As part of SCAG's RTP, ensure that investments help secure the subregion's air quality to improve economic competitiveness.

SUBREGIONAL ECONOMY INDICATORS

Economists love to measure. Their love of measurement has created a trove of data sources, most of which are esoteric, many of which are narrowly focused, and some of which are of dubious value outside of academic circles. Nevertheless, the Sustainability Framework identifies economic vitality as a key driver of subregional sustainability, and thus WRCOG must have some means to determine whether the subregional economy is growing sufficiently well to support subregional sustainability.

Simply put, the sustainability goal for economic development is job growth that reduces out-commuting and that raises household income. The indicators identified below measure these outcomes.

The economy in Western Riverside County is not a complete economy functioning on its own. Rather, it is an integrated part of the southern California regional economy, which itself is hampered and buoyed by the costs and benefits of operating a business in the State of California. Most of the factors that influence the subregional economy's performance lie outside of the influence of agencies and organizations in Western Riverside County. Indeed, a hallmark of capitalism is that no single person or entity manages the economy. To be meaningful, then, the indicators must not only track absolute economic performance but also economic performance in Western Riverside County relative to the southern California and national economies.

Employment Indicators

This set of indicators measures subregional employment changes that reflect economic growth that supports a sustainable subregion.

- + **Total Number of Jobs.** This indicator measures the total number of jobs in the subregion, including the change in the total number of jobs over the prior year and since the initial

benchmark (422,800 jobs in 2010). To understand the changes in employment in context, the measurement of this indicator should also provide comparison data for: San Bernardino Valley (the Ontario and the San Bernardino Census County Divisions); southern California, defined as the counties of Los Angeles, Orange, Riverside, San Bernardino, and Ventura; and the United States. For example, an annual increase in employment may seem like a positive indicator, but if the rate of increase were smaller than the rate for the San Bernardino Valley and southern California, then the indicator would suggest that Western Riverside County may be losing ground.

- + **Total Number of Base Sector Jobs.** This indicator measures the total number of jobs in the base sectors of the subregional economy. Base sectors are those that typically bring new dollars into a subregion by exporting a majority of goods or services out of the subregion. For example, a business that manufactures components for jet engines and sells those parts to businesses elsewhere in the county or around the globe is a base sector business, bringing new dollars into the economy and paying some of those dollars to local employees. In contrast, non-base sectors recirculate dollars that are already in the subregional economy. Base sector is defined to include all jobs in the following economic sectors: Agriculture, forestry, fishing, and hunting; Mining, quarrying, and oil and gas extraction; Manufacturing; Transportation and warehousing; Information; Finance and insurance; Professional, scientific, and technical services; and Management of companies and enterprises. The annual measurement should include the change since the prior year and since the initial benchmark (87,700 base sector jobs in 2010). The annual measure should also provide a context for the indicator using

comparison data for the San Bernardino Valley and southern California.

- + **Total Number of Jobs per Household.** This indicator measures the jobs-to-housing ratio. It is useful as an indicator because it is a common statistics calculated for communities and regions. The more meaningful measure for the Framework, however, is the jobs-per employed resident (see the next bullet point). The annual measurement should include the change since the prior year and since the initial benchmark (0.84 total jobs per household in 2010).
- + **Total Number of Jobs per Employed Resident.** This indicator measures the degree to which the subregional economy is providing a sufficient number of jobs so that employed residents could work within the subregion. As the baby boom generation enters retirement, the percentage of the population that is employed will decline, and the number of employed residents per household will also decline. Thus, the number of jobs per employed resident will be a more accurate measurement of a complete economy than the measure of the number of jobs per household. The annual measurement should include the change since the prior year and since the initial benchmark (0.72 total jobs per employed resident in 2010). The target for this indicator is the subregional economy providing one job per employed resident in the subregion.

Out-Commuting Indicator

Regardless of the balance between the number of jobs and the number of employed residents, the economic outcome that is most important for reducing vehicle miles traveled is a reduction in the number of residents commuting out of the subregion for work.

- + **Percentage of the Subregion's Employed Residents Working Outside of the Subregion.** This indicator measures the actual out-

commuting of employed residents. The annual measurement should include the change since the prior year and since the initial benchmark (60 percent of the subregion's employed residents working outside of the subregion in 2010). The target for this indicator is 40 percent out-commuting. However, the target may need to be adjusted in the future as the economy adjusts to a relatively smaller labor force and as commuting patterns evolve in response to changes in cost. Comparison to a variety of subregions in California and throughout the country will be needed to redefine the target.

Income Indicators

These indicators measure the real change in wages and household income.

- + **Average Real (Inflation-Adjusted) Household Income.** This indicator measures the real household income of the subregion's households relative to that of southern California's households. To understand the changes in income in context, the measurement of this indicator should also provide comparison data for: San Bernardino Valley (the Ontario and the San Bernardino Census County Divisions); southern California, defined as the counties of Los Angeles, Orange, Riverside, San Bernardino, and Ventura; and the United States. The annual measurement should include the change since the prior year and since the initial benchmark (average real household income in Western Riverside County was 91.3 percent of the average real household income for southern California in 2010). The target for this indicator is real household income in the subregion equal to real household income in southern California.
- + **Total Real (Inflation-Adjusted) Wages and Salaries per Employed Person.** Although many types of income make up household income, wages and salaries are the largest component and are the one component of which economic

development has influence. To understand the changes in wages and salaries in context, the measurement of this indicator should also provide comparison data for: San Bernardino Valley (the Ontario and the San Bernardino Census County Divisions); southern California, defined as the counties of Los Angeles, Orange, Riverside, San Bernardino, and Ventura; and the United States. The annual measurement should include the change since the prior year and since the initial benchmark (total real wages and salaries per employed resident in Western Riverside County was 93.0 percent of the total wages and salaries per employed resident for southern California in 2010). The target for this indicator is total real wages and salaries per employed resident in the subregion equal to total real wages and salaries per employed resident in southern California.



For the complete indicators matrix see chapter IV.

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B. EDUCATION

It has been said that one generation makes decisions on behalf of the next. The decision by the leadership of WRCOG to unite with school districts to improve the K–12 education system and college success rates is a hallmark of this Sustainability Framework that will have lasting impacts on the youth of this subregion. Providing education may not be within the purview of the jurisdictions represented by WRCOG, but the primary and secondary education of residents directly affects career choices, college opportunities, long-term earning power, and attraction of higher-paying jobs to the area—and ultimately, affects the economic prosperity of the local communities.

The education system is continually challenged to improve as well as adapt to a complex, fast-changing global economy. At the turn of the 20th century, less than one-tenth of students were expected to graduate from high school. That had changed by the 1960s, which also brought a new focus on science and engineering and new federal

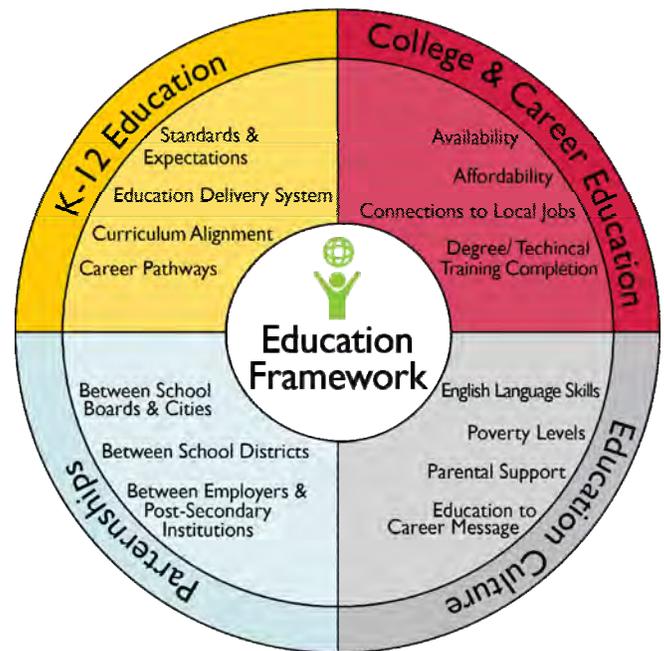


Figure 5: Education in the region.



Moreno Valley Regional Learning Center is an alternative education school offering Career Technical Education as well as other specialized programs for students in Western Riverside.

involvement in education. As noted in the 2012 Key National Education Indicators Report prepared by the National Academy of Sciences, education goals have broadened since the sixties to include not only rigorous benchmarks in core academic subjects, but also technological literacy and “subtler” capacities known as 21st century skills. Although the 18 school districts in Western Riverside County have made significant gains in English language and math skills over the last decade, finally meeting state targets as a whole, there is still room for improvement in achievement tests, graduation rates, college/career readiness, and other basic indicators of success in the education system.

A recent study released by the Brookings Institution in Washington, D.C., concluded “that

the balance between the demand and supply of educated workers is the most important factor explaining long-run unemployment in metropolitan labor markets.”² Changes in our economy have created an increasingly specialized workforce, and the use of new technologies have favored educated workers. The report found that for the Riverside-San Bernardino-Ontario metropolitan area, there was just one job opening over the course of the year (2011) for every two unemployed workers with a high school diploma or less. In Riverside County, 21 percent of the adult population has not earned a high school diploma and 73 percent is without postsecondary education. The role that education plays in the economic future of Western Riverside County was at the forefront of the WRCOG discussions that took place at both the education and the economic development subcommittees.

The WRCOG education subcommittee met with the leaders in the K–12 system and leaders in postsecondary education to identify specific challenges in our schools today, the programs that are working or not working, the efforts to connect local education to local jobs, and the subtler issues behind an area culture that doesn’t place a high value on education. The information from education providers, current statistics on education performance in Western Riverside County, and input received through this process are contained in section V of this document. Through these discussions emerged the following themes that became the framework for improving education outcomes:

- + Need to set higher goals and expectations for all K–12 school districts—local jurisdiction involvement and attention is critical.
- + Need to improve the college-going culture in Western Riverside County.

- + Need to improve the college success rate.
- + Need to foster and expand programs that are working.
- + Need to continue to align education programs with local business needs.
- + WRCOG is an umbrella organization that can promote the sharing and leveraging of resources among educational institutions.

The Education Agenda

Looking toward a more sustainable future for Western Riverside County, the education framework consists of four primary components that affect educational achievements and career-readiness: the K–12 education system; college and career education; the education culture; and partnerships (Figure 5). These components are fundamentally linked. Improvements in college and career education among Western Riverside County students are connected to a strong K–12 system that sufficiently prepares students for the demands of postsecondary education and/or training. Individual student achievement is inherently connected to a family and community structure that believes in the importance of education in finding a satisfying and prosperous career. And the expansion of successful programs requires support from local jurisdictions and businesses, and the leveraging of resources between school districts.

K-12 Education

The K–12 education system in Western Riverside County is comprised of 18 school districts, 19 charter schools, and a total enrollment of over 353,000 students in 2010–11 school year. Over 18 percent of students are learning English as a second language. Expectations and program opportunities vary by school district. Some high schools provide and promote the cluster of classes referred to as A through G courses, which prepare students for college entrance exams; others do not. Some offer the Advancement Via Individual

² Jonathan Rothwell, *Minding the Metro Education Gap*, Brookings Institution, www.brookings.edu, August 29, 2012.



Determination (AVID) program, which is a highly successful college preparatory program; others do not. Some school districts exceed the state average high school graduation rate; others continue to perform below the average. There is a desire and need to bring together the school districts to set common goals and expectations for educational achievement in Western Riverside County, which can be realized through expansion of programs that work and new partnerships between other school districts, jurisdictions, employers, and postsecondary institutions.

College and Career Education

College graduation continues to become more difficult as costs rise, access to classes in state institutions becomes more limited, students need to take remedial classes to catch up, and many students frequently change majors or educational pathways. Currently, only 30 percent of students in the County meet the English language and math standards for universities and colleges. However, collaboration between the two community college districts in Western Riverside County and the K–12 system to improve matriculation rates is improving. Mt. San Jacinto College, for example, is expanding its Dual Enrollment program to all their high school districts by 2013, which involves offering college-level classes in high school, enabling students to come out of high school with 20 to 30 college credits in the bank. The community college districts are actively engaged with local industries to determine trends in businesses and align their curriculum to address the emerging trends. Occupational internship programs are expanding, and short-term certificates are now available for certain local jobs. Technical or career institutes are also expanding in Western Riverside County, with a total of 19 campuses in 2011. Jurisdictions can play an important role in terms of supporting campus expansion efforts, connecting emerging employers with the community colleges, and promoting internship and mentorship programs.

Education Culture

The education community in Western Riverside County agrees that there needs to be a cultural shift in believing in the importance of education. Through discussions with the districts, the key factors influencing the priority placed on education by both students and parents appear to be English language skills, poverty levels, parental support in school, and seeing a linkage between education and career. Jeff Barnes, Dean of Academic Services at California Baptist University, indicated to the education subcommittee that the number one predictor of success in college is a student's English reading/writing capabilities coming into college. When college freshmen are behind, they struggle throughout their college education. Setting higher expectations at the K–12 level is required, as well as expanding opportunities for adult education. Jurisdictions can play a role by collaborating on an area-wide campaign that celebrates educational attainment—recognizing students, teachers, and all “partners” as community heroes. A strong education-to-career campaign should be a priority, with highlighted success stories from Western Riverside County.

Partnerships

With the prolonged recession and impacts to public education funding at the state level, the need for regular communication and collaboration is greater than ever between the 18 different school districts, 2 community college districts, and multiple jurisdictions in Western Riverside County. There is an ongoing need to share new programs and strategies between school districts, to find ways to leverage resources, and to discuss setting common standards and goals. There is a need for regular dialogue between school districts and local government officials in each jurisdiction to discuss the challenges facing individual schools and identify ways that local officials, the community, or business leaders can come alongside and assist.

WRCOG Sustainability Framework

There is also the need to continue to build partnerships between employers and all the postsecondary institutions in the subregion. WRCOG has an important role convening and facilitating these partnerships.

GOALS AND ACTIONS

The following goals and actions are provided as guidance to build upon and expand the Framework for education in Western Riverside County. Throughout the action items, icons denote where linkages exist with other components of the Sustainability Framework.

GOAL 1: New Partnerships

Unite with education and business leaders to increase the number of students who are college ready, enroll and graduate from college, and who achieve technical degrees that are in demand in Western Riverside County.

