

COUNTY OF RIVERSIDE
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs)
2015/2016 Annual Update

INTRODUCTION

The Comprehensive Economic Development Strategy (CEDs) contributes to effective economic development in America's communities and regions through a locally-based, regionally-driven economic development planning process. It is cornerstone of the U.S. Economic Development Administration's (USEDA) programs. Regions must update their CEDs to qualify for EDA assistance under its Public Works and Economic Adjustment Assistance programs. This document represents Riverside County's Fiscal Year 2015/2016 Annual Update.

Riverside County covers nearly 7,300 square miles and includes five distinct regions: Northwest, Southwest, Hemet-San Jacinto Valley, the San Gorgonio Pass Area and Eastern, including the incorporated cities and unincorporated areas within each region. In order to appropriately address the economic development needs in these regions, they are defined economically, politically, geographically, and environmentally. As in all communities, each region contains areas of wealth as well as distinct pockets of poverty. The explosive population growth in several regions presents a significant strain on the existing infrastructure, increasing the need for services to those that need it most.

This document is intended to help create new jobs, foster stable and diversified economies with high wages and increase capital investment, thereby improving the living conditions and creating economic resilience throughout each of these various regions of Riverside County. In addition, it will coordinate the efforts of organizations, local governments, and private industry involved with economic and workforce development. The representatives on this committee have been selected to represent all major interests to ensure that viewpoints of all facets of the community are considered and to take advantage of local demographics, expertise and resources for program design and implementation.

VISION

Riverside County remains fortunate to have a variety of abundant natural resources, an ideal geographic location in the heart of Inland Southern California, a diverse and hard-working labor force and a longstanding tradition of progressive leadership. Managed wisely by communities working together, these key assets hold vast potential to enhance the quality of life throughout the entire county. Recognizing that distressed communities exist, our potential to create wealth and resources increases through involvement in this comprehensive economic development strategy.

While agriculture had been the traditional foundation of the Riverside County economy, a transition is well underway toward a more urban way of life with a multi-faceted economy. This change is being driven in part by demographic, economic, and political forces at the regional, state, and national levels. However, Riverside County residents, through their elected representatives, will make the key local decisions to shape the future of Riverside County, differentiating it from surrounding counties in character, heritage, and quality of life.

The establishment of a vision for this strategy provides an essential direction and definable target. A clear vision is necessary to not only shape the plan, but to motivate a long-term commitment to

the plan and its implementation. The following vision statement is what we strive for in building our model community and government organization.

Riverside County Economic Development Agency (EDA) is the leader in making Riverside County a place where people are proud to live, work, and play. EDA strives to achieve higher paying jobs, a world-class education, quality housing, culturally rich activities, and safe, healthy communities for every Riverside County resident.

REGIONAL OVERVIEW



Northwest Region

The Northwest portion of Riverside County is clearly the largest region in terms of population, home to over 800,000 residents and the three largest cities: Riverside, Corona and Moreno Valley. It also includes the cities of Eastvale, Jurupa Valley, Norco, and Perris, along with the unincorporated communities of Home Gardens, Highgrove, and Mead Valley.

The Northwest Region provides excellent transportation access by way of Interstates 15 and 215 and State Routes 60 and 91. The region is served by Ontario International Airport and the ports of Long Beach and Los Angeles. A wide range of workforce skill levels, a strong, higher education system, and a principal location for providing services have made this region one of the fastest growing areas of Riverside County. However, transportation, water distribution, and flood control infrastructure improvements are needed in the unincorporated areas.

The Northwest Region has the largest concentration of industry in the County, including a large distribution and manufacturing base for Southern California. The Northwest Region has diversified into a large number of clusters, such as logistics, business and information services, and high-tech development. These industries are compatible with the type of labor skills available in the region and can utilize the transportation assets. Overall, the primary issue in this region is the design and funding to support infrastructure development. This issue is especially apparent in the unincorporated areas that are in need of transportation, water distribution, and flood control improvements.

Southwest Region

The Southwest Region of Riverside County covers the cities of Temecula, Murrieta, Lake Elsinore, Wildomar, and Menifee, along with the unincorporated communities of Aguanga, Anza, French Valley, Lakeland Village, Sun City, and the Wine Country.

The Southwest Region has been a prime location for services and other office uses. In addition, the region has experienced growth in the medical device industry manufacturing cluster. The region has skilled labor, quality schools, a wide range of housing, and numerous commercial services that combine to create a desirable location for residents to live. One of the region's most popular attractions is the Temecula Valley Wine Country spanning over 1,300 acres of vineyards. Several of the wineries offer resort-type spas, bed and breakfast-style hotels, and are host to wedding parties, as well as nationally acclaimed jazz entertainment events. However, in order to accommodate the development of these industries, the region needs to address the issue of traffic congestion. Over the past decade, the Southwest Region has experienced an intense increase in population growth, making traffic the most significant challenge in the region. Because of the Southwest Region's business climate, available workforce, and quality of life, the best industry clusters for this region include healthcare and biotechnology, professional services, travel and tourism, and suppliers to these industries.

Hemet-San Jacinto Valley Region

The Hemet-San Jacinto Valley Region covers the Hemet and San Jacinto Valley portion of Riverside County including the cities of Hemet and San Jacinto. This plan covers the unincorporated communities of Nuevo, Homeland, Romoland, Valle Vista, Idyllwild, and Winchester.

The Interstate 215 Corridor, currently undergoing a plethora of economic activity, links this region to the Southwestern and Western Regions of Riverside County. This region includes an abundance of some of the most affordable industrial land in Inland Southern California, but does not have a distinct competitive edge to produce high-tech products such as the Western and the Southwestern regions. However, with its abundance of affordable land coupled with good transportation routes, it is a key region for manufacturing and its supply chain. The top priority for this region is to improve the infrastructure availability for business attraction. Strategies to increase local job creation and improvements to the infrastructure system will allow residents access to a wide range of job opportunities within their region. The planned improvements to State Highway 79, included in the Community and Environmental Transportation Acceptability Process (CETAP) process, will help to provide an impetus for development in this region by making the area more accessible to Interstates 10 and 15.

San Gorgonio Pass Region

The San Gorgonio Pass Region of Riverside County covers the cities of Calimesa, Banning, and Beaumont, along with the unincorporated communities of Cabazon, Cherry Valley, and Whitewater.

The Pass Region is currently experiencing a phenomenal growth rate. These new residents will bring with them the need for new municipal services, as well as the potential for new investments in business ventures expanding the local economy and creating jobs. Expanded destination retail operations adjacent to the Desert Hills Premium Outlets and the expanded Morongo Hotel and Casino will provide jobs. The proximity to Interstate 10, as well as rail lines, also makes the Pass Region attractive to distribution and large-scale industrial uses. Upgraded overpasses to provide relief from increased vehicular and rail traffic is needed if the area is to keep up with its continued growth. Additionally, infrastructure improvements like roads, sewer, and flood control are crucial to the sustained economic

growth and public safety of the community.

Eastern Region (Coachella and Palo Verde Valleys)

The eastern region is geographically the largest, covering more than two-thirds of Riverside County. It stretches from the windmills at the entrance to the Coachella Valley, south to the Salton Sea, and east to the Colorado River and Arizona state line. The Coachella Valley includes the cities of Cathedral City, Coachella, Desert Hot Springs, Indian Wells, Indio, La Quinta, Palm Desert, Palm Springs and Rancho Mirage. The Coachella Valley also covers the unincorporated communities of Bermuda Dunes, Desert Edge, Indio Hills, Mecca, North Shore, Oasis, Sky Valley, Sun City Palm Desert, Thermal, Thousand Palms and Vista Santa Rosa. East of the Coachella Valley are the unincorporated communities of Chiriaco Summit and Desert Center. The Palo Verde Valley area includes the City of Blythe and the unincorporated communities of Mesa Verde and Ripley.

The eastern region offers potential for industries and companies that desire a location between the major markets of the Los Angeles and Phoenix metropolitan areas. The region has a burgeoning number of businesses building clean-air products such as electric powered vehicles and golf cart manufacturers.

Eastern Riverside County is the epicenter of renewable energy development. It is one of the three most productive wind energy areas in the state and is the largest federal solar energy zone in the country.

The eastern region's economy is multi-faceted. In 2013, agricultural crops in the eastern region were valued at over \$783 million. The Coachella Valley has a booming tourism industry with world-class sports events such as the BNP Paribas Open tennis tournament and the LPGA ANA Inspiration golf tournament. The Coachella Valley Music and Arts Festival, the Stagecoach Country Music Festival and the Palm Springs International Film Festival draw hundreds of thousands of people to the region and have a significant economic impact. Native American resorts and gaming operations, along with the region's nearly 125 golf courses, are also great attractions. In addition to tourism and hospitality, industries such as health services, environmental technology and light manufacturing remain important industry clusters.

