



CITY OF LAKE ELSINORE

DREAM EXTREME 2040

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This vision plan was started well before the onset of the current COVID-19 pandemic. The ideas and strategies outlined in this document take a long-term view. Many of these long-range strategies are aligned with our community's present need for a healthy, safe, and resilient place to live.

During times of crisis, such as COVID-19, the City may need to dedicate its focus to managing the challenge at hand. Unexpected events of recent years, including wildfires and flooding, have proven that Lake Elsinore is resilient. Since the future is unpredictable, the vision plan aims to provide a north star for City decision-making, ensuring Lake Elsinore will continue being a place where all can build futures and fulfill dreams for generations to come.

The following strategies within the vision plan outline actions that may be particularly relevant to the short- and long-term impacts of COVID-19:

Public Health

2.B – Promote public health and strengthen Lake Elsinore's identity as a community for active lifestyles. (p. 56)

2.C – Ensure Lake Elsinore is family friendly. (p.59)

2.E – Encourage and attract the development of a regional healthcare center. (p.64)

Community Resiliency

3.C – Plan for resilience and sustainability. (p.75)

4.A – Develop community engagement strategies to foster more inclusive City governance. (p.84)

4.C – Increase partnerships with public, private and non-profit organizations. (p.90)

4.D – Embrace technology to support the delivery of City services. (p.92)

4.F – Continue to build a culture of innovation throughout the organization. (p.97)

Economic Resiliency

2.F – Increase access to education in Lake Elsinore. (p.66)

4.B – Safeguard the City's long-term fiscal health through boosting revenue and diversifying resource. (p.88)

4.E – Allocate public resources effectively and efficiently, creating fiscal models that ensure sustainability. (p.95)

Lake Elsinore as a Destination and Retreat

1.B – Broaden Lake Elsinore's appeal as a tourist destination. (p.43)

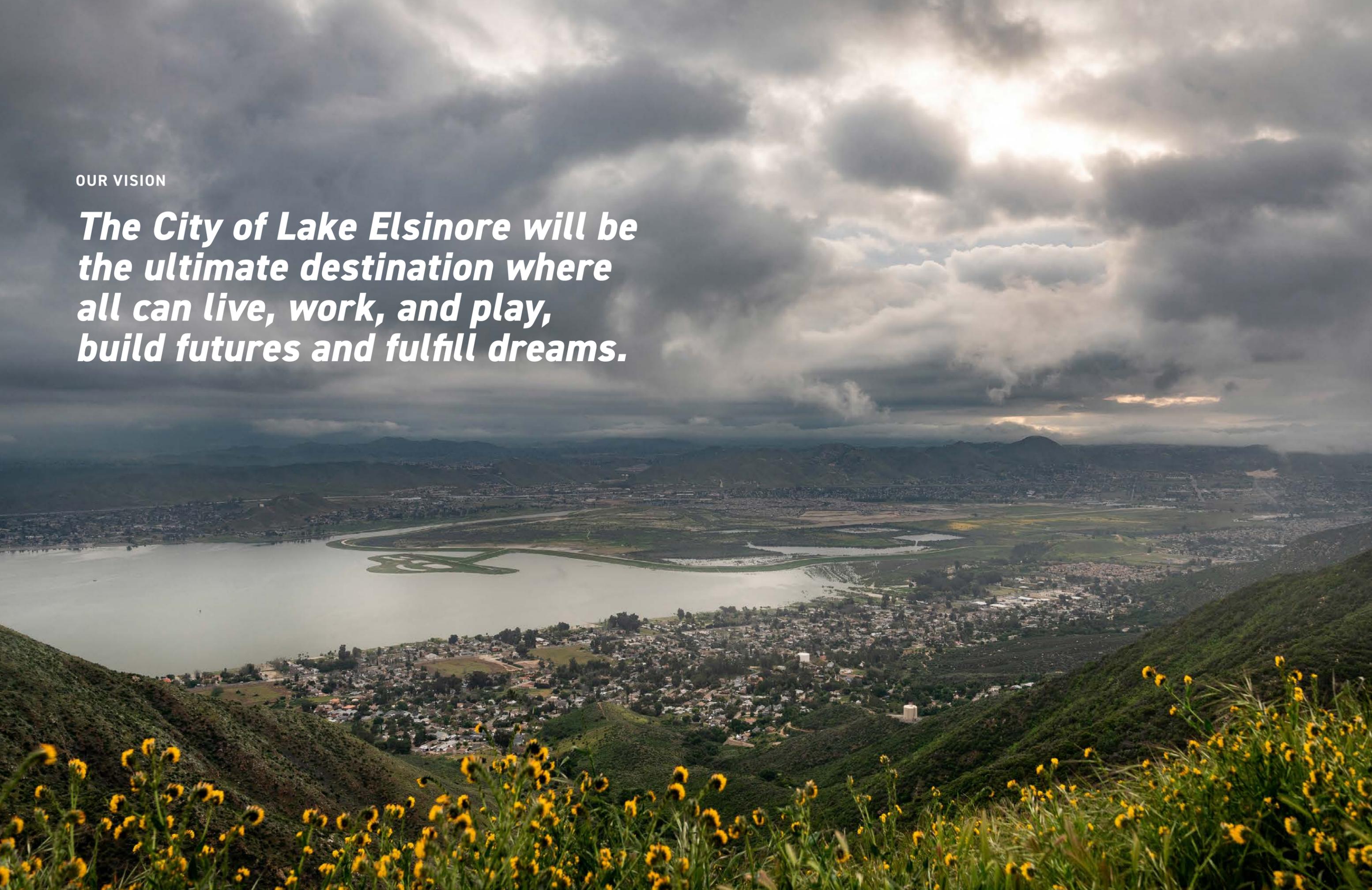
3.A – Continue efforts to beautify and activate the waterfront, diversifying and growing Lake Elsinore's economy. (p.70)

3.D – Improve water management efforts at the Lake. (p.77)



OUR VISION

The City of Lake Elsinore will be the ultimate destination where all can live, work, and play, build futures and fulfill dreams.



A letter from the future...

Today



Tomorrow



As I look back over the past 20 years of my life in Lake Elsinore, I feel honored to be a part of this community.

Back in 2020, my Mom, Dad, sisters and best friends celebrated my 10th birthday at the City's campground, Launch Pointe. We had just been through a really tough year as a City, with wild fires, flooding, and challenges at the Lake. But, we were all really happy to be spending time together enjoying a full Lake and the beautiful wildflowers. We saw Lake Elsinore as a place that we loved. A place where we could live as a family, live a healthy life, and accomplish our most extreme dreams.

Since that time, the City has been transformed. Today, in 2040, I can stand at the corner of Main St. and Heald Ave. and celebrate what we have accomplished. Downtown Lake Elsinore is bustling, full of life, active with my neighbors out on the street enjoying each other, great food, and the frequent street fairs. A once abandoned lot now houses a weekly farmer's market – part of the City's promise to be the healthy living center of Southern California. Downtown still feels authentic to Lake Elsinore, as the restaurants are all locally owned.

On weekends, I now take my own family out to the Lake. Since 2019, a motivated group of citizens, local government, and local businesses have been partnering to re-envision the Lake. The algae blooms and fish kills that used to happen have been replaced by developed wetlands and an active population of native sport fish. My friends and I are fortunate to live in a place where we can go out to the Lake and wakeboard, water ski, and jet ski, nine months out of the year.

After I left Lake Elsinore to go to school at U.C. Riverside, I wasn't sure I would come back. But, I was able to find my dream job at the City's new Action Sport Research and Manufacturing center as a product designer. There is nothing better than being able to dream up the next generation of high speed, electric dirt bikes that will further revolutionize the motorsports industry.

Mom and Dad still live close by, and my entire family is closely connected. The active living focus that the City adopted in 2019 has had a major impact on my family. Both my parents started walking at that time, starting with small events raising money for the trail around the whole lake. That led them to take up cycling and change their diets. Lake Elsinore's Southern California climate has helped us all get outside. I am proud to be a Lake Elsinore resident and I am grateful to be raising my children in a City where we are not afraid to Dream Extreme.



Past, Present & Future

My favorite thing about
Lake Elsinore is...

The lake
and
main st.
we love
it here!

#DreamExtreme2040

My favorite thing about
Elsinore is...
everyone needs
to Benicetake
Car... lakes...
S...
S...

Past:

Lake Elsinore's Rich History

THE ROOTS FOR DREAM EXTREME 2040

Lake Elsinore's rich history helps inform the City's future vision. From the natural hot springs in the early 1900's to Prohibition-era recreational activities, Lake Elsinore has always been a destination for visitors to get away, experience natural beauty, and seek action.

ACTION SPORTS

Lake Elsinore's identity has been shaped by its legacy of action sports. The City has led the extreme sports arena as the birthplace of events including the X-Games and the Annual Lake Elsinore Grand Prix, which in its height drew dirt-bike greats like Malcolm Smith and Steve McQueen. Lake Elsinore boasts multiple world-class sports facilities, including its skydiving drop zone (the longest-running skydiving operation in North America), Minor League Baseball stadium, and a youth sports complex.

THE LAKE

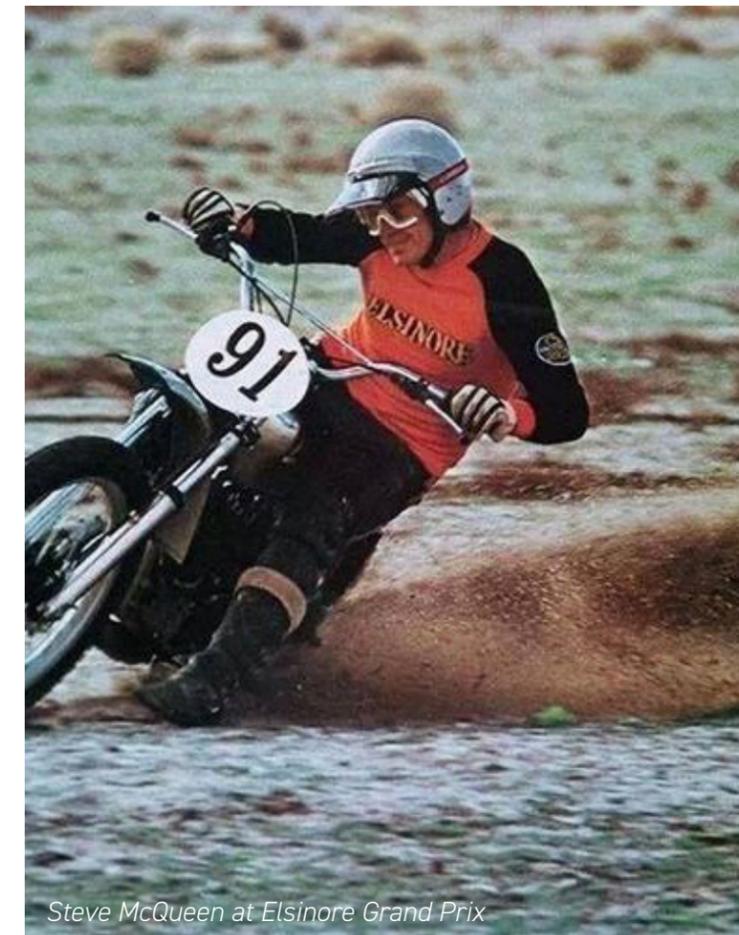
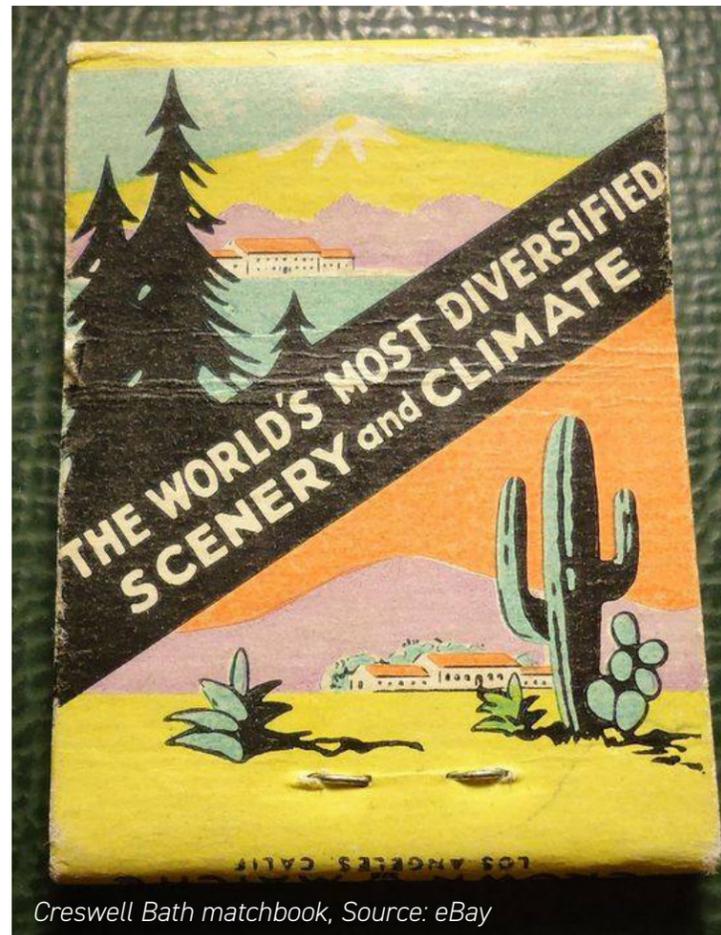
At the center of it all is the Lake, Lake Elsinore's namesake and most valuable natural asset. Lake Elsinore has seen cycles of droughts and flooding, but recent efforts by the City have helped to better stabilize Lake levels. Lake management is an ongoing effort and a critical component of Lake Elsinore's future.

DIVERSITY

As the first Californian city to be led by an African American mayor, Thomas R. Yarborough, Lake Elsinore has a history of diversity, unity, and inclusion. Dream Extreme 2040 aims to build on this foundation and continue to grow connections with its new communities, embracing a culture of civility and respect.

DREAM EXTREME

"Dream Extreme" was developed as the new Lake Elsinore brand in 2006 and incorporated into the City's visual identity, signage, and ethos. It embodies Lake Elsinore's legacy of extreme sports and the mindset of pushing boundaries towards innovative solutions. Dream Extreme 2040 outlines the City's big dreams and how the City can work towards achieving them.

