

2025 Board Retreat | AGENDA

Thursday, May 1, 2025

Hilton Garden Inn Carlsbad Beach

6450 Carlsbad Blvd

Carlsbad, CA 92011

The Board of Directors meeting scheduled for Thursday, May 1, 2025 will be held in person at Hilton Garden Inn Carlsbad Beach. Participation in the meeting will be limited to members of the Board and public that are in attendance.

Public Comments: Members of the public may speak to the Board of Directors on any item at the time the Board of Directors is considering the item. Public speakers are generally limited to three minutes or less per person.

Persons who wish to address the members on an item to be considered at this meeting, or on non-agendized issues, may email comments to the Clerk at clerkoftheboard@sandag.org (please reference Board of Directors Retreat in your subject line and identify the item number(s) to which your comments pertain). Comments received by 4 p.m. the business day before the meeting will be provided to members prior to the meeting. All comments received prior to the close of the meeting will be made part of the meeting record.

If you desire to provide in-person comment during the meeting, please fill out a speaker slip, which can be found in the meeting room (Hilton Garden Inn Carlsbad Beach). Staff will call on members of the public who have timely requested to provide comment by name. All comments to be provided for the record must be made in writing via email or in person, per the instructions above.

In order to keep the public informed in an efficient manner and facilitate public participation, SANDAG provides access to all agenda and meeting materials online at [SANDAG.org/meetings](https://sandag.org/meetings). Additionally, interested persons can sign up for email notifications at [SANDAG.org/subscribe](https://sandag.org/subscribe). A physical copy of this agenda may be viewed at the SANDAG Toll Operations Office, 1129 La Media Road, San Diego, CA 92154, at any time prior to the meeting.

Vision Statement: *Pursuing a brighter future for all*

Mission Statement: *We are the regional agency that connects people, places, and innovative ideas by implementing solutions with our unique and diverse communities.*

Our Commitment to Equity: *We hold ourselves accountable to the communities we serve. We acknowledge we have much to learn and much to change; and we firmly uphold equity and inclusion for every person in the San Diego region. This includes historically underserved, systemically marginalized groups impacted by actions and inactions at all levels of our government and society.*

We have an obligation to eliminate disparities and ensure that safe, healthy, accessible, and inclusive opportunities are available to everyone. The SANDAG equity action plan will inform how we plan, prioritize, fund, and build projects and programs; frame how we work with our communities; define how we recruit and develop our employees; guide our efforts to conduct unbiased research and interpret data; and set expectations for companies and stakeholders that work with us.

We are committed to creating a San Diego region where every person who visits, works, and lives can thrive.

2025 Board Retreat | AGENDA

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如有需要，我们可以把SANDAG议程材料翻译成其他语言。
请在会议前至少 72 小时打电话 619.699.1900 提出请求。

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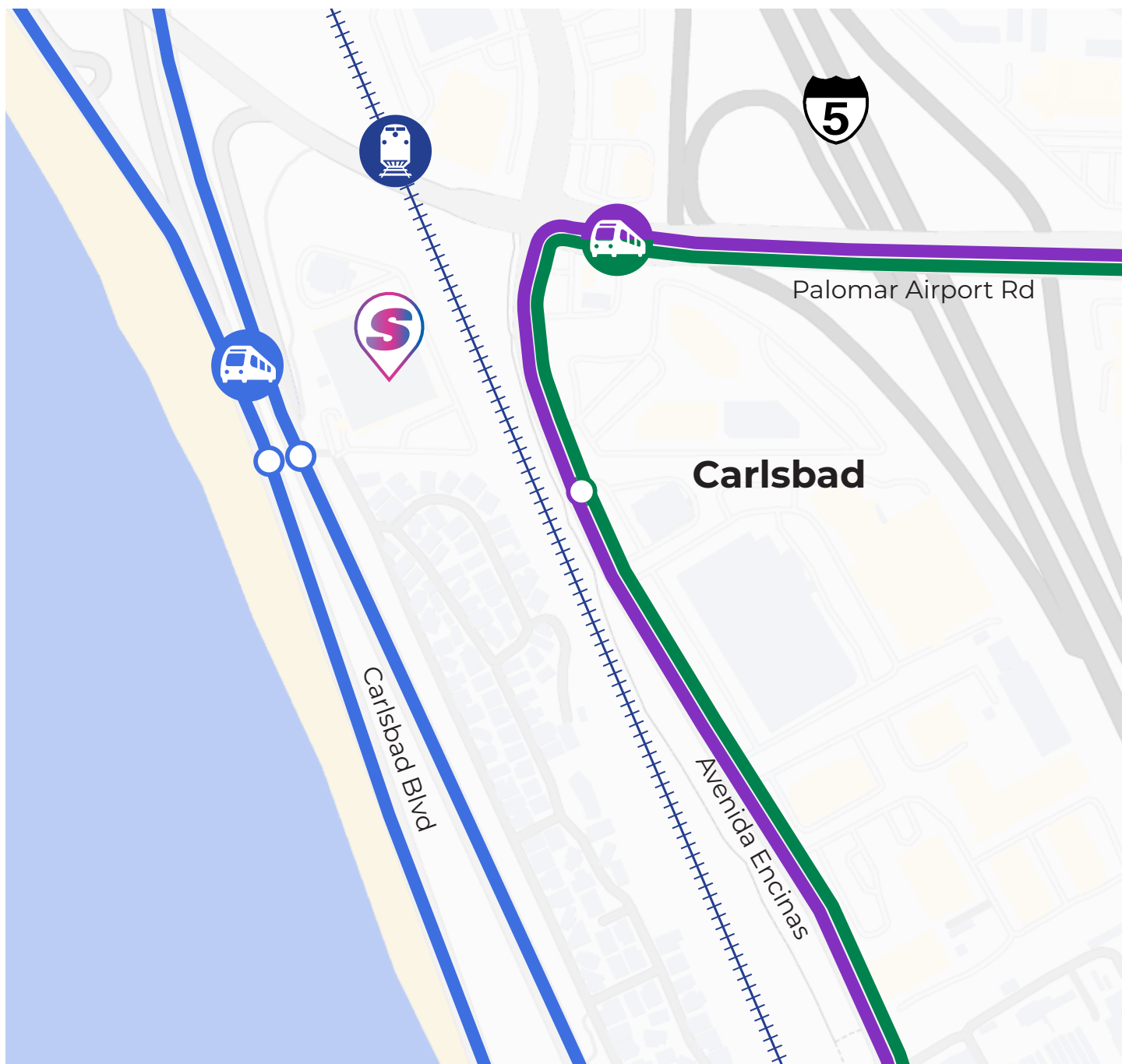
This meeting will be conducted in English, and simultaneous interpretation may be provided in Spanish if requested at least 72 hours in advance. Interpretation in additional languages will be provided upon request to clerkoftheboard@sandag.org at least 72 business hours before the meeting. Esta reunión se llevará a cabo en inglés, y se ofrecerá interpretación simultánea en español. Se ofrecerá interpretación en otros idiomas previa solicitud a clerkoftheboard@sandag.org al menos 72 horas antes de la reunión.

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Assistència lingüística gratuïta | मुफ्त भाषा सहायता | Assistance linguistique gratuite | ផ្លូវការសាស្ត្រាភិវឌ្ឍន៍
ఉచిత భాషా సహాయం | ການຊ່ວຍເຫຼືອດ້ານພາສາພຣີ | Kaalmada Luqadda ee Bilaashka ah | Безкоштовна мовна допомога

[SANDAG.org/languageassistance](https://www.sandag.org/languageassistance) | 619.699.1900

2025 Board Retreat | MAP

The SANDAG 2025 Board Retreat will be held at the **Hilton Garden Inn Carlsbad Beach** located off I-5 on Carlsbad Boulevard in Carlsbad, which is accessible by the COASTER, NCTD Bus Route 101, 444, and 445.



 Board Retreat  NCTD Route 101  NCTD Route 444  NCTD Route 445  COASTER

Thursday,
May 1st

2025 Board Retreat **AGENDA**

Breakfast available at 8:30 a.m.

9:00 a.m.

Item #1 – Non-Agenda Public Comment/ Member Comments

Public comments under this agenda item will be limited to eight public speakers. Members of the public shall have the opportunity to address the Board on any issue within the jurisdiction of SANDAG that is not on this agenda. Public speakers are limited to three minutes or less per person. Board members also may provide information and announcements under this agenda item. If the number of public comments under this agenda item exceeds eight, additional public comments will be taken at the end of the agenda. Subjects of previous agenda items may not again be addressed under public comment.

9:30 a.m.

Item #2 – SANDAG Board of Directors Workshop*

The Board of Directors will participate in roundtable discussions and informational sessions focused on agency mandates, regional priorities, and cross-jurisdictional collaboration.

9:40 a.m.