The eastern region has excellent transportation access. Interstate 10 links eastern Riverside County with Southern California and southern states. State Route 86 is a NAFTA freight corridor that links the Coachella Valley with Mexico. In recent years, significant investment has been made to improve six interchanges along the Interstate 10 Coachella Valley corridor. Additionally, the Coachella Valley is served by three airports: Palm Springs International Airport, Bermuda Dunes and Jacqueline Cochran Regional Airport. Union Pacific rail service also traverses the region.

Necessities for the eastern region include: water distribution, flood control facilities, sewer systems and road improvements. This region is experiencing rapid population growth, and the development of quality jobs is needed to increase the jobs-to-housing balance.

I. SUMMARY BACKGROUND

California Unemployment

The state's unadjusted unemployment rate was 7.2 percent in November, up from 6.9 percent in September. By contrast, the U.S. unemployment rate in November was 5.8 percent, up slightly from 5.7 percent in September. In November 2014, 392,610 people were receiving regular unemployment insurance benefits in California, down from 465,581 in November 2013, and there were 60,211 new claims for unemployment insurance, down from 72,642 in the same period the year before.

California Employment Trends

The number of people in California holding non-farm payroll jobs in November increased by 474,000 over the year before. Total seasonally adjusted civilian employment in California has risen to 17,467,000. Eleven sectors posted gains in jobs over the year, with trade, transportation and utilities posting the highest percentage growth.

California Real Estate Trends

As of October 2014, the growth in residential valuation was 6 percent over the year. Statewide, the pace of home sales continued to cool, declining by 1.9 percent since October 2013. However, existing home prices increased by 5.4 percent on a year-over-year basis.

RIVERSIDE COUNTY OUTLOOK

Population

The population in California has increased 0.9% from January 2013 to January 2014, adding 355,936 persons for a total population of 38,340,074. In comparison, the latest U.S. Census Bureau population estimates rank Riverside County as the tenth largest county in the nation. The county added 32,315 residents between July 2013 and July 2014, bringing its total to 2,329,271 people. Census data indicates a leading cause of the county's growth has been migration from coastal areas including Los Angeles, Orange and San Diego counties. By the year 2060, it is projected that Riverside County will be home to approximately 3.7 million people.

Riverside County Population Projections									
2015	2020	2025	2030	2035	2040	2045	2050	2055	2060
2,323,527	2,478,059	2,662,235	2,862,915	3,053,812	3,215,291	3,353,445	3,480,980	3,587,525	3,678,439

Source: California Employment Development Department, Labor Market Division

Unemployment Rate

According to the State of California Employment Development Department, the Riverside County unemployment rate in 2008 was 8.5%, and, in 2009, the annual average unemployment rate increased to 13.4%. Throughout 2010, the unemployment rate increased steadily in Riverside County and averaged 13.8%. In 2011, the rate had decreased to 13.2% and was 11.6% in 2012. In 2013, it averaged 9.9%. The Riverside County's unemployment rate trended down to 8.2% in 2014 and 6.6% in March 2015. In comparison, the unemployment rate for the State of California increased from 7.3 % in 2008 to 11.2 % in 2009; in 2010, it continued to increase to 12.2%. The rate stood at 11.7% in 2011 and 10.4% in 2012. In 2013, it averaged 8.9%. The California unemployment rate annual average decreased to 7.5% in 2014 and declined to 6.5% in March 2015.

Riverside County

	2012	% Unemployed		2013		% Unemployed	Average
Civilian	1,035,138			1,055,364	1,045,251		
Employed	882,903			918,967	900,935		
Unemployed	152,235	14.7		136,397	144,316	12.9	13.8
	679,764			688,856			

United States

	2012	% Unemployed		2013		% Unemployed	Average
Civilian	157,703,368			158,498,347	158,100,858		
Employed	142,921,687			145,128,676	144,025,182		
Unemployed	14,781,681	9.4		13,369,671	14,075,676	8.4	8.9
Not In Labor Force	89,872,240			91,351,506	90,611,873		

Source: U.S. Census Bureau, 2012 and 2013 American Community Survey, One Year Estimates

Employment Trends

According to the State of California Employment Development Department, in 2013, 17.3% of Southern California's jobs were in the Inland Empire, which remained unchanged from 2010. (In 2013, the Inland area added 47,200 jobs for a total of 1,266,400 jobs in the Inland Empire. Total nonfarm wage and salary employment in the Inland Empire is expected to grow 17.3% from 2010 to 2020, with the projected 194,900 jobs increasing employment to over 1.3 million by 2020. This rate of job growth is the same as that of the state of California as a whole).

Commuting Patterns

Riverside County currently has a disproportionate housing-to-jobs ratio with the net effect being a large commuter population leaving the area for employment in neighboring counties. It remains one of the primary goals of the County to facilitate development and high-wage job creation in order to reduce the number of daily commuters, thereby improving the economic base of the County and improving the

quality of life for its residents. American Community Survey (ACS) 2006-2010 data shows that 2.37 Riverside County workers commute outside the County for every one that commutes into Riverside County. The ACS data also indicate that approximately one-third of the County workforce commuted to the neighboring counties of Orange, San Bernardino, Los Angeles and San Diego for work. This pattern presents a significant impact on the transportation infrastructure and the need for road improvements and alternative forms of transportation remains crucial.

Home Sales

In January 2015, the median sales price for a home in Riverside County was \$274,000, significantly lower than neighboring Los Angeles, Orange and San Diego Counties. February's median sales price represents a 0% increase from the previous year. However, the recent housing slump continues to severely impact the region. RealtyTrac reports that foreclosures in Riverside County ranked fourth in the state in February 2015, with 1 in every 704 housing unit in some stage of foreclosure. In comparison, the state foreclosure rate was 1 in every 1,190 housing unit. The devastating impact of this will ripple through our economy for the next several years.

II. SWOT ANALYSIS

Various indicators suggest that there are positive economic trends in the Riverside County economy for 2015 and beyond including decreased unemployment, faster job growth, and increased foreign direct investment. Some of these indicators are the unemployment rate, job creation, the population/jobs balance, and the commuting patterns of Riverside County workers. The relatively affordable commercial and residential real estate located in Riverside County remains the advantage over that of Los Angeles, Orange, and San Diego Counties. However, this advantage places a significant strain on the existing infrastructure to support continued population growth.

A. STRENGTHS

- **Convenient access to major Southern California markets, ports, air, etc.**
- **Available and relatively affordable developable land**
- **Stable government**
- **Large available workforce**
- **Affordable residential real estate market**
- **Family-oriented / Younger population**
- **Culturally diverse**
- **Several higher education institutions and facilities**
- **Comprehensive Emergency Management Plan**
- **Access to tourism and recreation activities**

B. WEAKNESSES

- **Job growth diversification**
- **Less educated populace (with respect to a college degree)**
- **Critical infrastructure needs**
- **Region Image**

- Pockets of extreme poverty

C. OPPORTUNITIES

- Flexibility of Workforce Innovation and Opportunity Act (WIOA)
- Educated Commuters
- Population/Jobs Balance and Commuting Patterns
- Expanded Broadband
- Foreign Trade

D. THREATS

- Lack of private investment/venture capital
- Continued drought
- Regulatory Environment
- Cost of Development
- Ability to Adapt to Technological Changes
- Long-Term Fiscal Obligations

III. STRATEGIC DIRECTION/ACTION PLAN

The economic purpose of this CEDS is consistent with the vision of making Riverside County a place where people are proud to live, work and play. EDA strives to accomplish this through investment, creation, and support of economic and community development projects, organizations, and programs throughout all regions of the county. The following goals and objectives are necessary to help solve the economic problems of the region:

- Goal #1:** Increase access to high-paying jobs,
- Goal #2:** Provide a world-class education,
- Goal #3:** Provide quality housing,
- Goal #4:** Promote and provide culturally rich activities,
- Goal #5:** Enhance safe, healthy communities

Objectives

The following objectives are designed to achieve the goals necessary to achieve the stability and balance of a healthy community:

- Implement and maintain a well-thought out business attraction plan to bring in businesses that will complement the educational and skill base of the region’s workforce.
- Invest in and support development of green technology and clean energy alternatives industry.
- Collaborate with educational institutions and private industry to develop curriculums to educate and train workforce in emerging industries with long term growth and stability.
- Initiate policies and development standards that support and reward water and energy conservation.
- Expand the use of available information and communication technology to reduce travel on

roadways (e.g. telecommuting, video-conferencing, purchasing over the internet, etc.).

- Continue to provide re-development support to the unincorporated regions of the county through enhanced infrastructure, libraries, parks and recreation, fire, and law enforcement stations.

COMMUNITY AND PRIVATE SECTOR PARTICIPATION

To insure the CEDS reflects the interest of the community, the Workforce Investment Board (WIB) Executive Committee was selected as the CEDS Strategy Committee (**Attachment B**) because the Board is comprised of community leaders and public officials from all regions of the county representing, economic development, youth development, education, labor groups, and private individuals. This comprehensive planning effort involved extensive involvement in from the community and represents the county's efforts to develop steady-state economic resilience initiatives.