WRCOG and member jurisdictions have identified ways to come alongside K–12 school districts, colleges, and universities to support their efforts to improve high school graduation rates, college-readiness, and college-to-career transition. Probably the first and most important is the convening of a conference to bring together the 18 K–12 school districts (all board members and Supervisors), along with local government officials from WRCOG’s member jurisdictions. This conference would be the first of its kind— where local government leaders and school leaders would start a dialogue on creating a shared vision for education achievements in the subregion. Ideally, this new partnership would grow into an annual event, as well as regular collaboration beyond the conference involving the sharing of programs, resources, and expertise.

WRCOG and member jurisdictions also recognize the importance of expanding technology and access to technology within the classroom. Local government leaders should meet with their districts to understand their specific needs and then help provide connections to major businesses or other potential funding sources.

ACTION ITEMS:

- + Conduct the first New Partnership Conference to Advance Education in Western Riverside County to establish common goals (and associated timeframes) for K–12 education.
- + Conduct the New Partnership Conference on an annual basis to track progress on goals, discuss trends in education, share program information, reset priorities for the following year.
-  + Promote education goals (and progress toward them) through the proposed regional economic development strategy and local campaigns.
- + Provide assistance to achieve Wi-Fi in all K–12 schools.
- + Provide assistance to expand Advancement Via Individual Determination (AVID) within local schools.
- + Provide assistance to support the use of mobile learning devices such as a tablet computer (e.g., iPad).
- + Promote the joint use of high school facilities for postsecondary education to expand access and enrollment.



GOAL 2: Education First Culture

Unite with education and business leaders to create an education first culture in Western Riverside County.

In 2010, the City of Riverside received a \$3 million grant to create a partnership with the school district and community college district to establish a plan of action to address college completion rates and change the education culture in the community. Their partnership, called Completion Counts, is a potential model for the other school districts in Western Riverside County. It involves aligning curriculum and lesson plans with college-level work, additional college counseling, and a public awareness campaign to promote the importance of college graduation. Completion Counts promises that local high school graduates will have the opportunity to complete an AA degree from Riverside City College or transfer in two years. Jurisdictions can pursue similar funding and/or draw from the expertise of those administering the Completion Counts program.

Another area where jurisdictions can make a difference in changing the education culture is in promoting/finding funding to support local adult education classes. One of the key barriers that hinders the ability of parents to get involved in their child's education is their own lack of education, particularly in English language skills.

And finally, WRCOG can assist the Riverside County Office of Education in undertaking a public ad campaign that promotes the value of education and emphasizes an "education to career" message. Billboards and radio messages have been identified as effective media tools.

ACTION ITEMS:

-  + Seek additional grant funding from the Communities Learning in Partnership

Initiative (Bill and Melinda Gates Foundation) and other grant sources to expand the partnership between jurisdictions, community and four-year colleges, school districts, and business leaders throughout Western Riverside County.

- + Expand current efforts to coordinate with local organizations (e.g., Soroptimists or Rotary Club) to reach out and talk with families about the importance of education.
- + Provide assistance to expand adult education programs, particularly English language classes.
-  + Initiate a public ad campaign that promotes the value of education. Message: local education leads to local jobs.

Goal 3: WRCOG Leadership

Integrate education into the WRCOG mission to improve partnerships between K–12 schools, colleges and universities, government, and businesses.

WRCOG has identified education as a top priority and a contributing factor to successful economic and workforce development. Therefore, their first action at the beginning of this process was to invite the Riverside County Superintendent of Schools to join WRCOG and sit on the Executive Committee as an ex officio member. The Superintendent also took part in the education subcommittee and will remain an important conduit between WRCOG, member jurisdictions, and the school districts.

The education subcommittee is charged with continuing the dialogue on issues, sharing programs and success stories, and implementing action items. It is recommended that the subcommittee be expanded to include representatives from postsecondary education due

to the urgent focus on better aligning the high school curriculum with the state and university system. The education subcommittee also identified initial actions that can be taken by each jurisdiction to support their local schools and improve their working relationship with each other.

ACTION ITEMS:

- + Expand the education subcommittee membership to include representatives from the community college districts and universities.
- + Continue regular education subcommittee meetings to focus on implementation and information sharing.
- + Add a postsecondary education representative to the WRCOG Executive Committee.
-  + Coordinate with Cal State San Marcos on a biannual basis to identify and promote the new start-up businesses within Western Riverside County that are part of their entrepreneur program.
- + Support the creation of a mentorship program that links high school graduates with voluntary mentors and businesses in their future field of study.
-  + Join and participate in UCR's Federation for a Competitive Economy initiative.
- + Attend the education summits hosted by the community college districts.
- + Meet with school board members and superintendents annually.

EDUCATION INDICATORS

To measure progress toward the goals for education, an initial set of measurements or indicators has been identified. The indicators relate to benchmarks at both the state and federal levels, and reflect the specific issue areas in Western Riverside County. They reflect not only what is important in the education system, but for preparing our youth to succeed as innovation and technology reshape education in this country and abroad.

The following 11 indicators are recommended. Over time, the education subcommittee may choose to add or replace indicators as milestones are achieved or different measurements are needed. In 2012, the National Research Council released the Key National Education Indicator System, which is a web-based information source to help policy makers track success on a wide range of areas in the education system. It is a comprehensive assessment of the “social, economic, and other determinants of education outcomes, as well as outcomes in other sectors that are in turn affected by education.”³ This system may be a valuable resource to the education subcommittee as it continues to assess the state of education in Western Riverside County.

Education Test Scores

- + **Academic Performance Index.** This is one of California's standard measures of student academic achievement, measured for each school. A school's API is a number that ranges from 200 to 1000 and is calculated from the results of individual student test scores. The state has set 800 as the API target for all schools.

³ National Research Council, Key National Education Indicators, Workshop Summary, www.nap.edu, 2012.



- + **Early Assessment Program.** The Cal State University system has developed an early assessment program to gauge 11th grade student readiness for college. The English portion is available for all students to take, while the math portion requires students to be enrolled in or have completed Algebra II. If students score at the “Ready” level, they will not require remediation classes during their senior year or in college.
- + **SAT Scores.** The SAT Reasoning Test is a standardized test that assesses the critical reading, mathematics, and writing skills that students need to be successful in college. Each of the three sections of the SAT Reasoning Test has a possible score of 800 points. SAT test results represent one factor considered by many colleges and universities in making admissions decision.

College and Career Readiness

- + **Graduation Rates.** Graduation from high school is a basic indicator of student readiness for a career or college education. The California Department of Education calculates high school graduation rates by tracking four-year cohorts of high school students. The Riverside County Office of Education (RCOE) compares graduation rates for Riverside County with comparable counties having at least 10,000 students.⁴
- + **Advancement Via Individual Determination (AVID).** The original purpose of the AVID program was to provide a college preparatory program for students in the middle who are often economically disadvantaged and underachieving. AVID is now open to all students and is considered the “single most effective academic approach to getting

students graduated from high school and degreed in college.”⁵ The indicator is the access to an AVID program in every school district. As reported by the State Office of Education in 2008, 77 percent of AVID students were accepted to a four-year college.

- + **Completion of Career Technical Education (CTE).** Every high school in Riverside County offers applied learning opportunities through CTE. There is no state measure for career readiness of high school students, but the RCOE has adopted three indicators: 1) enrollment in a CTE sequence of courses; 2) 50 percent satisfactory completion of the sequences; and 3) 100 percent completion of the sequence along with an regional occupational program capstone class.
- + **High School Graduates Eligible to Attend a UC or CSU school.** The state university system has identified a cluster of classes that should be taken in high school in order to prepare for and pass college English language arts and mathematics entrance examinations. This cluster of classes is referred to as A through G courses. In 2009–10 only 28 percent of high school graduates in Riverside County completed the A through G requirements.⁶ As AVID expands in schools, so should improvements in this area. Approximately 88 percent of AVID students statewide complete the A through G requirements for UC and CSU.
- + **College Enrollment Rates.** Poverty levels and unemployment rates in Riverside County correlate over time with the number of adults without a high school diploma and without postsecondary education.⁷ The California Department of Education now reports new postsecondary transition data on where high

⁴ Kenneth M. Young, *Riverside County State of Education Address*, 2012.

⁵ Ibid.

⁶ Ibid.

⁷ Ibid.

school graduates enroll. This is information that was not available before the creation of a statewide student tracking system. For the first time, the CDE matched student data from its California Longitudinal Pupil Achievement Data System with two other data systems to create college-going rates for California high school graduates who enroll in colleges and universities inside and outside the state.

particularly important for students taking part in dual enrollment programs with the community colleges.



See chapter IV, Indicators for the complete matrix.

Technology and Education

- + **Number of K–12 Schools with Wi-Fi.** Access to Wi-Fi in schools in Western Riverside County is limited. This in turn limits the ability of students to use digital learning devices in the classroom. This is a basic indicator of the ability of schools to expand student access to the growing number of online learning opportunities, as well as save costs in the purchasing of text books.
- + **Number of Students with Digital Learning Devices.** Whether the devices are Android slates, iPads, Netbooks, or laptops, the use of education technology is vital to success in a global economy. While technology has revolutionized the way Americans communicate, get news, socialize, and conduct business, technology has not transformed our classrooms. This indicator has been selected because it is considered an essential investment by our education system.
- + **Number of Students enrolled in Online Coursework.** Schools districts within Western Riverside County have access to online learning opportunities through the California Open Campus Initiative, in partnership with Riverside Unified School District. The next step is to build digital curricular resources that can be made accessible to all students, regardless of the school they attend and teaching staff available. This indicator will measure the number of students enrolled in online coursework. This is



C. HEALTH

This chapter addresses the topic of health as it relates to the Sustainability Framework for Western Riverside County.

HEALTH AND WESTERN RIVERSIDE COUNTY

If residents of Western Riverside County were asked what they value most, one would expect to hear responses such as secure employment, good neighborhoods, public safety, clean environment, and quality housing, among others. Civic leaders spend considerable effort furthering these goals through responsive land use and public policy.



Loma Linda University Medical Center in Murrieta serves Western Riverside County.

Because the aforementioned goals often take precedence, relatively few people cite health as the most important component that defines quality of life. Health is an often overlooked value until we experience poor health or face an environmental hazard. Yet the amenities that define our quality of life mean relatively little if one is in poor health.

The term “health” is often associated with individual health or health care facilities. For purposes herein, we define “health” as a broader community system of health. This broader definition encompasses not only individual health, but also includes health factors affecting it, such as health care facilities and services, the environment, community design, and lifestyle choices.

Western Riverside County, like other regions, is not isolated from pressing health issues facing the nation. According to the Robert Woods Johnson Foundation, Riverside County ranks 32nd in health outcomes in California. Health outcome refers to mortality (length of life) and morbidity (quality of life). Whether in life expectancy or health status, residents have less than optimal health.⁸

Riverside County’s low ranking in health is due to several broader health factors. These include a relative lack of clinical care (e.g., access to health care facilities, insurance, and professionals), social and economic factors (e.g., income, education, jobs, safety), and the quality of environment (as measured by park access, air quality, etc.). These issues, individually and collectively, influence the health of our residents, communities, and region.

The health issues facing Western Riverside County raise key questions for the future of the region. How can we improve the health of communities by changing our built and natural environment? Does public health play a role in advancing a broader regional sustainability agenda? Can a health agenda support other regional initiatives, such as economic development? And if so, what type of initiatives should WRCOG pursue given its mandate?

⁸ County Health Rankings, Robert Woods Johnson Foundation, accessed at Countyhealthrankings.org

HEALTH AND REGIONAL PLANNING

The health of our communities and region has long been linked to public health. Incorporating health into a regional vision of sustainability has also been a historically significant concept expressed below.

Every part of a regional plan has a relation to public health. The determination of areas for different uses, such as industry, business and residence, has to be based primarily on health considerations... Health questions are involved in connection with every form of transportation...

Then there are important problems requiring regional treatment:

- Water supply and sewage disposal
- Housing in the central and suburbs
- Parks, playgrounds and open areas
- Placing and surrounding of schools
- Refuse collection and disposal

Because of their unprecedented size, modern cities cannot function properly without collaboration with neighboring communities in matters ... which affect the public health.

-- Thomas Adams

From "Regional Planning in Relation to Public Health," paper read at 55th Annual Meeting of American Public Health Association, 1926.

Health also remains relevant for the contemporary planning issues facing the region. Health is linked to many of the core sectors that define our quality of life—the economy, education, transportation, environment, and others. These issues cannot be solved by any single jurisdiction, and our region is only as strong as the bonds and commitment that link us together in pursuit of a common agenda.

The Economy

Healthcare continues to be a pillar of our economy. Riverside County's healthcare industry accounts for 47,000 jobs or 8.5 percent of all payroll employment in the county. Hospitals play a key role in our healthcare industry by generating one quarter of all healthcare jobs, \$2.5 billion in revenue, \$5.1 billion in total economic output, and \$272 million in state and local taxes.⁹

During a time when local jurisdictions are seeking to attract businesses from outside the region, Western Riverside County has a significant unmet demand for health services and leakage of healthcare dollars out of the region. Supporting a health care infrastructure can improve employment, raise tax revenues, and define and support the type of economy that benefits our region and meets our health needs.

Education Sector

Health is also an anchor of our system of education in the inland region. Riverside and San Bernardino Counties are home to 11 community colleges, 6 universities, 4 regional occupational centers, and numerous technical schools that offer training in health careers. Local elementary, middle, and high schools also offer 16 healthcare pathways in health sciences and medical technology.

Yet, despite these efforts, demand for qualified healthcare workers continues to outpace supply. There is a significant shortfall of physicians, nurses,

⁹ Hospital Industry in Southern California, Economic Impact Analysis, LAEDC, forthcoming in 2012.



specialists, and allied professionals. How we educate and retain our future health care workforce will go a long way toward providing residents with living wage jobs and improving quality of life.

Transportation Sector

In addition to our dependence on the auto, this region is the largest center for transferring goods throughout the nation. The goods movement industry includes warehousing, railroads, distribution, airports, and other allied sectors. Goods movement will continue to be a major source of jobs in Western Riverside County.