PART I: Regional Plan: Where It All Begins

As one of the agency's core mandates, the Regional Plan sets the long-term vision for how people and goods will move around the San Diego region for years to come. This session will provide a preview of the Draft 2025 Regional Plan before its public release later in May and help to set the stage for much of the discussion throughout the retreat.

10:35 a.m.

PART II: Code of Engagement: What Does Success Look Like

This session will provide the chance for Board Members to discuss expectations, opportunities, and challenges and how best to position the agency to continue to deliver for the people we serve.

Lunch

1:15 p.m.

PART III: Code of Engagement: Policy Governance Structure

Board Members will participate in a dialogue about its policy governance structure, helping to kick off this year's assessment of its Policy Advisory Committees and Working Groups.

2:00 p.m.

PART IV: Setting the Table: Housing and RHNA

This session will focus on SANDAG's role when it comes to housing in the region, what we are doing in Sacramento to advance RHNA reform, and how the Board can start to prepare for the 7th Cycle update of the Regional Housing Needs Assessment (RHNA).

3:15 p.m.

Break

3:30 p.m.

PART V: TransNet 101

Join us for a quick refresher course on the TransNet Program before we dive into the details the next day. Bring your questions and get ready to get into the specifics of what TransNet is, how it works, and what has been delivered so far.

4:15 p.m.

Wrap Up

6:00 p.m.

Dinner



PART I: Regional Plan: Where It All Begins

Board Retreat
May 1, 2025

1

Why do we do a Regional Plan?

FEDERAL

Metropolitan Planning Organization

- Regional Plan

STATE

Regional Transportation Planning Agency

- Regional Plan

Council of Governments

- Regional Housing Needs Assessment (RHNA)

Consolidated Agency

- Plan and build transportation projects

TRANSNET

Regional Transportation Commission

- TransNet program, oversight, and funding



LOCAL

Automated Regional Justice Information System (ARJIS)

- Cross-jurisdictional criminal justice data

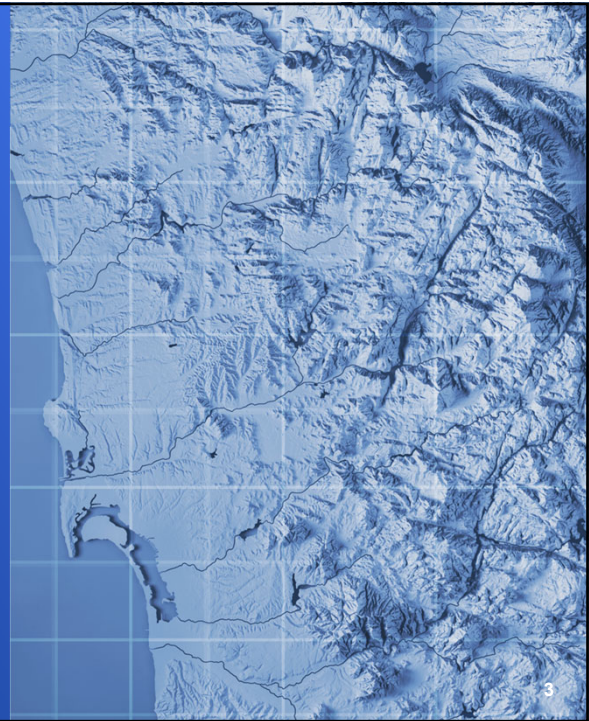


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What is a Regional Plan?

- Blueprint for how the region will grow and develop over the next 20+ years
- Developed **every 4 years**
- Has to meet federal and state **requirements**
- Uses the **latest data** and planning **assumptions**
- Includes **projects, policies, programs** and a **financial plan**



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Planning and Budgeting Efforts

Regional Plan

- Conceptual long-term vision (25 years)
- Updated every 4 years

Regional
Plan

Regional
Plan

Regional
Plan

Regional
Plan

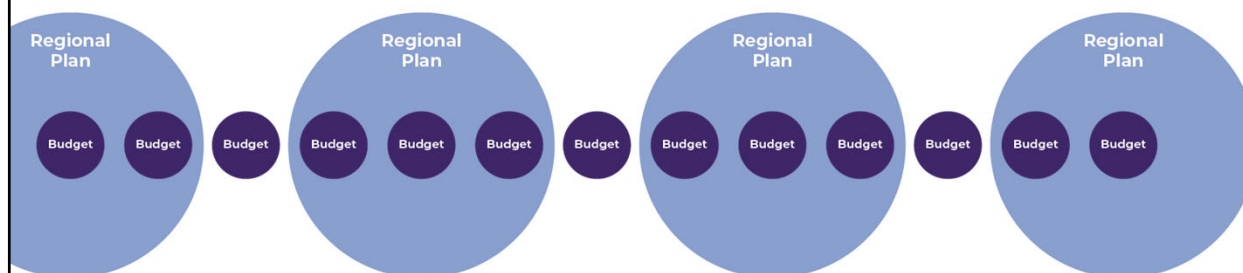
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Planning and Budgeting Efforts

Budget

- Financial plan for projects with identified funding (planning projects: 1 year, capital projects: 10 years)
- Updated annually (fiscal year spans July 1 to June 30)



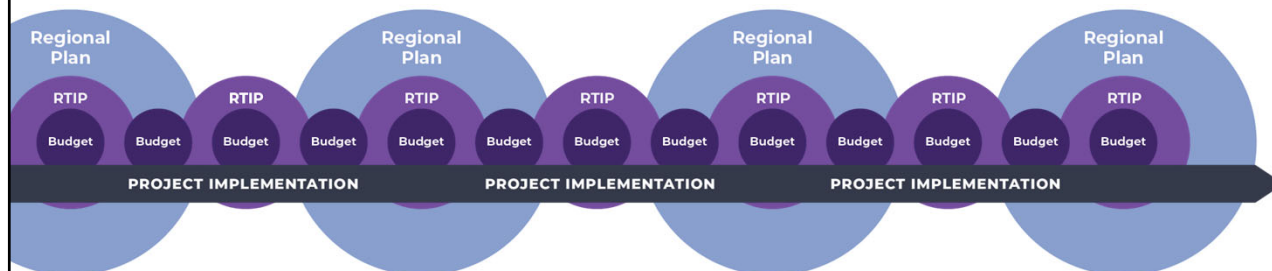
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Planning and Budgeting Efforts

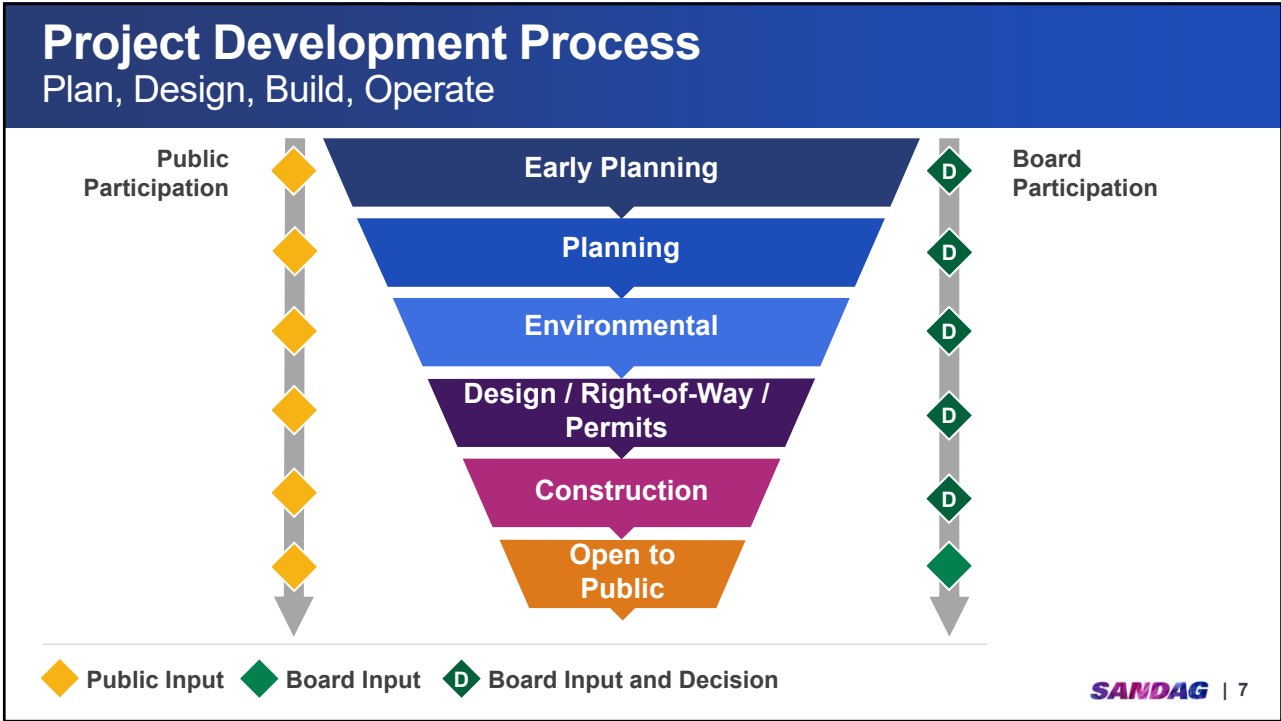
Regional Transportation Improvement Program (RTIP)