Riverside County Integrated Project and General Plan

In the early stages of planning the CEDS, Riverside County EDA staff (the Planning Organization) along with the CEDS Strategy Committee discussed both the positive and negative impacts that a major project can have on a community. It was determined the best way to insure that all CEDS projects submitted for USEDA funds were consistent with the overall will of the citizens of Riverside County would be to follow the overall principles and standards set forth in the Riverside County General Plan. The following comments, diagram, and standards are taken directly from the Riverside County General Plan website located at: http://www.rctlma.org/genplan/content/gp/chapter01.html#TOC1_1;

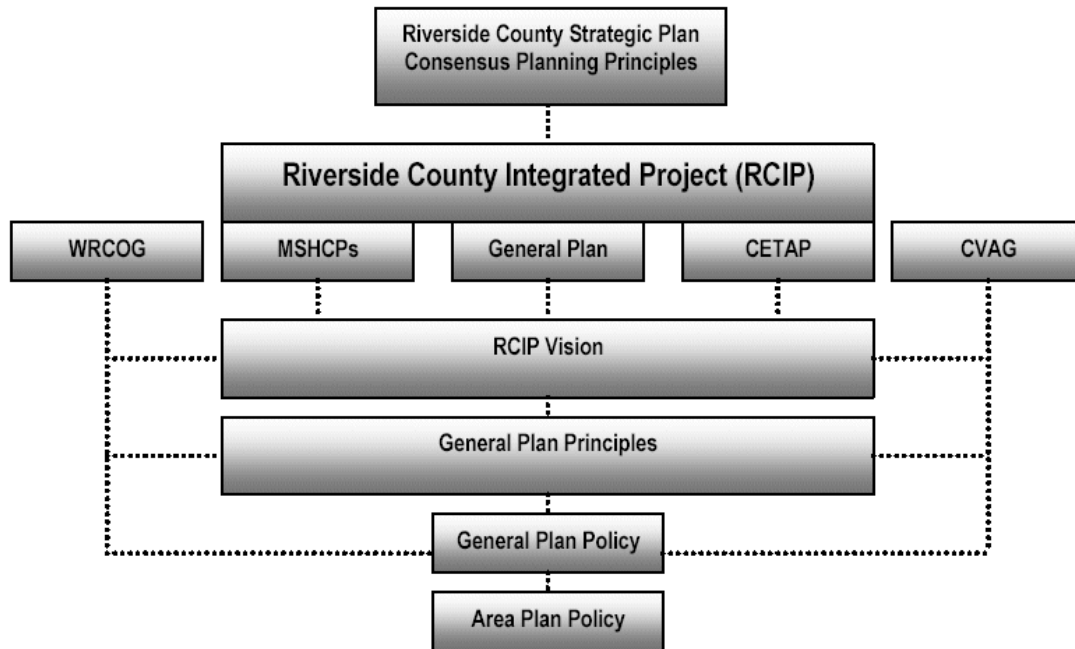
Two powerful and consistent messages were voiced by the residents of Riverside County when asked for their input into the direction of the Riverside County Integrated Project and the General Plan. During 22 outreach meetings conducted throughout the County, and in a countywide public opinion survey, the messages were:

The public does not want Riverside County to be like much of the older development in Southern California that symbolizes urban sprawl; and

- The communities that make up the County are important, distinct and special, and must be preserved or enhanced.

Outlining the community's goals and visions for the County is the Riverside County Integrated Plan (RCIP) <http://www.rctlma.org/genplan/content/gp/chapter02.html>. The project includes open space, transportation, and land use planning for future growth and development patterns in the unincorporated communities of the County. The Multi-Species Habitat Conservation Plan (MSHCP) is setting aside open space in order to protect over 150 endangered or threatened species. The Community Environmental Transportation Acceptability Process (CETAP) has defined future transportation needs both within the County and between Riverside County and its neighboring counties. The General Plan process delineates future land uses in the unincorporated communities.

The following diagram and standards are taken from the Riverside County Integrated Plan.



The diagram above does not depict a conventional hierarchy of authority. It intends to illustrate the interactive and intergovernmental process that shaped the development of this General Plan. The remarkable consistency in the Consensus Planning Principles, the RCIP Vision, and the General Plan Principles is most significant. These documents reflect several common themes that have driven the development of this General Plan and that should shape the future of this County. These themes are:

Quality of Life: Secure a high quality of life for County residents, even as we face a large projected population increase, by integrating and balancing the need for community and economic development, permanent multipurpose open space preservation, and multimodal transportation systems development. The innovative features of this Plan are designed to keep Riverside County economically competitive within the region and to provide an attractive environment and mobility for the high-wage employers sought by the County. This is the key to bringing jobs and housing into better balance in the County and significantly improving quality of life.

Community Identity, Form and Focus: Provide expanded opportunities for strategically located, compact activity centers, or nodes that foster community identity and a sense of place. Key to this identity is a mix of land uses that will enable a broader range of community needs to be met (e.g. living, working, shopping, playing) within compact development areas, while at the same time providing them with definite edges or separation from other communities or clusters of communities.

Choice: Enable the development of a greater variety of housing types than has previously been developed in the County. This involves strategies that enable the County to develop multiple housing types and meet the housing needs of residents in a wide range of socioeconomic categories.

Refining and Redefining the Development Process: Revise the County development processing system in order to strike a balance between certainty and flexibility, regulation and incentives. This involves providing certainty in the pattern of development and conservation, allowing flexibility in development choices within defined areas, and attempting to achieve the development we want by using a blend of

incentives and regulations.

Incentives: Develop a system of practical incentives to stimulate compliance with the Vision, reward excellence in planning and development, and stimulate compact forms of development where they are most appropriate.

Stakeholders as Part of the Team: Build and maintain a strong constituency for the Plan through stakeholder involvement and buy-in during its development. Stakeholder participation has been one of the key and unique features of the planning program. The involvement of stakeholders in Advisory Committees had a major impact on the content of the General Plan and Area Plans. Support from a committed group of stakeholders during the Plan's implementation will be equally important.

Collaboration: Foster a new level of regional collaboration between cities and the County. Many General Plan-level issues are not the County's alone; they are regional. Solutions, in relation to transportation systems development, for example, must be collaborative.

STRATEGIC ECONOMIC DEVELOPMENT ACTIVITIES

As the region continues its economic recovery, there is a clear focus on economic resiliency, specifically, insulating the region against downturns (i.e. the ability to avoid, withstand, and recover from economic shifts, natural disasters, the impacts of climate change, etc.) by strengthening those factors we already have in place and developing those that we need to have in place to ensure the long-term success, viability, and durability of the regional economy.

Business Friendly Climate

The business climate characterizes the various conditions that render an area more favorable to business. One of the County's main economic initiatives is focused on accelerating and growing small businesses by creating access to new sources of capital for business owners that are experiencing difficulty securing conventional business loans. To that end, the Small Business Financial Assistance Program - Revolving Loan Fund (RLF) is being established to provide businesses access to affordable capital for real property acquisition, building improvements and renovations, equipment purchases, short-term working capital, and other eligible activities.

Business Retention and Expansion Program

The Local Workforce Investment Board (WIB) provides business services through a Business Solutions Team that offers a full-array of services beyond recruitments and job matching. A newer effort is the creation of Rapid Response teams to act as "Proactive Intermediaries" through a Business Retention and Expansion program. This program is a strategic layoff aversion strategy that allows a Business Retention and Expansion team to contact businesses and do an analysis that includes financial stability. Resources are then brought together in an attempt to retain jobs and the business. Follow-up is also conducted on referrals from cities or other partners if they have identified a struggling business. Core partners for this program include: Economic Development Organizations (City or County) and the Small Business Development Center. These are also the first responders when an appointment has been set up with a business.

Career Pathways

Preparing for careers and competing in the 21st Century means individuals and industry must have a pathway for building a highly skilled workforce. Local partnerships of adult education, workforce development, community colleges, Community Based Organizations (CBO), employers, and labor organizations are essential to successful career pathways and bridge programs. Creating career pathways that lead to sustainable careers through combinations of participation in a Registered Apprenticeship program and /or earning college credit or a degree is one of the best ways to prepare a worker for a successful long-term career and ensures industry has a highly skilled workforce.

The County advocates to ensure that career pathways developed in the local area are based on the following evidence of best practices:

- Accelerated and integrated program models that shorten the time to a meaningful credential
- Robust and wraparound supportive services
- Coordination of Financial Aid and other benefits
- Employer-verified pathways and curriculum and potential job opportunities
- Pathways for Under-Represented Populations

For Adults and Dislocated Workers, it is of particular importance to develop career pathways strategies which align adult education, job training, higher education, apprenticeship preparation, and Registered Apprenticeship programs to allow participants to obtain progressive educational or occupational credentials even as they continue seek employment.

Local high schools and community colleges are making student learning more relevant to regional industries and improving student success by teaching basic English, math, and other skills in the real-life context of an industry or occupation. Credentialed “Earn and Learn” models, such as apprenticeships, are taking career pathways one step farther, allowing workers to learn much of their new skills on the job.