Goods movement, specifically trucks and trains, emit the majority of diesel particulate matter, which causes cancer, asthma, and poor infant health. Pollutant loads occur along rail lines, freeways, intermodal facilities, and warehousing access routes. Addressing the health impacts of transportation is critical to preserve goods movement as a sustainable economic generator and maintain quality of life now and in the future.¹⁰

The Environment

Recent years have seen a resurgence in environmental health sciences, made possible by advances in technology. The Surgeon General's Office, Environmental Protection Agency, California Air Resources Board, and others recognize that many of the strongest predictors of health are environmental factors. It is now possible to determine the health impacts of the air we breathe, the water we drink, and the hazardous wastes we are in contact with.

Western Riverside County faces significant environmental challenges. These include air pollution from the transportation and industrial sectors, water contamination from former industrial and agricultural uses, and hazardous

wastes from industrial and household uses. These pollution sources also have cumulative impacts when concentrated in an area. How we address these challenges—in a prevention-based or reactive manner—has implications for the health and sustainability of our region.¹¹

Health and Regional Sustainability

Health is a critical part of Western Riverside County's future. Secure jobs, good neighborhoods, a clean environment, and quality housing are important priorities for every city, but their benefits are lost if we are living in poor health. This provides a compelling call for action to define a regional agenda centered on health.

¹⁰ Advancing Goods Movement through the Inland Empire: Projects, Priorities and Actions, WRCOG, May 2009.

¹¹ National Prevention Council, National Prevention Strategy, U.S. Department of Health and Human Services, 2011.

WRCOG Sustainability Framework

DEFINING A HEALTH AGENDA

Looking toward a more sustainable future, Western Riverside County cannot fully realize its vision and goals for the economy, employment, education, and environment without addressing health. Even if public health is beyond the traditional domain of regional planning, it is a critical pillar of a sustainable region.

To make Western Riverside County known as a healthy place for residents to live, work, and invest in the future, the region should focus on four principles (Figure 6)¹²:

1. A health system offering the full range of health services that is accessible and affordable to residents.
2. An environment that is safe from health hazards in the air, water, and soil.
3. A “built” environment that fosters health through transportation, land use, housing, parks, and recreation.
4. Opportunities for healthy lifestyles, such as healthy eating, public safety, and active living through changes to the region.

Western Riverside County faces challenges and opportunities in achieving these ends. Legacy developments and industrial uses, topography and climate, environmental pollution, and traffic are among the few challenges that affect our health. The diversity of this region and expected growth offer significant opportunities for change.

The sustainability of our region depends in large part on how we collectively respond to these challenges and opportunities. Creating a health agenda will not solve all of the issues facing the region, but it will help to improve the health of residents, improve the economy, and create better communities for future generations. As such, a health agenda is a worthwhile goal.

Through this Sustainability Framework, WRCOG

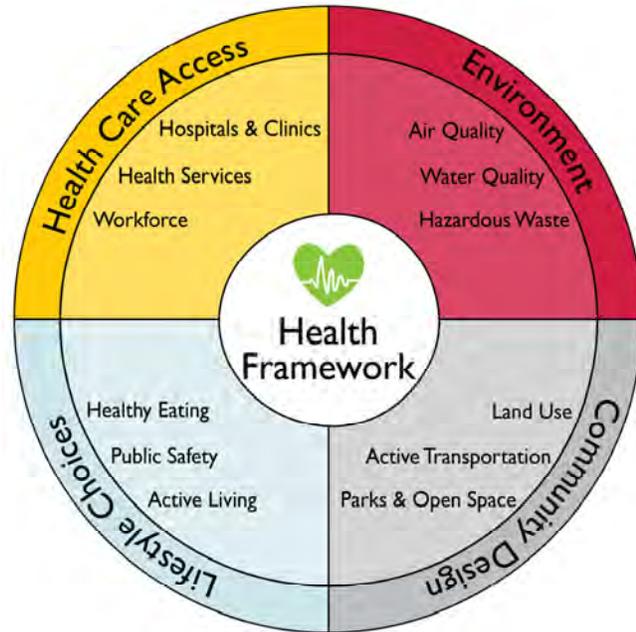


Figure 6: Components of a healthy region.

seeks to expand its mission and identify specific goals and actions items that will help make our region a healthier place. WRCOG can continue to play a supporting role in the Riverside County Department of Public Health’s current efforts to integrate health into the public planning and policymaking process.

In addition to partnering with Riverside County, WRCOG can provide a forum where—through dialogue, advocacy, convening, facilitation, or local action—we can collectively advance the interests of our region. This will help make our communities more desirable to live in, attract investment, and improve the health of our residents.

¹² National Prevention Council, National Prevention Strategy, U.S. Department of Health and Human Services, 2011.

GOALS AND ACTIONS

The following goals and actions are designed to further an agenda of health. Icons denote where linkages exist with other pillars of the regional Sustainability Framework and where relevant indicators to track performance exist.

GOAL 1: Health Care Access

Facilitate the conditions needed for a growing, viable, and integrated health care system in Western Riverside County.

Our regional and national health care system is in flux. Models of health care are evolving from a “treatment” to a “prevention” emphasis, and from a volume-based, fee-for-service payment model to a “value-for-care” option. This shift in the health care paradigm is changing the health care delivery system to include an expanded role for community clinics and social services, and outpatient services.

The financial landscape of health care is equally in flux. With changes in health care reform, health insurance enrollments (and the demand for healthcare) will dramatically increase.

Reimbursement rates and patient income mix are also constantly changing, making it difficult to have predictable revenue streams and/or fund services.

Although these constraints are not unique to our region, what is unique is our underdeveloped health care infrastructure. Across all indicators—workforce, facilities, in-patient beds, or health services—Western Riverside County has a significant shortfall in health infrastructure.

With projected population growth in Western Riverside County and the current unmet demand for health services, the health care industry has opportunities for expansion. The challenge is how to capitalize on these opportunities given uncertainties in the health industry.

WRCOG can play an important role in facilitating the conditions under which a viable health sector can grow as follows:

ACTION ITEMS:

-  + Support the health care industry’s efforts to reduce state regulatory barriers that impede the provision of health services to Western Riverside County.
-  + Study the available financing vehicles to fund development of health care infrastructure that benefits the region.
- + Support efforts to supplement the region’s hospital system with a network of community clinics and other health service infrastructure in the region.
-  + Collaborate with the economic development subcommittee to develop a regional economic plan that includes a health initiative as a core strategy.
-  + In conjunction with the economic development subcommittee, develop a method to attract/expand credible quality health care providers in the region.
- + Raise awareness of the importance of a viable health sector and the challenges facing it (lack of appropriate hospital beds, primary care, and behavioral health services available to the region).
- + Encourage innovative health delivery models at the local or subregional level that exhibit collaborative and multi-sectoral partnerships.

GOAL 2: Health Care Workforce

Advocate for a trained, home-grown workforce to serve the healthcare needs of Western Riverside County.

Our local educational system must be able to train our future healthcare workforce. As noted earlier, Western Riverside County is home to a variety of quality institutions for higher education that provide training in health and allied professions. However, this infrastructure has been unable to meet demands of the future health workforce.

The shortage of health care professionals evident today is growing. In 2008, Riverside County had 36 primary care physicians and 62 specialists per 100,000 residents versus a statewide average of 59 and 115 workers, respectively. There is also a well-known shortage of nurses and allied health professionals throughout the region. This shortage is anticipated to increase as health insurance enrollment increases.

A state-of-the-art medical school and residency program at the University of California, Riverside (UCR), will help alleviate the shortage of qualified workers. Health care professionals could then both learn and begin practice in the region. This project would establish a precedent that the region is willing to make investments to address its health challenges.

Expanding our health professionals must extend beyond just physicians and nurses to also include allied health professionals. Strengthening partnerships with K–12 schools, higher education institutions, and businesses is a necessary step to grow and train a qualified workforce in the allied health professions that will support our future health system.

WRCOG can play an important role in supporting organizations that train a home-grown workforce to meet the health needs of our region. To that end, the following actions are proposed.

ACTION ITEMS:

-  + Support and advocate for the financing and development of the UCR Medical School to attract and retain doctors and nurses in the region.
-  + Support and advocate for the financing and development of an expanded residency program to allow graduates to receive training in the region.
-  + Partner with the education subcommittee to include health into the Education and Career initiative, Education Master Plan, and other efforts.
- + Work with other entities to apply for designation as a Health Professional Shortage Area, allowing graduates to write down health student loans.
- + Work with health care providers, schools, and private industry (e.g., Randall Lewis Fellows Program) to fund interns that train health professionals.

GOAL 3: Healthy Environment

Support efforts of local jurisdictions, business, and regional government to improve the health of our region's environment.

Environmental health greatly influences our quality of life. Recent advances in technology and health have documented how much our environment affects our health. This includes the air we breathe, the water we drink, and the hazards we come into contact with on a daily basis.

Like many urbanizing areas across the state, Western Riverside County also faces significant challenges to improving the quality of the environment. These include:

Air Quality. The American Lung Association ranks our region with a failing grade in air quality. Locally, certain areas of Riverside County have very high levels of ozone, particulate matter, and toxic air pollutants.

Water Quality. Much of our region's groundwater has excessive perchlorate, nitrate, and other pollutants. As a result, much of the region's water supply must be treated to achieve state standards for water quality.

Soil Contamination. Riverside County has many hazardous waste sites due to leaking tanks, spills, improper disposal of hazardous wastes, and other causes. These are monitored by a patchwork of local, state, and federal agencies.

The Riverside County Public Health Department, continues to serve as the leading role in identifying emerging health needs and delivering public health services within a responsive and effective system. Riverside County's Healthy Communities Program is also leading the effort in promoting healthy sustainable communities through policy, systems, and environmental strategies.

The significant challenges to improving the health of our communities and region cannot be done alone but rather require multiple partnerships to coordinate efforts and advocate change. Working with Riverside County, state and federal agencies, WRCOG can serve as a regional voice to advance and encourage the acceleration of efforts to protect, enhance, and clean up the environment that foster healthier communities.

These actions are intended to affirm and compliment the actions identified in the Energy and Environment chapter of this Framework.

ACTION ITEMS:

-  + Support regional efforts to improve air quality through energy efficient technology, use of alternative fuels, and land use and transportation planning.
-  + Support regional water quality efforts that balance water conservation, reuse of recycled water, and best practices in watershed management.
- + Assist in serving as a regional voice, where appropriate, to advocate for the cleanup of hazardous waste sites of regional scope in a timely manner.
-  + Support other efforts of the environment subcommittee that improve the health of the environment and positively impact the health of residents.
- + Assist in keeping the agenda of a clean environment in the public view by producing or supporting efforts to make available timely information on projects.
- + Support healthy communities efforts that encourage multi-sectoral partnerships.

GOAL 4: Community Design

Facilitate local efforts to improve the opportunities and choices for a healthy and active lifestyle.

Western Riverside County is known for its diverse jurisdictions that offer many lifestyle choices. Some communities are more urban in nature, while others are suburban or rural. Some communities are job centers; others are primarily residential. Each community has a form unique to its setting.

Regardless of form, the way we design and build our communities affects our physical and mental health. Although there is no “prescription” for what a healthy community should look like, certain evidence-based health strategies are known to contribute to healthier lives. Some of these are:

Parks and Recreation. This includes the full range of parks and recreation that are at a variety of scales and types, age-appropriate, and accessible to people of all ages and abilities.

Active Transportation. This includes a network of bicycle routes, safe routes to school, and trails that connect residents to community destinations and link to a regional network.

Balanced Food Choices. This includes a range of food stores and other opportunities for food production that are affordable, culturally appropriate, accessible to residents of all ages, and offer healthy options.

WRCOG recognizes that each of these pieces, while important, is inherently a local issue, and is best determined by city policy, planning, and local ordinances. But collectively, these amenities help to define Western Riverside County as a desirable place to work, live, and invest in the future.

WRCOG will support local efforts to increase parks and recreation, active transportation, and a balanced food environment through the following:

ACTION ITEMS:



- + Consider adoption of the Non-Motorized Transportation Plan covering bicycle and multipurpose trails in all the communities within WRCOG.
- + Support and partner with the Riverside County Health Department in its efforts to fund, coordinate, and implement safe-routes-to-school projects in the region.
- + Support local efforts to provide for a diversified network of parks and recreation amenities that are accessible, age appropriate, and at different scales (e.g., neighborhood, community, and regional).
- + Support local efforts and demonstration projects that improve the availability of healthy foods (e.g., farm-to-school, community gardens, etc.).
- + Support and facilitate dialogue on how Western Riverside County should accommodate different lifestyle choices in rural, suburban, and urban settings.



GOAL 5: Implementation + Action

Facilitate local strategic planning that improves the health and wellness of residents and communities.

WRCOG has the opportunity to facilitate an informed dialogue around regional issues that affect health. Working with its partners, WRCOG can also encourage collective action on issues that impact the health and sustainability of the region. To do so, however, requires several prerequisites.

First, advancing a regional health agenda cannot be done alone or in isolation of other regional initiatives. Health involves multiple disciplines—the environment, health industry, educational institutions, the business sector, transportation, and other sectors. All of the sectors need to be engaged to further public health.

Advancing a regional health agenda is best achieved as a multi-jurisdictional effort. It must involve all levels of government—jurisdictions, county, regional entities, state, and even occasionally the federal government. This requires cooperation, collaboration, and collective action to achieve goals that no single entity has the authority or ability to achieve on its own.

Finally, this effort must be informed. Civic leaders must understand the impact of the environment on the health of residents. Civic leaders must also be able to distinguish evidence-based tools that are known to produce results versus trendy techniques that preoccupy our efforts, waste limited resources, and achieve little.

To that end, the following implementation items are proposed:

ACTION ITEMS:

- + Collaborate with and support the Riverside County Public Health Department and Riverside Joint Health Coalition to advance healthy communities efforts.
- + Partner with the health subcommittee and County Public Health to generate consensus on key health issues through policy briefs, public information, etc.
- + Support and assist, where feasible, the initiatives of jurisdictions, hospitals, and partners to improve the region's health.
- + Seek grants to fund and consider implementing a regional demonstration program (e.g., SANDAG model) for health projects in Western Riverside County.
- + Seek representation on organizations or industry groups and attend regional workshops to stay abreast of current trends in healthy communities.
- + Produce a Healthy Communities Template Element that WRCOG jurisdictions can tailor to address how to build stronger and healthier local communities.
- + Seek participation, as appropriate, in strategic planning efforts, such as community health needs assessments and benefits plans of health care providers.