- Near-term investment plan (5 years)
- Projects and programs that were identified through Regional Plan and Budget process with committed funding
- Updated every 2 years

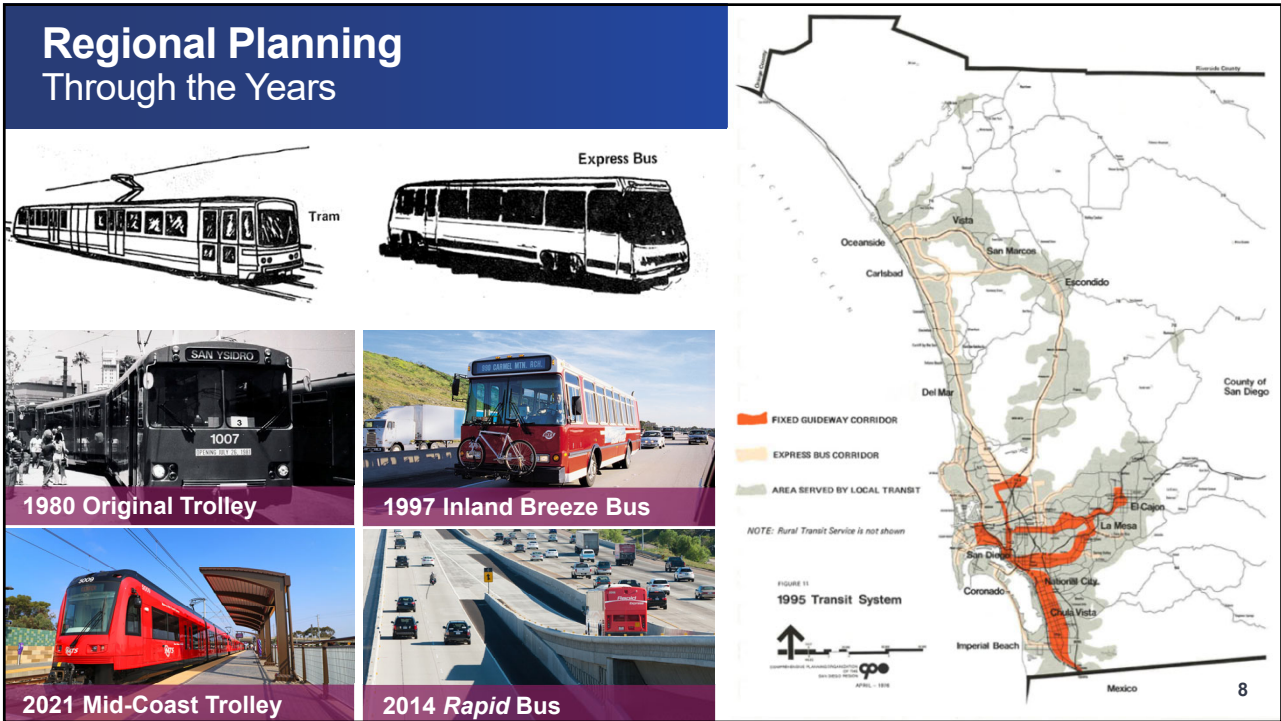


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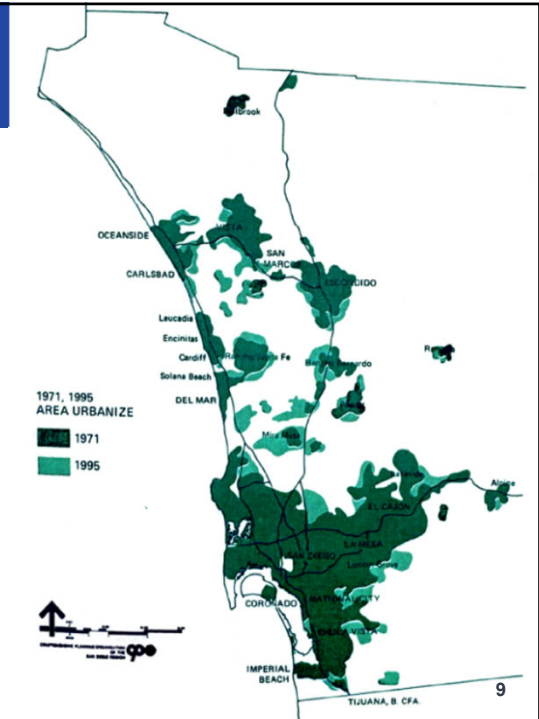


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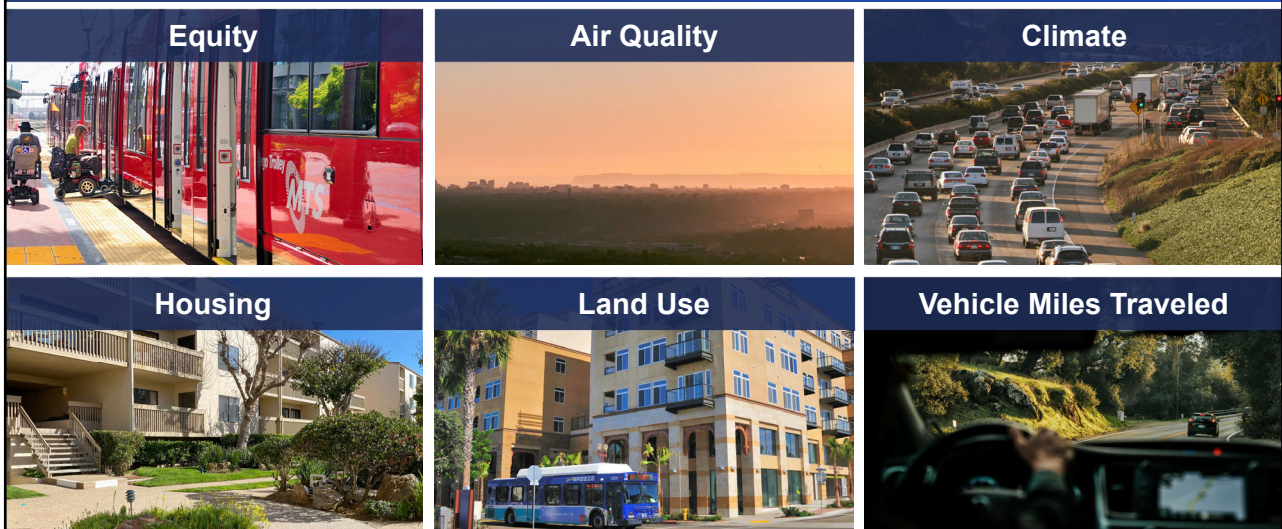
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Regional Planning Through the Years



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Growing Requirements



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California Senate Bill 375

Sustainable Communities and Climate Protection Act

- **Requires a Sustainable Communities Strategy** that reduces greenhouse gas emissions through coordinated transportation, housing, and land use planning
- **CARB sets regional GHG reduction targets** for cars and light trucks
 - 19% per capita by 2035 from 2005 levels
 - GHG reduction is primarily based on reducing VMT
- **CARB is required to update targets every 8 Years. Target setting is in progress**
 - SB 375 reform efforts underway



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Developing the 2025 Regional Plan



- 7 Board of Directors Workshops
- 8 Community Workshops
- 7 Joint Workshops with PACs/WGs
- 45 pop-up events by Community Based Organizations partners
- More than 2,000 comments online
- More than 8,000 unique visits to website
- Online engagement regionwide