Foreign Direct Investment and Trade

The impact of foreign direct investment on our economy is considerable. For instance, with 66,000 employees in the United States, Siemens (a German company) and its subsidiaries employ more people in the United States than Microsoft and Nike combined. In a tight credit economy, the infusion of cash from abroad can help ailing U.S. businesses, as well as fund new ventures that create jobs and stimulate the economy. The State of California should consider coordinating marketing campaigns and foreign direct investment missions abroad for the benefit of local regions. Coupled with educational programs, links to resources and the support of the international trade community, the Inland Empire believes this will assist small and medium-sized companies can weather economic slowdowns. In addition, research also indicates that regions that have many export industries are more resilient to employment downturns.

Broadband Capacity

Communications and connectivity are essential requirements for companies and individuals to succeed in the global economy. Many areas in the Coachella Valley do not have adequate broadband capacity to support students and companies in their daily needs to fully participate. This “digital divide” impacts lives, the economy and the quality of life for all who live and work in the Coachella Valley. The private

sector alone cannot be depended upon to rectify this inequity; public investment in broadband infrastructure in the Coachella Valley is essential. The Coachella Valley Economic Partnership believes that public/private partnerships to develop broadband capacity comparable are possible to resolve this inequity primarily impacting distressed populations groups.

Establishment of state of the art bandwidth is an expensive proposition often costing in the tens or even hundreds of millions of dollars and providing hundreds of construction and technology jobs during the ramp up. The highest payback on massive broadband infrastructure is highly impactful in the areas of education, product development, logistics, programming, and manufacturing.

Richard Graham, the former Mayor of Fort Wayne, Indiana and the author of “Performance is the Best Politics” analyzed the impact of establishing state of the art broadband in his 2009 article in *Broadband Properties*. Broadband is credited with attracting a 2,000 employee manufacturing plant, positively impacting the workforce, and inspiring expansions of existing business in the article. It would be folly to make projections on how much impact state of the art broadband would have in underserved areas, but it is widely accepted that broadband is now as important to business as transportation corridors, electrical power, and water. Broadband is a true game changer.

Healthy Communities

Resilient societies are healthy societies: irrespective of where they are on the spectrum between under- and over-nutrition, an unhealthy population can hinder development and create large social and economic costs. The county is working on health initiatives as part of its broad economic development strategies.

Health is fundamental to one of the main inputs for economic development: human capital. Along with financial, intellectual, social, and political capital, development models rely on skilled, healthy individuals to make up the vast majority of its labor force. When you have a healthy population, economic benefits follow:

- Half of the overall economic growth in the US during the last century is associated with improvements in population health.¹
- A 10% reduction in heart disease mortality is estimated to be worth more than \$3 trillion, and a 1% reduction in cancer mortality is estimated to be worth more than \$400 billion to current and future generations.²
- A 10-year increase in life span is associated with an increase of 4.5 percentage points in savings rates because healthier individuals with increased longevity are more concerned with future financial needs.³

Emergency Management

¹ Nordhaus WD. *The Health of Nations: The Contribution of Improved Health to Living Standards*. Cambridge, MA: National Bureau of Economic Research; 2002.

² Murphy K, Topel R. Diminishing returns? The costs and benefits of improving health. *Perspect Biol Med*. 2003;46 (suppl 3):S108–S128.

³ Bloom DE, Canning D, Graham B. Longevity and life-cycle savings. *Scand J Econ*. 2003;105:319–338.

The "Riverside County Operational Area" is an intermediate level of the state emergency services organization consisting of the County of Riverside, all political subdivisions, and those special districts that have signed an agreement and become part of the Operational Area within the geographic boundaries of Riverside County. The "Riverside County Operational Area" is used for the coordination of emergency activities and to serve as the link in the system of communications and coordination between the state's emergency operation centers and the emergency operation centers of the county and the political subdivisions comprising the "Riverside County Operational Area".

VI. EVALUATION FRAMEWORK

Once the Department of Commerce Economic Development Administration has approved the CEDS document, an annual report will be submitted to document the progress on economic development activities regardless of the source of funding and report on changing economic conditions. The County of Riverside asked local cities to submit priority projects to be included into this CEDS report (Attachment B). These specific project summaries represent each community's vision and goals with respect to its geographic region and explain the regional economic impacts of the specific project as the jurisdiction's highest priority.

PERFORMANCES MEASURES

The performance measurement tool will evaluate the regional post implementation of the CEDS in a number of economic and social criteria and provides information for the CEDS Annual Updates as required by US-EDA. The annual updates keep the strategic direction outlined in the CEDS current and relevant.

CEDS Performance Measurement Tool

Criteria	Measurement	Rating	Outcome
Job Creation			
1. Number of full time Jobs created post CEDS Implementation.	0-5	0-	
	6-25	1-3	
	25-49	4-6	
	50-99	7-9	
	100+	10	
2. Appropriateness of jobs to local workforce skill and education level.	Non-consistent	0-2	
	Somewhat consistent	3-4	
	Consistent	5-6	
	Very consistent	7-10	

3. Pay scale of jobs created	Minimum wage + Living wage + Skilled & professional	0-3 4-6 7-10	
4. Number of jobs retained in region (measured as a percentage of jobs created post CEDS implementation and after one year).	0-25% 26-49% 50-75% 76-100%	0-2 3-4 5-6 7-10	
Community Impact			
5. Number and types of investments undertaken in the region.	Infrastructure: water, sewer, roads Business: office, commercial, retail Transportation: rail, highway, airports.	1-10 1-10 1-10	
6. Changes in the economic environment of the region.	Weak/shrinking local economy - (decline in jobs & tax revenue) Stable economy – (jobs and tax revenue growing at slow to moderate rate) Strong sustainable economy – (jobs and tax revenue growing at above moderate rate in industry that is not volatile due to market changes).	0-3 4-7 8-10	
7. Amount of private sector investment in the region after implementation of the CEDS (measured in new private sector capital investment in dollars one year post CEDS implementation).	0-50 million 51-99 million > 100 million	0-3 4-7 8-10	

8. Community benefit	Improved quality of life: – increase in schools - revenue to support new local educational programs - new arts & cultural organizations, institutes - new and/or improved Parks and recreation facilities	-10	
Project Readiness & Capital Investment			
9. Current status of proposed project	Conceptual phase Planning and design Ready to construct	0-3 4-6 7-10	
10. % of USEDA Funding request to total project cost	➤ 50% 25-40% 1 – 24%	0-3 4-6 7-10	
TOTAL POINTS POSSIBLE		120	
TOTAL POINTS FOR THIS PROJECT			

APPENDIX A

Additional Data

Census Tract	Per Capita Income	Unemployment Rate (%)
301.01	\$15,549	25%
301.03	\$14,122	14%
301.04	\$14,948	25%
302	\$31,183	12%
303	\$16,462	23%
304	\$12,873	21%
305.01	\$13,578	19%
305.02	\$10,475	19%
305.03	\$9,017	16%
306.01	\$70,758	10%
306.02	\$59,637	6%
306.03	\$40,899	7%
307	\$24,580	14%
308	\$23,596	21%
309	\$16,722	7%
310.01	\$24,697	8%
310.02	\$15,246	19%
311	\$22,732	17%
312	\$25,755	9%
313	\$11,571	23%
314.01	\$18,663	15%
314.02	\$24,976	15%
315.01	\$16,320	15%
315.02	\$17,524	17%
316.01	\$13,784	20%
316.02	\$15,754	15%
317.01	\$21,277	15%
317.02	\$27,630	9%
317.03	\$20,908	13%
317.04	\$24,162	13%
401.01	\$13,025	18%
401.02	\$19,349	30%
402.01	\$19,093	18%
402.02	\$17,613	22%
402.03	\$9,514	16%
402.04	\$10,919	28%
403.01	\$13,583	24%
403.02	\$31,519	12%
403.03	\$17,233	12%
404.02	\$16,939	25%
404.03	\$15,558	18%
404.04	\$24,882	14%
404.05	\$26,208	17%
405.01	\$15,553	21%

Census Tract	Per Capita Income	Unemployment Rate (%)
405.02	\$14,151	20%
405.03	\$20,679	14%
406.03	\$19,695	17%
406.04	\$25,295	16%
406.05	\$13,888	20%
406.06	\$15,672	19%
406.07	\$28,531	13%
406.09	\$30,254	9%
406.11	\$31,335	6%
406.13	\$29,703	8%
406.15	\$26,648	13%
406.16	\$26,724	12%
407.01	\$34,179	17%
407.02	\$25,161	14%
407.03	\$28,279	11%
408.06	\$31,768	5%
408.07	\$41,551	8%
408.08	\$21,440	10%
408.09	\$22,624	14%
408.12	\$28,535	13%
408.13	\$35,115	11%
408.14	\$27,682	11%
408.15	\$27,300	8%
408.16	\$27,855	17%
408.21	\$24,429	9%
409.01	\$23,124	12%
409.02	\$20,770	19%
409.03	\$18,402	23%
409.04	\$16,788	21%
410.01	\$16,559	12%
410.02	\$17,053	16%
410.03	\$22,454	15%
410.04	\$15,426	14%
411.01	\$9,645	17%
411.02	\$17,932	14%
412.01	\$15,231	20%
412.02	\$12,976	16%
412.03	\$13,823	14%
413.01	\$16,255	11%
413.02	\$12,487	17%
414.03	\$32,132	9%
414.04	\$19,369	15%
414.05	\$19,529	16%
414.06	\$23,560	10%