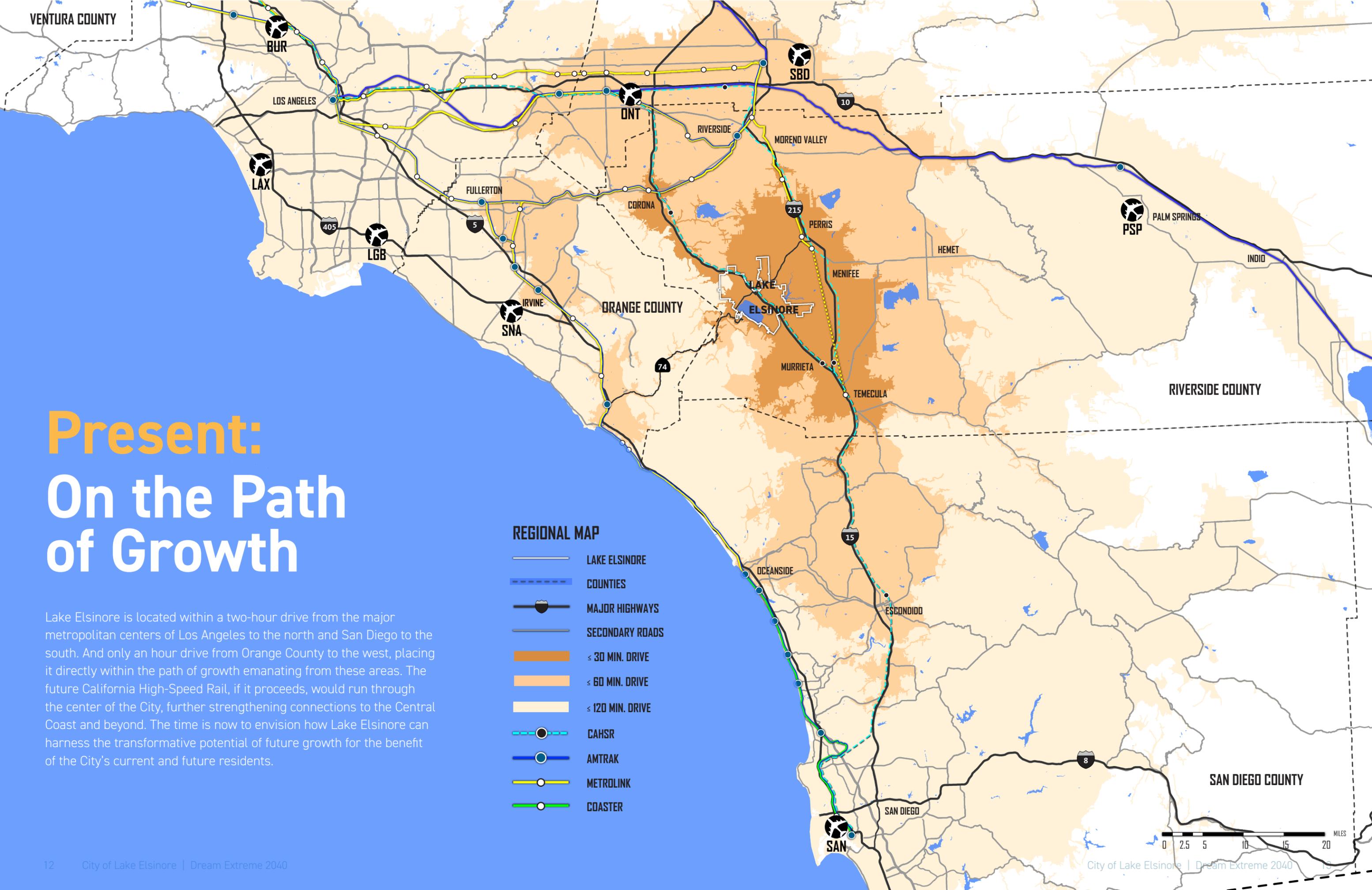


Present: On the Path of Growth

Lake Elsinore is located within a two-hour drive from the major metropolitan centers of Los Angeles to the north and San Diego to the south. And only an hour drive from Orange County to the west, placing it directly within the path of growth emanating from these areas. The future California High-Speed Rail, if it proceeds, would run through the center of the City, further strengthening connections to the Central Coast and beyond. The time is now to envision how Lake Elsinore can harness the transformative potential of future growth for the benefit of the City's current and future residents.

REGIONAL MAP

- LAKE ELSINORE
- COUNTIES
- MAJOR HIGHWAYS
- SECONDARY ROADS
- < 30 MIN. DRIVE
- < 60 MIN. DRIVE
- < 120 MIN. DRIVE
- CAHSR
- AMTRAK
- METROLINK
- COASTER



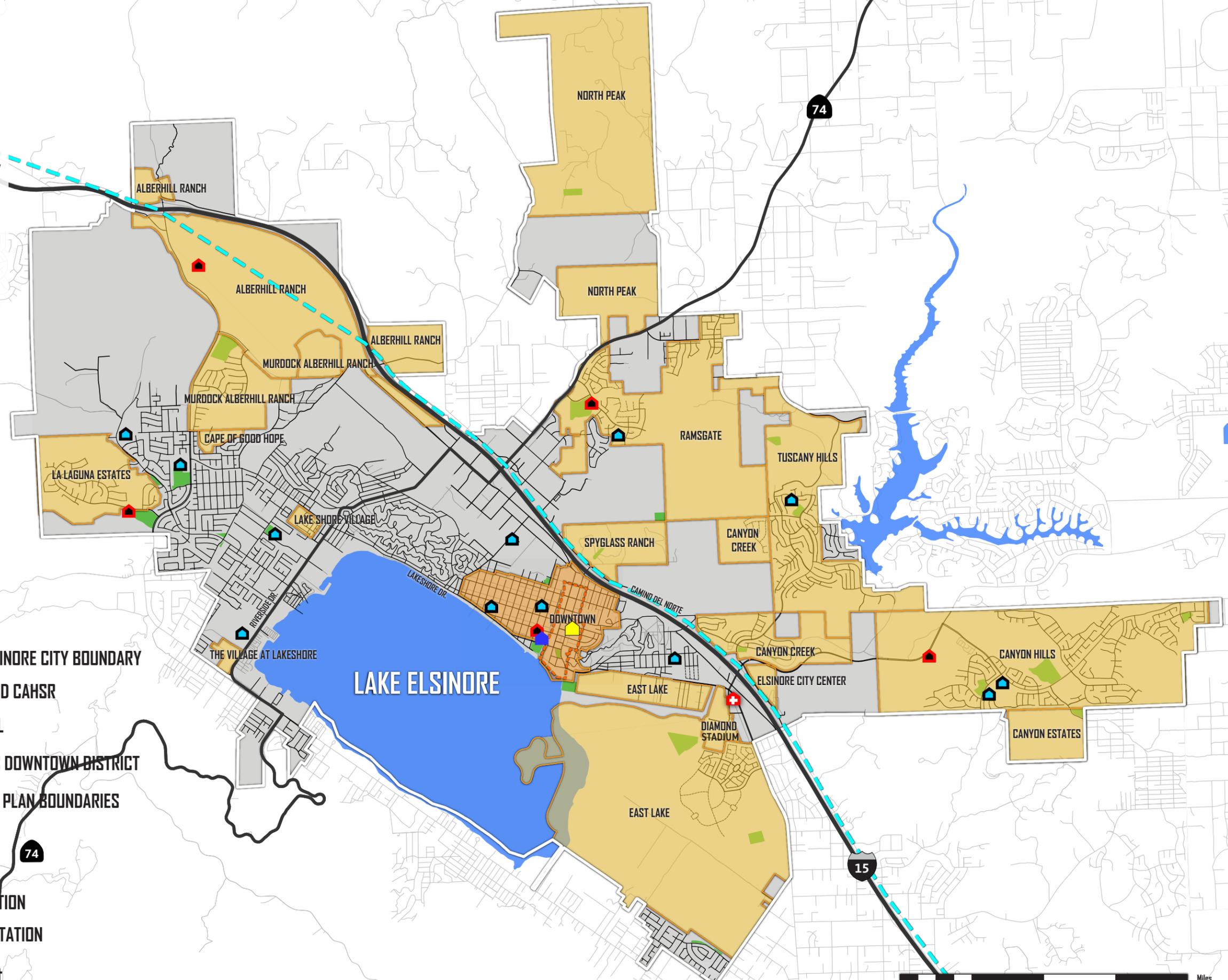
Present: Our Community of 60,000 +

Lake Elsinore has steadily grown over the past several decades to nearly 64,000 residents. New growth has often been accommodated in outlying areas of the City. This has resulted in a divide between newly developed neighborhoods within the City and older, existing areas.

As we envision the Lake Elsinore of 2040, it will be important to consider how the City can develop more cohesively in a unified direction that better leverages the City's existing assets. Doing so will help to foster a stronger sense of civic identity while allowing the City leadership to best serve its residents.

CITY MAP

-  LAKE ELSINORE CITY BOUNDARY
-  PROPOSED CAHSR
-  CITY HALL
-  HISTORIC DOWNTOWN DISTRICT
-  SPECIFIC PLAN BOUNDARIES
-  PARK
-  SCHOOL
-  FIRE STATION
-  POLICE STATION
-  HOSPITAL



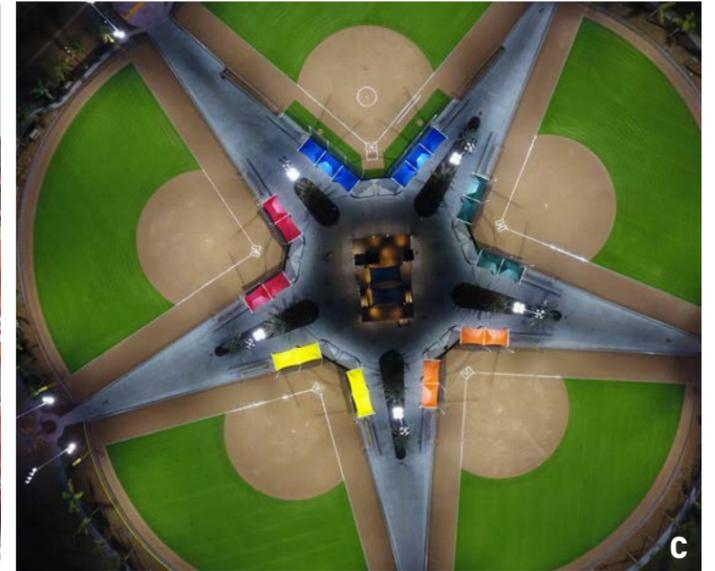
Present: Lake Elsinore Attractions

EXTREME SPORTS



- A. Lake high-speed zone
- B. Serenity Pump Track
- C. Annual Elsinore Grand Prix
- D. Skydive Elsinore

SPORTS & RECREATION



- A. Lake Elsinore Diamond Stadium: world-class minor league baseball stadium and home to the Lake Elsinore Storm Baseball
- B. Fishing on the Lake
- C. Rosetta Canyon Sports Park
- D. The Links at Summerly Golf Course
- E. Launch Pointe Recreation Destination & RV Park
- F. Several youth sports leagues



RICH ENVIRONMENT



A



E



D



B



C

- A. Walker Canyon Super Bloom
- B. Elm Grove Beach
- C. Levee Trail
- D. Lake recreation
- E. Ortega Falls

COMMUNITY



A



B



C



D



E



F

- A. High-quality housing
- B. Outlets at Lake Elsinore
- C. Stadium Pizza on Main St.
- D. Historic Downtown
- E. Public Art
- F. Safe Streets
- G. Quality Schools
- H. Public Entertainment Events



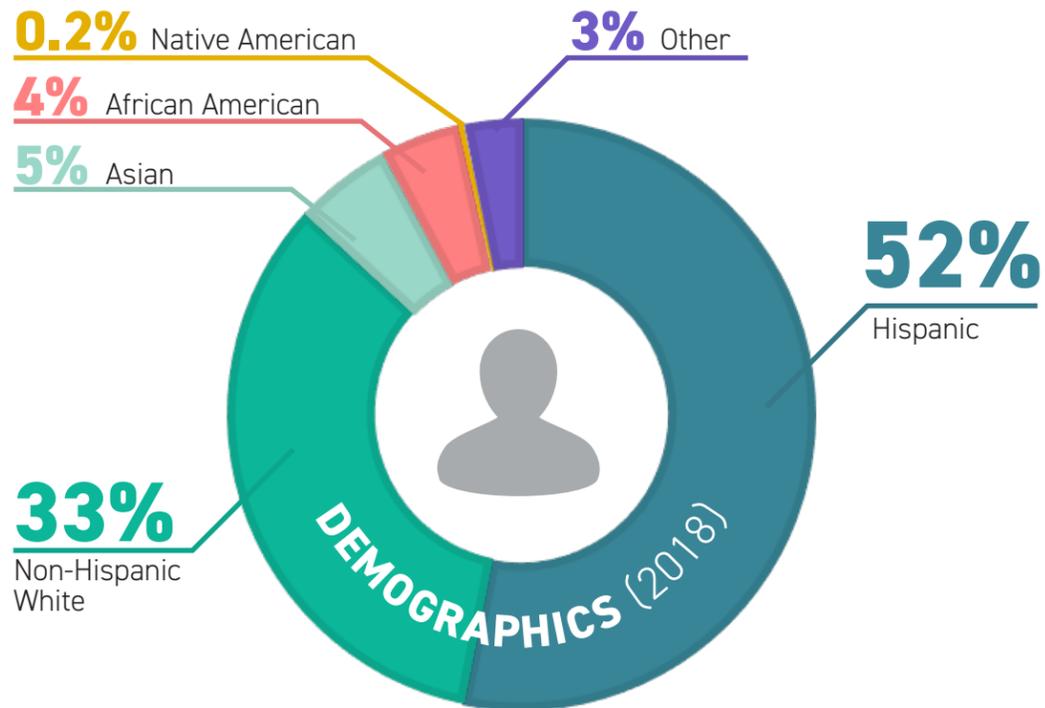
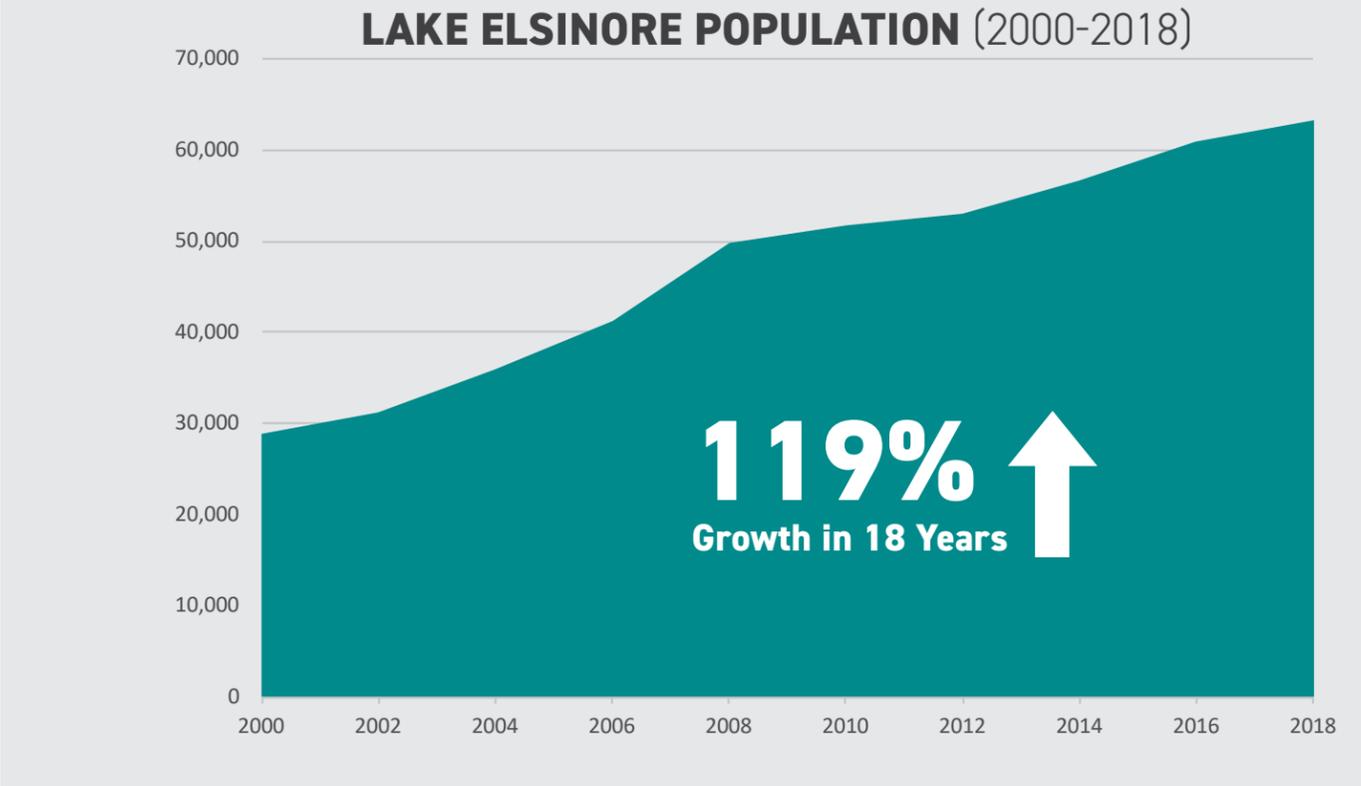
H



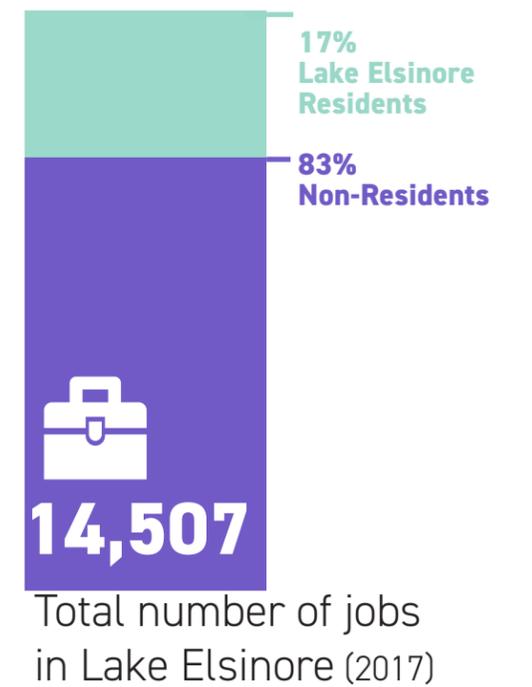
G

Present: A Diverse, Growing City

The City of Lake Elsinore has experienced a substantially higher rate of population growth than Riverside County as a whole. This growth is characterized by greater racial and ethnic diversity of residents; for example the percentage of residents identifying as Hispanic increased from 38 percent to 52 percent between 2000 and 2018. Job growth, however, has not kept pace with population growth. Although the City's job base has increased approximately 38.6 percent since 2007, a significant job deficit of approximately 10,000 jobs remains. As a result, 89 percent of residents are forced to commute out of town for work.