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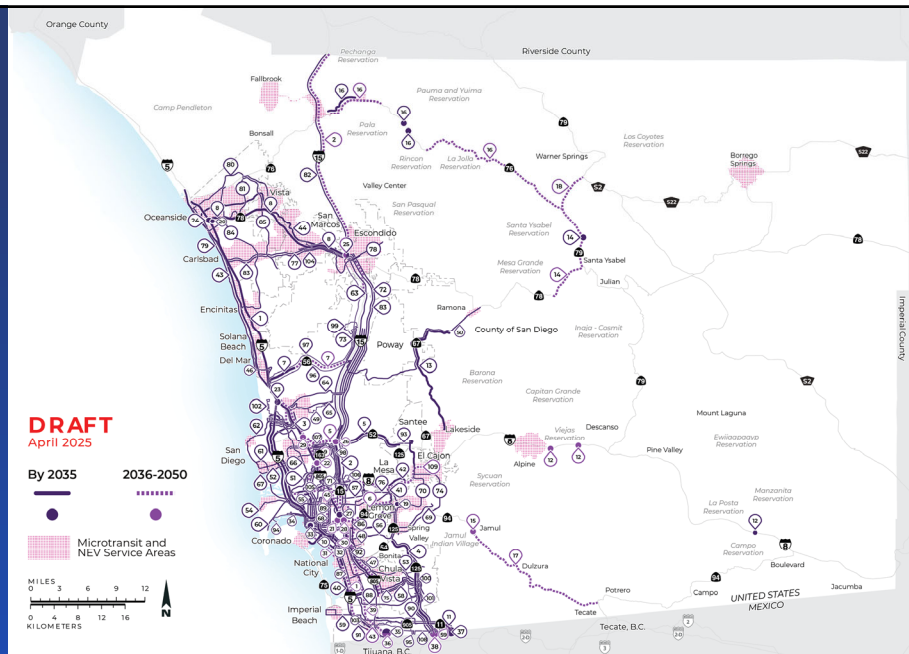
Feedback Themes



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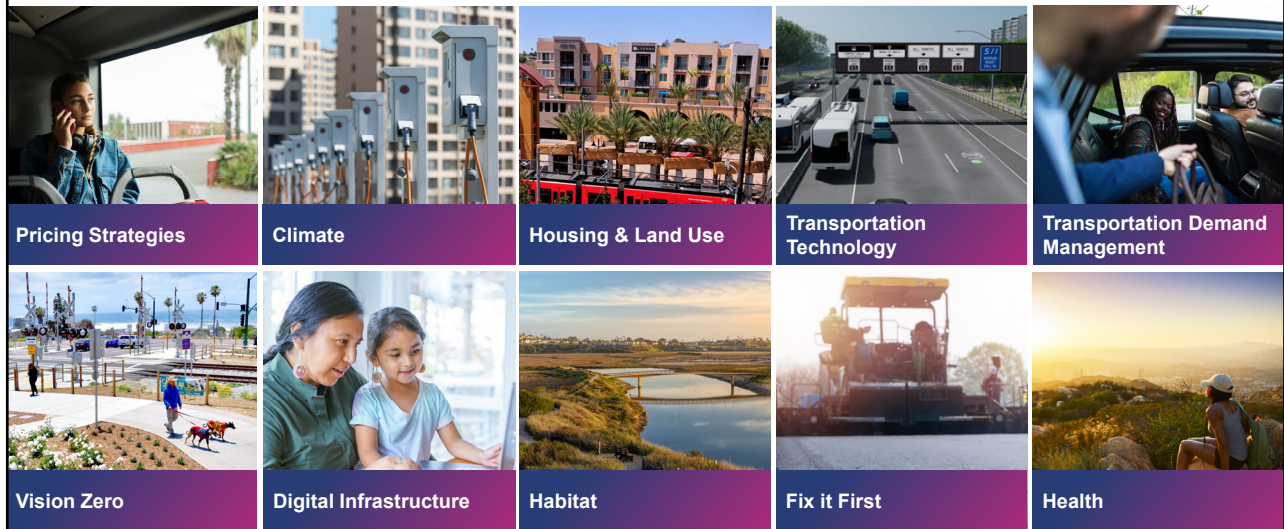
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Proposed Draft 2025 Regional Plan Transportation Network



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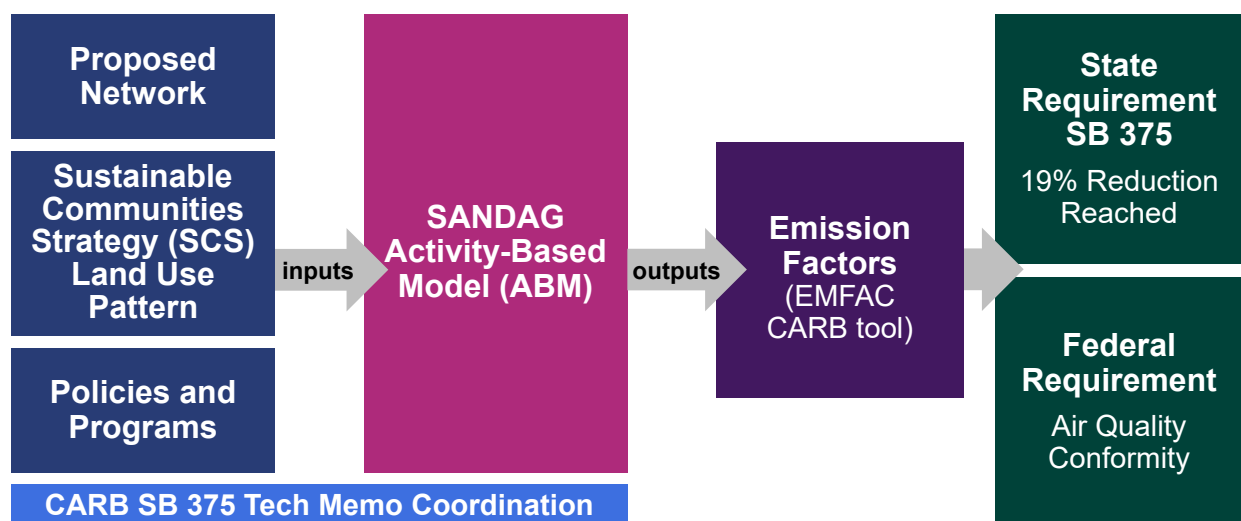
Proposed Policies and Programs



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Calculating If Our Concept Will Meet the Requirements



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Performance Measures

Convenient



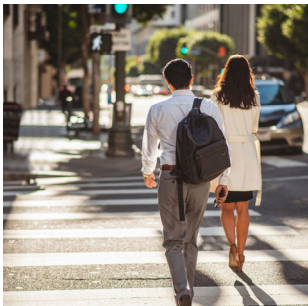
Decreased travel time for all modes including commercial vehicles

Equitable



Increased access to basic needs and opportunities for all

Healthy



Increase in transportation related physical activity

Safe



More safe active transportation infrastructure

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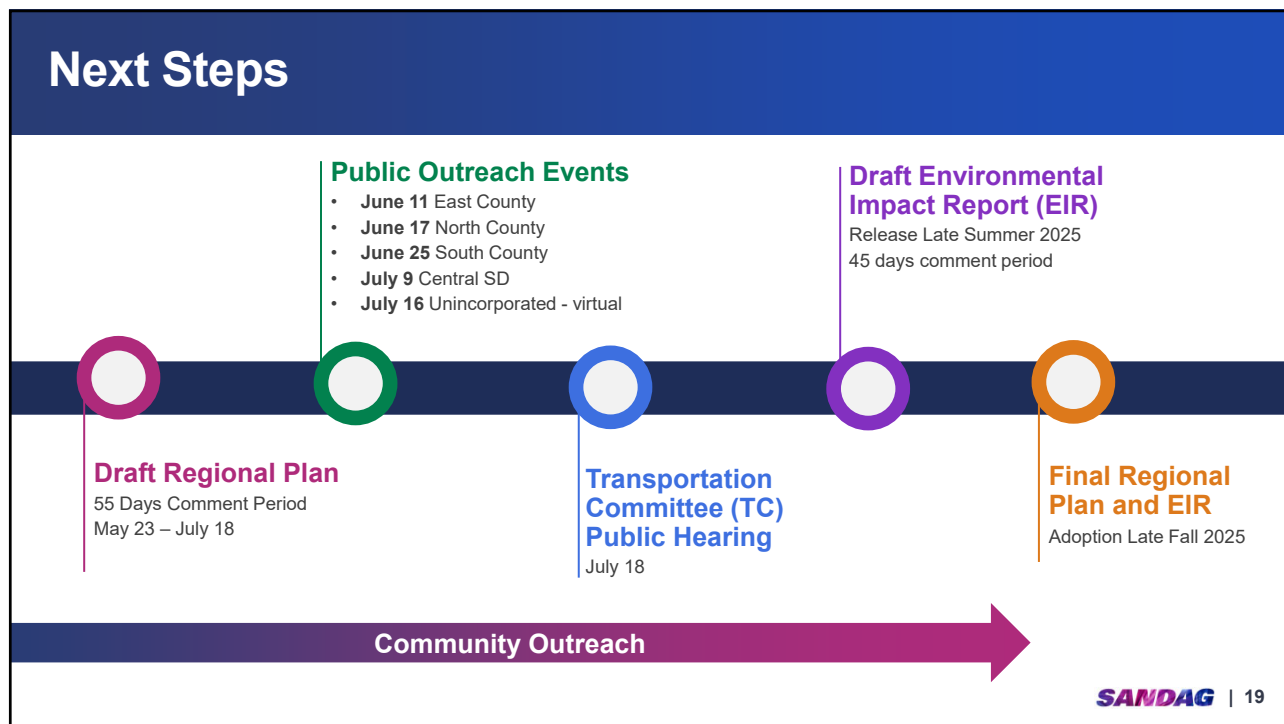
Estimated Cost of Draft Plan