Census Tract	Per Capita Income	Unemployment Rate (%)
414.07	\$18,317	13%
414.08	\$16,892	11%
414.09	\$28,372	18%
414.1	\$9,989	10%
414.11	\$13,259	18%
414.12	\$19,807	13%
415	\$12,520	25%
416	\$12,817	17%
417.02	\$20,066	8%
417.03	\$12,155	20%
417.04	\$12,336	14%
418.03	\$33,946	12%
418.04	\$36,645	10%
418.05	\$24,919	11%
418.06	\$29,238	10%
418.07	\$20,196	15%
418.08	\$32,181	10%
418.09	\$23,251	14%
418.1	\$35,009	10%
418.12	\$26,875	11%
418.13	\$14,898	15%
419.04	\$26,631	10%
419.05	\$26,297	6%
419.06	\$19,096	19%
419.09	\$22,867	18%
419.1	\$31,852	13%
419.11	\$39,806	7%
419.12	\$36,137	7%
419.13	\$34,372	8%
420.03	\$31,653	16%
420.04	\$29,268	12%
420.05	\$39,377	9%
420.07	\$30,700	16%
420.08	\$31,384	15%
420.09	\$18,945	19%
420.1	\$12,663	28%
420.12	\$27,504	10%
420.13	\$30,001	11%
420.14	\$34,150	8%
422.06	\$25,595	12%
422.07	\$40,555	11%
422.08	\$41,827	9%
422.09	\$12,816	16%
422.1	\$15,398	13%

Census Tract	Per Capita Income	Unemployment Rate (%)
422.12	\$21,671	13%
422.13	\$24,259	14%
422.14	\$26,568	7%
422.17	\$40,365	6%
423	\$17,498	16%
424.01	\$25,098	16%
424.02	\$21,495	15%
424.03	\$20,170	10%
424.04	\$14,525	18%
424.05	\$11,352	28%
424.06	\$20,897	12%
424.07	\$16,256	10%
424.08	\$19,734	23%
424.09	\$18,105	11%
424.1	\$27,254	14%
424.11	\$25,497	12%
424.12	\$36,468	12%
425.05	\$9,975	27%
425.06	\$17,522	14%
425.07	\$16,328	18%
425.08	\$13,096	23%
425.09	\$15,252	15%
425.1	\$11,602	20%
425.11	\$12,010	19%
425.12	\$12,256	23%
425.13	\$16,646	18%
425.14	\$15,250	23%
425.15	\$10,476	14%
425.16	\$13,386	14%
425.17	\$12,032	17%
425.18	\$13,701	24%
425.19	\$11,330	20%
425.2	\$13,498	22%
425.21	\$16,439	20%
426.17	\$10,568	25%
426.18	\$11,825	25%
426.19	\$18,131	15%
426.2	\$17,008	16%
426.21	\$16,907	14%
426.22	\$21,441	5%
426.23	\$28,101	6%
426.24	\$23,809	21%
427.06	\$12,216	26%
427.08	\$23,721	18%

Census Tract	Per Capita Income	Unemployment Rate (%)
427.09	\$23,125	16%
427.11	\$24,324	26%
427.14	\$31,547	15%
427.15	\$25,060	14%
427.16	\$32,644	10%
427.17	\$19,484	21%
427.19	\$16,122	15%
427.2	\$17,556	19%
427.23	\$14,412	23%
427.24	\$24,340	21%
427.26	\$32,462	8%
427.28	\$16,608	25%
427.29	\$22,623	19%
427.3	\$16,636	22%
427.31	\$21,706	11%
427.32	\$25,268	12%
427.33	\$24,895	12%
427.37	\$26,237	12%
427.38	\$23,266	15%
427.39	\$25,344	17%
427.4	\$26,386	24%
427.41	\$27,467	8%
427.42	\$23,633	22%
427.43	\$25,471	11%
427.44	\$21,303	15%
427.45	\$22,982	17%
428	\$11,249	21%
429.01	\$10,987	24%
429.02	\$12,641	34%
429.03	\$13,467	26%
429.04	\$12,166	21%
430.01	\$14,479	13%
430.03	\$12,311	24%
430.05	\$15,907	11%
430.06	\$13,724	21%
430.07	\$29,824	13%
430.08	\$20,255	16%
430.09	\$21,782	21%
430.1	\$22,935	10%
432.06	\$25,982	19%
432.11	\$26,262	13%
432.16	\$20,496	12%
432.17	\$29,881	11%
432.18	\$28,639	16%

Census Tract	Per Capita Income	Unemployment Rate (%)
432.2	\$25,105	12%
432.22	\$29,334	10%
432.27	\$28,252	10%
432.28	\$22,118	18%
432.29	\$29,279	15%
432.35	\$24,384	11%
432.39	\$37,802	10%
432.4	\$25,493	13%
432.42	\$26,582	7%
432.44	\$31,283	11%
432.46	\$33,123	7%
432.47	\$28,521	12%
432.48	\$29,719	12%
432.5	\$27,212	10%
432.52	\$30,812	9%
432.54	\$25,990	15%
432.56	\$25,795	16%
432.57	\$33,655	13%
432.62	\$32,440	9%
432.64	\$29,585	8%
432.65	\$32,264	6%
432.66	\$21,152	15%
432.67	\$30,164	15%
432.7	\$25,234	17%
432.71	\$20,941	19%
432.72	\$38,655	17%
432.74	\$21,715	9%
432.76	\$31,433	6%
432.78	\$35,840	11%
432.79	\$23,899	17%
432.91	\$30,511	7%
433.04	\$32,597	18%
433.06	\$19,479	21%
433.07	\$14,450	18%
433.08	\$14,582	22%
433.09	\$14,071	26%
433.1	\$15,661	21%
433.11	\$18,287	11%
433.12	\$15,497	23%
433.13	\$14,449	20%
433.14	\$23,604	15%
433.15	\$21,994	12%
433.16	\$19,569	24%
433.17	\$18,824	16%

Census Tract	Per Capita Income	Unemployment Rate (%)
434.01	\$11,086	21%
434.03	\$12,347	25%
434.04	\$16,288	31%
434.05	\$12,045	29%
435.03	\$16,810	27%
435.04	\$24,346	16%
435.05	\$19,293	14%
435.06	\$22,280	18%
435.07	\$13,553	24%
435.08	\$22,296	18%
435.09	\$19,521	15%
435.12	\$19,296	18%
435.13	\$16,636	31%
435.17	\$19,142	18%
436.01	\$12,196	29%
436.02	\$12,984	21%
437.01	\$21,403	17%
437.02	\$18,383	16%
437.03	\$16,188	18%
438.02	\$22,908	12%
438.07	\$24,401	6%
438.09	\$29,108	16%
438.1	\$31,780	11%
438.11	\$34,626	13%
438.12	\$32,706	24%
438.13	\$18,685	21%
438.14	\$22,477	2%
438.18	\$29,223	3%
438.2	\$27,494	16%
438.21	\$23,720	9%
438.22	\$23,360	6%
438.23	\$35,734	6%
439	\$16,446	14%
440	\$16,075	15%
441.01	\$16,473	16%
441.02	\$16,934	17%
441.03	\$22,368	2%
441.04	\$25,683	16%
442	\$13,893	14%
443	\$14,269	13%
444.02	\$30,097	12%
444.03	\$18,492	18%
444.04	\$27,839	12%
444.05	\$34,245	10%

Census Tract	Per Capita Income	Unemployment Rate (%)
445.05	\$17,233	14%
445.07	\$12,130	18%
445.09	\$10,162	23%
445.1	\$12,033	22%
445.15	\$12,463	21%
445.16	\$13,254	13%
445.17	\$32,338	18%
445.18	\$21,619	8%
445.2	\$27,227	4%
445.21	\$14,078	22%
445.22	\$19,859	16%
446.02	\$33,025	13%
446.04	\$29,785	13%
446.05	\$29,727	15%
446.06	\$41,908	14%
447.01	\$29,345	13%
447.02	\$14,245	9%
448.04	\$22,057	8%
448.05	\$50,540	10%
448.06	\$26,717	18%
448.07	\$35,097	6%
449.04	\$23,494	9%
449.07	\$13,354	9%
449.11	\$28,742	12%
449.15	\$10,006	16%
449.16	\$28,022	14%
449.17	\$72,375	9%
449.18	\$62,509	8%
449.19	\$38,184	22%
449.21	\$62,616	12%
449.22	\$38,316	9%
449.23	\$23,385	16%
449.24	\$17,473	6%
449.25	\$21,267	14%
449.26	\$15,316	10%
449.27	\$48,464	22%
449.28	\$63,360	5%
449.29	\$43,114	8%
449.3	\$38,447	8%
449.31	\$16,495	19%
449.32	\$22,415	9%
450	\$24,168	21%
451.03	\$51,806	17%
451.08	\$30,442	7%