LAKE ELSINORE EMPLOYMENT (2017-18)



Future: Trends

As we envision the Lake Elsinore of 2040, we can anticipate how social, economic, and technological trends may impact the fabric of the City. A comprehensive direction and strategy, leveraging existing assets, relationships, and resources can help guide the City through these potential changes. Dream Extreme 2040 aims to address these trends with strategies that meet the needs of an increasingly diverse citizenry and provides opportunities for a high quality of life for all Lake Elsinore residents.



GLOBAL

Environment: In California, climate change means coastal flooding and erosion, a shrinking water supply, higher risk of fires, threats to agriculture, and risks to public health.

Resiliency: In the face of natural and human stressors, individuals, communities, and systems must adapt and plan in order to survive.

Sharing Economy: The sharing economy is estimated to grow from \$14B in 2014 to \$335B in 2025.

Global Connectivity: New technology has eroded national boundaries, creating both economic interdependence and expanded personal connections.



CITY

Rise of Secondary Cities (Populations are migrating from bigger cities in Southern California to the Inland Empire): Rising costs of living and business operations are driving the growth of second-tier cities, whose higher agility and quality of life attract new people.

Internet of Things (IoT) and Big Data: Technology is being used to enhance processes, engage with citizens, reduce resource consumption, and contain cost. The network of "Smart Cities" can touch a variety of services including transportation, safety, education, healthcare, and waste management.



COMMUNITY

Mixing of Uses: 1/3 of American consumers would choose to live in a walkable, mixed-use community over a larger lot.

Privatization of Public Goods: Public agencies are hiring private companies to deliver goods and services such as education, transportation, etc. to increase efficiency.

Community-led Development: Collaborative efforts between community, local businesses, and local government are reshaping development.

Decline of Big Box Retail: New consumer behaviors have led to the decline of big box stores.



HOUSEHOLD

Household Size: Lower fertility rates, later marriages, and an aging population mean more singles and smaller households.

Appetite for Multifamily Development: Increasing housing prices and demographic shifts make Millennials and Gen Z's seek more affordable rental apartments in multifamily units.

Housing Shortages: Housing shortages in desirable markets drive residents to more affordable locations, including the Inland Empire.



HUMAN

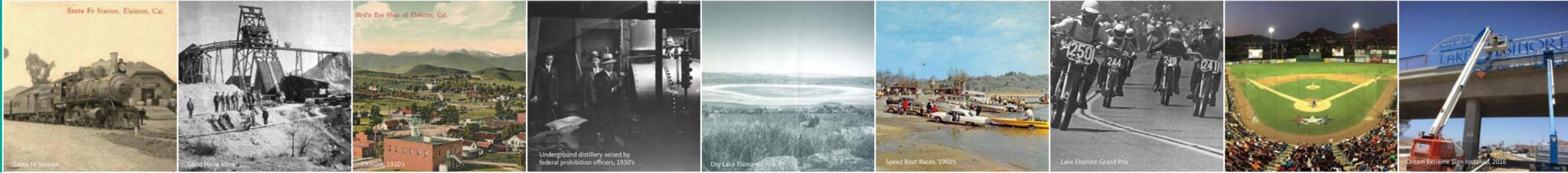
Aging Population: In 2040, the majority of living Baby Boomers will pass age 85.

Health & Wellness: It is estimated that half of the world's population will be overweight or obese by 2030.

Search for Purpose: 84% of millennials rank "purpose" critical in evaluating job fit.

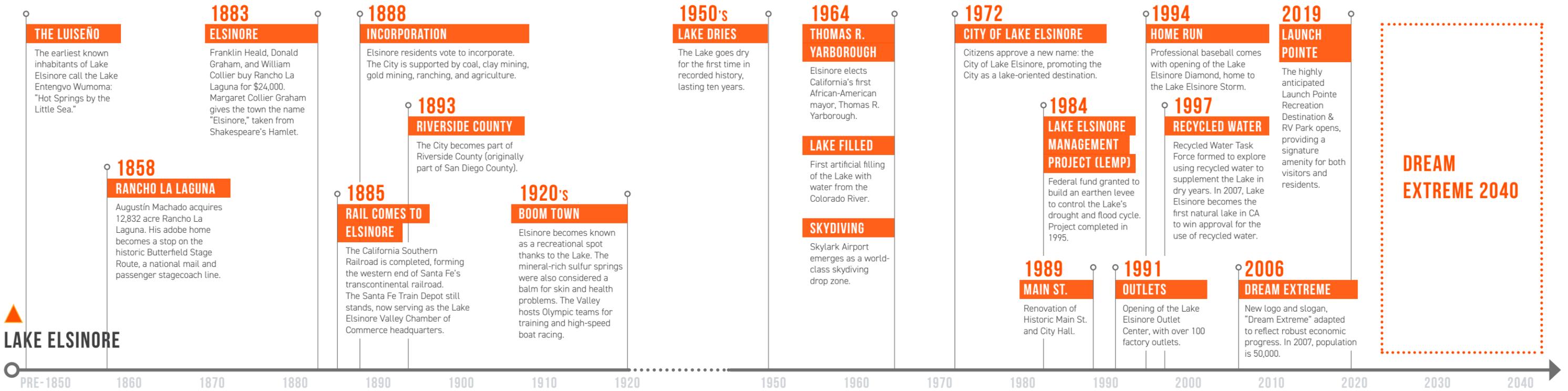
New Media Landscape: 73% of the public uses more than one social media platform.

Lake Elsinore's Past, Present & Future



POPULATION

279 488 633 2,068 2,432 3,530 5,982 18,285 28,928 53,744 66,511 TODAY



GLOBAL EVENTS



Sources:
 "City Timeline," www.lake-elsinore.org.
 Hudson, Tom. 1976. Lake Elsinore Valley: Its Story 1776-1977. Lake Elsinore: Laguna House.
 Lake Elsinore Historical Society Facebook Page, Facebook, July 25, 2018. www.facebook.com/LakeElsinoreHistoricalSociety.
 "Lake Elsinore Population," worldpopulationreview.com.

Vision

The City of Lake Elsinore will be the ultimate destination where all can live, work, and play, build futures and fulfill dreams.

*We asked the people of Lake Elsinore:
What do you dream for the future of the City?*

Have activities for the community all year long - parades, festivals, art shows - the list is endless.

Everyone needs to be nice and take care of the Lake and each other.

Have world-renowned events that bring hundreds of thousands of people a year.

Keep the wonderful people and the small town feel, even as the City continues to grow.

Collaborate with hospitals and volunteers to provide healthcare fairs for the community and general health education.

Be a big, beautiful place that all families will enjoy.

Be clean and full of people on boats, sea doos, etc. Lake Elsinore will be the place to go for vacation!

Purpose of Dream Extreme 2040

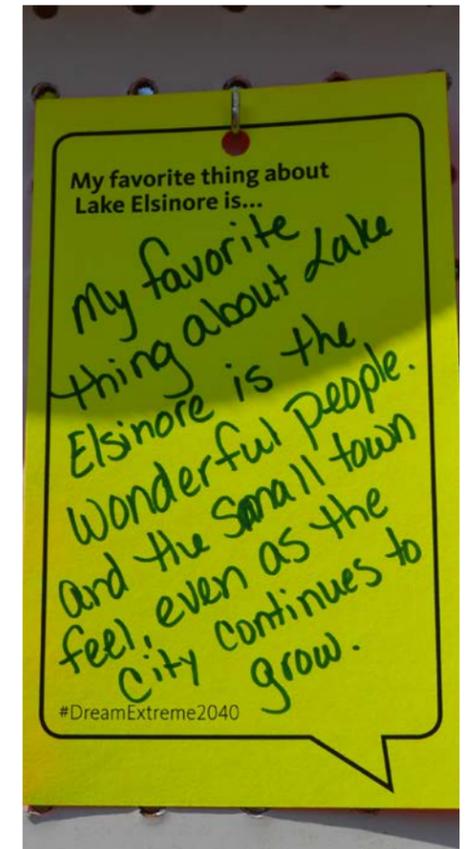
Lake Elsinore is a place of action. We embrace action sports, active living, and our dynamic community. The purpose of this forward-thinking vision is to build on Dream Extreme, defining how to make our aspirations real. It will guide us in identifying tools and tactics to achieve our goals and outline ways to measure our success.

By envisioning how our community can thrive in the future, we can guide decisions we are making today toward clear goals. Lake Elsinore already has a strong vision and values, the vision plan is not re-creating what exists.

By celebrating our City, we tell the world what Lake Elsinore is all about—why it is an amazing place to live, start a business, raise a family—and how we want Lake Elsinore to grow in the future. **This is Dream Extreme 2040.**

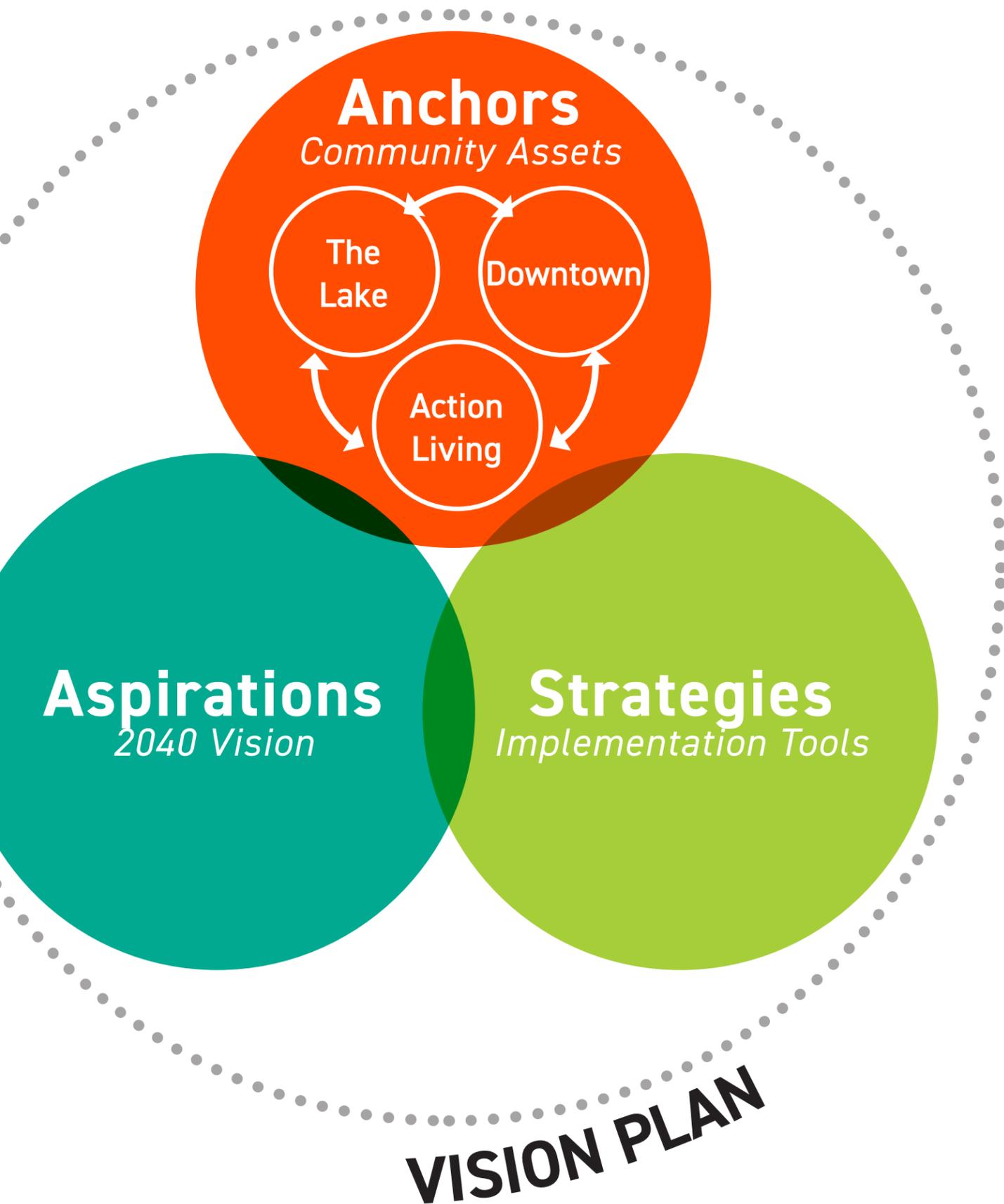
Dream Extreme 2040 is in no sense a final statement. Our culture embraces continuous improvement; our City is a work in progress. We will not let this document sit on the shelf. We are ready to roll up our sleeves and make it our reality together.

We invite you—our community, partners, and future collaborators—to join us in reaching for our big aspirations.



DEVELOPMENT OF DREAM EXTREME 2040

Dream Extreme 2040 was developed in 2018-2020. The vision was guided by two two-day workshops with City staff and stakeholders, community engagement at public festivals, and research into best practices of comparable cities and counties across the country. The work was completed by a partner team composed of experts in cities, economic development, civic technology, and water management in collaboration with the City.



Vision Plan Framework

The vision plan contains three primary components:

Anchors are the unique community assets and opportunities of Lake Elsinore.

Aspirations encapsulate what we hope to achieve in Lake Elsinore's future.

Strategies comprise potential actions that the City can implement in order to achieve the aspirations. All strategies relate back to one or more anchors.

The following pages explain how these three components work together to form the vision plan.

Our Anchors

Anchors are assets that make the City unique—they are what make Lake Elsinore special and what will drive the future of our community. While a wide range of possibilities can be imagined for Lake Elsinore's future, structuring the vision plan around these three anchors helps to guide the City's decision making and efforts focus on the assets that matter most to the Lake Elsinore community.

The Lake



The Lake shapes the City's identity, supports an ecosystem rich with natural beauty, and offers unique recreational opportunities. The largest natural freshwater lake in Southern California, Lake Elsinore enables both extreme activities and everyday recreation. As the terminus of the San Jacinto River, Lake Elsinore faces unique ecological challenges. **Protecting, enhancing, and celebrating the Lake is critical to Lake Elsinore's City and community health.**



Action & Adventure

The City has long been a destination for action sports and extreme activities. The community embraces life and dares to push the boundaries to achieve its goals. **Lake Elsinore's programs, facilities, and natural environment will define the City as a destination for action and adventure for both visitors and residents.**

Downtown

Lake Elsinore's Downtown is a vibrant central hub that brings the community together. **Enhancing the quality of the Downtown experience and building its strong sense of place will shape the City's identity as a unique place to live, work, and play.**



Our Aspirations

Aspirations are broad, long-term goals grounded in the three anchors on the preceding page. Aspirations are cross-cutting, meaning they address multiple anchors and serve as organizing principles for what Lake Elsinore will be in 2040.