HEALTH INDICATORS

This chapter includes indicators to measure progress in the region's health. Twelve initial indicators have been selected. These indicators distill a complex set of issues that affect health into a concise picture of Western Riverside County. These indicators are also useful in gauging progress toward WRCOG's health goals.

Health indicators are chosen at two levels. Health outcomes refers to mortality (length of life) and morbidity (quality of life). These health outcomes are influenced by a set of causal factors called health factors. These include a lack of access to health care, the quality of the environment, our built environment, and lifestyle choices.

The health indicators have been selected for several important characteristics: 1) relevant factors that influence health for the Western Riverside County region, 2) consistency with larger survey, data collection, and monitoring efforts; and 3) indicators that are known to have a strong relationship with health outcomes.

These indicators are derived from the National Prevention Strategy and Healthy People 2020, Robert Wood Johnson Foundation County Health Rankings, Gallup Poll Healthways Survey, etc. Other excellent state sources are available (California Health Interview Survey), but this data is only at a countywide level. At some point in the future, WRCOG should consider funding participation in the CHIS, thereby ensuring regular surveys.

The following is a list of recommended indicators based on a review of literature, the Framework for health presented in this chapter, and specific subregional issues. Some are directly related to this chapter, while a few others are selected for tracking because they are tied to the region's quality of life and thereby health.

To effectively use these indicators, WRCOG will need to set periodic targets. This will not only be useful for tracking progress, but will also help to keep the issue of health central to the region's agenda. The indicators are briefly discussed below.

Health Outcomes

Health outcomes refer to various measures of the length and quality of life.

- + **Adults reporting good/excellent health.** This subjective assessment is used to gauge the overall health and quality of life of individuals in the region. Data is at the county level only.
- + **Age-adjusted mortality rate.** This is a composite outcome that reflects the age of death and lost years of productive life. WROCG will need to choose specific indicators to measure.
- + **Adults reporting select health risks.** This is a composite outcome that reflects conditions that lead to poor health as well as early death. WROCG will need to choose specific indicators.

Health Facilities

These measures reflect the ability of the health care sector to provide health services and the ability of individuals and families to access them.

- + **Physicians, nurses and allied workers.** This measure includes the number of professionals per 100,000 residents. It is extensively used by the RWJF County Health Rankings.
- + **Hospital beds, community clinics, and long-term facilities.** This measure reflects supply of health care facilities and clinics available. Beds are measured per 1,000 residents.
- + **Percentage of residents under age 65 with health insurance.** This reflects the residents who can access health care; seniors are covered under Medicare.

Environment

These measures reflect the quality of the environment we live in and its link to preventable health conditions.

- + **Air quality.** This refers to the number of days when the air quality is unhealthful, measured by an air quality index that exceeds 100.
- + **Hazardous waste.** This measure is the number of sites requiring cleanup—leaking underground storage tanks, site contamination, etc.
- + **Water quality.** Although not precisely defined at this point, this relates to the quality of water we drink and its importance to our health.

Built Environment

These measures reflect key aspects of the built environment that affect health.

- + **Parkland Access.** This refers to the acres of local and regional parks (free to the public) per 1,000 residents available to residents.
- + **Trails and Bicycle Access.** This refers to the miles of trails and bicycle routes per 10,000 residents. Having more choices for walking and cycling may encourage physical activity.
- + **Retail Food Environment Index.** This measure refers to the ratio of unhealthy food outlets (convenience stores and fast food) to healthy outlets (grocers, community gardens, etc.).

Lifestyle Choices

These measures reflect the choices people make to live healthy lives. Although WRCOG has no control over these factors, they are important to track.

- + **Healthy students.** This measure is the percentage of 9th graders in the health fitness zone in all six physical tests.
- + **Violent crime rate.** This measure is the number of violent crimes per 100,000 residents in the Western Riverside County region.

- + **Substance abuse.** Because this is a tremendous risk factor, this measure is the percentage of youths engaging in drug use, tobacco use, and alcohol use.



For the complete indicators matrix see chapter IV.

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D. TRANSPORTATION

This chapter addresses the topic of transportation and its relationship to other sectors within the context of the Sustainability Framework for Western Riverside County.

TRANSPORTATION AND THE REGION

The passage of AB 32 and SB 375 changed the paradigm for regional transportation planning by connecting the reduction of GHG emissions from cars and light trucks to land use and transportation policy and regional housing allocation. SB 375 now requires SCAG, through a comprehensive Sustainable Communities Strategy (SCS), to demonstrate how development patterns and transportation network, policies, and programs will work together to achieve GHG emission reduction targets.

Additional legislation has also been passed, such as AB 1358, the Complete Streets Act, that complements AB 32 and SB 375 by focusing on local planning processes and ensuring the provision of local roadway infrastructure that is designed and operated to accommodate all roadway users, including bicyclists, public transit riders, and pedestrians of all ages and abilities.

While compliance with this recent legislation presents near-term challenges, extraordinary opportunities exist for long-term regional sustainability. Integrated planning programs—which recognize the linkages between land use, transportation, housing, health, economy, and the environment—hold the potential to not only reduce congestion, improve mobility, and expand the region’s infrastructure for all modes of travel, but to provide housing choices, preserve our natural resources, improve our health, and enhance Western Riverside County’s overall quality of life.

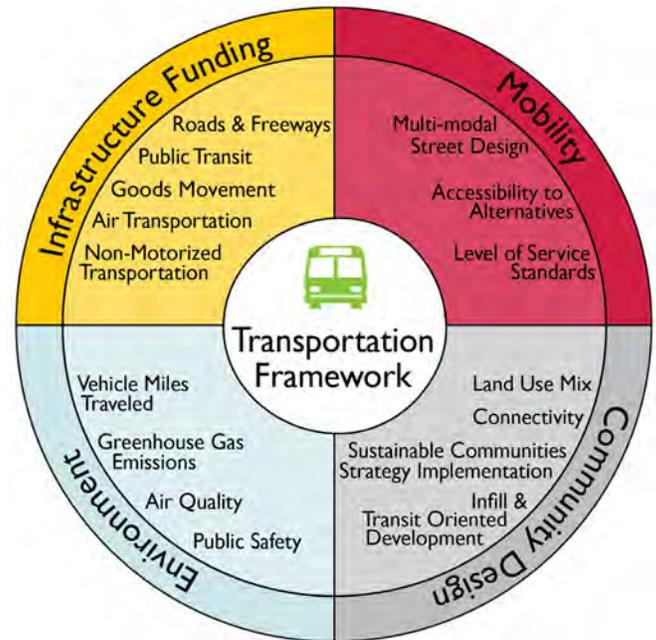


Figure 7: Regional transportation framework.

BACKGROUND AND CURRENT PROGRAMS

WRCOG has made great strides in responding to the growth that has occurred in recent decades in Western Riverside County and addressing the current and future transportation needs of the region. Through adopted plans and policies and the establishment of a long-term funding strategy, Western Riverside County is well positioned to accommodate future growth.

The following programs detail past and current efforts by WRCOG to address transportation issues facing the subregion:

Transportation Uniform Mitigation Fee

Implemented in 2003, WRCOG's TUMF program is one of the largest multi-jurisdictional fee program in the nation. TUMF is a critical tool to prevent growth from creating gridlock on regional and local thoroughfares. The TUMF program provides significant additional funds from new development to make improvements to the regional system, complementing funds generated by Measure A and the Reauthorized Measure A, local transportation fee programs, and other potential funding sources. By establishing a fee on new development in the subregion, local agencies established a mechanism by which developers will effectively contribute their "fair share" toward sustaining the regional transportation system. This is a 25-year program and will be influenced by a variety of market factors that could cause a shortfall or surplus in the revenue projections.

Technical Studies and Plans

In addition to its current transportation programs and partnerships, WRCOG also conducts technical studies and planning efforts to identify opportunities for targeted growth and improved transportation access, alternatives, and efficiency in Western Riverside County.

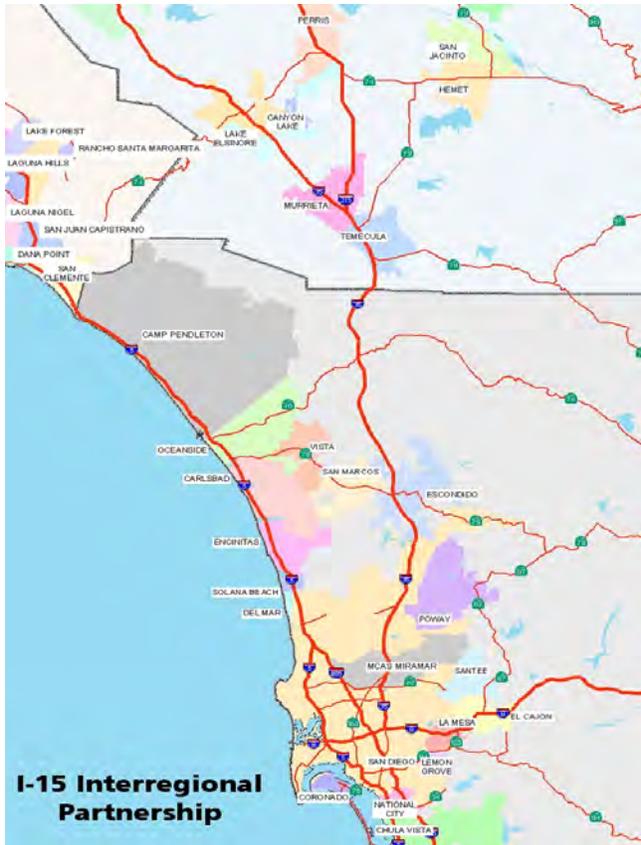
- + 4 City Neighborhood Electric Vehicle Transportation Plan
- + Bus Rapid Transit Planning Project
- + Highway 395 Corridor Study for Southwest Riverside County
- + Plug-In Electric Vehicle Readiness Study for Western Riverside County
- + Transit Oriented Development Studies
- + Western Riverside County Non-Motorized Transportation Plan

I-15 Interregional Partnership

The I-15 Interregional Partnership (I-15 IRP) is a voluntary compact between local elected officials representing WRCOG, the San Diego Association of Governments (SANDAG), RCTC, and RTA, as well as Caltrans and other affected agencies and organizations.

The primary goal of the I-15 IRP is to foster collaborative strategies in economic development, transportation, and housing that will improve the quality of life for residents in both counties by reducing the impacts of interregional commuting, creating more jobs in housing-rich areas and more housing in jobs-rich areas. Centered on I-15, the two-county commute corridor extends from central San Diego to the cities of Lake Elsinore, Murrieta, Temecula, and Wildomar.

Through various grants, the partner agencies were able to pursue two phases of the partnership. New funding from Caltrans was secured by WRCOG, SANDAG, and RCTC to pursue a third phase. The emphasis for Phase III was to develop a strategic transportation implementation plan to improve the transportation system in a 5- to 15-year time horizon, using a multi-modal approach. The I-15 IRP also considered coordinated economic development and housing strategies identified in Phase II.



The I-15 corridor starts in Western Riverside County, it includes Lake Elsinore, Wildomar, Murrieta, and Temecula and continues south to San Diego.

GOALS AND ACTIONS

The following goals and actions are designed to set forth a transportation agenda that builds upon past efforts and capitalizes on opportunities presented by SB 375 to address regional transportation needs and enhance the alternative transportation network in Western Riverside County so that we are able to meet future growth and transportation demand in a sustainable manner. Where relevant, icons denote where linkages exist with other pillars of the regional Sustainability Framework.

GOAL 1: Transportation Programs

Continue to address regional transportation needs through ongoing collaboration and program administration.

WRCOG has achieved significant success through the TUMF and other programs. During a time when the implementation of SCAG's first SCS/RTP is just getting started and transportation funding is uncertain at the state and federal levels, WRCOG must remain engaged in regional transportation issues. Riverside County continues to experience the pressure of growth and traffic demands. WRCOG is committed to acting within its authority to collaborate with regional stakeholders to advocate at the regional, State and federal level on behalf of the region and support regional partnerships and programs. WRCOG can address regional transportation needs through collaboration and program administration as follows:

ACTION ITEMS:

- + Continue to manage and implement the TUMF program.

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- + Collaborate with RTA, RCTC, and local jurisdictions to establish transportation priorities, pursue advocacy efforts at the state and federal levels, and coordinate transportation improvement projects.
-  + Continue pursuit of transportation planning grants to maintain technical modeling capabilities and to provide funding for local mobility plans.
- + Support efforts to streamline planning and construction of transportation projects.
- + Engage in transportation issues of regional importance in the areas of goods movement, rail crossings, and expansion of transit services, in coordination with RTA and RCTC.

GOAL 2: Vehicle Miles Traveled

Reduce vehicle miles traveled and improve mobility for pedestrians, transit users, and bicyclists.

Recent legislation has forced significant changes in regional and local planning processes, placing substantial burden on agencies in order to comply. Though this has presented many challenges during a time when a struggling economy has strained jurisdictions and drained resources, the new regulations provide opportunities to pursue new funding sources and programs and to support local development that adheres to the regional planning principles. As SCAG seeks to implement its 2012 RTP/SCS, priority will be given to local programs and projects that reduce VMT. Local projects that place development in proximity to transit and increase access to alternative modes of travel (transit, bicycle, walking) will be well-positioned to receive funding. WRCOG can assist member agencies in reducing VMT and improving mobility as follows:

ACTION ITEMS:

- + Work with jurisdictions to encourage new development in strategic locations that enables better access to transit and creates a safe, convenient environment for walkers and bicyclists.
- + Work with jurisdictions to maximize infill development opportunities along major transportation corridors and around activity centers.
- + Coordinate with local jurisdictions to identify opportunities to implement projects consistent with SCAG's SCS.
- + Coordinate with local jurisdictions to encourage consistency throughout Western Riverside County in addressing AB 1358, the Complete Streets Act, in future updates to General Plan Circulation Element policies and standards.
- + Support the extension of Metrolink to better serve the WRCOG sub-region.
- + Support RTA efforts to implement and expand bus rapid transit service through coordination, studies, and pilot projects.
-  + Continue to pursue grant opportunities to promote a unified vision for re-purposing multi-jurisdictional corridors to meet mobility, land use, air quality, and emission goals.
- + Support RCTC's, RTA's and local jurisdictions' efforts to encourage and increase the availability of alternative modes of travel.
- + Continue efforts to build the regional backbone network of bicycle and pedestrian facilities through prioritization of local projects identified in the Non-motorized Transportation Plan.