Census Tract	Per Capita Income	Unemployment Rate (%)
451.09	\$23,412	9%
451.1	\$23,075	16%
451.14	\$57,797	8%
451.15	\$56,514	12%
451.16	\$38,547	11%
451.17	\$45,808	13%
451.18	\$18,907	14%
451.19	\$30,822	8%
451.2	\$20,929	8%
451.21	\$50,655	15%
451.22	\$64,021	10%
451.23	\$75,249	8%
451.24	\$83,228	6%
451.25	\$92,570	10%
452.07	\$13,751	20%
452.09	\$13,400	19%
452.12	\$31,621	5%
452.13	\$21,417	20%
452.14	\$45,860	11%
452.15	\$32,195	6%
452.16	\$49,056	17%
452.17	\$14,897	17%
452.22	\$30,498	26%
452.24	\$28,246	10%
452.26	\$14,046	15%
452.28	\$29,248	6%
452.33	\$25,488	14%
453.02	\$11,877	24%
453.03	\$10,958	25%
453.04	\$30,531	11%
455.01	\$12,297	21%
455.02	\$11,108	13%
456.04	\$8,763	34%
456.05	\$15,287	19%
456.06	\$57,268	7%
456.08	\$71,252	14%
456.09	\$10,946	22%
457.03	\$10,736	25%
457.04	\$13,287	19%
457.05	\$7,763	28%
457.06	\$11,955	29%
457.07	\$13,166	16%
459	\$17,253	20%
461.01	\$21,203	22%

Census Tract	Per Capita Income	Unemployment Rate (%)
461.02	\$12,851	13%
461.03	\$38,867	9%
462	\$14,990	23%
464.01	\$23,772	23%
464.02	\$19,596	27%
464.03	\$21,763	18%
464.04	\$22,240	12%
464.05	\$22,996	15%
465	\$4,494	25%
466.01	\$5,526	14%
466.02	\$27,615	8%
467	\$18,917	26%
468	\$18,454	8%
469	\$12,517	21%
470	\$25,123	11%
472.01	\$21,297	26%
472.02	\$22,583	9%
479	\$39,955	9%
481	\$34,567	13%
482	\$27,495	14%
483	\$18,410	17%
487	\$26,363	8%
488	\$15,706	20%
489.01	\$16,034	14%
489.02	\$13,288	14%
490	\$24,327	15%
491	\$31,418	11%
494	\$26,861	24%
495	\$13,431	15%
496	\$27,052	7%
497	\$41,512	11%
498	\$19,553	12%
503	\$25,957	13%
504	\$25,718	15%
505	\$21,516	10%
506	\$30,355	13%
507	\$28,208	8%
509	\$29,038	15%
511	\$18,984	20%
512	\$31,931	7%
513	\$20,325	17%
514	\$46,098	12%
9401	\$39,725	0%
9404	\$12,863	20%

Census Tract	Per Capita Income	Unemployment Rate (%)
9405	\$69,963	5%
9406	\$61,966	9%
9407	\$37,788	13%
9408	\$49,870	11%
9409	\$43,346	13%
9410	\$30,585	17%
9411	\$35,435	10%
9412	\$42,517	13%
9413	\$43,549	13%
9414	\$27,955	11%
9415	\$21,504	14%
9800.04	-	-
9810	\$1,243	-

Source: U.S. Census Bureau, 2009-2013 American Community Survey, Five Year Estimates

NOTE. Although the American Community Survey (ACS) produces population, demographic and housing unit estimates, it is the Census Bureau's Population Estimates Program that produces and disseminates the official estimates of the population for the nation, states, counties, cities and towns and estimates of housing units for states and counties.

For more information on confidentiality protection, sampling error, non-sampling error, and definitions, see Survey Methodology.

An * indicates that the estimate is significantly different (at a 90% confidence level) than the estimate from the most current year. A 'c' indicates the estimates for that year and the current year are both controlled; a statistical test is not appropriate.

RIVERSIDE COUNTY

Selected Economic Characteristics	2012 Estimate	2013 Estimate	Average
Unemployed	14.7%	12.9%	13.8%
Per capita income (dollars)	\$21,970	\$23,068	\$22,519

UNITED STATES

Unemployed	9.4%	8.4%	8.9%
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Per capita income (dollars)	\$27,319	\$28,184
	\$27,752	

Source: U.S. Census Bureau, 2012 and 2013 American Community Survey, One Year Estimates

Data are based on a sample and are subject to sampling variability. The degree of uncertainty for an estimate arising from sampling variability is represented through the use of a margin of error. The value shown here is the 90 percent margin of error. The margin of error can be interpreted roughly as providing a 90 percent probability that the interval defined by the estimate minus the margin of error and the estimate plus the margin of error (the lower and upper confidence bounds) contains the true value. In addition to sampling variability, the ACS estimates are subject to non-sampling error (for a discussion of non-sampling variability, see Accuracy of the Data). The effect of non-sampling error is not represented in these tables.

Notes:

- Employment and unemployment estimates may vary from the official labor force data released by the Bureau of Labor Statistics because of differences in survey design and data collection. For guidance on differences in employment and unemployment estimates from different sources go to Labor Force Guidance.
- Workers include members of the Armed Forces and civilians who were at work last week.
- The Census Bureau introduced an improved sequence of labor force questions in the 2008 ACS questionnaire. Accordingly, we recommend using caution when making labor force data comparisons from 2008 or later with data from prior years. For more information on these questions and their evaluation in the 2006 ACS Content Test, see the "Evaluation Report Covering Employment Status" at http://www.census.gov/acs/www/Downloads/methodology/content_test/P6a_Employment_Status.pdf and the "Evaluation Report Covering Weeks Worked" at http://www.census.gov/acs/www/Downloads/methodology/content_test/P6b_Weeks_Worked_Final_Report.pdf. Additional information can also be found at <http://www.census.gov/hhes/www/laborfor/laborforce.html>.
- Occupation codes are 4-digit codes and are based on Standard Occupational Classification 2000.
- Industry codes are 4-digit codes and are based on the North American Industry Classification System 2007. The Industry categories adhere to the guidelines issued in Clarification Memorandum No. 2

"NAICS Alternate Aggregation Structure for Use by U.S. Statistical Agencies

APPENDIX B

Executive Committee Board Members

- **Morris Myers (Chairperson)**, Economic Development Corporation of Southwest
- **Dr. Imran Angelov Farooq (Vice Chairperson)**, Omnius Group
- **Francisca Ledoux Hernandez**, Riverside Medical Clinic
- **Guadalupe Del Gado**, Del Consulting
- **Jamil Dada**, Provident Bank
- **Joyce Johnson**, Mt. San Jacinto College
- **Juan De Lara**, Federated Insurance
- **Laurie Stalnaker**, Central Labor Council, AFL-CIO
- **Mary Jo Ramirez**, California Family Life Center
- **Rick Glasmann**, International Rectifier
- **Robert Frost**, International Brotherhood of Electrical Workers #440
- **Sonia Nunez**, McLane Foodservice
- **Tina Sewell**, Manpower, Inc.

APPENDIX C

Regional Priority Project List

RIVERSIDE COUNTY SMALL BUSINESS FINANCIAL ASSISTANCE PROGRAM - REVOLVING LOAN FUND

One of the County's main economic initiatives is focused on accelerating and growing small businesses by creating access to new sources of capital for business owners that are experiencing difficulty securing conventional business loans. To that end, the Small Business Financial Assistance Program - Revolving Loan Fund (RLF) is being established to provide businesses access to affordable capital for real property acquisition, building improvements and renovations, equipment purchases, short-term working capital, and other eligible activities.

TWENTY-NINE PALMS BAND OF MISSION INDIANS ECONOMIC DEVELOPMENT MASTER PLAN

The Twenty-Nine Palms Indian Reservation is located in eastern Coachella Valley. The Coachella Reservation Section is located in line with transportation corridors (Interstate 10, Highway 86, and consists of 290 acres. The Tribe has the Spotlight 29 and Tortoise Rock Casinos, which employ over 800 full-time/part-time employees. Aside from gaming, the Tribe is looking to diversify its economic portfolio by performing a master planning and feasibility project to identify business and job creation opportunities, increase governmental capacity and infrastructure. An economic development planner is needed to develop a comprehensive economic planning strategy with tribal leadership, upper management and stakeholders.

THE COUNTY LINE ROAD ROUNDABOUT/TRANSPORTATION CORRIDOR PROJECT – CITY OF CALIMESA

The County Line Road Roundabout/Transportation Corridor Project (Project) is a highway capacity and multimodal surface transportation enhancement project that addresses traffic congestion and safety together with facilitation of growth and non-motorized transportation systems.

The project is located along the Riverside and San Bernardino county line in the Cities of Calimesa and Yucaipa, California. The project is located along County Line Road from County Line Lane, future Roberts Road, on the West to Bryant Street on the East. The project includes interchange improvements, roadway corridor improvements, drainage, and related improvements applying innovative roundabout transportation systems at essentially every intersection. The County Line Road and Interstate 10 (I-10) interchange serves as a gateway to communities in San Bernardino and Riverside counties. The regionally significant project is included in the Southern California Association of Governments' (SCAG) Federal Transportation Improvement Program (FTIP) and the Western Riverside Council of Governments Transportation Uniform Mitigation Fee (TUMF) program.