ASPIRATION 1

Be the destination for the action sports industry in Southern California.



ASPIRATION 2

Grow a vibrant and active City where our residents thrive.



ASPIRATION 3

Foster our natural resources - the Lake and our surroundings are the heart of our healthy community.



ASPIRATION 4

Dream Extreme in our City governance, seeking innovative, inclusive, and enduring solutions.



Our Strategies

Strategies are mini road-maps that will help Lake Elsinore reach its aspirations. Each strategy comprises multiple recommended actions that the City may pursue.

Strategies are identified through a letter and number at the top left corner. They contain actions intended to support their associated aspiration.

ANATOMY OF A STRATEGY

1.B Broaden Lake Elsinore's appeal as a tourist destination.

ANCHORS



THE LAKE



DOWNTOWN



ACTION & ADVENTURE

ACTIONS

Expand regional marketing strategy.

Embrace and maximize collaboration with neighboring communities to develop a multi-jurisdictional marketing strategy attracting regional and national visitors. Identify and proactively promote the City's unique offerings and value propositions in the region.

Support visitors through the expansion of hospitality services.

Create a comprehensive plan for local hospitality and entertainment venues to inspire a great, memorable visitor experience. Work with private property owners, developers and investors to develop unique hotels, restaurants, and entertainment uses. Focus on attracting high-quality hospitality amenities near other activities including Downtown, Lakeshore Drive, the Outlets at Lake Elsinore and Diamond Stadium. Include desired facilities such as showers and/or restrooms for outdoor attractions in public areas.

Related anchors are shown in the left column. The strategy is intended to directly support these anchors. All strategies will relate to at least one of the three anchors.

Actions are recommended tactics that can help Lake Elsinore achieve its aspirations. The order of actions is not intended to suggest a particular order of pursuit. The City will identify actions opportunistically and as resources allow.





ASPIRATION 1

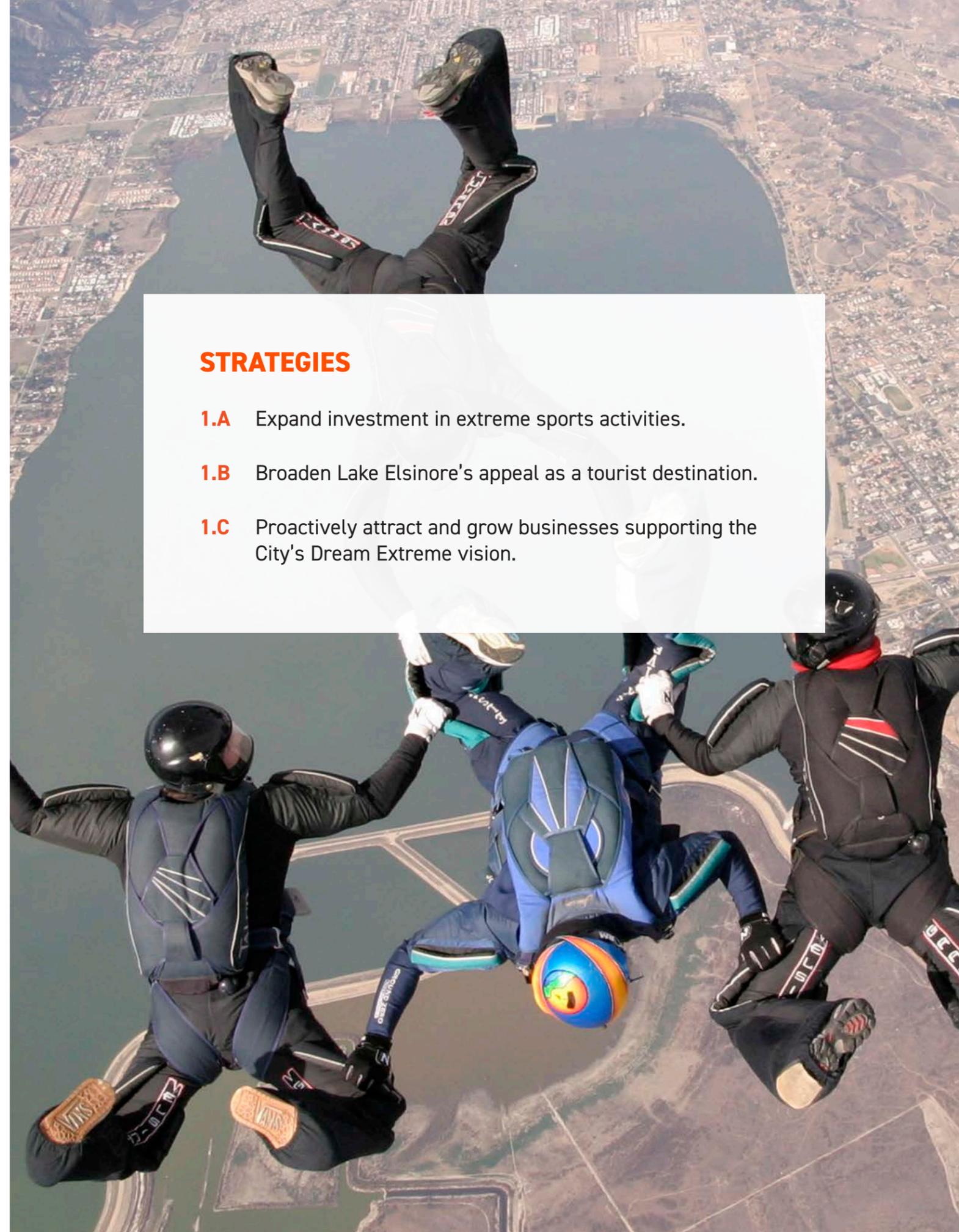
Be the destination for the action sports industry in Southern California.

Lake Elsinore will be a world-class city known as the destination for extreme sports and outdoor activities in Southern California – the Action Sports Capital of the World.

It will be a hub, bringing together a variety of companies focused on action sports. Innovative products will be born in Research & Development (R&D) labs located within the City. High-profile extreme sports events and regional youth competitions will be held at Lake Elsinore's unique, state-of-the-art facilities.

Students will come to Lake Elsinore to study sports medicine, apply their learning with the local businesses and athletes, and contribute to major research projects led by healthcare institutions.

Just as Hollywood celebrities flocked to Lake Elsinore as a leisure getaway in the roaring twenties, visitors will be drawn to Lake Elsinore from across Southern California and beyond for a variety of extreme recreational activities, facilities, and services that cannot be found anywhere else except the place where they can Dream Extreme.



STRATEGIES

- 1.A** Expand investment in extreme sports activities.
- 1.B** Broaden Lake Elsinore's appeal as a tourist destination.
- 1.C** Proactively attract and grow businesses supporting the City's Dream Extreme vision.



1.A Expand investment in extreme sports activities.

ANCHORS



THE LAKE



DOWNTOWN



ACTION & ADVENTURE

ACTIONS

Define the future of extreme sports.

Regularly monitor industry trends to engage in activities that position the City as a leader in the future of extreme sports. Work with the extreme sports industry in advancing the field and identifying opportunities for innovative civic partnerships. For example, the City could partner with the University of California, Riverside (UCR), or another university or college, on research into electrified action sports.

Position Lake Elsinore as the primary destination for extreme sports events and activities.

Catalogue the unique, comprehensive extreme sports programming available in Lake Elsinore and identify additional opportunities. Promote and differentiate the City from other destinations through unique attractions such as electric motor sports centers, sports complexes, or designation of world-class mountain biking trails. Align public policies and investments in public spaces with the focus on better positioning Lake Elsinore as a destination for extreme sports. The City's East Lake Specific Plan is an example of how the City can adopt plans to support this aspiration.

Attract the action sports industry to Lake Elsinore

Build Lake Elsinore's ecosystem of extreme sports innovation, including healthcare, education, R&D, testing, and manufacturing focused on action sports. Identify and communicate regularly with potential business anchors and partners. Explore policy changes that support the creation of an innovation district: a sandbox of innovation for extreme sports.

MEASURES OF SUCCESS

Measure	Type	Notes
Growth in extreme-sports related jobs	Internal/External	Track jobs statistics collected internally or from existing external sources (e.g., State of California Employment Development Department)
Number of Lake Elsinore-based extreme sports businesses	Internal	Track business licenses issued or a similar metric
Hotel/motel usage	External	Track Revenue Per Available Room (RevPAR) Track total number of rooms available
Transient Occupancy Taxes (TOT)	Internal	Number of New Hotels Each Year TOT Revenue Changes Total TOT by Year
Hotel developer contact	Internal	Number of Interested Hotel Developers Number of Contacts Made with Hotel Developers





Be the destination for the Action Sports Industry

IMPLEMENTATION GRID

Idea/Project/Program	Department	Timeline
Host amateur extreme sports competitions at City facilities	Community Services	1 Year
B3 program (Back Basin Biological)	Community Development	1 Year
Secure large-scale event hosts/promoters to run competitions and events in Lake Elsinore	Community Services	3 Years
Attend industry trade shows for businesses	Community Development/Economic Development	3 Years
Business check-in program to reach out to nearby existing businesses to seek growth opportunities such as partner businesses/industries to attract to the City	Community Development/Economic Development	3 Years
Extreme sports recreational programming opportunities with local partners such as parasailing, kayaking, wakeboarding, etc.	Community Services	5 Years
Integrate extreme sports designs, features, or amenities into future parks or park improvements	Community Services/Engineering/Community Development	5 Years
Identify and create a plan for municipal code changes to support action sports industries	Community Development/Economic Development	5 Years
East Lake Specific Plan buildout	Community Development	20 Years

1.B

Broaden Lake Elsinore's appeal as a tourist destination.

ANCHORS



ACTIONS

Expand regional marketing strategy.

Embrace and maximize collaboration with neighboring communities to develop a multi-jurisdictional marketing strategy attracting regional and national visitors. Identify and proactively promote the City's unique offerings and value propositions in the region.

Support visitors through the expansion of hospitality services.

Create a comprehensive plan for local hospitality and entertainment venues to inspire a great, memorable visitor experience. Work with private property owners, developers and investors to develop unique hotels, restaurants, and entertainment uses. Focus on attracting high-quality hospitality amenities near other activities including Downtown, Lakeshore Drive, the Outlets at Lake Elsinore, and Diamond Stadium. Include desired facilities such as showers and/or restrooms for outdoor attractions in public areas.

Expand marketing capabilities including creating a repository of marketing resources such as maps of activities, imagery of the Lake , and photos of action sports.

Build a repository of marketing materials to enhance the City's global reputation, including all of Lake Elsinore's natural assets, unique outdoor activities, and action sports events. Ensure images and promotional materials are easily accessible through online channels and implement search engine optimization (e.g., Google Image Search, Flickr, Tourism Website, City Website).



Be the destination for the Action Sports Industry

MEASURES OF SUCCESS

Measure	Type	Notes
Tourist visitation/Transient-Occupancy Tax (TOT) revenue	Internal/External	Track TOT revenue collected to serve as a measure for tourist visitation. External agencies, such as Visit California, could also potentially collect data to be used as part of this measure.
Number of hospitality businesses/tourist amenities	Internal	Track more than one data source, which may include business licenses as well as development projects, that would be a tourist amenity.
Venues in Lake Elsinore	Internal/External	Total Number of Venues Each Year
North American Industry Classification System (NAICS) Code	External	Use NAICS Code Study Comparing in 5 Year Increments
Website visits	Internal	Total Visits to City's Visitors Webpages
Social media statistics	Internal	Total Followers/Engagement on Visitor-Based Social Media Channels including Launch Pointe and Visitors Bureau

IMPLEMENTATION GRID

Idea/Project/Program	Department	Timeline
Develop and maintain a public matrix of key events in the City	Community Services	1 year
Develop a multi-year media and marketing campaign for Launch Pointe	Launch Pointe	1 year
Establish an independent and active tourism board	Community Development/Economic Development	3 years
Create a media kit and familiarity tours	Community Development/Economic Development	3 years
Create an interactive asset map of City for tourism based activities (venues/activities/fuel/restaurants/accommodations/special events)	Community Development/Economic Development	3 years
Establish and manage social media channels for tourism in Lake Elsinore	Community Development/Economic Development	3 years
Establish a communications division or hire dedicated public information/marketing staff member	City Manager's Office	3 years





1.C Proactively attract and grow businesses supporting the City's Dream Extreme vision.

ANCHORS



THE LAKE



DOWNTOWN



ACTION & ADVENTURE

ACTIONS

Explore programs and resources to create development value and attract investment. Develop tools to track outcomes.

Explore utilization of existing public (federal, state, county) and private (non-profit foundations, individual private funding) resources and relationships that may lead to new opportunities. For example, the State of California offers numerous grant programs using state cap-and-trade auction revenues to fund local government sustainability efforts, with the goal of advancing both the State's AB 32 and SB 32 GHG reduction goals, as well as the goals in local Climate Action Plans and other sustainability programs and projects in communities. Public sources can be combined with grants from private foundations to maximize impact. Such funds could be earmarked and/or deployed to improve Lake Elsinore's natural assets, like the Lake, in order to spur more private investment in adjacent areas. Create a framework to track processes and outcomes.

Identify public and institutional partners to support local businesses.

Identify partners to develop entrepreneurship programs, small business attraction and support, and other services to nurture the local business network. Support the development of a resource network for small businesses and entrepreneurs. The network could include mentorship, meet-ups, available space for pop-ups, funding resources, etc. Explore creating an innovation district/zone in key market areas (e.g. East Lake Specific Plan).

Streamline the process for local entrepreneurs.

Streamline the entitlement and permit processes for local business owners/entrepreneurs to launch their businesses. Consider leveraging shared resources for new start-ups, quick permits for pop-up shops, and support new businesses through City communication channels.

MEASURES OF SUCCESS

Measure	Type	Notes
Number of Lake Elsinore-based extreme sports businesses	Internal	Same measure as for Strategy 1.A above
Grant funding	Internal	Amount of Grant Funding Secured Each Year for Key uses such as Economic Development
Innovative efforts to support businesses	Internal/External	Number of Local Programs to Support New and Growing Lake Elsinore Businesses



IMPLEMENTATION GRID

Idea/Project/Program	Department	Timeline
Assessment of existing land uses as part of general plan update to ensure highest and best use	Community Development	3 years
Identify municipal code changes to further streamline entitlements	Community Development/Economic Development	3 years
Business meet up program with existing programs to target partner/support businesses	Community Development/Economic Development	3 years
Action sports industry economic development plan	Community Development/Economic Development	5 years
Establish innovation zones/districts	Community Development	10 years





ASPIRATION 2

Grow a vibrant and active City where our residents thrive.

Lake Elsinore will be known for its high quality of life, attracting new residents who value diverse housing options, outstanding educational opportunities, and high standards of public safety and resilience. A wide range of people—from young families to active retirees—will choose Lake Elsinore as the ideal place to live an active lifestyle and Dream Extreme.