GOAL 3: Goods Movement

Support efforts to improve the sustainable and efficient movement of goods through Western Riverside County.

The efficient movement of freight and goods is critical to economic prosperity in Western Riverside County and providing people and businesses the products they need. The Ports of Los Angeles and Long Beach currently handle 40 percent of containers entering the United States, and this volume is expected to triple to 43.2 million twenty-foot equivalent units (TEUs) by year 2035.¹² As logistics trends shift toward regional distribution centers, these large distribution centers are shifting inland. Although the majority of goods destined to and from Riverside County are currently moved by truck (nearly 95 percent), the region will need to increasingly rely on air cargo, pipeline and rail systems, and intermodal centers.¹³

These trends present enormous economic opportunities and place incredible demand on the region's goods movement highway and rail infrastructure, as well as warehouse/industrial capacity to accommodate anticipated growth. These pressures come at a time when the region is simultaneously responsible for reducing GHG emissions, particularly from cars and trucks. Investments in infrastructure will be imperative to equip the region to support the efficient and sustainable movement of goods locally, regionally, and throughout the country. WRCOG can support efforts to improve goods movement as follows:

¹² Southern California Association of Governments, Comprehensive Regional Goods Movement Plan and Implementation Strategy Fact Sheet, <http://www.scag.ca.gov/goodsmove/crgm/CRGM-FS-032011.pdf>, Accessed August 20, 2012.

¹³ Riverside County Transportation Commission, Critical Goods Movement Issues Scan for Riverside County, September 2006.

ACTION ITEMS:

- + Support RCTC's efforts to implement the grade separation funding strategy by continuing to plan and construct grade separation projects in the region through TUMF.
- + Continue to support March Global Port in its effort to develop an aviation cargo center.
- + Keep aware of advances in changing technology at the federal level to support local efforts to conduct pilot projects and other opportunities to implement new technologies.

GOAL 4: Air Transportation

Maintain and improve air transportation access.

The LA/Ontario International Airport and March Inland Port are projected to handle a growing percentage of the region's air cargo, and LA/Ontario International Airport is forecast to accommodate significant passenger traffic increases as regional growth occurs and as LAX, Long Beach, and John Wayne airports near capacity. As both population growth and goods movement demand increases, the region will need the infrastructure improvements to accommodate air traffic in the region, as well as cars, shuttles, trucks, and other surface transportation that will serve airport facilities. WRCOG can assist the region to maintain and improve air transportation access as follows:

ACTION ITEMS:

- + Continue support for local control of airports within the inland region.
- + Support TUMF efforts to improve access to local airports.

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-  + Coordinate with airport land use commissions to ensure appropriate land use regulations around airports to ensure long-term viability of airport activities.

TRANSPORTATION INDICATORS

To measure progress towards the goals for transportation, an initial set of measurements or indicators have been identified. They are either already embodied in existing programs such as the TUMF 10-Year Strategic Plan, or will be established as part of current efforts, such as the WRCOG Climate Action Plan (CAP). The purpose here is to identify the key indicators that should be monitored and reported on as part of this broader Framework. The following Transportation indicators are recommended:

- + Number of Projects Funded and Implemented through TUMF
- + Funding for TUMF Projects
- + Vehicle Miles Traveled
- + Transit/Bus Ridership
- + Number of Grade Separated Projects Completed
- + Number of Air Travelers

 For the complete indicators matrix see chapter IV.

E. WATER AND WASTEWATER

This chapter addresses the topic of water and wastewater as it relates to the Sustainability Framework for Western Riverside County.



Hemet / San Jacinto Integrated Recharge and Recovery Program.

WATER, WASTEWATER, AND THE REGION

Water is one of our most precious resources. Western Riverside County’s economic well-being and quality of life depend on securing a reliable supply of water to meet the existing and future water needs of the region. Located in an arid region, Western Riverside County relies heavily on water imported hundreds of miles from the Colorado River and from northern California. While desert areas like ours are not void of significant underground aquifers that can sustain large populations, the WRCOG subregion holds sufficient groundwater only to meet a small portion of its needs.

Western Riverside County continues efforts to develop local resources, such as groundwater recharge and desalination, as well as to use resources efficiently by expanding recycled water

use. Nevertheless, up to 75 percent of the region’s drinking water is imported from the Metropolitan Water District of Southern California. The region must employ a range of tools—efficiency, water quality, and water reliability—in order to preserve and stretch available water supplies.

WRCOG has been participating in regional water coordination efforts to address water and wastewater issues as part of the Riverside County Water Task Force (RCWTF), detailed below. These efforts are the starting point from which to develop a mechanism by which to implement the water and wastewater goals and action items and define the water agenda for Western Riverside County.



Figure 8: Water and Wastewater in the region.

Riverside County Water Task Force

The RCWTF was formed in March of 2004 to address water availability, reliability, and quality issues on a collaborative, regional basis. The task force was conceived of by the Riverside County Board of Supervisors in conjunction with the Eastern Municipal Water District, Western Municipal Water District, and Metropolitan Water District of Southern California and is a consortium of a diverse public, private, and quasi-public agencies. WRCOG has taken a leadership role in coordinating with RCWTF.

RCWTF's mission is to ensure reliability, sustainability, and quality of the water resources within Riverside County through stakeholder communication and regional collaboration.

The goals of the RCWTF are to:

- + Support efforts to ensure water supply reliability for residents throughout Riverside County.
- + Continue to assist land use agencies with common application of water use efficiency standards and support efforts to ensure sustainable landscaping practices.
- + Facilitate support from the Riverside County region for water agencies' initiatives to maintain the current equitable structure of Metropolitan Water District of Southern California's rates and charges for imported water.
- + Review and support state and federal legislative initiatives implementing the aforementioned goals and other issues as they arise that are pertinent to the mission of the RCWTF.

The RCWTF developed one of the region's first water-efficient landscape ordinances which was adopted by Riverside County and other local jurisdictions. The ordinance addressed water efficient landscaping and irrigation components for new development. Additionally, the task force supports outreach activities and workshops targeted at improving landscape and irrigation patterns and is an active voice in finding a solution for the Bay Delta and monitoring key water supply legislation.

HERO Program

WRCOG has developed the HERO Program, which will provide \$325 million in financing to home and business owners in Western Riverside County for energy efficiency and water conservation retrofits. Funded completely through private investments, the HERO Program is the nation's largest Property Assessed Clean Energy program, initiated from the passage of state legislation AB 811 and AB 474. Residential and commercial property owners can finance over 150,000 energy and water efficient products and renewable energy systems, such as solar, heating and air conditioning, roofing, and windows, with attractive tax-deductible payments. HERO financing is repaid through an assessment on a property owner's property tax bill over 5, 10, 15, or 20 year periods, based on the useful life of the products, and upon sale of the property, the balance generally stays with the property.



GOALS AND ACTIONS

The following goals and actions are designed to build upon and expand the water and wastewater agenda in Western Riverside County. Where relevant, icons denote where linkages exist with other pillars of the Sustainability Framework.

GOAL 1: Agency Coordination

Advocate for and support regional, state, and federal initiatives pertinent to the mission of the Riverside County Water Task Force.

Western Riverside County already recognizes the value of regional collaboration. The RCWTF is an effective mechanism by which to continue bringing water stakeholders and decision-makers together to work proactively to address issues and plan strategically for the long-term needs of the region.

ACTION ITEMS:

- + Continue WRCOG coordination and participation in RCWTF to address water and wastewater needs.
- + Facilitate regional partnerships on water issues/initiatives in order to advocate with a consistent, more powerful voice on water-related issues with the Santa Ana and Colorado River Regional Water Quality Control Boards and state and federal entities.
- + Seek funding opportunities, in collaboration with water districts, for priority water/wastewater improvement projects.
- + Coordinate with RCWTF to better define appropriate roles for WRCOG in helping jurisdictions to comply with statewide goals and regulations for water use efficiency.

GOAL 2: Water Reliability

Advocate for and support efforts of local water districts to ensure long-term reliability of water supply for Western Riverside County.

The WRCOG subregion's economic well-being and quality of life depends upon securing a reliable supply of water to meet the existing and future water needs of the region. The region relies on water imported from outside the county due to limited local surface and groundwater supplies. As Western Riverside County continues to grow, with a regional population forecast to rise to 2.4 million by 2035, and sources of imported water become less certain, the region faces mounting challenges to providing adequate supplies of water to meet the increasing and expanding water needs. It is more important than ever for local and regional stakeholders to work together to identify a broad water management strategy to protect the region from future supply shortages and emphasize water-use efficiency and local supply development.

At the forefront of state and southern California efforts to ensure that there is a reliable long-term water supply resolving the Bay Delta crisis. The Sacramento–San Joaquin Delta, where the rivers of the western Sierra Nevada merge before heading into San Francisco Bay, is the hub of California's water system. About 30 percent of southern California's water supply moves across the Delta to the aqueduct system of the State Water Project. The Delta's declining ecosystem, caused by a number of factors, has led to historic restrictions in water supply deliveries. The result is a pressing need to both improve the Delta environment and identify alternative water conveyance systems in order to sustain the state economy. A Bay Delta Conservation Plan is being prepared through a collaboration of state, federal, and local government agencies, environmental

organizations, and other interested parties with the goal of improving water supply reliability and ecosystem health in California’s Sacramento–San Joaquin River Delta.

In addition to the Bay Delta conservation and water conveyance efforts, many other opportunities exist at the local and regional level, including demand management (water efficiency) and local water supply development. WRCOG can play a role in facilitating and supporting initiatives to ensure long-term supply reliability as follows:

ACTION ITEMS:

- + Support efforts to develop a comprehensive approach to regional water supply.
- + Facilitate regional support for implementation of the Bay Delta Conservation Plan and for construction of Bay Delta conveyance facilities that cost-effectively improve water supply reliability and deliver water sources.
- + Facilitate support for water agency initiatives to maintain the current equitable structure of Metropolitan Water District of Southern California’s rates for imported water.
- + Assist agencies with consistent application of water use efficiency standards and efforts to implement sustainable landscaping practices.

GOAL 3: Water Quality

Preserve and improve regional water quality.

Key to long-term reliability is protecting the safety and quality of the local water supply. Urbanization and growth have increased the amount of impervious surface, degrading the quality of stormwater runoff and reducing the ability to capture and safely manage runoff. In addition, long-term agricultural and landscaping practices have introduced contaminants into the region’s groundwater supply. Much of this groundwater has excessive nitrate, perchlorate, boron, and other pollutants. Coordinated action is needed to appropriately respond to the threats to the region’s water supply.

WRCOG can play a role in preserving and improving regional water quality as follows:

ACTION ITEMS:

- + Monitor and support research efforts regarding the appropriate use of recycled water.
- + Work with water agencies to ensure adequate brine lines.
- + Seek funding to develop a “Street Design Best Management Practices Manual” to assist agencies with establishing design standards that comply with stormwater runoff regulations.

GOAL 4: Water Efficiency

Serve as a communication link and information clearinghouse on water efficiency issues for the benefit of member agencies, businesses, and residents.

WRCOG does not have control over the sources of pollutants or jurisdiction over water procurement and distribution, regional and local water districts have primary responsibility. However, WRCOG can be an advocate, convener, and information clearinghouse to promote water conservation best management practices on behalf of the region.

ACTION ITEMS:

- + Coordinate with RCWTF to develop marketing and educational materials to educate communities about the safe and appropriate uses of highly purified recycled water.
- + Coordinate with RCWTF to maintain and enhance a web-based clearinghouse to collect and disseminate best practices, useful information, and other resources.
- + Assist the RCWTF in developing and disseminating information on water efficiency programs/mandates, rate increases, and other water-related changes affecting the general public.
-  + Maximize participation and outreach in the HERO Program.
- + Assist RCWTF with outreach to governmental entities, non-profit organizations, citizens, and business entities interested in sustainable landscaping to facilitate supportive and collaborative undertakings.

WATER AND WASTEWATER INDICATORS

To measure progress towards the goals for water and wastewater, an initial set of key measurements or indicators have been identified. These are currently monitored individually by local water districts, along with many other measurements, but the intent here is to annually collect the key information for Western Riverside County as a whole and track progress through the Framework. The following indicators are recommended:

- + Illegal Discharge Reports
- + Drinking Water Quality
- + Percent Source of Water
- + Per Capital Water Usage per Day
- + Availability of Water



For the complete indicators matrix see chapter IV.

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F. ENERGY AND THE ENVIRONMENT

This chapter addresses the topics of energy and the environment and their relationship to other components of the Sustainability Framework for Western Riverside County.



Rooftop solar panels are one way residents and businesses can participate in efficient energy production.

ENERGY, ENVIRONMENT AND THE REGION

Energy is fundamental to the regional economy and the quality of life of Western Riverside County residents. Energy lights, heats, and cools our homes and offices, runs our businesses and industrial machines, moves people and goods, delivers and heats our water, and impacts nearly every facet of daily life. Abundant amounts of electricity, natural gas, and transportation fuels like gasoline and diesel are required to support the region’s existing 1.7 million residents, about 525,000 households, and 434,000 jobs. According to SCAG’s regional growth forecast, regional

population is expected to increase by over a million people and 400,000 households, and add over half a million jobs by 2035, which will increase demand for energy.¹⁴

WRCOG has been doing significant work in the energy and environment sector through regional coordination efforts and the administration of programs. This work serves as a foundation for defining the energy and environment goals and action items, the relationship of the energy and environment agenda to other sectors, and the overall sustainability of Western Riverside County.

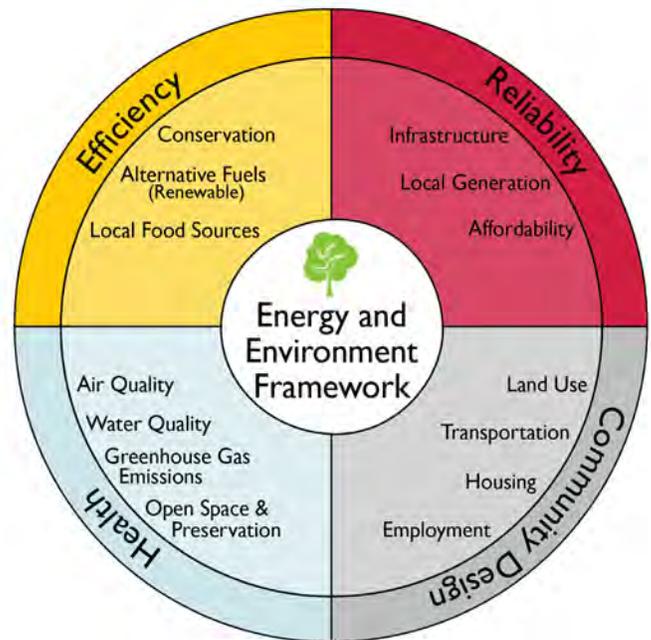


Figure 9: Factors impacting Energy and Environment.