Roadway corridor improvements include construction of four double lane roundabouts, five single lane roundabouts, and approximately 11,500 linear feet of full-width roadway improvements, including sidewalks, bike lanes, bus shelters, and landscaped parkways, islands, and medians. Drainage improvements include an improved seasonally dry stream, with walking and bike trails, and a storm drain system to safely convey extreme storm events. The proposed drainage system is estimated to include approximately 2,000 linear feet of 84-inch diameter reinforced concrete pipe. Regarding the interchange, it does not have sufficient capacity to serve the current traffic volumes and experiences stacking onto the freeway system mainline. Furthermore, the communities of Calimesa and Yucaipa continue to experience growth that will only lead to significantly greater congestion and unsafe traffic conditions. Historically, needed improvements to interchanges have been the obligation of California

Department of Transportation (Caltrans); however, due to budget challenges, the State has now transferred these obligations to local communities. The Cities have elected to combine resources to develop the interchange project to enhance capacity and improve public safety.

EASTERN COACHELLA VALLEY SEPTIC TO SEWER CONVERSION PROJECT

Many mobile home park communities in the eastern Coachella Valley provide necessary housing for migrant farm workers. These communities are disadvantaged and lack access to public sewer infrastructure. The Coachella Valley Regional Water Management Group completed The Coachella Valley Disadvantaged Community Outreach Demonstration Program Report dated February 2014 which identifies priorities for connecting DAC's to public sewer. The general project location is the area from Avenue 54 south along Harrison, Polk, and Pierce streets at an estimated cost of \$10 million.

EASTERN COACHELLA VALLEY WATER SUPPLY PROJECT

A large portion of the Eastern Coachella Valley groundwater basin has levels of arsenic that exceed the MCL for drinking water. The costs for private pumpers to install Arsenic Treatment are prohibitive. Many mobile home parks in the Eastern Coachella Valley receive their water from these private wells with high arsenic levels. Their cumulative populations are in the high thousands. These areas are considered to be disadvantaged communities. CVWD has determined that installation of water infrastructure along Avenue 66 and Pierce Street in the East Valley would allow many of these communities access to public drinking water infrastructure at an estimated cost of \$20,000,000.

SCOTT ROAD INTERCHANGE/INTERSTATE 215 INTERCHANGE IMPROVEMENT

Lead Agency: City of Menifee

Location: Scott Road between Haun and Antelope roads

This highway interchange project will alleviate traffic congestion on Scott Road by providing more through lanes over the freeway and improving freeway access.

Cost: Estimated between \$40-\$50 million, and is partially funded. If completely funded, the project could begin in summer 2017 with completion in 2018.

QUAIL VALLEY SEWER IMPROVEMENTS

Lead Agency: Eastern Municipal Water District/City of Menifee

A building moratorium is currently in effect in the Quail Valley community of Menifee as approximately 1400 existing dwelling units are on septic tanks due to the lack of a backbone sewer infrastructure. In addition, construction of approximately 3400 future dwelling units are on hold until sewer infrastructure is installed. Septic effluent and grey water ponds and migrates down gradient through yards and along streets toward Canyon Lake.

Cost: Estimated between \$15-\$20 million to construct a sewer system within an area known as Subarea 9 consisting of 692 residential lots.

Phase 1 of the sewer system is proposed to be constructed for approximately \$6 Million to provide service to approximately 149 existing homes and allow future service to 66 vacant lots. Preliminary Design is currently underway.

Additional funding needs to be identified to design and construct future phases of the project.

TEMECULA VALLEY ENTREPRENEURS EXCHANGE

Opened in November 2014, the City of Temecula's Temecula Valley Entrepreneur's Exchange is a technology incubator and regional business resource center that fosters business growth and economic vitality for entrepreneurs. The incubator's goal is to grow and strengthen the local technology sector to bring high-wage jobs to the area. The business resource center provides general business workshops and consultations to assist business owners in starting and growing their business. The program is funded by the City of Temecula. The City has partnered with the Economic Development Corporation of Southwest California, Inland Empire Small Business Development Center, TriTech Small Business Development Center, Temecula Valley Chamber of Commerce, Mt. San Jacinto College and Cal State San Marcos at Temecula for this program. Currently 12 technology focused startups are participating in the incubator program, and the resource center provides over 100 workshops annually. The facility is also home to the Temecula Higher Education Center (THE Center) that opened in August 2014. THE Center is a partnership between the City of Temecula, California State University San Marcos and Mt. San Jacinto College, providing students with a seamless transition from the associate's degree to the bachelor's degree in Business Administration with all coursework conducted on site, locked pricing, guaranteed time-to-completion and a collaborative cohort-based model.

RIVERSIDE COUNTY DIAGNOSTICS AND SURGERY CENTER

The County of Riverside has planned an Ambulatory Surgery and Imaging Center (Center) that will provide highly-specialized outpatient medical procedures in the most efficient and cost effective manner. The Center is proposed to be a public-private partnership between a private medical services provider and the County of Riverside. The planned Center would allow the County's Regional Medical Center to provide outpatient service delivery at a volume necessary to meet customer demand by partnering with a private sector partner. The facility may be constructed with public and/or private resources and will be equipped with medical equipment owned by the County of Riverside. Cost of the facility is anticipated to exceed \$6.3 million in construction cost and \$2 million in equipment cost.

In addition to serving a vital healthcare need, the new Center will play an important role in the economic development of the healthcare industry in Riverside County. The facility will be used in partnership with the University of California, Riverside's Medical Educational Program as a teaching facility. Each new doctor that graduates from the medical school and stays in the local economy represents the equivalent of a \$2 million small business that creates over twenty jobs for the local economy.

MARCH HEALTHCARE DEVELOPMENT

The Campus Project, located at the southwest corner of Cactus Avenue and Heacock Avenue with the boundary of the March Air Reserve Base, is California's first destination wellness campus. Spanning approximately 170 acres, when completed, the integrated state of the art medical campus will include an acute care hospital, medical office buildings, centers of excellence, a wellness center, a full senior care hospital, and non-medical retail in a contemporary, attractive and pedestrian-friendly environment. The March Healthcare Campus (Campus Project) represents a rare opportunity for Riverside County to invest in infrastructure, job creation and quality of life enhancement, by creating a local economic stimulus program focused on healthcare industry. The project would eliminate severe blight on the former March Air Force Base (AFB), which currently has 41 vacant, dilapidated buildings on the site.

Anticipated project cost:	\$2,482,667,750
Number of jobs:	3,018

COACHELLA VALLEY IHUB ACCELERATOR CAMPUS

The current Coachella Valley Innovation Hub & Accelerator Campus includes more than twenty companies in nearly 50,000 square feet of incubation and acceleration facilities in Palm Springs. Providing appropriate tenant space, testing facilities, communications infrastructure and other site improvements will be needed as successful companies graduate into market-rate space in the community and new tenants are accepted into the program. In addition, the Coachella Valley recently received a federal planning grant to expand the Innovation Hub program to other areas in the Coachella Valley focused on Advanced Manufacturing. It is anticipated that another 40-60,000 square feet in incubation and acceleration facilities will be added in the next 2-3 years. As this program expands with new facilities, infrastructure needs will increase to support the companies that are in the program.

A recent study by Dr. John Husing has projected that over a 20 year period the collection of two iHubs and two Accelerator campuses will have the following economic impact. The cost to put the Palm Springs portion of the complex was roughly \$5 Million over a 3 year period and the annual cost to operate the complex is \$500,000 in 2014 dollars.

- 81 Graduated Companies in Operation
 - \$5.5 Billion in Cumulative Revenue
 - \$1.1 Billion of Profits Generated
 - 3,544 Direct Jobs Created
 - 5,112 Direct & Indirect Jobs Created
 - \$12.5 Billion in total economic activity*
- * Includes payroll, value added activity, and revenue

COACHELLA VALLEY BROADBAND CAPACITY

Communications and connectivity are essential requirements for companies and individuals to succeed in the global economy. Many areas in the Coachella Valley do not have adequate broadband capacity to support students and companies in their daily needs to fully participate. This “digital divide” impacts lives, the economy and the quality of life for all who live and work in the Coachella Valley. The private sector alone cannot be depended upon to rectify this inequity; public investment in broadband infrastructure in the Coachella Valley is essential. The Coachella Valley Economic Partnership believes that public/private partnerships to develop broadband capacity comparable are possible to resolve this inequity primarily impacting distressed populations groups.

Establishment of state of the art bandwidth is an expensive proposition often costing in the tens or even hundreds of millions of dollars and providing hundreds of construction and technology jobs during the ramp up. The highest payback on massive broadband infrastructure is highly impactful in the areas of education, product development, logistics, programming, and manufacturing.