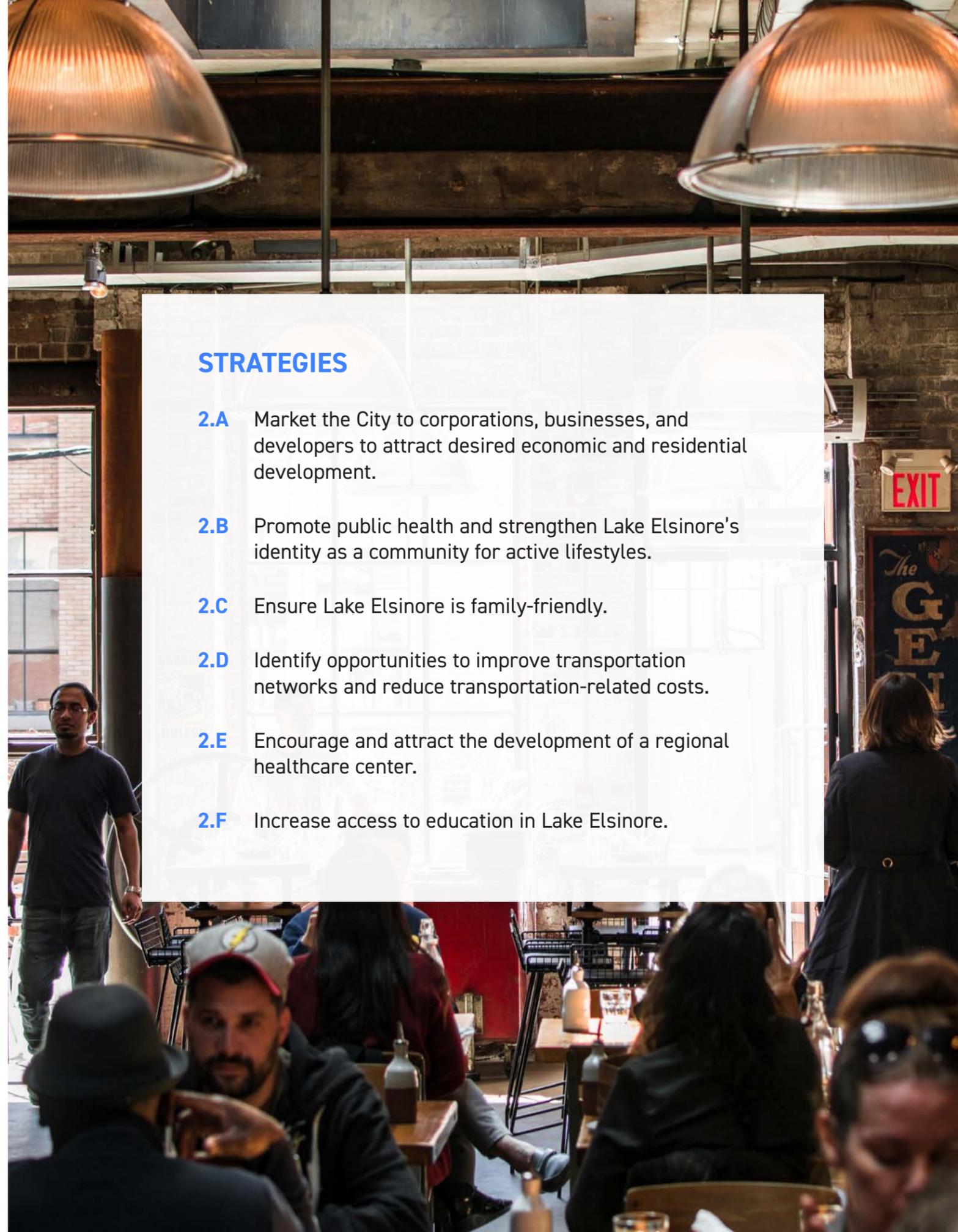
People who live here will be proud of this City that they call home. It will be a city where people know and socialize with their neighbors, enjoying a shared sense of belonging in their neighborhoods. Residents will enjoy an abundance of well-paying local jobs.

In their downtime, residents will not need to leave the City to find activities thanks to a constantly evolving calendar of community events, diverse arts, culture, and entertainment offerings; and exciting new active recreation amenities. Individuals and families will find many opportunities for their physical and social health, including vibrant events, accessible trails, bike lanes, public parks, and top youth sports programs.

Residents will take pride in being one of the safest, most active communities in Southern California.

STRATEGIES

- 2.A** Market the City to corporations, businesses, and developers to attract desired economic and residential development.
- 2.B** Promote public health and strengthen Lake Elsinore's identity as a community for active lifestyles.
- 2.C** Ensure Lake Elsinore is family-friendly.
- 2.D** Identify opportunities to improve transportation networks and reduce transportation-related costs.
- 2.E** Encourage and attract the development of a regional healthcare center.
- 2.F** Increase access to education in Lake Elsinore.





2.A

Market the City to corporations, businesses, and developers to attract desired economic and residential development.

ANCHORS



ACTIONS

Attract signature events, activities, programs, and public facilities to Downtown.

Create a vibrant Downtown through events and activities that attract a variety of residents. Build on the success of existing events such as the Car Cruises and Winterfest. Streamline the entitlement and permitting processes for public events and identify ways to reduce costs. Be strategic with targeted investments in Downtown public facilities such as community centers, libraries, cultural facilities, affordable housing, and a future Civic Center.

Combine and leverage investments in public amenities.

Build on Lake Elsinore's existing active living investments and amenities with a comprehensive and connected system of active infrastructure including bike paths, trails, and pedestrian access. Prioritize completing trail and bike linkages between areas that have already been developed and identify ways to strategically attract and layer investments to create greater value. Leverage the City's first Active Transportation Plan and create a Citywide trails plan to expand to a comprehensive network.

Update the City's design guidelines for public spaces, City facilities, and new development.

Create design guidelines to ensure new development and public works (i.e. streets, sidewalks, parks, art, and other amenities) align with the City's long-term vision of a connected, active community. Communicate community values and context through the guidelines to ensure positive outcomes and encourage adoption by the development and investment community.

Acquire and redevelop tax-delinquent properties and consolidate parcels.

Coordinate with the Riverside County Office of the Treasurer-Tax Collector to acquire tax-delinquent properties. Focus on parcel assembly to create larger, development-ready pads in/near Downtown.

Explore incentives to implement Downtown and lakeside development guidelines.

With the goal of making Downtown an inviting environment for residents, implement the existing Downtown Elsinore Specific Plan and investigate development guidelines for lakefront permits. Establish a clear vision for both private and public property, including technology and infrastructure requirements. Engage Downtown and lakeside property owners to promote these development objectives. Consider incentive opportunities to encourage reinvestment and development in these areas such as financing options or fee reductions and/or waivers. For example, host meetings to share the city's strategic vision with the development community.

Promote the creation of arts & culture programming.

Identify institutional, non-profit, or other partners to develop a strategy for inclusive public arts and culture programming events for a broad range of citizens, especially families. Attract private programming aligned with Lake Elsinore's vision and community needs such as Winterfest, Car Cruises and Día De Los Muertos.

Design and improve Lakeshore Drive.

Pursue active transportation and other state/federal resources to widen and improve accessibility and aesthetics. Connect Downtown to the Seaport Boat Launch and Elm Grove Beach. Prioritize project funding requests that complete transportation networks and fill gaps first.





MEASURES OF SUCCESS

Measure	Type	Notes
Number of arts and culture events	Internal	This measure could be tracked as part of a larger effort to promote and co-market arts and culture events throughout the City on a City-managed website, as well as through the tracking of special event permit issuances.
Success of Downtown Events	Internal	Number of events the City and/or outside promoters and organizations host Downtown each year using special event or temporary use permits. Number of Special Event inquiries versus events held each year. Number of events that return year after year. Attendance/results of each event year to year.
Signature LE Events	Internal	Once identified and promoted, track the number of attendees, cost, and impact to the community each year.
TripAdvisor Ratings (or other travel rating sources)	External	This measure will require the tracking of user reviews of top attractions for the City of Lake Elsinore.
Walk Score (or other ratings for quality of public realm)	External	Walk Score is a private company that assigns a numerical "walkability" score to any address in the United States, which is largely based on the pedestrian accessibility of amenities in a given area. The company also provides Bike Score and Transit Score ratings.
Recreational & Art Programming	Internal	Number of recreational programs and classes offered. Number of participants and registrants in recreational programming.
Development	Internal/External	Number of public facilities developed, cost of investments Downtown. Number of private investments/developments Downtown and lakeside.
Infill Development	Internal	Number and acreage of vacant infill lots in Downtown

IMPLEMENTATION GRID

Idea/Project/Program	Department	Timeline
Development of an infill residential incentives and processing program for vacant properties within historic Downtown	Community Development	1 year
Downtown revitalization programs	Administrative Services/Community Development	3 years
Walkable Downtown	City Manager's Office	5 years
Master permit for lakefront development	Community Development	5 years
New City Hall/Civic Center	City Manager's Office	5 years
Downtown library	City Manager's Office	5 years
New Community Center	Community Services	5 years
Landscape and pedestrian improvements Downtown	Public Works	5 years
Establish a city "Circle" around the lake for future trail amenities	Community Services	20 years





2.B

Promote public health and strengthen Lake Elsinore’s identity as a community for active lifestyles.

ANCHORS



THE LAKE



ACTION & ADVENTURE

ACTIONS

Create a long-term plan for public health.

Plan for public health amenities, services, and programs that leverage Lake Elsinore’s natural environment (e.g. public running or cycling trails in residential neighborhoods, lakeside group fitness classes, guided hikes). Track community health requests and data to understand community needs. Create accessible public health resources for current and prospective residents. This includes adding a Public Health Element to the City’s General Plan Update.

Support active aging.

Ensure all generations can choose to live and thrive in Lake Elsinore by enhancing access to alternative mobility options and mixed-use communities that support aging in place.

Identify opportunities for collaboration on regional quality of life issues.

Continue engaging with neighboring communities and Riverside County to develop strategies for addressing regional quality of life issues including traffic, public health resources, and homelessness.

Encourage public programming within private projects.

Encourage programming within private projects. For example, a new housing development could incorporate public open space for free fitness classes. Ensure that development guidelines include recommendations that encourage accessible, shared open spaces.

Stay actively engaged in monitoring and implementing new and emerging policies to inspire healthy living in the City.

Evaluate, update, and expand existing policies and municipal codes in the City related to public health and active lifestyles to ensure they align with the City’s vision. Proactively educate the community about these policies and their purpose to ensure a healthier, more active community where all can thrive.

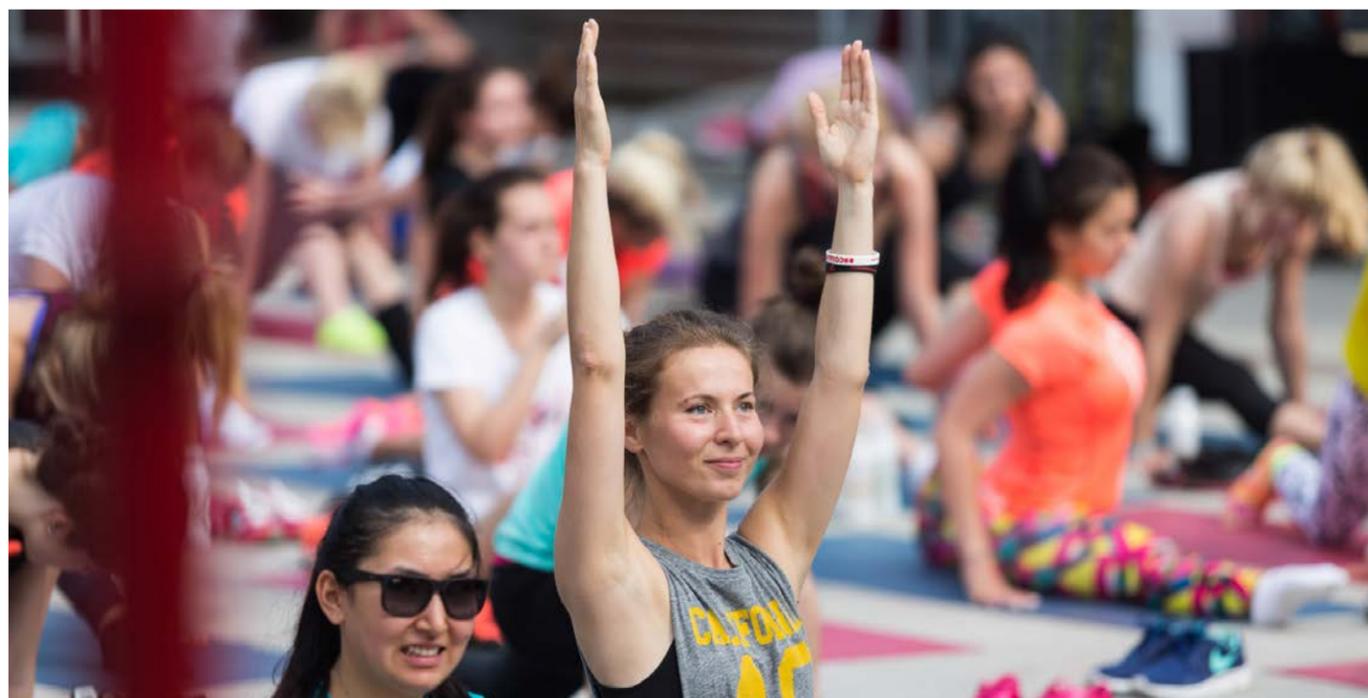
MEASURES OF SUCCESS

Measure	Type	Notes
Reduction in premature mortality rate	External	Premature mortality measures the death rate of residents under age 65 and is age-adjusted to the standard population and will need to be collected through California Department of Public Health.
Life expectancy of most vulnerable populations	Internal/External	This first will require the identification of Lake Elsinore residents who are “most vulnerable,” which can be based on indicators such as socioeconomic status, location of residence, or other factors. Then, life expectancy can be tracked via public data from sources such as the Centers for Disease Control and Prevention, which publishes neighborhood-level life expectancy data.
Share of active commuting by residents (e.g., Biking, walking, etc.)	Internal/External	This can be tracked through data collected periodically through the American Community Survey, a service of the United States Census Bureau. For finer grain or more “up-to-the-minute” assessments, data may need to be collected locally using surveys or other engagement techniques.
Doctor availability	External	Ratio of doctors to residents Available health specialties.
Health resources	External	Number of exam rooms to residents Ratio of skilled nursing (various staged care beds) to residents.
Homeless resources	Internal/External	Programs available for homelessness & homeless prevention. Number of homeless beds available, rate of use . Number of chronic homeless. Point-in-time count. Non-profits serving those in need.



IMPLEMENTATION GRID

Idea/Project/Program	Department	Timeline
Target and attract local, regional, and national fitness competitions	Community Services	3 years
Develop a long-term healthy LE plan for community engagement and involvement	Community Services	5 years
General Plan healthy communities element	Community Development	3 years
Senior affordable housing project	Community Development	5 year
Full health-related ordinance review & update	Community Services/Community Development	5 years
Integrate Healthy LE and Active LE branding and messaging into related assets and facilities such as fitness trails and signage	Community Services	5 years
Senior Center expansion or additions	Community Services	10 years
Aquatics center and expanded programming	Community Services/Engineering	10 years



2.C

Ensure Lake Elsinore is family friendly.

ANCHORS



THE LAKE



DOWNTOWN

ACTIONS

Continue improving public safety services.

Use available resources to continue improving and expanding public safety services. Facilitate and support ongoing engagement between public safety officials and the general public. Seek community input on public safety and identify programs/policies to address resident concerns. Focus on positive outcomes including lowered response times and greater transparency. Optimize technology and data available to improve public safety, address public health, and promote a high quality of life. Include water safety within public safety initiatives, protecting Lake Elsinore's community on both land and lake

Protect and produce high-quality workforce housing.

Develop incentives for building high-quality workforce housing. Leverage state and regional programs to support existing affordable housing. Locating new housing within mixed-use neighborhoods will support active living, allowing residents to bike and walk.

Actively support access to digital tools, platforms, and technology.

Actively support equal access to digital tools, platforms, and technology. Strengthen technology infrastructure and connectivity across the City with a focus on supporting 21st century job skills development across all Lake Elsinore communities.