\$125-130 billion (2024\$)

- **Highway Capital**
 - Interchanges, Ramps, and Operational Improvements
 - Goods Movement
 - Managed Lanes and Connectors
 - Technology
- **Highway Operations and Maintenance**
- **Transit Capital**
 - Transit amenities
 - Transit vehicles
- **Transit and Flexible Fleet Operations**
 - Transit operations
 - Microtransit and shuttle services
 - Transit Fare Subsidies (including youth opportunity pass)
- **Active Transportation**
- **Local Streets and Roads**
- **Debt Service**
- **Policies and Programs**
 - Transportation Demand Management
 - Environmental Mitigation and Habitat
 - Zero Emission Vehicles
 - Vision Zero
 - Grant Programs (Smart Growth, Housing, and Active Transportation)

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PART IV: Setting the Table: Housing & RHNA

Board Retreat
May 1, 2025

1

SANDAG's Role in Housing

FEDERAL

Metropolitan Planning Organization

- Regional Transportation Plan

STATE

Regional Transportation Planning Agency

- Regional Transportation Plan & Sustainable Communities Strategy (Regional Plan)

Council of Governments

- Regional Housing Needs Assessment (RHNA)

Consolidated Agency

- Plan and build transportation projects

TRANSNET

Regional Transportation Commission

- TransNet program, oversight, and funding

LOCAL

Automated Regional Justice Information System (ARJIS)

- Cross-jurisdictional criminal justice data



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SANDAG's Role in Housing

Regional Plan & Sustainable Communities Strategy (SCS)

- Coordinated transportation and land use strategy

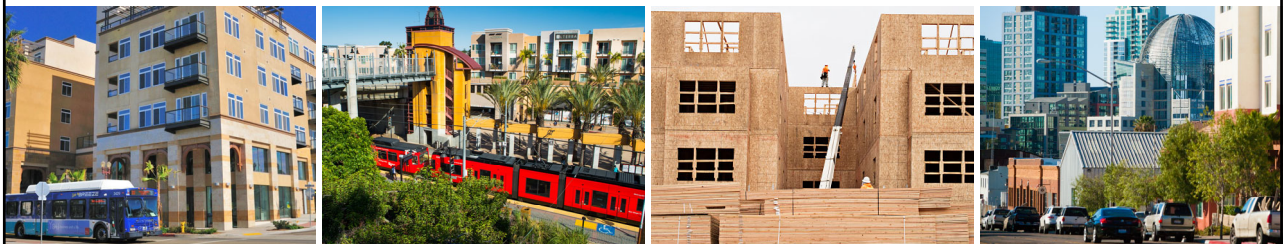
Smart Growth Incentive Program (SGIP)

- Grant program for local jurisdictions to incentivize smart growth

Housing Acceleration Program (HAP)

- Financial and technical assistance to advance the state's housing and climate goals

Regional Housing Needs Allocation (RHNA)



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Regional Housing Needs Allocation (RHNA)

State-mandated process to determine how much housing must be planned to meet 'projected and existing' housing needs at a variety of affordability levels in each jurisdiction

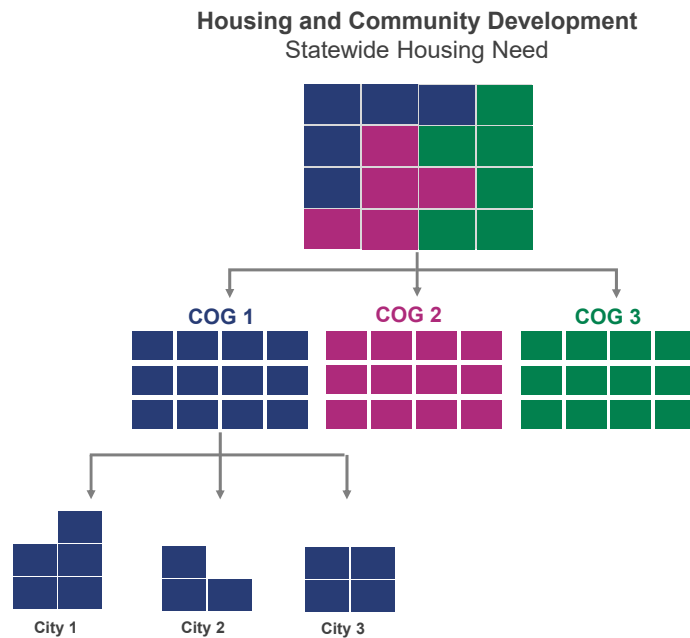
It is NOT:

- A prediction of building permits, construction, or housing activity
- A ceiling of potential housing market demand or production
- Limited due to existing land use capacity or growth (rezoning is often necessary to accommodate RHNA)

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RHNA Process (Determination & Allocation)



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Statutory Objectives of RHNA

1. Increasing the supply and mix of housing types in an equitable manner
2. Promoting infill development, the protection of environmental resources, and the achievement of the region's GHG emission reduction targets
3. Promoting an improved relationship between jobs and housing, including jobs housing fit
4. Allocating more lower income housing to high income areas, and vice versa
5. Affirmatively Further Fair Housing (AFFH)

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Accountability & Enforcement

- Housing Accountability Act (HAA)
 - “Builders Remedy”
- SB35/SB423
- HCD’s Housing Accountability Unit (HAU)

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RHNA Reform & Advocacy Efforts

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Report to Legislature Released, April 18, 2024

California's Housing Future 2040

The Next Regional Housing Needs Allocation (RHNA)

California Department of Housing and Community Development



April 2024

- 10 Recommendations to Legislature
- 3 Policy Considerations to Legislature
- 9 HCD Future Implementation Efforts

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RHNA Reform – Legislative Initiatives

AB 3093 (Ward)

- Created 2 new income categories in the RHNA process
 - Acutely Low Income (ALI): <15% of Area Median Income (AMI)
 - Extremely Low Income (ELI): <30% of AMI

2025 Legislative Cycle

- 160 housing bills
- 60 additional housing related “spot bills”
- September 12 – Deadline for Legislature to pass legislation
- October 12 – Last day for the governor to sign/veto

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RHNA Reform - HCD Implementation Efforts

Things HCD has the Authority to do Now

1. Apply Cost Burdened & Overcrowded Determination Adjustment Factors to Existing Households Rather than Projected
2. Improve the Precision of Vacancy Rate Determination Adjustment Factor
3. Refine the Jobs/Housing Determination Adjustment Factor
4. Account for Housing Lost to Vacation Homes and Short-Term Rentals
5. Increase Transparency During the Determination Process
6. Adjust Income Distribution to Better Address Housing Needs of All Regions
7. Adjust How Populations Living in Group Quarters are Treated in Determination, Credit Wider Range of Housing Types in APR
8. Reduce Allocation to Unincorporated Areas Outside of Population Centers
9. Improve Technical Assistance for the Subregion Process

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SANDAG's Advocacy Efforts

SANDAG Legislative Platform #23: *Lead efforts to pursue legislative and/or administrative reform of the Regional Housing Needs Assessment process and state housing element law.*

- Cities have been blamed for the state's housing crisis, citing refusal to allow affordable housing to be built within their jurisdictions
- Tide of actions from Governor's Office to Legislature to litigation supporting this narrative presents challenges for actions easing RHNA process on cities and MPOs
- **Highlights of recent challenging policy actions**
 - SB 35 (Wiener, 2017) created a streamlined approval process for infill projects in localities that have failed to issue sufficient housing permits to meet their RHNA; SB 423 (Wiener, 2023) extended SB 35 and applied it to sites in the coastal zone
 - AB 1886 (Alvarez, 2024) removed cities' ability to "self-certify" their housing elements
 - 2025 "Fast Track Housing" package of 22 bills to speed up housing approvals would increase pressure on cities

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SANDAG's Advocacy Efforts

- **Board's letter outlining legislative principles for RHNA reform** used as basis for advocacy to the Governor's Office, Lt. Gov., Chairs of Housing Committees, HCD
- Alongside other COGs, **successfully advocated to restore \$260 million for the Regional Early Action Program (REAP) 2.0** in 2024; advocating for an extension for the REAP 2.0 expenditure deadlines in 2025
- **Obtained favorable amendments to SB 233** correcting an error that would have led to SANDAG receiving less time to meet and consult with HCD regarding the RHND
- **Working with advocates and coordinating efforts** on legislative initiatives, opportunities, and concerns with other MPOs, CALCOG, League of California Cities
- **Continue to work with the State** on SB 35/423 impacts