¹⁴ Adopted 2012 Regional Transportation Plan Growth Forecast, Southern California Association of Governments, 2012.

BACKGROUND AND CURRENT PROGRAMS

The following programs detail past and current efforts by WRCOG to address energy and environment issues facing the region:

Western Riverside Energy Leader Partnership

The Western Riverside Energy Leader Partnership (WRELP) Program responds to WRCOG Executive Committee direction for WRCOG and Southern California Edison to seek ways to improve marketing and outreach to the community regarding energy efficiency. WRELP is designed to assist local governments in leading their communities to increase energy efficiency, reduce GHG emissions, increase renewable energy usage, improve air quality, and ensure that their communities are more livable and sustainable. Current WRELP Program efforts are focused on the preparation of local energy action plans.

HERO Program

WRCOG's HERO Program, which provides financing to property owners for energy efficient and water conservation retrofits, is described in more detail in section II E.

Western Riverside County Clean Cities Coalition

The Western Riverside County Clean Cities Coalition is part of the U.S. Department of Energy's (DOE) Clean Cities program, a voluntary local government/industry partnership. Clean Cities advances the nation's economic, environmental, and energy security by supporting local actions to reduce petroleum consumption in transportation. It works to mobilize local stakeholders toward expanding the use of alternative fuels and idle reduction measures, accelerate the deployment of alternative fuel vehicles (AFV), and strengthen local AFV refueling infrastructure in nearly 100 communities around the country. Since 1997, WRCOG has taken a leadership role in coordinating the Coalition by helping local jurisdictions acquire

more than 4,500 AFVs, as well as fund numerous compressed natural gas, liquefied natural gas, propane, and hydrogen stations.

Regional Air Quality Task Force

WRCOG coordinates and participates on the Regional Air Quality Task Force (RAQTF) which was created in 2003 by the Riverside County Board of Supervisors to develop air quality measures that can be adopted by local governing bodies to address adverse air quality issues in Riverside and San Bernardino Counties. Among its accomplishments, the RAQTF created "Good Neighbor Guidelines for Siting New and/or Modified Warehouses/Distribution Facilities" and the working document for "The Development of Truck Route Ordinances: Common Elements to Use within Municipal Codes." With the enactment of the Global Warming Solutions Act of 2006 (AB 32), the RAQTF decided to redefine the focus of future projects, and broaden its efforts toward overall air quality issues. WRCOG assisted the RAQTF to develop the Regional Inland Empire Air Quality Resource Guide, a "guide of current and planned state, federal, and regional policies that affect our region's air quality." These completed projects serve as a resource for local jurisdictions and other organizations in addressing the region's current air quality.

Western Riverside County Climate Action Plan

The Climate Action Plan (CAP) is a subregional effort to establish policies and priorities to enable member jurisdictions to implement strategies that successfully fulfill the requirements of AB 32 and SB 375. The CAP proposes to address the overall GHG emissions in Western Riverside County by preparing GHG inventories, identifying emission reduction targets, and developing and evaluating GHG reduction measures or strategies. The CAP strategies can be uniformly applied, or tailored as needed, for adoption by individual jurisdictions.

GOALS AND ACTIONS

Though state agencies have significant authority over electricity and natural gas end uses (appliances, heating/cooling, etc.), both WRCOG and member agencies can focus on opportunities within their purview to address energy issues and reduce GHG emissions in areas such as recycling, climate action planning, land use planning, and transportation planning and funding.

The following goals and actions both embrace the current activities being undertaken by WRCOG and expand upon those efforts to improve energy efficiency, increase the use of renewable energy sources, and enhance the region’s energy infrastructure so that we are able to meet growing energy demand in a reliable and sustainable manner. Where relevant, icons denote where linkages exist with other pillars of the regional Sustainability Framework.

GOAL 1: Energy Efficiency Programs

Develop and support programs to reduce energy use and GHG emissions.

The impact of today’s way of life—how we work, live, and play—can have a profound effect on the quality of our environment. Our uses of energy and our national and regional dependence on fossil fuels are elements that need to change in order to ensure long-term sustainability of the region.

In 2006, the Legislature passed AB 32 which requires the State of California to reduce GHG emissions to 1990 levels no later than 2020. AB 32 drastically changed the regulatory landscape requiring changes across all sectors, including energy, and at all levels of government—state, regional, and local—in order to achieve the aggressive GHG emission reduction targets. WRCOG can play a role in developing and supporting programs to reduce energy use and

GHG emissions as follows:

ACTION ITEMS:

- + Maximize participation from member jurisdictions in WREL P to establish a comprehensive and strategic approach to reducing energy use and reliance on fossil fuels.
-  + Increase collaboration between WREL P and local businesses.
- + Report on solid waste diversion reduction goals (tied to State 2020 reduction goal of 2 to 3 million metric tons of commercial waste).
- + Increase participation in the Regional Recycled Oil programs and track progress.
-  + Maximize participation and outreach in the HERO Program by providing financing for 10 percent of homes in Western Riverside County over the life of the program.
- + Develop and implement a statewide HERO Program.
-  + Encourage use of alternative fuels by relaying green technology information to jurisdictions, coordinating distribution of alternative fuels, and assisting stakeholders and jurisdictions in advancing Plug-In Electric Vehicle (PEV) readiness.
-  + Coordinate with energy providers and WRCOG members on education initiatives to residents and businesses regarding energy efficiency, renewable energy, and water conservation.
- + Reduce building-related energy use by promoting green building standards.

GOAL 2: Climate Action Planning

Provide assistance to the region on climate action planning and implementation.

AB 32 set the stage for SB 375—passed in 2008—which uses the existing regional transportation and housing planning process to connect the reduction of GHG emissions from cars and light trucks to land use and transportation policy and regional housing allocation.

Compliance with AB 32 and SB 375 presents significant challenges at all levels of government, however, many opportunities exist through the new regional planning processes to pursue new funding sources and programs and support local development that adheres to the regional planning principles. Climate action planning and implementation will play a key part of the subregion's energy and GHG emissions reduction strategy. WRCOG can assist member agencies in the region on climate action planning and implementation efforts as follows:

ACTION ITEMS:

- + Work with jurisdictions to identify WRCOG implementation actions and priorities from the Western Riverside County CAP.
- + Seek additional funding to assist with implementation of the CAP.
-  + Advocate for jurisdictions to adopt and certify local CAPs so that they comply with AB 32 and SB 375 and are eligible for CEQA streamlining.
- + Serve as an information clearinghouse to the jurisdictions regarding opportunities for CEQA streamlining.
- + Support legislation for streamlining of CEQA projects where appropriate.

GOAL 3: Air Quality Improvements

Partner with state and regional agencies to advocate and support efforts for cleaner air.

Western Riverside County faces numerous environmental challenges, including significant air pollution from the region's transportation and industrial sectors. Though there has been remarkable improvement in air quality since the 1970s, the air in southern California, and Riverside County in particular, is far from meeting federal and state air quality standards for fine particulates ($PM_{2.5}$) and the 8-hour state standard for surface-level ozone (O_3). In fact, Riverside County ranks among the worst in the nation.¹⁵

The quality of the air we breathe is directly linked to a number of core sectors besides energy and the environment that define our quality of life—transportation, health, and the economy.

Health Sector

An overabundance of pollutants such $PM_{2.5}$ and O_3 can affect human respiratory and cardiovascular systems and cause mild to severe health effects, including increased hospitalization and emergency room visits, respiratory illnesses, increased risk of developing cancer, decreased breathing capacity, lung inflammation, difficulty in exercising, and even a reduction in lifespan. The young, the elderly, and those with acute illnesses are at greater risk for such effects. There is no safe level for $PM_{2.5}$ or O_3 that does not pose risks to human health. Even modest increases in concentration can cause small but measurable increases in emergency room visits, hospital admissions, and premature death. We must recognize and address the health-related impacts of poor air quality.

¹⁵ Draft 2012 Air Quality Management Plan, South Coast Air Quality Management District, July 2012.

Transportation Sector

The majority of development within Western Riverside County has been in the form of traditional suburban patterns, resulting in autodependence, and the region is the largest center for transferring goods throughout the nation.¹⁶ This autodependence and robust goods movement industry is a major source of pollution. Cars, trucks, trains, and airplanes emit high levels of particulate matter, which has a profound impact on the region’s air quality. The transportation sector and emission reductions should be a key focus for air quality improvement strategies and programs.

The Economy

The impact of pollutants does not stop at deteriorated health. There are also numerous impacts to our economy, including lost work days due to illness, increased health care costs, reduced worker productivity, and a desire on the part of business to locate in areas with a healthy environment. Pollutants may also lower visibility and cause damage to property. Certain air pollutants are responsible for discoloring painted surfaces, eroding stones used in buildings, dissolving the mortar that holds bricks together, and cracking tires and other items made from rubber.¹⁷

Making progress toward clean air cannot be done independently by local jurisdictions or even WRCOG. We must recognize and understand the complex interactions between emissions and resulting air quality and their implications for the sustainability of our region. The region will benefit from WRCOG’s support of state and regional efforts to improve air quality, protect the health of

those living and doing business in Western Riverside County, and maintain a healthy economy.

WRCOG can partner with state and regional agencies to support efforts to improve air quality as follows:

ACTION ITEMS:

- + Serve as an information resource for jurisdictions through dissemination of air quality–related information and training opportunities.
-  + Continue the efforts of the Air Quality Task Force to improve regional air quality, with an emphasis on reducing mobile source emissions.
- + Partner with California Air Resources Board (CARB) and SCAQMD to pursue strategies that help the region attain clean air standards but do not create extensive economic burdens.
-  + Assist jurisdictions in identifying feasible economic incentive programs to adopt cleaner, more efficient combustion equipment and encourage use of alternative fuels.

GOAL 4: Environment Conservation and Enhancement

Support regional plans and programs to maintain or improve the quality of the natural environment.

Traditional patterns of suburban development throughout Western Riverside County increase our use of fossil fuels and increase traffic congestion, air pollution, GHG emissions, and the need to make costly infrastructure investments. Alternatively, implementation of more compact, mixed-use communities in strategic locations in the subregion, such as along major corridors or within

¹⁶ Advancing Goods Movement through the Inland Empire: Projects, Priorities, and Actions, WRCOG, May 2009.

¹⁷ Riverside Comprehensive Integrated Project: Air Quality Element (Chapter 9), Riverside County, 2008.

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town centers and adjacent to transit, would help conserve natural resources; reduce congestion, pollution, and GHG emissions; and preserve open space and sensitive habitat.

Regional planning efforts—SCAG’s Regional Comprehensive Plan, RTP and SCS, and the Western Riverside County Regional Conservation Authority’s Multi-Species Habitat Conservation Program (MSHCP)—address the critical issues of habitat protection, transportation, air quality, and GHG emissions and assist in directing future growth in a manner that improves the sustainability of our subregion. WRCOG can support these regional planning efforts as follows:

ACTION ITEMS:

- + Support implementation of the MSHCP as a mechanism to preserve sensitive plants and wildlife including their habitats.
- + Promote development standards that encourage compact, mixed-use communities in strategic locations to reduce the loss of open space and protect wildlife habitat.

GOAL 5: Local Food Production

Advocate for and support regional efforts to maintain access to local food sources.

How the region’s food is grown, stored, transported, processed, and cooked has substantial implications for the environment and climate change. Transporting food is one of the fastest-growing sources of GHG emissions, according to the World Watch Institute.¹⁸ Transportation-related impacts are high for imported foods; the farther the distance traveled to deliver the food—the more food miles—the greater the impact. Transporting food long distances by planes, trains, trucks, and ships consumes significant amounts of energy and contributes to unhealthy air quality.

Locally produced food minimizes these environmental and health impacts and is the best choice for promoting a healthy and sustainable region. WRCOG can help reduce energy and limit environmental and health impacts by supporting regional efforts to maintain access to local food sources as follows:

ACTION ITEMS:

-  + Conserve and expand local agricultural lands to provide locally grown food for residents and reduce energy use resulting from food transport.
-  + Promote small-scale and pesticide-free agricultural uses to encourage expansion of local food production and reduce energy use resulting from food production and transport.

ENERGY AND ENVIRONMENT INDICATORS

To measure progress towards the goals for energy and the environment, an initial set of key measurements or indicators has been identified. Some of these are already embodied in existing programs such as WRELP or set by outside agencies such as the South Coast Air Quality Management District. Others represent indicators that respond to new goals and action items established in this Framework. The following indicators are recommended:

- + GHG Emissions
- + Adopted Climate Action Plans in Western Riverside County
- + Average Electricity Consumption
- + Average Natural Gas Consumption
- + Percent of Electricity from Renewable Sources

¹⁸ Worldwatch Paper #163: Home Grown: The Case For Local Food In A Global Market, Brian Halweil, World Watch Institute, November 2002.

- + Local Agency and Business Participation in WRELP
- + Number of Alternative Fuel Stations
- + Participation in HERO Program
- + Ozone Levels
- + Pollutant and GHG Levels
- + Air Quality Index
- + Participation in Recycled Oil Program
- + Solid Waste Reduction
- + Projects Approved with CEQA Streamlining
- + Acres of Agricultural Land in Production

 For the complete indicators matrix see chapter IV.

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III. RELATIONSHIP TO AB 32 AND SB 375

WRCOG’s Sustainability Framework was not crafted in isolation. Indeed, WRCOG envisions the Framework to facilitate local and regional obligations under AB 32, the Global Warming Solutions Act of 2006, and under SB 375, the Sustainable Communities and Climate Protection Act of 2008. While AB 32 focuses primarily on the state, state-level activities, and statewide regulations, SB 375 was subsequent legislation intended to strongly entice local government action in furtherance of AB 32’s goals. This section briefly summarizes relevant provisions of these two laws and describes the ways in which the Sustainability Framework furthers their letter and spirit.