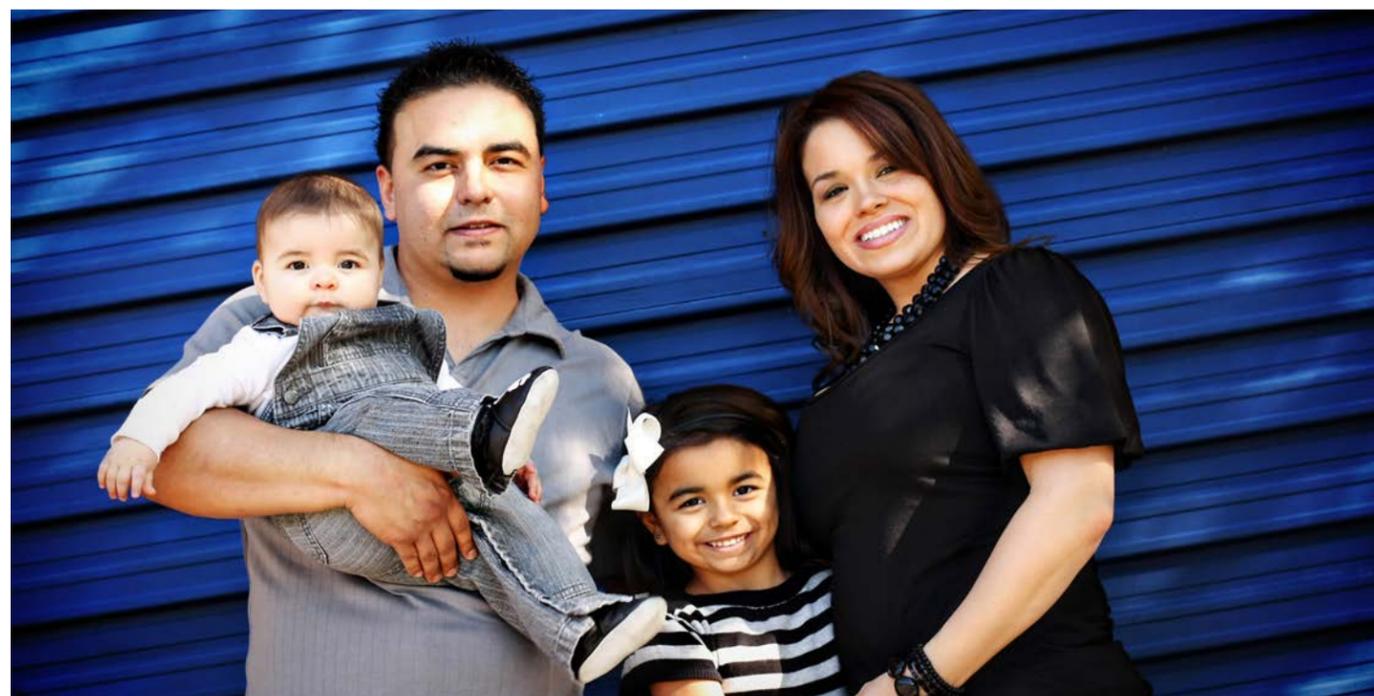


MEASURES OF SUCCESS

Measure	Type	Notes
Reduction in serious crime rate	Internal/External	Track through data collected by the Riverside County Sheriff's Department or the Federal Bureau of Investigation's Uniform Crime Reporting Program, the latter of which will allow for comparisons with peer cities.
Percentage of residents with access to broadband internet	External	Track using data collected by the Federal Communications Commission, which publishes reports on residential fixed internet access service connections per 1,000 households by census tract.
Affordable housing units	Internal/External	Number of affordable housing units in all categories. Funding acquired to support affordable housing and supportive services

IMPLEMENTATION GRID

Idea/Project/Program	Department	Timeline
Update general plan and housing element	Community Development	3 years
Develop goals for incentive programs for moderate to above moderate residential development in housing element update	Community Development	3 years
Establish density bonuses and/or incentives for residential development within mixed use neighborhoods to be included in general plan	Community Development	3 years
Evaluate 5G programming	Information Technology	3 years
Design and target special events appropriately based on demographics, i.e. Families, median age, extreme sports, etc.	Community Services	3 years
Expand GIS mapping capability for city projects and engagement including considering in-house staffing	Information Technology	3 years
Citywide Wi-Fi opportunities	Information Technology	5 years
Evaluate feasibility of proactive policing cameras	City Manager's Office	5 years
Evaluate existing franchise agreements related to technology	Information Technology	5 years
Explore an open City Hall for public records and expanded citizen self-service portal	Information Technology	5 years
Research and invite new and expanded community facilities and recreational programming opportunities	Community Services	5 years
Expand to full day and additional age group summer and winter day camps	Community Services	5 years
Additional fire station	City Manager's Office	5 years
Encourage development of estate/executive level housing	Community Development	10 years
GPS systems in intersections for improved emergency response times	Engineering	10 years
Expand water safety apparatus & lake safety teams	City Manager's Office	10 years





2.D

Identify opportunities to improve transportation networks and reduce transportation-related costs.

ANCHORS



ACTIONS

Create long-term transportation plan.

Create a plan for all City streets and interchanges with suggested improvements, dates, and costs for each project to address planned growth in the City. This includes plans for the future of all six City interchanges and the steps to complete. Regularly update and maintain the City's pavement management plan to regularly maintain and preserve the City's investment. Ensure neighborhoods are walkable, bikeable, and transit-accessible so that residents have multiple mobility options. Build on the existing Active Transportation Plan. Pursue connecting public access around the Lake.

Invest in alternative modes of transportation.

Consider separation of automobile and personal electric and non-motorized mobility solutions (i.e. e-scooters, e-skateboards, and e-bicycles). Enable charging infrastructure for electric modes of transportation.

Improve walkability and access in Downtown.

Promote easy access to Downtown and walkability within Downtown in transportation plans and public projects. Prioritize completing networks (sidewalks, crosswalks, bike paths, trails, and infrastructure) for improved access.

Proactively monitor, pursue, and negotiate with regional transportation agencies and developers for funding and/or grant opportunities.

Seek any and all opportunities to capture available funding to assist the City in fulfilling its plans for transportation. Remain open to new and innovative approaches that benefit the City and partners. Advocate to elected officials for local, state, and federal dollars to complete critical road improvements in the City.

MEASURES OF SUCCESS

Measure	Type	Notes
Share of active commuting (e.g., walking, biking, etc.)	Internal/External	Same measure as noted for Strategy B, above.
Percentage of roads with non-motorized mobility infrastructure	Internal	This will require internal tracking of miles of roadway improved with non-motorized mobility infrastructure as well as the setting of periodic targets, as appropriate and feasible. Benchmarks from peer cities could be used to determine these targets.
Walk Score (or other ratings for quality of public realm)	External	Same measure as noted for Strategy A, above.

IMPLEMENTATION GRID

Idea/Project/Program	Department	Timeline
Sidewalk maintenance plan	Engineering	1 year
Pavement management plan	Engineering	1 year
Transportation plan	Engineering	5 years
Highway 74 acquisition plan	Engineering	5 years
Active transportation plan implementation	Community Development/Engineering	10 years





2.E Encourage and attract the development of a regional healthcare center.

ANCHORS

ACTIONS



DOWNTOWN

Identify potential sites, resources, and partnerships with healthcare institutions.

Identify sites and state or federal resources that could support a hospital or medical center. Explore the relative supply of healthcare options for residents along the I-15 corridor to understand the current gap in services and identify and attract partners. Locate potential opportunities with educational institutions and healthcare providers.

Work with property owners to co-market properties to prospective institutions.

Work with public and private property owners to co-market property to institutional users in appropriately zoned locations. Identify sites with easy access, infrastructure, visibility, and adjacency to potential future commercial development sites; gain control; develop infrastructure financing plan; and then market to potential healthcare organizations.

IMPLEMENTATION GRID

Idea/Project/Program	Department	Timeline
Develop a list of top healthcare institutions and research their plans for expansion	Community Development/Economic Development	3 years
Discover LE Outreach Packet: Healthcare	Community Development/Economic Development	3 years
Host City and site tours for the healthcare industry	Community Development/Economic Development	3 years
Seek to host industry leading conventions or events at Launch Pointe	Community Development/Economic Development	1 year

MEASURES OF SUCCESS

Measure of Success	Type	Notes
Number of healthcare-related jobs	Internal/External	This measure will require the tracking of jobs statistics collected internally or from existing external sources (e.g., State of California Employment Development Department) or other metrics, such as physicians per capita.



2.F Increase access to education in Lake Elsinore.

ANCHORS



DOWNTOWN

ACTIONS

Identify potential sites and resources needed to create new 2-year and 4-year post-secondary educational institutions.

Identify sites and state or federal resources that could support new 2-year and 4-year post-secondary educational centers. Strengthen relationships with existing regional institutions such as UC Riverside, UC Riverside’s Medical School, Cal State San Marcos, and Mt. San Jacinto Community College.

Identify opportunities to increase capacity of current trade schools.

Work with existing institutions to assess opportunities for increasing the capacity of current trade schools. Look for potential partnerships between the City and these educational institutions, focusing on the Lake or emerging industries (i.e. action sports and healthcare).

MEASURES OF SUCCESS

Measure of Success	Type	Notes
Capacity of post-secondary educational institutions	Internal/External	This measure will require the tracking of capacity of various institutions such as community colleges, trade schools, technical schools and 4-year colleges.

IMPLEMENTATION GRID

Idea/Project/Program	Department	Timeline
Discover LE Outreach Packet: Education	Community Development/Economic Development	3 years
Develop a list of targeted trade schools that are connected to the Action Sports Industry and Research & Development Sector.	Community Development/Economic Development	3 years
Host City and Site Tours for Educational Institutions.	Community Development/Economic Development	3 years





ASPIRATION 3

Foster our natural resources – the Lake and our surroundings are the heart of our community.

Lake Elsinore will be a leading example of active urban living. Innovative land management and urban development will integrate natural assets, active living amenities, and the built environment.

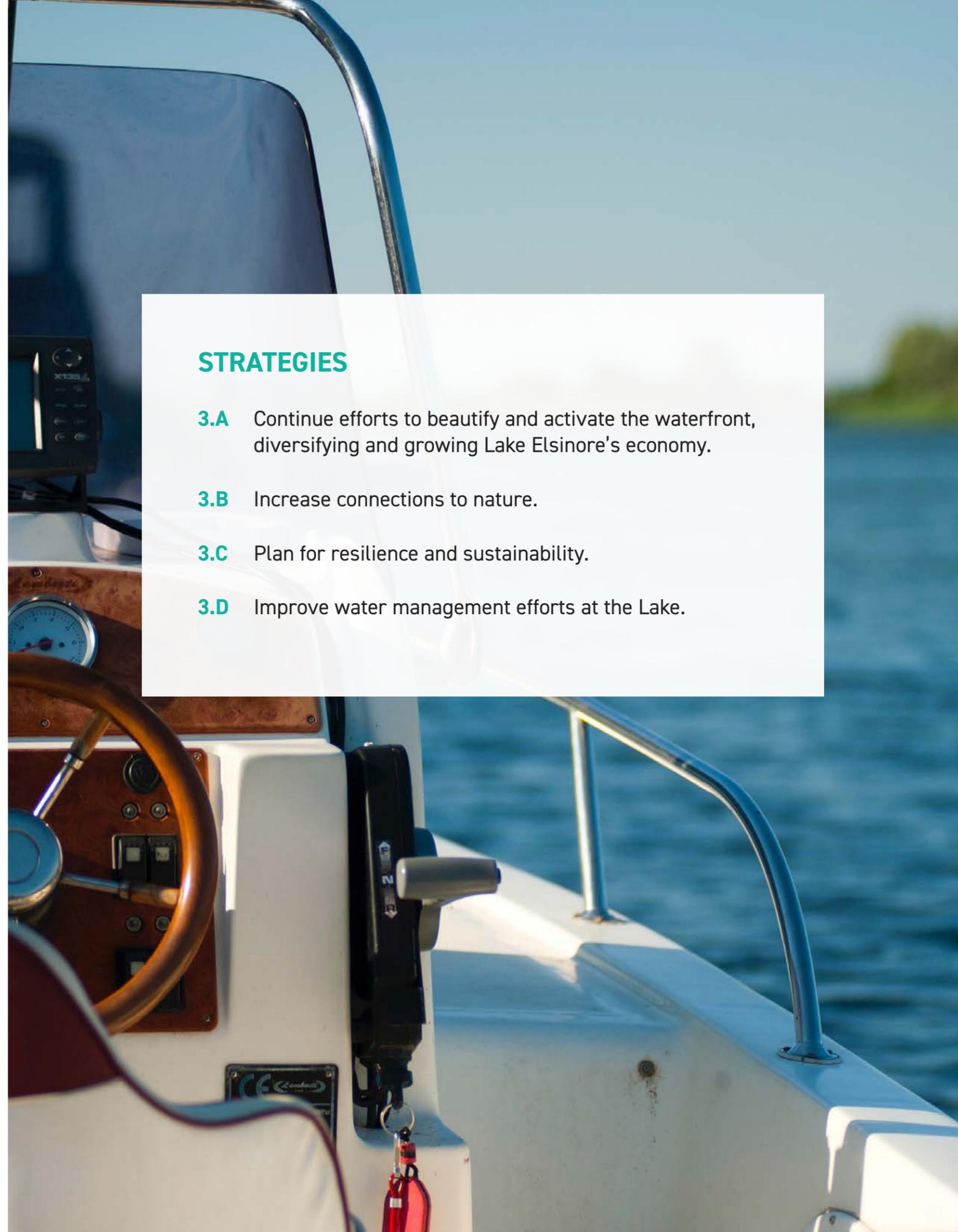
Residents throughout Southern California and beyond will be eager to visit and invest in the rejuvenated, clean, safe, and thriving Lake and lakeside areas; which will become a new social hub for the City, promoting the benefits of active, healthy living to a wide audience.

Sustained investment in other natural assets will ensure the City maintains abundant active recreation and outdoor amenities for all to enjoy, including newly expanded trails, new public parks, Launch Pointe Recreational Destination & RV Park, outdoor event venues, and state-of-the-art youth sports facilities.

Residents will enjoy easy access to these amenities regardless of where they live, thanks to a wide-reaching trail, bike and active transportation network. Lake Elsinore's natural, extreme beauty and unique amenities will attract visitors eager to make Lake Elsinore their next home or vacation destination.

STRATEGIES

- 3.A** Continue efforts to beautify and activate the waterfront, diversifying and growing Lake Elsinore's economy.
- 3.B** Increase connections to nature.
- 3.C** Plan for resilience and sustainability.
- 3.D** Improve water management efforts at the Lake.





3.A Continue efforts to beautify and activate the waterfront, diversifying and growing Lake Elsinore's economy.

ANCHORS

ACTIONS



THE LAKE



DOWNTOWN

Program regular events that take advantage of the Lake and existing amenities.

Establish partnerships to program and host regularly recurring events (or a select range of annual signature events) that draw visitors and build the City's image as a destination. Events can include regular concert series at Launch Pointe, the Lake Elsinore Grand Prix, annual Boating or Light Parades on the Water, 4th of July Lake events and annual motorsports events at Diamond Stadium.

Secure revenue sources to support recreation.

Leverage state and local funding mechanisms and identify additional resources to support active recreational amenities, including the Lake and athletic facilities. Pursue resources that support recreational programming, such as Kaboom!-funded projects that integrate play into the built environment.

Find ways to leverage and connect existing lakefront assets to create a unique visitor experience.

Connect Lake Elsinore's assets (e.g. Diamond Stadium, The Bobber, Launch Pointe, campgrounds, public beaches) with new recreational amenities or programs to encourage greater use and increased activities on the water.

Position Launch Pointe, the City's RV resort, as the Ultimate Lake Destination of Southern California.

Establish partnerships to conduct programmed events at Launch Pointe and create strong marketing campaigns highlighting Launch Pointe throughout Southern California. Increased use of the City's facility will encourage reinvestment and development in surrounding areas that are aged or vacant.

MEASURES OF SUCCESS

Measure of Success	Type	Notes
Lake-based activities and amenities	Internal	Develop repository of information on lake-based activities and amenities. Track the growth of this list, which could be developed as part of a broader range marketing effort.
Lake Quality Score or other internally developed lake quality metric	External	This measure will require the tracking of data collected by the Regional Water Quality Control Board and Lake Elsinore & San Jacinto Watersheds Authoring, e.g. Chlorophyll-A, Phosphorous and Nitrates fish die off dates, quantities & key metrics including Dissolved Oxygen and Lake levels.
Lake investments	Internal	Funding spent to improve Lake Elsinore Number of projects explored to improve Lake Elsinore Recycled water added to the lake. Lake levels .
Lakeside trails	Internal	Miles of dedicated public trails/pedestrian access around the Lake.
Lake events	Internal & External	Track number of events the City and/or outside promoters and organizations hosted on the lake each year using special event or temporary use permits. Number of special event inquiries versus the number hosted each year. Number of events that return year after year. Attendance/results of each event per year. Number of signature events and success, i.e. Attendees, costs, and impact to community.
Launch Pointe	Internal	Capacity & usage. Costs of operation.
Lake use passes	Internal	Number of all types of daily and annual lake use passes sold each year, e.g. Day use, fishing, lake use and launch.