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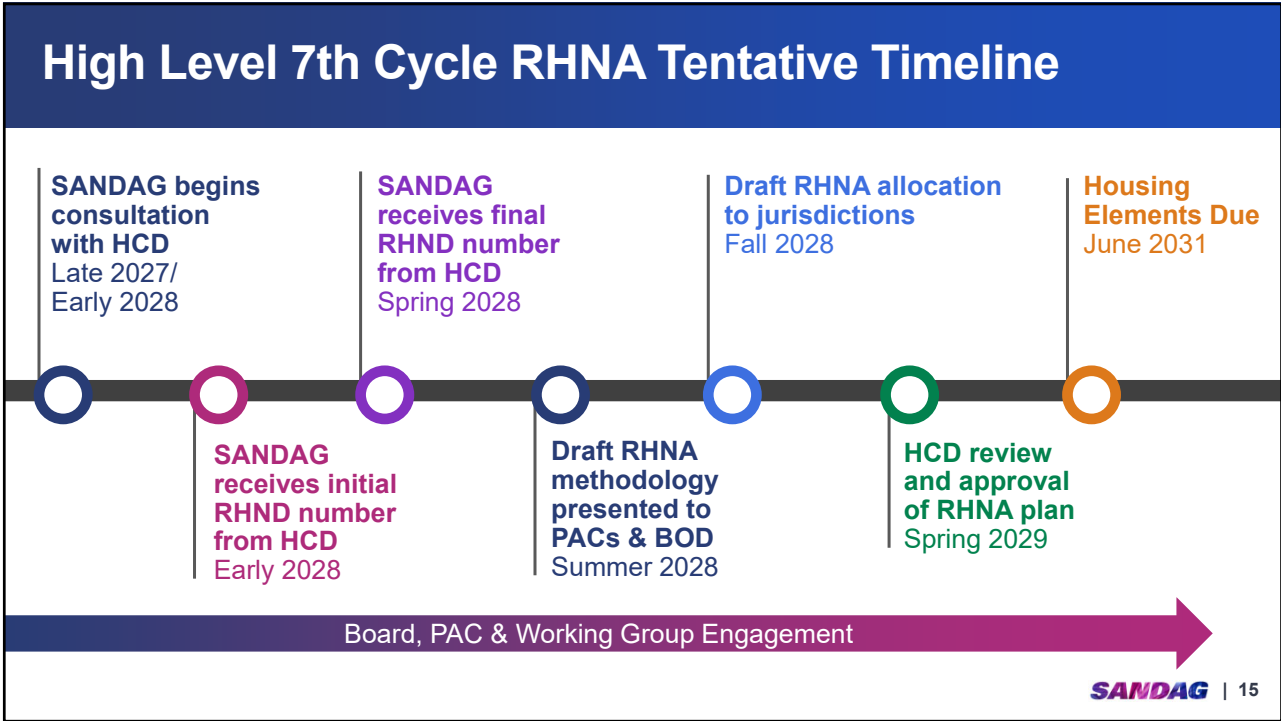
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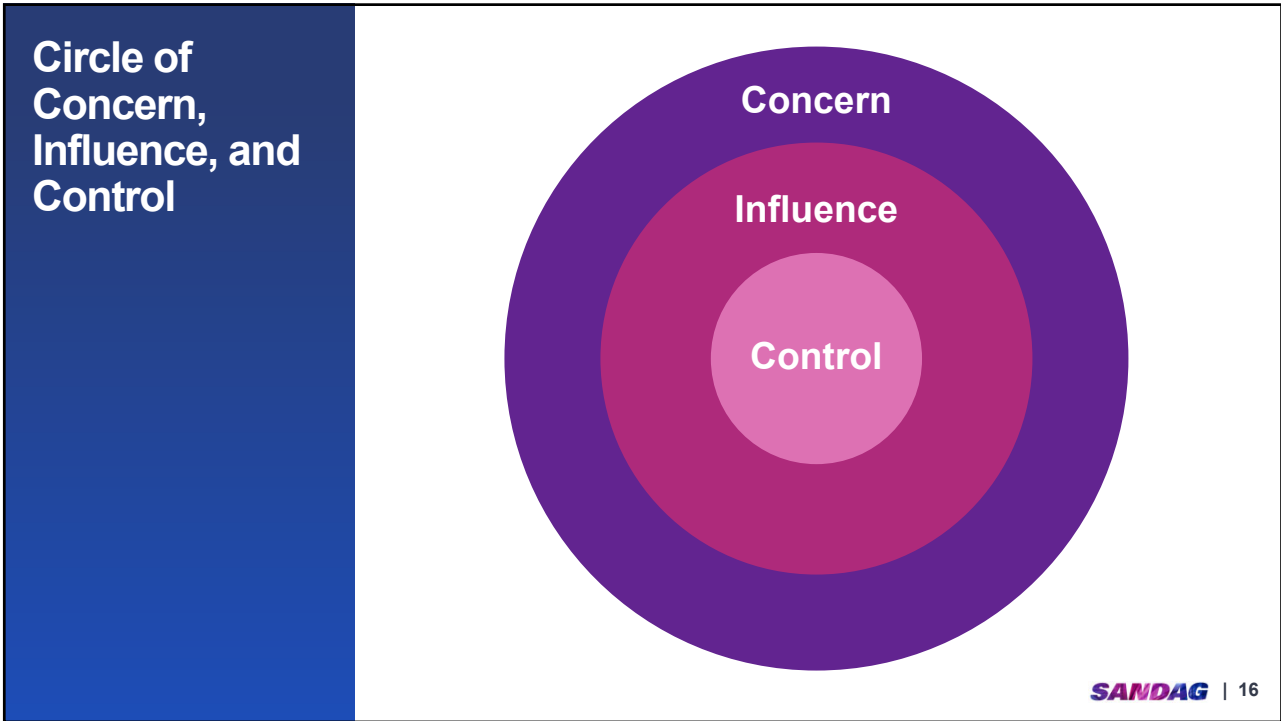
Preparing for the 7th Cycle

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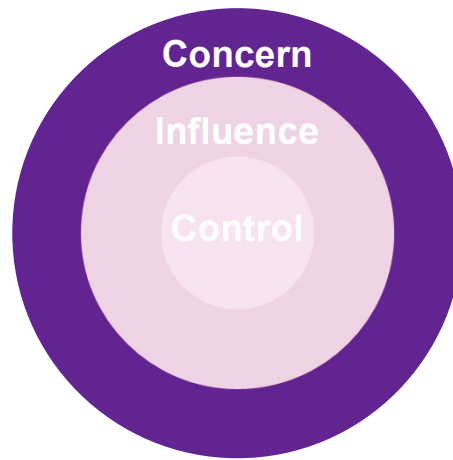


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Circle of Concern



Existing and
Proposed
State Laws



HCD's
Authority

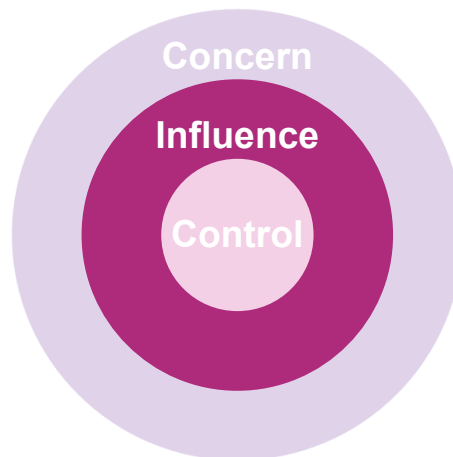


Inability to
Control
Housing
Market

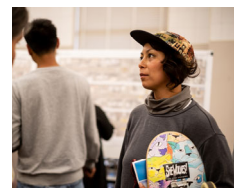
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Circle of Influence



Legislative
Policies and
Laws



Public
Awareness
and
Perception

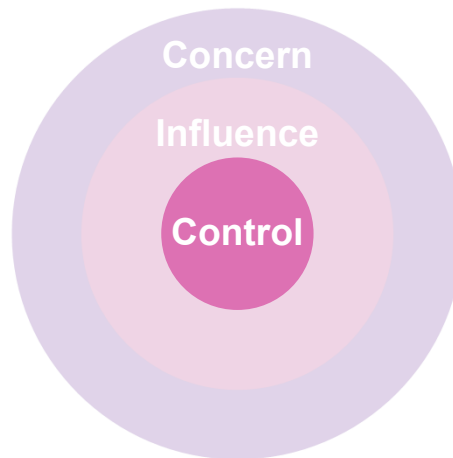


Coalition
Building

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Circle of Control



Subregion Option



Data Sources and Methodology*



Outreach and Engagement

** Methodology must further the 5 objectives of RHNA*

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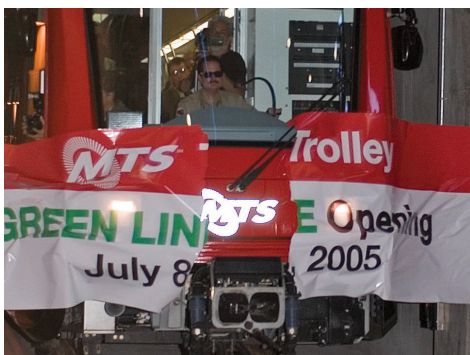
PART V: TransNet 101