AB 32

AB 32 seeks to lower California-generated GHG emissions to the level of emissions estimated for 1990 by the year 2020 and thereafter. The act charges CARB with the responsibility and authority to implement the act’s provisions. In and of itself, the act does not create any obligations on local governments and metropolitan planning organizations, such as WRCOG. Regulations promulgated by CARB pursuant to AB 32 may, however, apply specifically to local government or to local government operations broadly as they apply to other sectors of the economy. For example, CARB has adopted mandatory commercial recycling regulations applicable to businesses, but these regulations also require local governments to implement a commercial recycling program if they do not already have one meeting these requirements. Another example is that jurisdictions operating turbines, process heaters, boilers, or wastewater treatment plants emitting between 10,000 and 25,000 metric tons of carbon dioxide equivalents are subject to the CARB’s emissions regulations.

More importantly, though, CARB recognizes local governments as essential partners in California’s efforts to reduce GHG emissions. Through their planning and permitting processes, local ordinances, outreach and education efforts, and municipal operations, localities have broad influence and, in some cases, exclusive authority over activities contributing to significant direct and indirect GHG emissions. For localities that want to do more than the minimum required, CARB provides three types of guidance.

First, CARB has developed the Local Government Operations Protocol (LGOP) to assist jurisdictions to inventory the GHG emissions from their government operations and to quantify the emissions impact of local government policies and programs. In addition to the guidance in the LGOP, CARB’s website provides a spreadsheet-based tool to estimate landfill emissions and documents quantifying lifecycle-based GHG emission reduction factors for recycling and composting.

Second, CARB has created a local government toolkit to assist jurisdictions with climate action planning. Posted on CARB’s website, the toolkit provides a one-stop shop of guidance and resources to assist local governments in reducing GHG emissions and saving money.

Finally, CARB has put together a table outlining the myriad ways that local governments can act to assist in meeting statewide goals for GHG emission reductions. The table is reproduced below. The measures identified in Table 1 are, at this point, voluntary; they are not mandated under AB 32.

Local Government Initiatives	
Measure	Voluntary Local Government (LG) Actions
A1. Local Government Actions	<ul style="list-style-type: none"> + Set local GHG reduction goals by partnering with special districts that provide services within jurisdictions + Develop Climate Action Plans, or other comprehensive approach to reduce GHG emissions + Adopt Best Practices
A2. Energy Efficiency	<ul style="list-style-type: none"> + Increase Utility Energy Efficiency Programs (either as municipal owners or partnership with local utilities) – New targets would be set for statewide energy demand reductions. These reductions could be achieved through enhancements to existing programs such as increased incentives + Reduce energy consumption and install solar water heating systems within LG owned/operated facilities and operations
A3. Renewable Portfolio Standard	<ul style="list-style-type: none"> + Achieve 33% renewables portfolio standard for LG owned utility (i.e., 33% of energy generation must come from renewable energy sources)
A4. Green Buildings	<ul style="list-style-type: none"> + Facilitate green building construction, renovation, operation and maintenance of green buildings at LG owned/operated facilities + Implement the State adopted green building code (effective 2010) and provide training to local architects, engineers and developers + Site buildings close to public transportation and services, and providing amenities that encourage walking and cycling, offer further GHG reducing potential
A5. Recycling and Waste	<ul style="list-style-type: none"> + Adopt Zero Waste and Environmentally Preferable Purchasing policies + Increase diversion from landfills (commercial recycling and compost/purchase of compost) + Control landfill methane emissions (for jurisdictions that own/operate landfill)
A6. High GWP Gases	<ul style="list-style-type: none"> + Minimize/eliminate motor vehicle A/C refrigerant leakage through proper maintenance in fleet vehicles + Ensure proper handling/disposal of waste refrigeration units (through solid waste hauler)
A7. Sustainable Forests	<ul style="list-style-type: none"> + Encourage land-use decisions that conserve forest lands
A8. Water	<ul style="list-style-type: none"> + Improve municipal water system energy efficiency/usage + Increase water recycling + Reuse urban runoff
A9. Land Use Planning	<ul style="list-style-type: none"> + Participate in regional planning efforts and ensure land use and transportation plans and decisions conform with sustainable communities strategies (SB 375) + Incorporate GHG reduction measures in General Plan, including funding and promotion of local transit systems, bike/walk infrastructure, local parking policies, car sharing, etc.
A10. Transportation	<ul style="list-style-type: none"> + Promote employee transit incentive programs, including, telework, carpooling, and parking cash-out policies + Promote public education to reduce vehicle miles travel
A11. Vehicle Efficiency	<ul style="list-style-type: none"> + Fleet purchase/retrofits: <ul style="list-style-type: none"> - Hybridization of vehicles – fleet vehicles, transit buses - Retrofits to improve fuel efficiency of heavy-duty trucks - If auto manufacturer regulations are not enforceable, LG may have to pay fee (fee-bate) for increase GHG emission vehicles purchased for fleet. Alternatively, LG can save money by buying low GHG emission vehicles. + Fleet maintenance: <ul style="list-style-type: none"> - Properly inflate tires

Local Government Influence on Community Activities	
Measure	Local Government (LG) Actions
B1. Energy Efficiency	<ul style="list-style-type: none"> + Promotion of following programs within the jurisdiction: <ul style="list-style-type: none"> - Reduction in energy consumption (32,000Gwh and 800 million therms statewide) - Installation of solar water heating systems in homes/businesses (incentives for 200,000 statewide) - Incentives for building owners and developers to participate in “Million Solar Roofs” project for solar-electrical systems + Reductions have potential to deliver significant economic benefits to consumers (and taxpayers)
B2. Green Buildings	<ul style="list-style-type: none"> + Promote (LG lead by example) by requiring all new LG buildings to exceed existing energy standards and meet nationally-recognized building sustainability standards, such as LEED Gold standards.
B3. Sustainable Forests/Urban Forestry	<ul style="list-style-type: none"> + Promote urban parks and forestry projects (shading/energy co-benefits) + Promote public investment to purchase and preserve forests and woodlands
B4. Agriculture	<ul style="list-style-type: none"> + Promote/encourage manure digester systems at large dairies within jurisdiction

Table 1: Local Government Initiatives and Influence on Community Activities

Source: California Air Resources Board

Note: Numbering of the measures provided by The Planning Center|DC&E to facilitate reference for the Sustainability Framework.

SB 375

SB 375 requires California’s 18 metropolitan planning organizations (MPOs) to prepare SCS demonstrating how their regions will meet CARB-established targets for GHG reduction from passenger vehicles. The SCS is intended to integrate land use, housing, and transportation planning to establish development patterns that reduce VMT. There are alternative provisions to the law for MPOs whose SCS does not achieve CARB’s targets, but these are moot for the purposes of this document because CARB has accepted SCAG’s SCS.

The SB 375 provisions are not, strictly speaking, mandatory on local governments. The legislation does, however, provide carrots and sticks that make it likely that jurisdictions will comply. The primary carrot provides targeted exemptions to CEQA requirements for certain residential and mixed-use development projects that are consistent with the SCS. Perhaps more importantly though, the major stick is that the RTP, which is adopted by SCAG and governs the allocation of federal transportation funds, must incorporate and be consistent with the SCS.

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While transportation occupies a significant portion of SCAG's SCS, the heart of the SCS is integrating land use and development policies with transportation planning and investment. SCAG's SCS identifies the following land use and development policy guidance:

- + **Identify regional strategic areas for infill and investment.** Identify strategic opportunity areas for infill development of aging and underutilized areas and increased investment in order to accommodate future growth.
- + **Structure the plan on a three-tiered system of centers development.** Identify strategic centers based on a three-tiered system of existing, planned, and potential, relative to transportation infrastructure.
- + **Develop "complete communities."** Create mixed-use districts or "complete communities" in strategic growth areas through a concentration of activities with housing, employment, and a mix of retail and services, close to each other.
- + **Develop nodes on a corridor.** Intensify nodes along corridors with people-scaled, mixed-use developments.
- + **Plan for additional housing and jobs near transit.** Support and improve transit use and ridership by creating pedestrian-friendly environments and more compact development patterns close to transit.
- + **Plan for a changing demand in types of housing.** Address shifts in the labor force that will likely induce a demand shift in the housing market for additional development types such as multifamily and infill housing in central locations, which will appeal to the needs and lifestyles of these large populations.
- + **Continue to protect stable existing single-family areas.** Continue to protect stable existing single-family neighborhoods as future growth and a

more diverse housing stock are accommodated in infill locations near transit stations.

- + **Ensure adequate access to open space and preservation of habitat.** Ensure access to open space and habitat preservation despite competing quality-of-life demands driven by growth, housing, and employment needs and traditional development patterns.
- + **Incorporate local input and feedback on future growth.** Continue public outreach efforts and incorporate local input through public workshops, scenario planning, and stakeholder outreach.

WRCOG EFFORTS

WRCOG currently manages a number of programs and has conducted a variety of technical studies that directly support or complement AB 32 and SB 375. In many ways, WRCOG is a leader in sustainability efforts in southern California. Where applicable, each of these have been incorporated into this Sustainability Framework and are described in detail throughout chapter II.

IV. SUSTAINABILITY INDICATORS MATRIX INTRODUCTION



To identify the most important measures for progress in our six topic areas, we identified 55 sustainability indicators. These initial indicators have been selected to distill a complex set of issues into a concise story about Western Riverside County and to enable WRCOG to determine how best to come alongside and improve outcomes. The following matrix organizes the indicators by subcommittee and general topic area. Each indicator should include a target—a quantifiable objective to encourage progress and celebrate successes. This framework includes some initial targets for consideration, but the subcommittees and responsible agencies should ultimately establish targets through ongoing study and collaboration. The matrix also identifies the lead agency best suited to tracking the indicator either because they already do so or because it best falls within their purview. In either case, WRCOG would be responsible for coordinating with each agency and updating progress on each indicator annually.

NEXT STEPS

Following adoption of this Sustainability Framework by the Executive Committee, the following next steps are recommended:

1. Three key action items for the Economic Development subcommittee are:
 - + Formulate, adopt and implement a subregional economic development strategy.
 - + Create and implement an economic development marketing communications strategy.
 - + Facilitate monthly meetings among professional economic development staff, continue regular meetings of city managers and elected officials through the economic development subcommittee, and host an annual economic development forum for Western Riverside County.
2. The Education subcommittee has prioritized four action items to move forward on they are:
 - + Conduct the first new Partnership Conference to Advance Education in Western Riverside County to establish common foals (and associated timeframes) for k-12 education.
 - + Seek additional grant funding from the Communities Learning in Partnership Initiative (Bill and Melinda Gates Foundation) and other grant sources to expand the partnership between jurisdiction, community colleges, school districts, and business leaders throughout Western Riverside County.
 - + Initiate a public ad campaign that promotes the value of education. Message: local education leads to local jobs.
 - + Expand the education subcommittee membership to include representative from the community college districts and universities.
3. Seek additional grant funding to continue regular subcommittee meetings and to focus on implementation of action items.
4. The Economic Development, Health, Transportation, and Energy and Environment subcommittees, as well as the Riverside County Water Task Force should identify priority action items during future meetings.
5. The goals and action items of the Sustainability Framework should be reviewed and updated as needed.

WRCOG Sustainability Indicators

Topic	Indicator	Target	Benchmark	Benchmark Date	Data Source	Lead Agency to Track Indicator	Tracking Time Frame	Notes
Economic Development								
Employment	Total number of jobs; Change in total number of jobs since 2010 benchmark; Change in total number of jobs since previous year.	There is no target for this indicator, but it is included in target for jobs per employed resident. Nevertheless, it is a basic measure of economic activity and should be monitored.	422,800	2010	Use On The Map from the US Census Bureau's Local Employment Dynamics program for jobs count data	WRCOG	Annually	Provide comparison to: 1) San Bernardino Valley (the Ontario and the San Bernardino Census County Divisions); 2) Southern California, defined as the counties of Los Angeles, Orange, Riverside, San Bernardino, and Ventura; and 3) the United States.
	Total number of base sector jobs ; Change in total number of base sector jobs since 2010 benchmark; Change in total number of base sector jobs since previous year.	There is no target for this indicator, but it is a basic measure of economic activity and should be monitored.	Agriculture, Forestry, Fishing and Hunting 3,600 Mining, Quarrying, and Oil and Gas Extraction 500 Manufacturing 34,900 Transportation and Warehousing 15,800 Information 4,500 Finance and Insurance 8,400 Professional, Scientific, and Technical Services 17,000 Management of Companies and Enterprises 3,000 Total 87,700	2010	Use On The Map from the US Census Bureau's Local Employment Dynamics program for jobs count data	WRCOG	Annually	Base sector is defined to include all jobs in the following economic sectors: Agriculture, forestry, fishing, and hunting; Mining, quarrying, and oil and gas extraction; Manufacturing; Transportation and warehousing; Information; Finance and insurance; Professional, scientific, and technical services; and Management of companies and enterprises.
	Total number of jobs per household; Change in total number of jobs per household since 2010 benchmark; Change in total number of jobs per household since previous year.	There is no target for this indicator because the number of jobs per employed resident is the more meaningful measure. It is included here because many people are more familiar with this indicator.	0.84 total jobs per household	2010		WRCOG	Annually	It is recommended to use a regional comparison for this target
	Total number of jobs per employed resident; Change in total number of jobs per employed resident since 2010 benchmark; Change in total number of jobs per employed resident since previous year.	1 job per employed resident.	0.72 jobs per employed resident	2010	Use On The Map from the US Census Bureau's Local Employment Dynamics program for all jobs count data and number of employed residents; Use the American Community Survey's Five-Year Estimates for the number of households http://lehd.did.census.gov/led/led.html	WRCOG	Annually	It is recommended to use a regional comparison for this target
Out-Commuting	Percentage of the subregion's employed residents working outside of the subregion; Change in the percentage of the subregion's employed residents working outside of the subregion since 2010 benchmark; Change in the percentage of the subregion's employed residents working outside of the subregion since previous year.	40 percent of the subregion's employed residents working outside of the subregion.	60.0 percent of the subregion's employed residents working outside of the subregion	2010	Use On The Map from the US Census Bureau's Local Employment Dynamics program for number of employed residents and number of residents working outside of the subregion. http://lehd.did.census.gov/led/led.html	WRCOG	Annually	
Household Income	Average real (inflation adjusted) household income; Change in average real (inflation adjusted) household income since 2010 benchmark; Change in average real (inflation adjusted) household income since previous year.	Subregion's average real (inflation adjusted) household income equal to Southern California's average real (inflation adjusted) household income.	91.3 percent (Western Riverside County \$75,160 per household, Southern California \$82,370 per household)	2010	Use the US Census Bureau's Local Employment Dynamics program for household income, total wages and salaries, and number of employed persons data; Use the US Bureau of Labor Statistics' Consumer Price Index for All Urban Consumers (Table 16A) for the Los Angeles-Riverside-Orange County Consolidated Statistical Area for inflation adjustments. http://lehd.did.census.gov/led/led.html	WRCOG	Annually	It is recommended to use a regional comparison for this target
	Total real (inflation adjusted) wages and salaries per employed person; Change in total real (inflation adjusted) wages and salaries per employed person since 2010 benchmark; Change in total real (inflation adjusted) wages and salaries per employed person since previous year.	Subregion's total real (inflation adjusted) wages and salaries per employed person equal to Southern California's total real (inflation adjusted) wages and salaries per employed person.	93.0 percent (Western Riverside County \$45,470 per employed person, Southern California \$48,878 per employed person)	2010	Use the US Census Bureau's Local Employment Dynamics program for household income, total wages and salaries, and number of employed persons data; Use the US Bureau of Labor Statistics' Consumer Price Index for All Urban Consumers (Table 16A) for the Los Angeles-Riverside-Orange County Consolidated Statistical Area for inflation adjustments. http://lehd.did.census.gov/led/led.html	WRCOG	Annually	It is recommended to use a regional comparison for this target