Richard Graham, the former Mayor of Fort Wayne, Indiana and the author of “Performance is the Best Politics” analyzed the impact of establishing state of the art broadband in his 2009 article in Broadband Properties. Broadband is credited with attracting a 2,000 employee manufacturing plant, positively impacting the workforce, and inspiring expansions of existing business in the article. It would be folly to make projections on how much impact state of the art broadband would have in underserved areas, but it is widely accepted that broadband is now as important to business as transportation corridors, electrical power, and water. Broadband is a true game changer.

PALM SPRINGS ACCELERATOR CAMPUS

The City of Palm Springs Accelerator Campus can take a tremendous step forward by adding sufficient photovoltaic solar panels to offset substantially all of the electrical requirements of the Campus. Recent electric bills indicate that a 140 kilowatt photovoltaic system would serve to generate roughly 200,000 kilowatt-hours per year that would reduce the operating expenses of the Campus by roughly \$60,000 per year. The estimated cost for this system is \$450,000.

The installation of solar energy of this magnitude will provide jobs for about 10 people during the construction project and will allow the savings to be passed on to companies in the facility enabling them to deploy facilities dollars into human capital. It is estimated that the installation of solar panels will add to both the workforce and the bottom line of accelerator campus clients and partially fund an onsite manager for the CViHub program.

COACHELLA VALLEY ECONOMIC PARTNERSHIP CAREER PATHWAYS

Build an effective educational pipeline along industry clusters to educate and train students exactly as industry needs them based on standards established by industry. Develop career pathway circular linkages between and among K-12, community college, 4-year degree programs and graduate degree programs. Make industry cluster workforce development a key driver and contributor to regional economic development efforts.

HEMET-RYAN AIR FIRE FIGHTING ATTACK BASE – RIVERSIDE COUNTY

The County has contracted with the California Department of Forestry (CDF) for fire services in Riverside County since 1921 with Hemet-Ryan Airport serving as an aerial firefighting/attack base since 1967. The Hemet-Ryan Air Attack Base is one of the most active aerial firefighting bases in the country with four permanently based fixed-wing aircraft and a CDF helicopter providing initial air attack services for over 830,000 acres in Riverside and neighboring counties. The Hemet-Ryan Airport has accommodated numerous firefighting aircraft operations during large fire incidents, establishing itself as one of the State of California's and the nation's most active Air Attack Bases.

In 2006, the County of Riverside Economic Development Agency entered into a Memorandum of Understanding with CDF to cooperate and coordinate in the development of the new Air Attack Base at Hemet-Ryan Airport. The Redevelopment Agency for the County of Riverside has completed the preliminary design/budget package, which is required for State funding. The total project budget is estimated at \$25,000,000 with the State's contribution of \$22,500,000 and the County's contribution of \$2,500,000. The County's portion will be used for architectural design, engineering, environmental studies, airport master plan update, inspection and construction costs. The County will bid the project on behalf of the State and jointly manage the construction of the project until completion.

HOMELAND/ROMOLAND MASTER FLOOD CONTROL PLAN – RIVERSIDE COUNTY

The Homeland/Romoland Master Flood Control Plan (H/R MDP) is a County of Riverside Flood Control and water Conservation Agency flood control plan that is intended to provide flood protection to an area that is approximately 13.7 square miles, and includes portions of Menifee, Perris and unincorporated Romoland and Homeland in western Riverside County. To date the public private partnership has completed all the environmental work to California state standards, fully designed all the required facilities, obtained the required permits, and bid the projects in accordance with California standards for a public works projects. The Phase 1 facilities will protect several miles of State Hwy 74, and Heritage High School. The project will also protect a high efficiency gas fired power plant in

Romoland and an existing Southern California Edison substation and maintenance facility, in addition to parts of Interstate 215. There are several sponsors of this project. The lead sponsor is the City of Menifee and the co- sponsors are as follows: County of Riverside, City of Perris, Perris Union School District and Homeland/Romoland ADP, Inc. Total anticipated project costs are approximately \$70 million.

SALTON SEA AUTHORITY PREFERRED PROJECT: A VISION FOR THE FUTURE – RIVERSIDE COUNTY

The Salton Sea Authority’s project objective is to achieve the habitat restoration and air and water quality goals set out in State and Federal legislation, while simultaneously meeting the needs of the residents of the region, local property owners, and civic leaders in the Imperial, Coachella and Mexicali Valleys. These interests desire a large, sustainable recreational lake with reduced odor that serves as a catalyst for regional economic development. This lake would also provide critical habitat values as it has in the past. Historically, the Salton Sea fish population has been an important food source for resident birds and those migrating along the Pacific Flyway. A variation of the Authority’s proposed project design was considered as an alternative in the separate Salton Sea restoration project feasibility studies that were conducted concurrently by the Resources Agency of the State of California and the U.S Bureau of Reclamation.

FOREIGN DIRECT INVESTMENT

The impact of foreign direct investment on our economy is considerable. For instance, with 66,000 employees in the United States, Siemens (a German company) and its subsidiaries employ more people in the United States than Microsoft and Nike combined. In a tight credit economy, the infusion of cash from abroad can help ailing U.S. businesses, as well as fund new ventures that create jobs and stimulate the economy. The State of California should consider coordinating marketing campaigns and foreign direct investment missions abroad for the benefit of local regions. Coupled with educational programs, links to resources and the support of the international trade community, the Inland Empire believes this will assist small and medium-sized companies can weather economic slowdowns.

LIFE SCIENCES INCUBATOR

UC Riverside has allocated space and a plan to build out a Biotech incubator with wet lab in the City of Riverside near the UCR campus. This has been a collaborative effort between the City, County and UCR that is estimated to cost \$2M to establish and run for three years before it becomes self- sustaining. This alignment of research, technology transfer, and entrepreneurship will be furthered by the UCR Medical School. Collaboration with CSU San Bernardino’s “Alliance for Technology Commercialization” will widen the impact of the incubator. Estimate for UCR Life Sciences Incubator: \$4M.

RIVERSIDE ExcITE

On October 28, 2013, Riverside ExCITE, a partnership between the City of Riverside, County of Riverside and UCR, established articles of incorporation as a nonprofit. The goal of ExCITE is to establish an incubator in Downtown Riverside and “facilitate the successful incubation and acceleration of start-up companies engaged in entrepreneurial research and development of advanced technologies to create high technology jobs in Riverside County”. The ExCITE facility will be located at 3499 Tenth Street, a building owned by the County of Riverside. As part of the partnership, the County has agreed to lease the space to ExCITE at \$1.00/year, while UCR has pledged to staff the facility. The County is also in lease negotiations with local software company Omniplatform. Omniplatform will act as an anchor tenant, mentoring incubator clients and providing support and inspiration. To date, two start-up companies, Frackoptima and Zyante, have already been accepted as tenants. The City of Riverside has allocated

funding to connect the building to the City's fiber network. This provides tenants of the facility high-speed internet. The total investment is about \$75,000.

SAN JACINTO RIVERS LEVEE

The five-mile San Jacinto River Levee is a joint City of San Jacinto/County of Riverside Flood Control and Water Conservation Agency project which will provide all weather access into and out of the San Jacinto Valley by removing Sanderson Avenue, the Sanderson Avenue and Ramona Expressway intersection, and State Street from the San Jacinto River 100-year floodplain. The Levee will also reduce the amount of dairy and agricultural lands affected by flooding that cause pollutants from these facilities to affect downstream receiving water. Finally, the project will constitute implementation of the 1975 Flood Control Master Plan for the Lower San Jacinto River Basin as well as allow the implementation of the City's General Plan by making approximately 1,700 acres of agricultural land available for residential, commercial, and industrial development in the Gateway area. The project design is nearing completion and the draft Environmental Impact Report is slated to be circulated by summer 2014. Construction will take approximately 9 months to complete.

Anticipated project cost: \$50 million

Number of Jobs: 5,482

BACKBONE SEWER AND WATER SYSTEM

The San Jacinto Gateway backbone sewer and water system was designed in the mid 2000's. That portion of the Gateway project lying north of the Casa Loma Syphon (MWD facility) and the future alignment of the Mid County Parkway is served by a system that was designed and approved by the Eastern Municipal Water District in 2007. The sewer system was sized to accept anticipated flows from the Gateway project at build-out. A water system was designed (12" diameter) in Ramona Expressway and terminates at Odell Avenue as well. The proposed water system connects to an existing waterline in Sanderson Avenue.

That portion of the Gateway project lying south of the Casa Loma Syphon and Mid County Parkway is served by a system designed in Ramona Boulevard. The sewer system was designed from the De Anza Lift Station, south in Sanderson Avenue and west in Ramona Boulevard. The Ramona Boulevard system terminates at Warren Road. The Ramona Boulevard system is sized and designed at a depth to accommodate the Gateway project at build-out. A waterline was designed in Ramona Boulevard from Sanderson Avenue to Warren Road and was sized to accommodate the Gateway project at build-out as well. Waterline interconnections were designed between Ramona Expressway and Ramona Boulevard at Cawston Avenue and Odell Avenue. Total project is anticipated to be approximately \$10 million.