IMPLEMENTATION GRID

Idea/Project/Program	Department	Timeline
Water taxi services	Community Services	3 years
Lakeside Concessionaire Program	Community Services	3 years
Extreme marketing coalition	Community Development/Economic Development	3 Years
Dedicated Visitors Bureau	Community Development/Economic Development	3 years
Habitat Structure Enhancement Program for Lake Elsinore	City Manager's Office/Community Services	3 years
Seaport boat launch redesign	Community Services	3 years
Fishery management plan outlining fish stocking and related strategies for a balanced fishery	Community Services	5 years
Expand amenities available on public beaches, e.g. dog beaches, fire pits, picnic shelters, play equipment, etc.	Community Services/Public Works	5 years
Seaport boat launch rebuild	Engineering	5 years
Explore fueling stations on the Lake	City Manager's Office	5 years
New public beaches and parking	Community Services/Engineering	10 years

3.B Increase connections to nature.

ANCHORS



THE LAKE



DOWNTOWN

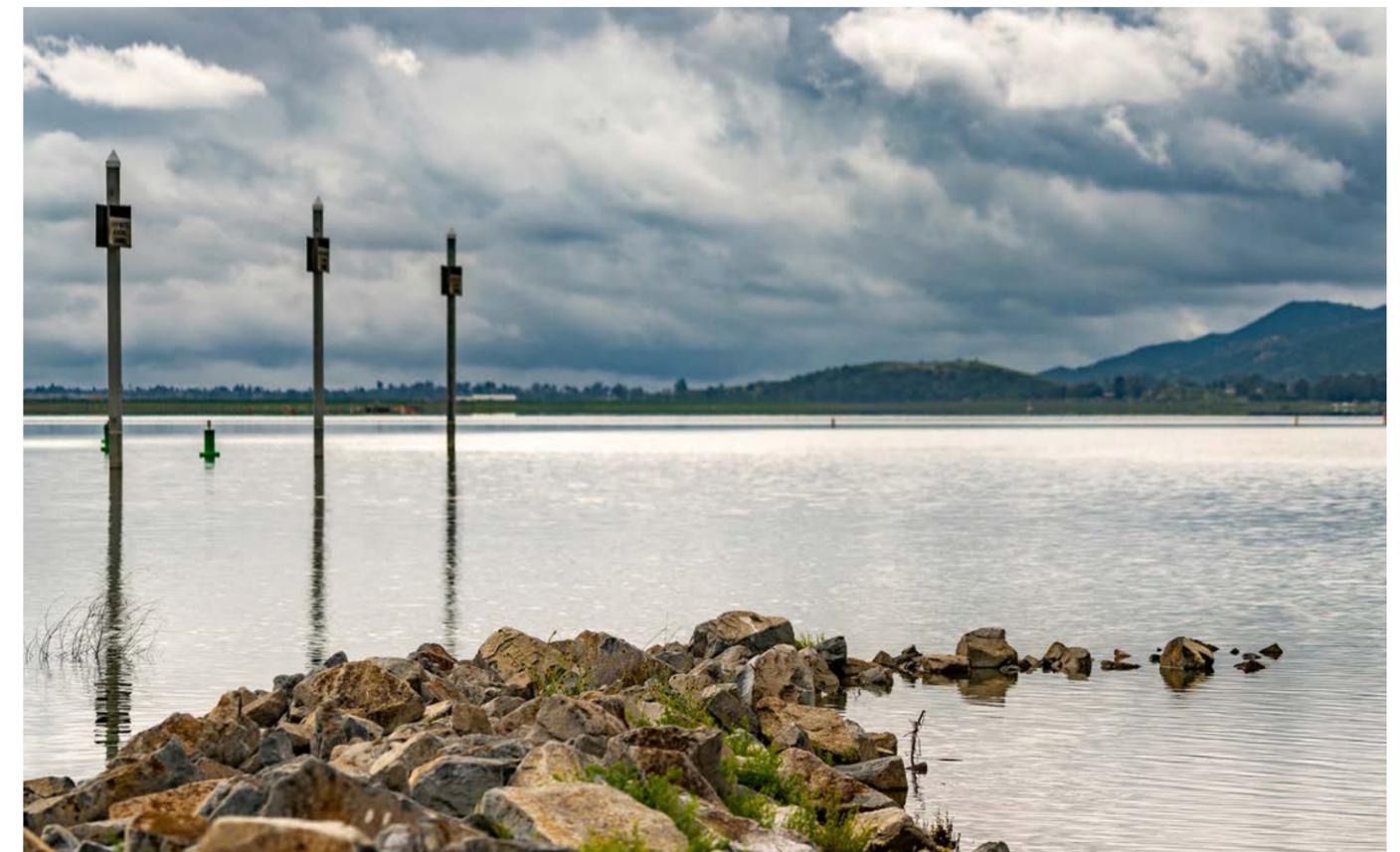
ACTIONS

Increase connections to nature in City design guidelines.

Promote high-quality open space with purposeful green infrastructure. Integrate natural elements into urban design guidelines to provide public health opportunities for residents. Utilize native and drought-tolerant plants and emerging water efficient irrigation features in urban design guidelines. Incorporate natural beauty aspects of Lake Elsinore through art and installation projects throughout the fabric of the City.

Showcase the variety of Lake Elsinore's natural assets in brand identity.

Utilize the wide range of Lake Elsinore's natural assets in brand identity. Include natural assets other than the Lake in regional marketing materials. This includes the mountainsides (sometimes covered in snow), the levee, the poppies.





MEASURES OF SUCCESS

Measure of Success	Type	Notes
ParkScore Index	External	This measure will require tracking of the ParkScore Index, developed by the Trust for Public Land, which provides park access and quality ratings for the 100 largest US cities.

IMPLEMENTATION GRID

Idea/Project/Program	Department	Timeline
Railroad Canyon Road interchange - Underpass art panels	City Manager's Office/Engineering	2 years
Main Street interchange - Underpass art panels	City Manager's Office/Engineering	2 years
Collaborative parking & planning project for Walker Canyon trail	City Manager's Office	3 years
Create city design guidelines	Community Development	3 years
Explore landscape architectural design guidelines for City parkways and medians for different areas throughout the City	Community Development	5 years
Replacement plan and program for parkways and medians to retrofit and upgrade throughout the City	Public Works	5 years
Central Avenue - Underpass art panels	City Manager's Office/Engineering	5 years
Lake Street interchange - Underpass art	City Manager's Office/Engineering	10 years

3.C Plan for resilience and sustainability.

ANCHORS



THE LAKE



DOWNTOWN

ACTIONS

Create a long-term Resilience plan.

Improve residents' ability to respond to shocks, stresses, and natural disasters, and to recover after times of crisis. Ensure water, energy, and transportation infrastructure and support organizations can respond to unexpected environmental events. Research and invest in technologies that promote energy efficiency. Explore educational opportunities and possible funding through programs such as Rockefeller Foundation's 100 Resilient Cities Program.

Prioritize resilient infrastructure.

Enhance the City's capacity to recover from major natural disasters or other shocks. Review capital projects for opportunities to design and enhance infrastructure investment to support resilience and sustainability.

Prepare cohesive communication plan and channels for immediate deployment in case of all hazards.

Strengthen the communication structure between City departments and regional partners to develop cohesive, standardized messaging, procedures, and tools to be used during natural disasters. Bolster opportunities to share resources and information to create a more resilient community.

MEASURES OF SUCCESS

Measure of Success	Type	Notes
Investment in most vulnerable buildings to withstand seismic and climate threats	Internal	This will require internal tracking of capital investments directed toward seismic and other resilience-related upgrades
Introduction of resilience criteria to projects that prioritize projects in capital planning and critical infrastructure	Internal	This measure will require the development of resilience criteria that can be used to prioritize investments in public infrastructure



IMPLEMENTATION GRID

Idea/Project/Program	Department	Timeline
Crisis communications plan	City Manager's Office	1 year
Stabilize local City revenue sources	City Manager's Office	3 years
Dedicated City emergency operations center	Public Works	3 years
Incorporate resilience planning into the safety element as part of a general plan update.	Community Development	3 years
Develop list of retrofit opportunities and funding sources for all City facilities, medians, parkways and parks to become more energy and water efficient.	Public Works	5 years
Install solar panel systems on the new City Hall and new Downtown library.	City Manager's Office	10 years
Install solar panel systems over City-owned parking lots.	City Manager's Office/Public Works	10 years



3.D Improve water management efforts at the Lake.

ANCHORS



THE LAKE

ACTIONS

Coordinate and expand lake and stormwater management.

Identify process improvements to streamline the management of the Lake. Identify opportunities to improve the Lake's water quality with effective stormwater management including a runoff management plan and the development of a regional task force.

Partner with the private sector to improve water quality.

Explore opportunities to partner with private entities who can provide water quality improvements including aeration, recirculation, nutrient filtration, physical algae removal, and maintenance of water levels.

Encourage replacement of fossil-fuel-powered vehicles/vessels with electrified alternatives.

Explore an electric lake. Consider claiming the electrified extreme sports space as a community with goals such as 90% replacement of fossil-fuel-powered extreme sports vehicles/vessels with electrified alternatives by 2040.

Resolve water quality issues.

Identify potential resources, partnership and funding opportunities to improve water quality. Improve perceptions about the quality of the Lake to allow unrestricted swimming, fishing, boating, and other recreational opportunities.

Partner with educational institutions to study the Lake.

Invite and partner with educational institutions locally and nationally to explore additional solutions and programs to enhance water quality and develop effective projects for implementation.

MEASURES OF SUCCESS

Measure of Success	Type	Notes
Number of fossil-fuel powered vehicles in use by City agencies	Internal	Reduction of fossil-fueled vehicles can be monitored through tracking of City-owned fleet.
Water quality metrics	External	This measure will require tracking of water quality data collected by the United States Environmental Protection Agency (EPA)
Investment in green infrastructure and stormwater retention projects that improve water quality, reuse water, and reduce flooding risk	Internal	This will require internal tracking of public capital expenditures on infrastructure.

IMPLEMENTATION GRID

Idea/Project/Program	Department	Timeline
Prop 1 Grant – Round 1	City Manager’s Office	1 year
Prop 1 Grant – Round 2	City Manager’s Office	3 years
Create a Position for a Lake Manager	City Manager’s Office	3 years
Army Corps of Engineers feasibility study & funding	City Manager’s Office	3 years
Enhanced Infrastructure Financing District (EIFD)	City Manager’s Office	5 years
Consider Lake Conservancy Agency or Similar Structure for Lake Management	City Manager’s Office	5 years
Research and begin to engage in electrified motorsports	Community Services	5 years
Secure EPA grant for pilot water quality projects such as harmful algae blooms	City Manager’s Office	5 years



The Future of Electric Water Sports



Electrified recreational vehicles for water sports are becoming some of the fastest vehicles available in the industry. Aside from a reduction in carbon and other greenhouse gas emissions, electrified recreational vehicles for water sports also offer several advantages:

- Water Quality. Conventional internal combustion engines leak significant hydrocarbons into the water, creating treatment issues and compromising the health of aquatic life including fish.
- Noise Pollution. Electric engines are silent, allowing for reduced noise on and around the lake, allowing for better compatibility of uses such as jet skis and fishing.
- Cost. Electric water sports equipment is dropping quickly in price, and require less maintenance and fuel costs over time.
- Infrastructure. Because batteries are charged with only a plug-in attachment, gas trucks, storage tanks, and other infrastructure are not required to support the use of electric equipment.

Embracing cutting-edge electrified vehicles can set Lake Elsinore apart as a unique destination with a different experience and opportunity that attracts people to come and see new innovations.



ASPIRATION 4

Dream Extreme in our City governance, seeking innovative, inclusive, and enduring solutions.

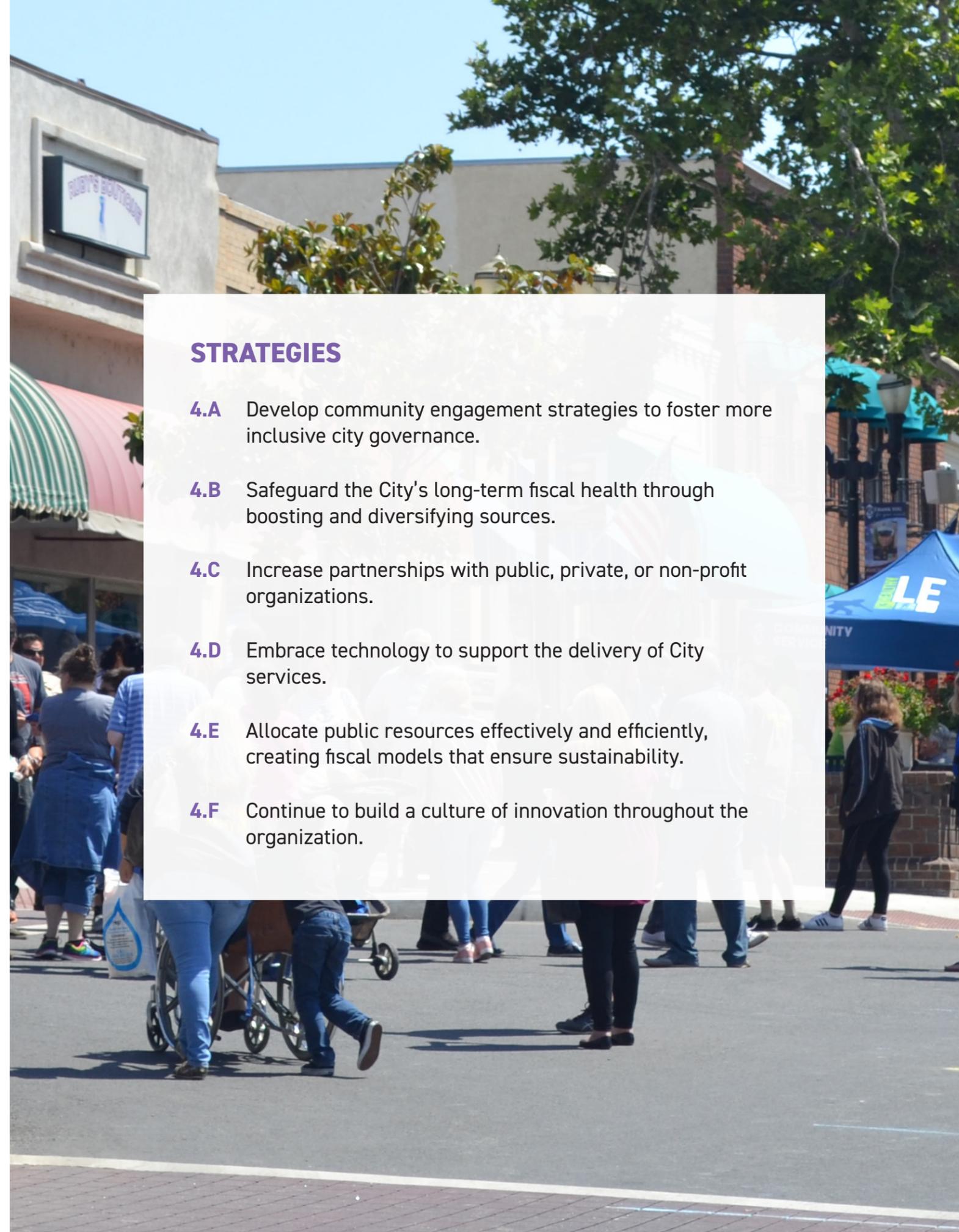
Lake Elsinore will set a high standard for innovative governance with streamlined City processes, aided by technology that fosters a fiscally sound future, sustainable economic development, and responsive public services.