WRCOG Sustainability Indicators

Topic	Indicator	Target	Benchmark	Benchmark Date	Data Source	Lead Agency to Track Indicator	Tracking Time Frame	Notes
Education								
Education Test Scores	Academic Performance Index.	Meet or exceed state average API Score. Set target to achieve in 5 years.	777 County, 778 State	2011	CA Department of Education http://www.cde.ca.gov/ta/ac/ap	Riverside County Office of Education	Annually	
	Early Assessment Program through CSU.	100% of students take the exam. Set target for percent of students obtaining a "ready" for college score for Math and English in 5 years.	84% took the test with 17% "Ready" in both Math and English (Countywide data)	2010	California State University http://eap2010.ets.org	Riverside County Office of Education	Annually	
	SAT Scores.	1) Meet or exceed the state average for students scoring a 1,500 or better. 2) Increase the number of students taking the test. Set target to achieve in 5 years.	35% WR/ 51% State received a score of 1,500 or better, 31% took the test	2009-10	CA Department of Education http://dq.cde.ca.gov/dataquest	Riverside County Office of Education	Annually	
College & Career Readiness	Graduation Rates.	A graduation rate of 85% or higher for Western Riverside schools.	85% Western Riverside	2009-10	CA Department of Education http://dq.cde.ca.gov/dataquest	Riverside County Office of Education	Annually	
	Advancement Via Individual Determination AVID.	Avid program in every district.			http://www.rimsavid.org/	RIMS AVID	Annually	
	Completion of Career Technical Education (CTE) Training through the Regional Occupation Program for High School Students.	25% completion rate or higher of course sequence and capstone class for high school students enrolled in the program.	18.6% County	2011	Riverside County Office of Education http://www.rcoe.k12.ca.us	Riverside County Office of Education	Annually	
	Percent of high school graduates eligible to attend University of California (UC) or California State University (CSU).	Meet or exceed the statewide average for the number of high school graduates who have completed A-G requirements to be eligible for admission to a UC or CSU campus.	26% WR, 35% State	2009-10	CA Department of Education http://dq.cde.ca.gov/dataquest	Riverside County Office of Education		
	College Enrollment Rate.	Set target for percent of recent high school graduates enrolled in college courses for Post-Secondary Education.	57% County	2011	Riverside County Office of Education http://www.rcoe.k12.ca.us	Riverside County Office of Education	Annually	
Technology & Education	Number of schools with Wi-Fi.	All schools provide Wi-Fi access for students and faculty.			Riverside County Office of Education http://www.rcoe.k12.ca.us	Riverside County Office of Education	Annually	Recommended that RCOE track and post statistics on their website.
	Number of students with digital learning devices.	Set target to achieve in 5 years.			Riverside County Office of Education http://www.rcoe.k12.ca.us	Riverside County Office of Education	Annually	Recommended that RCOE track and post statistics on their website.
	Number of students enrolled in on-line coursework.	Set target to achieve in 5 years.		2011	Riverside County Office of Education http://www.rcoe.k12.ca.us	Riverside County Office of Education	Annually	Recommended that RCOE track and post statistics on their website.

WRCOG Sustainability Indicators

Topic	Indicator	Target	Benchmark	Benchmark Date	Data Source	Lead Agency to Track Indicator	Tracking Time Frame	Notes
Health								
Health Outcomes	Adults reporting good or excellent health.	To be determined.	N/A	N/A	CAL Health Survey http://www.askchis.com	RivCo Public Health Dpt	Annually	Countywide data only; need subregional breakdown
	Age-adjusted mortality rates for top ten categories.	To be determined.	N/A	N/A	Riv. County DPH www.rivcohealthdata.org	RivCo Public Health Dpt	Annually	Countywide data only; need subregional breakdown
	Adults Reporting Selected Health Risks.	To be determined.	N/A	N/A	http://apps.nccd.cdc.gov/BRFSS-SMART/SelQuickViewChart.asp	RivCo Public Health Dpt	Annually	Countywide data only; need subregional breakdown
Health Facilities	Primary Care physicians, nurses, and allied workers per 100,000 residents.	To be determined.	36 doctors per 100K, 62 speclists per 100K	2008	California Health Foundation http://www.chcf.org	RivCo Public Health Dpt	Annually	Countywide data only; need subregional breakdown
	Ratio of all hospital beds per 1,000 residents, all long-term care facilities per 1,000 residents, and all general clinics per 100,000 residents.	To be determined.	1.5 HB per 1,000, 2.0 LTC per 1,000, 1 Clinic per 100,000	2012	California OSHPD http://www.oshpd.ca.gov/	RivCo Public Health Dpt	Annually	Subregional data available provided data is coded
	Percent of residents under age 65 with health insurance.	To be determined.	78%	2009	Small Area Health Insurance Estimates - RWJF County Rankings	RivCo Public Health Dpt	Annually	Countywide data only; need subregional breakdown
Environment	Hazardous sites needing cleanup.	To be determined.	N/A	N/A	http://geotracker.waterboards.ca.gov/ ; http://www.envirostor.dtsc.ca.gov/	WRCOG	Annually	Data Source and Indicator Requires Addt'l Research
	*Air Quality and Water Quality indicators are covered in the Energy and Environment section.							
Built Environment	Acres of parks per 1,000 residents (only includes local parks).	To be determined.	Est. 2.5 acres per 1,000 residents	2010	LAFCO Municipal Service Review	WRCOG	Annually	City data available
	Trails and bicycle route miles per 10,000 residents.	To be determined.	Unknown	2010	Western Riverside COG NonMotorized Transport. Plan	WRCOG	Annually	City data available
	Retail Food Environment Index.	To be determined.	4.6 unhealthy to healthy outlets	2007	California Center for Public Health Advocacy	RivCo Public Health Dpt	Annually	Countywide data only; need to survey subregion
Lifestyle Choices	Percentage of 9th graders in health fitness zone.	To be determined.	36% of 9th graders	2011	CA Department of Education: http://dq.cde.ca.gov/dataquest	WRCOG	Annually	Countywide data only; need subregional breakdown
	Violent Crimes per 100,000 residents.	To be determined.	282 violent crimes per 100,000 people	2010	http://oag.ca.gov/crime	WRCOG	Annually	2010 data excludes Eastvale and Jurupa Valley
	Percentage of youth using alcohol, tobacco, or drugs.	To be determined.	N/A	2012	CAL Health Survey http://www.askchis.com	WRCOG	Annually	Countywide data only; need subregional breakdown

WRCOG Sustainability Indicators

Topic	Indicator	Target	Benchmark	Benchmark Date	Data Source	Lead Agency to Track Indicator	Tracking Time Frame	Notes
Transportation								
Regional Coordination	Number of Projects Funded and Implemented Through TUMF in accordance with timing of 10-Year Strategic Plan.	Continue to monitor the 10-Year Strategic Plan.	46 Projects	2010-2011	TUMF Annual Report www.wrcog.cog.ca.us	WRCOG	Annually	
	TUMF revenue and State and Federal Grant Dollars Received.	Maintain sufficient funding to support projects.	TUMF revenue \$15.2 million	2010-2011	TUMF Annual Report www.wrcog.cog.ca.us	WRCOG TUMF Program and RCTC	Annually	
Vehicle Miles Traveled	Vehicle Miles Traveled.	Reduce VMT. WRCOG to set goal in accordance with their CAP.	Miles			WRCOG	Annually	
	Transit/Bus Ridership (or should this be expansion of service per their service plan?).	Increase transit/bus ridership. RTA to set 5 year goal.	8.8 million boardings, up 5% from 2009, RTA service area	2011-2012	www.riversidetransit.com	RTA	Annually	
Goods Movement	Grade separation projects.	Continue to monitor the 10-Year Strategic Plan (based on need to maintain rail and local roadway LOS while accommodating rail demand increases).	TUMF: 17 railroad, 2 in progress, 1 complete		Local Agencies and Riverside County TLMA	WRCOG TUMF Program and RCTC	Annually	
Air Transportation Access	Air transportation access.	Number of air travelers (or passengers).	Capacity is 10 million passengers a year	After the completion of the expansion in 2008	LA World Airports: http://www.lawa.org/welcome_ont.aspx?id=1436#3	LA World Airports	Annually	
Water and Wastewater								
Water Quality	Illegal discharge reports.	Reduction in illegal discharge, dumping, and spill reports.	4% increase over the past 4 years County	2010	Local Water Districts	WRCOG	Annually	
	Drinking water quality.	Water quality meets or exceeds U.S. Environmental Protection Agency and California Department of Public Health standards.	Meets	2011	Western Municipal Water District http://www.wmwd.com	WMWD	Annually	
Water Supply	Percent source of water.	Percent reduction in imported water/Percent increase in water conservation and local water development.			Metropolitan Water District of Southern California	MWD	Annually	
	Per capita water usage per day.	WRCOG to set target 5-year target for decreased percent of current water usage. Reduce per capita urban water use per state goal of a 20% reduction by December 31, 2020.	State is tracking incremental progress with a goal of 10% reduction by December 31, 2015	2015 & 2020	Local Water Districts	WMWD and EMWD	Annually	
	Availability of water.	Expansion of water sources as the population grows.			Western Municipal Water District http://www.wmwd.com and Eastern Municipal Water District www.emwd.org	WMWD and EMWD	Annually	

WRCOG Sustainability Indicators

Topic	Indicator	Target	Benchmark	Benchmark Date	Data Source	Lead Agency to Track Indicator	Tracking Time Frame	Notes
Energy and Environment								
CAP	Reduce GHG emissions, help the region to attain AB 32 and SB 375 goals by 2020 and 2050.	Emission levels to 1990 levels by 2020 and 80% reduction in emissions by 2050.					Every 5 years	
	Number of Cities with adopted Climate Action Plan or GHG Reduction Plan.	Meet or exceed WRELP goal (what is this goal?).	4	2010	OPR Planners Books of Lists http://opr.ca.gov/docs	WRCOG	Annually	
Energy	Average electricity consumption.	Year over year reduction in electricity consumption per household/ business. Target to be set by WRELP.	kWh per customer	2010-2011	Riverside Public Utilities www.riversideca.gov and Southern California Edison www.sce.com	WRCOG	Annually	
	Average natural gas consumption.	Year over year reduction in natural gas consumption per household/ business. Target to be set by WRELP.	Therms per customer			WRCOG	Annually	
	Percent of electricity generated from renewable sources.	Increase the percent of electricity from renewable sources. WRELP to set 5 year target.	3% increase (17% to 20%) County	2009 - 2010	www.riversideca.gov/utilities	WRCOG	Annually	
	Local agency and business participation in WRELP.	Increase the number of agencies and businesses participating in WRELP.				WRCOG	Annually	
	Availability of alternative fueling charging locations.	5 year target to be set by WRELP.	5 PEV stations	2012	US Department of Energy Alternative Fueling Station Locator http://www.afdc.energy.gov/locator/stations , http://www.wrcog.cog.ca.us/cleancities/cleancities_2011_10_page3.html	WRCOG	Annually	
	Participation in HERO financing program.	Number of properties participating the HERO program. Participation of 13,500 properties (residential and commercial) over the life of the program.	1,200 applications*	2012	http://wrcog.herofinancing.com/ Contact program administrator	WRCOG	Annually	*Figure from: http://eon.businesswire.com/news/eon/20120716006250/en/financing/solar/green-energy
Air Quality	Ozone air quality trends.	Change in rate per target set forth in SCAQMD 2012 Air Management Plan, 5 year target to be set by WRCOG.			South Coast Air Quality Management District	WRCOG	Annually	
	Level of pollutants and gases.	Meet or exceed goals set forth in SCAQMD 2012 Air Management Plan.			South Coast Air Quality Management District	WRCOG	Annually	
	Number of days the air quality index ranks as "good."	Increase the number of days when the air quality is "good."	30 days (AQI between 0-50) (County)	2009 - 2010	http://airnow.gov/	WRCOG	Annually	
Environment	Participation in Regional Recycled Oil program.	Meet or exceed program goals. Target to be set by WRCOG.	Over 100 collection centers in participation	2012	www.wrcog.cog.ca.us/content/usedoilrecycling.asp	WRCOG	Annually	
	Solid waste diversion reduction rates for commercial sector.	WRCOG to set target based on 2020 statewide reduction goal of 2-3 million tons of materials recycled from the commercial sector.		2012	Data will need to be collected from local waste haulers &/or recycling centers	WRCOG	Annually	
	Number of approved projects that qualify for CEQA streamlining.	Increase the number of projects year over year. 5 year target to be set by WRCOG.			Data will need to be collected from County and Cities	WRCOG	Annually	
	Acres of agricultural land [used for locally grown food].	Maintain/ conserve the current acreage of agricultural land used for locally grown food.			Data will need to be collected from County and Cities	WRCOG	Annually	

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Appendix A

Sustainability Framework Process & Resources

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