History and Achievements

Board Retreat
May 1, 2025

TransNet Overview

Voter-approved sales tax for transportation projects



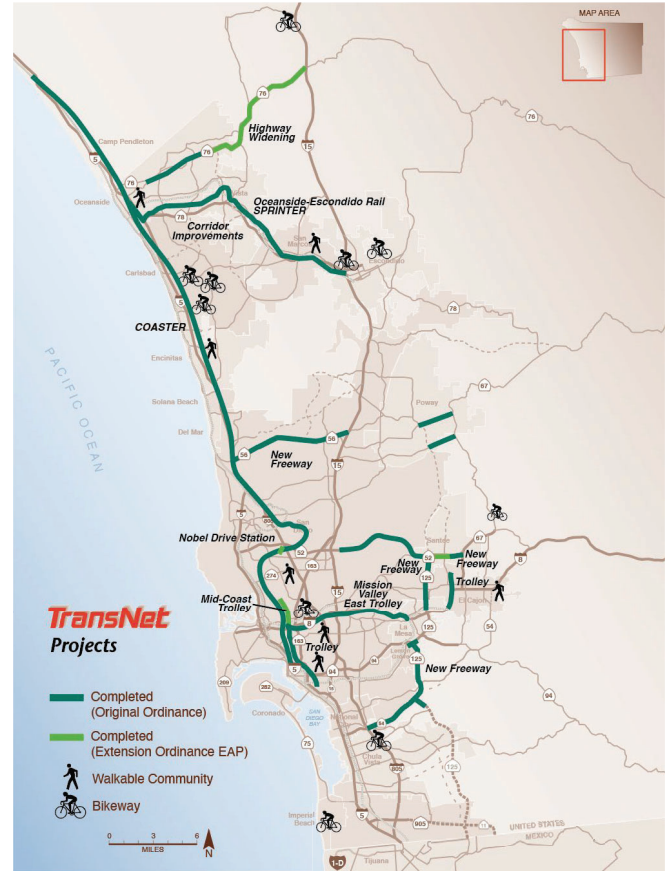
- Voters approved a half-cent local transportation sales tax in 1987 for 20 years (1988-2008)
- In 2004, voters approved an ordinance and expenditure plan extending the half-cent sales tax an additional 40 years (2008-2048)

TransNet

Original Ordinance
1988-2008

\$3.3 billion program

- Built and upgraded 60 miles of highways
- Added 35 miles to Trolley system
- Provided 65 miles of COASTER commuter rail
- Expanded bus services
- Improved and maintained local roads
- Funded regional bikeways and walkable communities

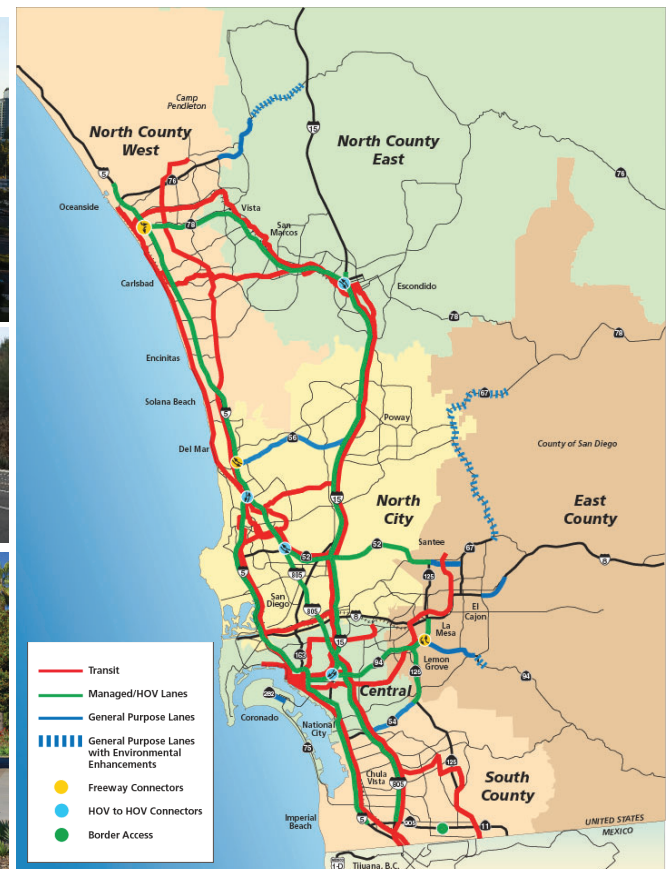
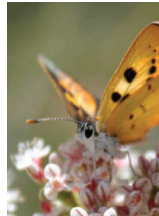


TransNet

Extension Ordinance
and Expenditure Plan
2008-2048

Outlined funding for

- major transportation infrastructure projects
- regional bike, pedestrian, and neighborhood safety projects and programs
- environmental mitigation
- operations support for new transit services
- subsidized transit passes and specialized and ADA transit services
- smart growth incentives
- local streets and roads projects
- formation of Independent Taxpayer Oversight Committee (ITOC)



TransNet

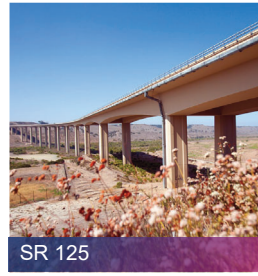
Extension Ordinance Goals

To relieve traffic congestion, improve safety, and match state/federal funds by:

- Expanding I-5, I-8, I-15, SR 52, SR 54, SR 56, SR 67, SR 76, SR 78, SR 94, SR 125, I-805;
- Maintaining/improving local roads;
- Increasing transit for seniors and disabled persons;
- Expanding commuter express bus, Trolley, COASTER service



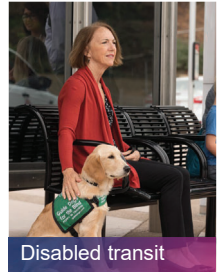
Mid-Coast Trolley



SR 125



SR 76



Disabled transit



Senior transit



I-5 Build NCC



COASTER



I-15 Rapid



Local Road Maintenance



I-805 South DAR

TransNet Independent Taxpayer Oversight Committee (ITOC)

Section 11 of the 2008 TransNet Extension

- Ensures accountability, voter mandate compliance, and financial integrity of TransNet funds
- Develops recommendations to improve program performance



TransNet Extension Ordinance

Flow of Funds

 Percentage/Dollar distribution specified in Ordinance

* Percentages based on 2002 dollar estimates in TransNet Extension Ordinance and Expenditures Plan

** Formula Distribution to local jurisdictions based 2/3 on population and 1/3 on maintained road miles with a \$50,000 base per jurisdiction.

On May 14, 2021, the SANDAG Board of Directors, acting as the San Diego County Regional Transportation Commission, approved an adjustment to increase the administrative expense limitation from 1% to 2% beginning in FY 2022.

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TransNet Major Corridor Capital Projects

Regional transportation projects along major corridors

38%



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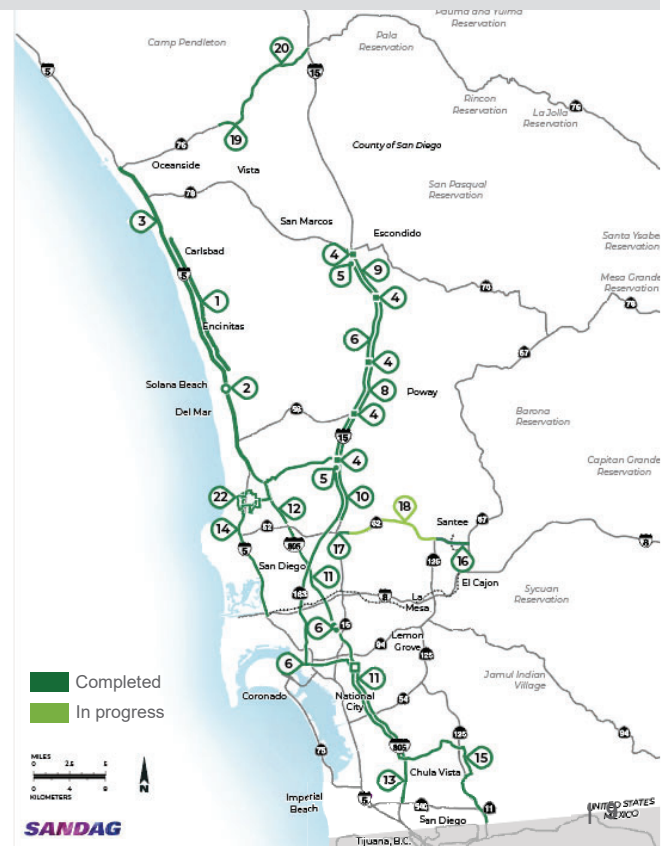
TransNet