Residents will support and guide the governance of their City through a diverse range of tools that allow City officials to connect to a wide cross-section of residents. Previously underrepresented and under-served communities will be given the opportunity to share their priorities and needs for consideration.

The City will propel economic development by combining homegrown talent, external expertise, and expanded resources made available through strategic partnerships with public, private, and non-profit partners. These partnerships will also unlock new delivery methods for City services, utilizing best practices for efficiently, effectively, and sustainably allocating City resource.

STRATEGIES

- 4.A** Develop community engagement strategies to foster more inclusive city governance.
- 4.B** Safeguard the City's long-term fiscal health through boosting and diversifying sources.
- 4.C** Increase partnerships with public, private, or non-profit organizations.
- 4.D** Embrace technology to support the delivery of City services.
- 4.E** Allocate public resources effectively and efficiently, creating fiscal models that ensure sustainability.
- 4.F** Continue to build a culture of innovation throughout the organization.





4.A Develop community engagement strategies to foster more inclusive City governance.

ANCHORS



THE LAKE



DOWNTOWN

ACTIONS

Identify and promote opportunities for civic engagement.

Expand ongoing opportunities for community members to connect with local government and learn how to navigate and partner with City Hall. Facilitate public engagement sessions with local authorities around public safety, development plans and guidelines, and local arts and culture announcements. Other activities could include regular outreach programs similar to Let's Talk Lake Elsinore and/or youth leadership programs to engage local youth in improving the City.

Provide a toolkit for neighborhood problem solving.

Create a customizable toolkit for the City to provide neighborhoods with resources to conduct community events and engagements, as well as potential funding sources, e.g. mini-grants for stakeholder-led projects and programs. Toolkit can also be used to welcome new residents to the community, so they can connect with the City from the start and recognize the City as their advocate.

Adopt a user-friendly online presence.

Continue building a user-friendly online presence that allows community members to directly engage with City Hall and stay up to date on the progress of City projects and processes of interest.

Explore convenient web- and telephone-based tools for resident service that provide personable, accessible, and inclusive customer service built on our culture of caring and respect.

These tools could be used to locate and access any number of City services, including parks and recreation licenses, public transportation options, electric vehicle charging stations, public works' needs, public safety information, etc.

Efforts could also extend to a Civic User Testing Group, allowing the community to participate in new government technologies before deployment.

Provide on-demand communication tools for the community.

Expand online services to enhance the community's ability to actively participate in helping the City be more responsive to resident requests (e.g., Alert LE). Encourage community participation in identifying issues across the City, leveraging crowd-sourced data to address issues such as potholes or non-emergency public safety concerns.

Provide on-demand communication tools for the community.

Expand online services to enhance the community's ability to actively participate in being more responsive to resident requests (e.g., Alert LE). Encourage community participation in identifying issues across the City, leveraging crowd-sourced data to address issues such as potholes or non-emergency public safety concerns.

Build on our culture of respect, civility, and caring.

We put our community first and aim to be inclusive of diverse ideas. Continue building these values into our culture at City Hall and through our services, projects, and programs. Continue considering how our work impacts our community and residents.

Strengthen community outreach programs.

Create metrics for tracking resident engagement in community outreach programs to ensure all community needs are being met. Aim to connect with underrepresented demographics through expanding current programs.





MEASURES OF SUCCESS

Measure of Success	Type	Notes
Number of real-time data gathering and sharing tools that improve data-driven decision making and transparency	Internal	This measure will require adopting and tracking internal use of relevant tools.
Utilization of online City tools or programs	Internal	This measure will require tracking of utilization of City-managed online tools by residents e.g. number of Alert LE users, number of complaints submitted, number of users on Citizen Self Service Portal. Number of Alert LE Mobile App users & Submittals. Website usage statistics. Number of Citizen Self Service Portal users. Number of residents signed up for email or text notifications . Number of Services Completed Online .
Participation and attendance in civic forums or other outreach programs	Internal	This measure will require collection of attendance data as well as other data related to public engagement (e.g., survey responses, etc.)
Percentage of multi-lingual City communications or programs	Internal	This will require internal tracking of City-managed communications and the number of formal .communications that are issued in more than one language.

IMPLEMENTATION GRID

Idea/Project/Program	Department	Timeline
Ongoing outreach meetings with homeowner's associations, non-profits, business community and community groups	All	1 year/ Annually
Update district boundaries based on Census 2020	City Clerk	3 years
Teen advisory board or commission	City Clerk	3 years
Youth enrichment program for younger children	City Clerk	3 years
Welcome to the City packets (digital)	City Manager's Office	3 years
New City website design & management system	Information Technology	3 years
Expand notification options for residents via alert LE, text and/or email	City Manager's Office	3 years
Employee onboarding process	Administrative Services	3 years
Voter outreach and awareness programs	City Clerk	5 years
Neighborhood problem solutions kit	City Manager's Office	5 years
Community opinion surveys regarding service, facility and amenity needs	City Manager's Office	Every 3 years





4.B

Safeguard the City’s long-term fiscal health through boosting revenue and diversifying resources.

ANCHORS

ACTIONS



THE LAKE

Leverage strategic public-private and institutional partnerships to increase the City’s capacity beyond public funds.

Proactively engage with potential partners to understand how grants or privately funded programs could support City projects and programs.



DOWNTOWN

Identify and maximize opportunities to enhance and diversify fiscal revenue sources.

Explore the implementation of potential revenue sources that direct some portion of the proceeds to economic development and other priorities identified in this plan.

Pursue existing and future state financing tools, such as Enhanced Infrastructure Financing Districts (EIFDs), to leverage local resources.

Carefully monitor ongoing revenue opportunities as introduced by the state over time. Create policies for the application of these new opportunities, such as establishing an EIFD to leverage the City’s tax increment.

Remain focused on the City’s long-term fiscal health.

Develop and adopt long-term fiscal models to more accurately predict and track the City’s financial health over time. Use the model to identify areas of concern and to identify ways to address long term liabilities including retiree health care and pension costs.

MEASURES OF SUCCESS

Measure of Success	Type	Notes
Share of privately driven funding for City programs and services	Internal	This measure will require tracking City funding sources and the proportion that originates from public-private agreement
Diversification in fiscal revenues	Internal	This can be tracked using data the City already collects as part of its budgeting process.
Collaboration-driven projects, programs, or initiatives	Internal	This will require the tracking of all City projects, programs, and initiatives and determining which are implemented with the support or assistance of a non-City partner.

IMPLEMENTATION GRID

Idea/Project/Program	Department	Timeline
10-Year Financial Models	Administrative Services	1 year – Update annually
Enhanced Infrastructure Financing District (EIFD)	Administrative Services	5 years





4.C

Increase partnerships with public, private, and non-profit organizations.

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DOWNTOWN

ACTIONS

Develop model agreements/standards and streamline processes.

Develop model agreements or standards (for partnerships, data-sharing, and other forms of collaboration) and streamline internal City processes for approving such agreements, so that the City is ready to move quickly to secure partnerships as opportunities arise.

Investigate collective purchasing/procurement.

Investigate collective purchasing/procurement to expand value of contracts and attract world-class solutions to Lake Elsinore. Identify shared needs with partners, agencies, or other cities that could benefit from a collective approach.

Adopt best practices for procurement and contract process improvement.

Identify opportunities to implement best practices for procurement and contract process improvement (e.g. business methodologies such as the lean process and Six Sigma). Use technology to reduce data entry and allow open access to vendors and consultants for all payment and procurement needs.

Increase collaboration with neighboring cities and agencies.

Continue engaging with neighboring cities and agencies to identify shared needs and to explore the adoption of standards for sharing data within the region.

Engage Non-Governmental Organizations and partner organizations, such as the Urban Land Institute (ULI) to conduct Technical Advisory Panel for priority redevelopment opportunities.

Invite ULI to conduct a Technical Advisory Panel on revitalizing Downtown. These panels leverage the expertise of local real estate development and City planning experts, providing market-driven recommendations for site-specific challenges. Results of these panels are published and made available to ULI's global network of real estate professionals, which helps to raise awareness about Lake Elsinore to a broad audience.

MEASURES OF SUCCESS

Measure of Success	Type	Notes
Collaboration-driven projects, programs, or initiatives	Internal	This will require the tracking of all City projects, programs, and initiatives and determining which are implemented with the support or assistance of a non-city partner.

IMPLEMENTATION GRID

Idea/Project/Program	Department	Timeline
Improve contract/procurement process	Administrative Services	1 year
Taskforces for special projects such as existing homeless taskforce	All	1 year
Engage urban land institute for Downtown revitalization	City Manager's Office/Economic Development	3 years
Capacity and objectives of existing regional groups such as Lake Elsinore & San Jacinto watersheds authority, Regional Homeless Alliance and Economic Development Coalition	All	3 years
Invite community to participate in community event planning	Community Services	3 years



4.D

Embrace technology to support the delivery of City services.

ANCHORS



THE LAKE



DOWNTOWN

ACTIONS

Train staff on data analytics and lean process improvement.

Leverage existing data sources already available to the City to better understand how service delivery and processes can be made more efficient and less costly. Train staff on lean process improvement to help improve processes before adopting new technology. Seek workflows and technology that can streamline and automate processes, freeing up staff for other needs and opportunities.

Clarify data sources and leverage data to prioritize initiatives.

Assess existing data sources and define ideal methods for managing, storing, and using that data. Identify any gaps and needs in data collection. Use data to focus on City efforts and prioritize initiatives. Adopt metrics for all City priorities, programs, and pilots.

Procure software and systems that are easily updated to streamline City processes and provide flexibility for the future.

Focus on flexible technology solutions tested in other jurisdictions. Software as a Service (SaaS) applications (also known as web-based software) will be easier to update and manage, and they can be used to help the City make data-informed decisions

Increase government transparency by increasing access to City data and providing visibility into how it is used.

Increase public access to City data and records including the metrics identified in the Vision Plan. Use data to communicate the City's progress over time and demonstrate public accountability. Create a strong policy on how the City uses personal information and citizen data.

Create a comprehensive map and database of public assets and capital improvements.

Build on the City's GIS database of public assets so that the City can evaluate competing for capital planning priorities. Use mapping to identify areas to focus on public works projects and maximize the impact of capital improvements.

Use technology to find ways to capture and preserve institutional knowledge.

Seek ways to effectively capture and share institutional knowledge over time to improve transitions during employee turnover. Create processes that can be used to better capture, organize, and maintain key information, data, and experience.





Dream Extreme in our City governance

MEASURES OF SUCCESS

Measure of Success	Type	Notes
Real-time data gathering and sharing tools to improve data-driven decision making and transparency	Internal	Same measure as noted for Strategy 4.A, above.
Utilization of online City tools or programs	Internal	Same measure as noted for Strategy 4.A, above.

IMPLEMENTATION GRID

Idea/Project/Program	Department	Timeline
Implement GIS technology and tools to improve development process	Information Technology/Community Development	1 year
Implement NEOGOV Organization-wide	Administrative Services	1 year
Identify and implement an online public dashboard for City services and/or strategic plan objectives	City Manager's Office/Information Technology	3 years
Project Management Software	Information Technology	5 Years



4.E

Allocate public resources effectively and efficiently, creating fiscal models that ensure sustainability.

ANCHORS



THE LAKE



DOWNTOWN

ACTIONS

Prioritize fiscal resources in alignment with the goals of Lake Elsinore's strategic vision.

Utilize this vision plan as a tool within the budgeting process to align resources with a long-term plan.

Dedicate resources to growing the City's economic development capacity.

Allocate general fund resources to expand economic development capacity, including the creation of a dedicated economic development director position or department to provide adequate staffing and/or resources. This can help the City sustained focus on economic development initiatives, including development of a 5-year economic development plan to guide public investments and efforts to attract private investment.

Create a long-range capital plan.

To advance the worthiest or potentially effective public investments and matching specific projects to specific potential sources, create and maintain a long-range capital plan (10-year or longer) to prioritize public investments that have the most impact. Clearly define criteria for prioritization.

Explore the application of potential new revenues from pending state legislation.

Understand how potential revenues from pending state legislation (e.g., the reintroduction of redevelopment) could be leveraged to support public projects.



MEASURES OF SUCCESS

Measure of Success	Type	Notes
Alignment between City-funded projects and Lake Elsinore strategic goals	Internal	This measure will require the creation of scoring criteria for City-funded projects, based on the previously established strategic goals.
Growth in net new payroll jobs	Internal/External	This will require tracking of data collected by the U.S. Bureau of Economic Analysis (BEA) or other external agencies, like the Southern California Association of Governments.
Adoption and implementation of long-range capital plan	Internal	This will require internal tracking of progress made as part of the recommended long-range capital plan.
Jobs per capita (within City)	External	Track jobs per capita over time.
Available jobs	External	Track the available jobs within the City vs. those residents actively employed and unemployed.
Industry trends	External	Track those industries that are growing, under-served, and over-served.

IMPLEMENTATION GRID

Idea/Project/Program	Department	Timeline
Create and Fill a Staff Position or Department for Economic Development	City Manager's Office	3 years
Develop and apply funding strategy to long-term transportation plan	City Manager's Office/Engineering	5 years

4.F

Continue to build a culture of innovation throughout the organization.

ANCHORS



THE LAKE



DOWNTOWN



ACTION & ADVENTURE

ACTIONS

Hold City-sponsored innovation events.

Hold City-sponsored innovation events, such as an annual Dream Extreme day for City staff and stakeholders to reimagine the way things work. Encourage entrepreneurial innovation for City staff at all levels, promoting staff learning and leadership.

Consider a staff leadership rotation program.

Create a staff leadership rotation program to develop upcoming City leaders by cross training staff by by cross training staff. Swap staff from one department with staff from another so they can learn the demands and needs of various departments. Programs should be designed to increase awareness and understanding operations and improve collaboration within City Hall

Support innovation within City Hall.

Consider allocating funding to promote and incentivize internal innovation. Resources such as a start-up in residence program and other national programs can bring short-term innovation capacity to City Hall. This includes creating unique opportunities for idea sharing and creativity across departments to openly seek solutions. Invite staff from all levels of the organization into the decision-making process when appropriate. Encourage new ideas and open-door discussions in all departments.



MEASURES OF SUCCESS

Measure of Success	Type	Notes
Local patent creation	Internal/External	This will require tracking of patent filings.
Growth in innovation economy jobs	Internal/External	This measure will require the tracking of jobs statistics collected internally or from existing external sources (e.g., State of California Employment Development Department)

IMPLEMENTATION GRID

Idea/Project/Program	Department	Timeline
Implement annual budget and goal setting workshops by department	Administrative Services	1 year
Explore optional organizational leadership training programs	Administrative Services	3 years
Improve communication and build relationships with research & development sector of the local economy.	City Manager's Office/Economic Development	5 years
Staff leadership rotation program	Administrative Services	5 years



IMPLEMENTATION

Dream Extreme 2040 is designed to inform regular City processes, including:

DEPARTMENT GOAL SETTING

Each department should leverage Dream Extreme 2040 to help set long- and short-term goals and measure success. Each year, departments should prioritize which aspirations to focus on and develop tactics for working towards these measurable goals. The specific strategies and actions included in Dream Extreme 2040 are a wide set of proposed tools intended to guide, not prescribe, future work.

BUDGETING

During the annual budgeting process, each department can reference Dream Extreme 2040 to map their budgets against the broader City vision. The process can identify how resources support the City's goals and locate potential opportunities for developing additional resources.

EVALUATIONS

Dream Extreme 2040 can be incorporated into employee evaluations to understand how individuals help build Lake Elsinore's culture and work towards achieving Lake Elsinore's big aspirations.

ACKNOWLEDGMENTS

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Our Partner Team:

Gensler

HR&A
Analyze. Advise. Act.

ARUP

Cityfi

SHERWOOD
DESIGN ENGINEERS



OUR VISION

The City of Lake Elsinore will be the ultimate destination where all can live, work, and play, build futures and fulfill dreams.