Extension Early Action Program (EAP) 2005

- Approved by BOD in December 2005
- A program made up of a subset of major corridor projects to prioritize first
- **Progress**
All project corridor groupings are in progress or completed

- | | |
|----|--|
| 1 | I-5 HOV Lane Extension |
| 2 | I-5 Lomas Santa Fe Interchange |
| 3 | I-5 North Coast Complete (Environmental) |
| 4 | I-15 BRT Stations (SR 163 to SR 78) |
| 5 | I-15 BRT DARs (Hale & Hillery) |
| 6 | I-15 FasTrak |
| 7 | I-15 Middle (SR 56 to Centre City Pkwy) |
| 8 | I-15 North (Centre City Pkwy to SR 78) |
| 9 | I-15 South (SR 163 to SR 56) |
| 10 | I-805 Middle (SR 94 to SR 52) |
| 11 | I-805 North (SR 52 to I-5) (Environmental) |
| 12 | I-805 South (SR 905 to SR 94) |
| 13 | Mid-Coast LRT |
| 14 | Otay BRT (Phase 1) |
| 15 | SR 52 (SR 125 to SR 67) |
| 16 | SR 52 Truck Lane |
| 17 | SR 52 Managed Lanes (I-15 to SR 125) |
| 18 | SR 76 (Melrose to Mission Road) |
| 19 | SR 76 (Mission to I-15) Widen |
| 20 | SR 76 Environmental Enhancement |
| 21 | Super Loop BRT |
| 22 | |

Project list from BOD Meeting Agenda, Dec. 16, 2005, Item 11, Attachment 2, p. 18, "TransNet EAP: Project Descriptions"



TransNet Environmental Mitigation Program (EMP)

Acquisition, restoration, and management of critical habitat

4.4% 1.8%



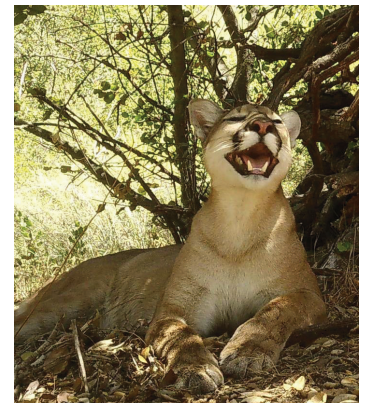
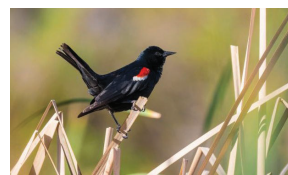
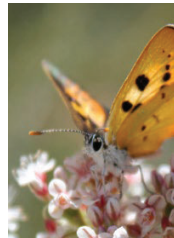
Large scale acquisition, restoration, and management



Reduces cost, accelerates delivery, implements habitat plans

TransNet Land Management Grants

- 136 grants awarded
- \$18.8 million total
- Local organizations, jurisdictions, and non-profits
- Benefitting over 71 species of rare plants and animals

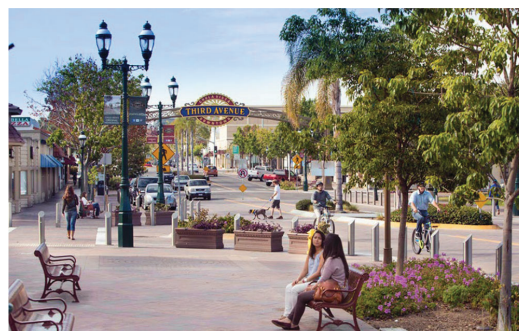


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TransNet Smart Growth Incentive Program

Projects include:

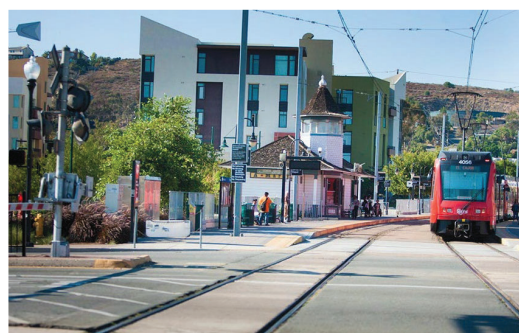
- Bringing housing closer to transit
- Mixed use development
- Enhanced downtown streetscapes
- City plaza gathering and beautification projects
- Pedestrian improvements
- Bike connections



Third Avenue Streetscape Implementation



Armorlite Complete Street Corridor



Lemon Grove Trolley Plaza



Downtown Wayfinding Signage

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TransNet Local Streets and Roads

- Over \$1.1 Billion allocated to jurisdictions
- Funds supplement other local revenues
- Can be used for road maintenance, safety enhancements, ADA, traffic signal, pedestrian, and other improvements



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TransNet Transit Services

Subsidies, grants, and specialized services



94.25%
Pass Subsidies and Operations & Capital



3.25%
Senior Mini-Grant Program



2.5%
Specialized Services for Seniors & Disabled (ADA Paratransit)

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TransNet Transit Operations

- To pay for new and upgraded Major Corridor transit services
- Currently supports
 - SuperLoop Rapid
 - I-15 Rapid Routes
 - Mira Mesa Rapid
 - Mid-City Rapid
 - South Bay Rapid
 - Mid-Coast Trolley
 - COASTER peak and midday frequency increases



15

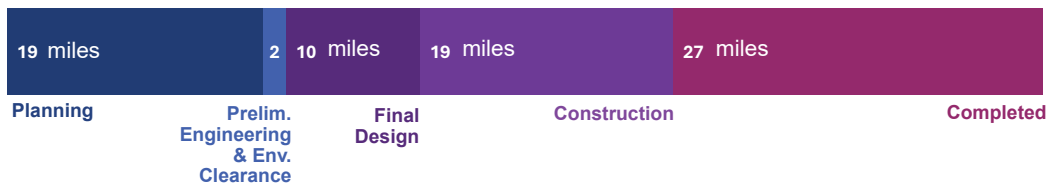
TransNet Bicycle, Pedestrian, and Neighborhood Safety

Since 2013

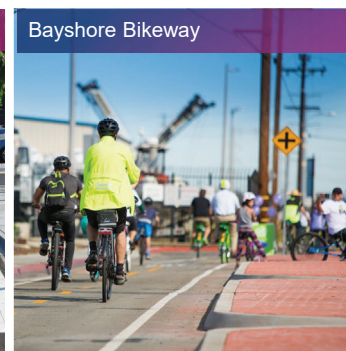
- 12 completed projects
- 27 miles completed
- 29 miles in final design or construction

Regional Bikeway Project Delivery Status*

in miles



Completed Projects



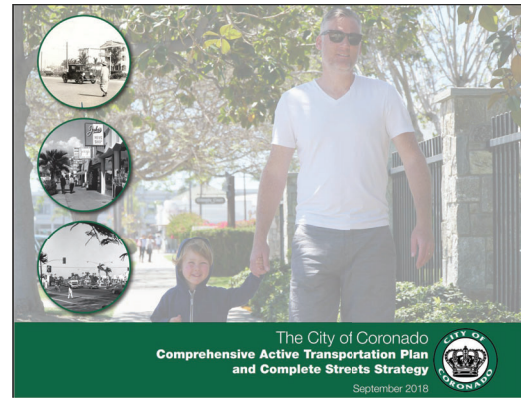
* As of April 2025

Source: SANDAG, "Bikeway Early Action Program Quarterly Status Report" p. 10, April 2025.

TransNet Active Transportation Grant Program

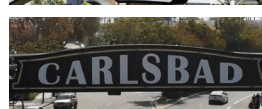
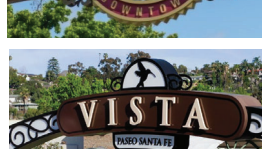
Bike and pedestrian improvements, plans, and education

- Improvements include bike lanes, cycle ways pedestrian trails, and bike parking
- Supportive policies and plans
- Education, Encouragement, and Awareness (EEA) Campaigns



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Key TransNet Partners



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TransNet

Extension Ordinance Delivered to Date

\$4.8 billion generated
as of Dec 2024

- 91 current projects
- Over \$378 million in new and expanded transit services and operations
- Over \$1.36 billion to for local projects
- More than 240 grants for smart growth, senior, and active transportation
- Acquired or helped restore 9,215 acres of habitat
- 60 miles of bikeways in final design, construction, or completed



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