



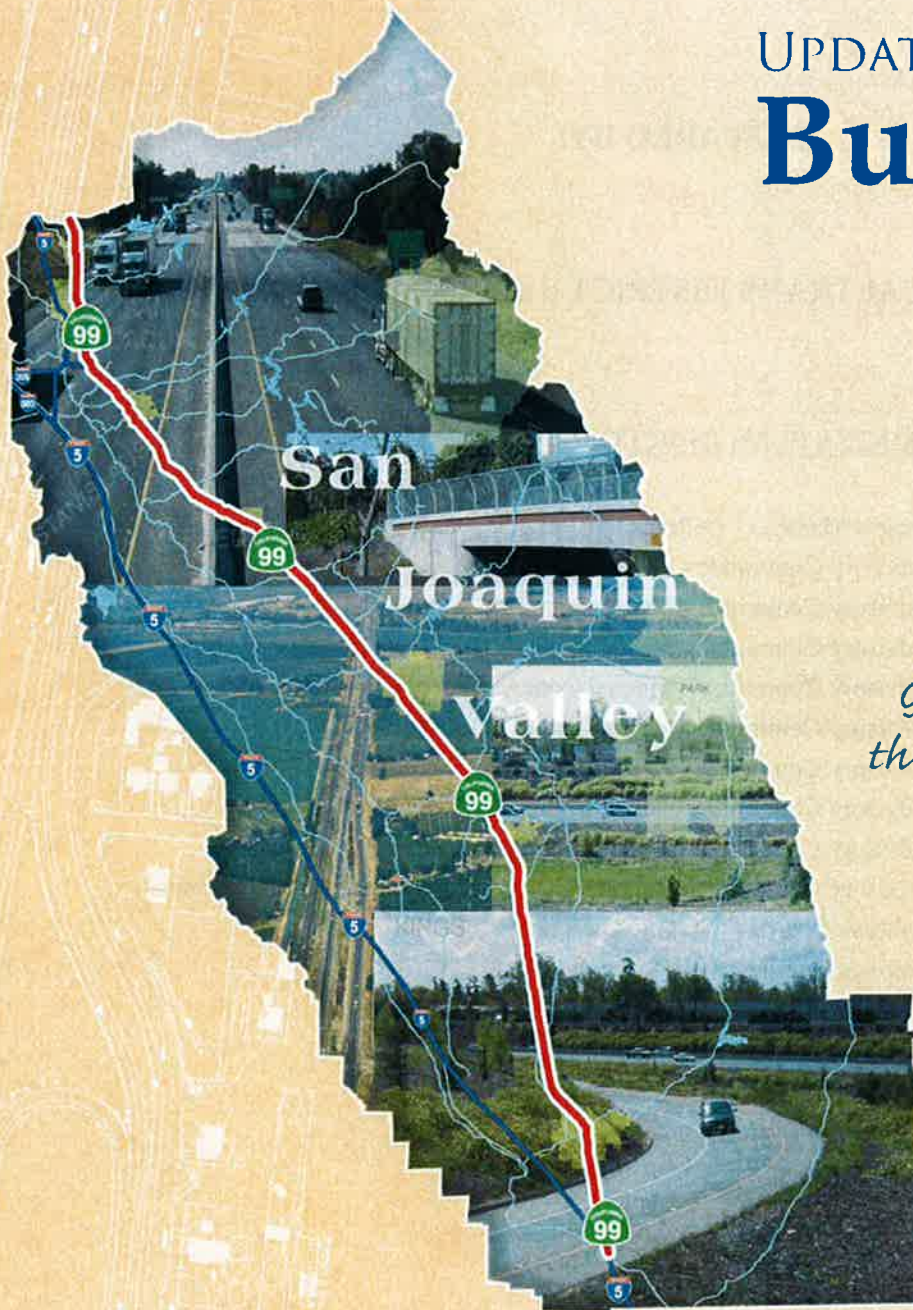
UPDATED

Business Plan

SEPTEMBER 2009

VOLUME I

*"Decision - Makers
Guide to Improving
the Route 99 Corridor"*



PREPARED BY:

CALTRANS DISTRICT 6 and 10

BUSINESS PLAN DEVELOPMENT TEAM

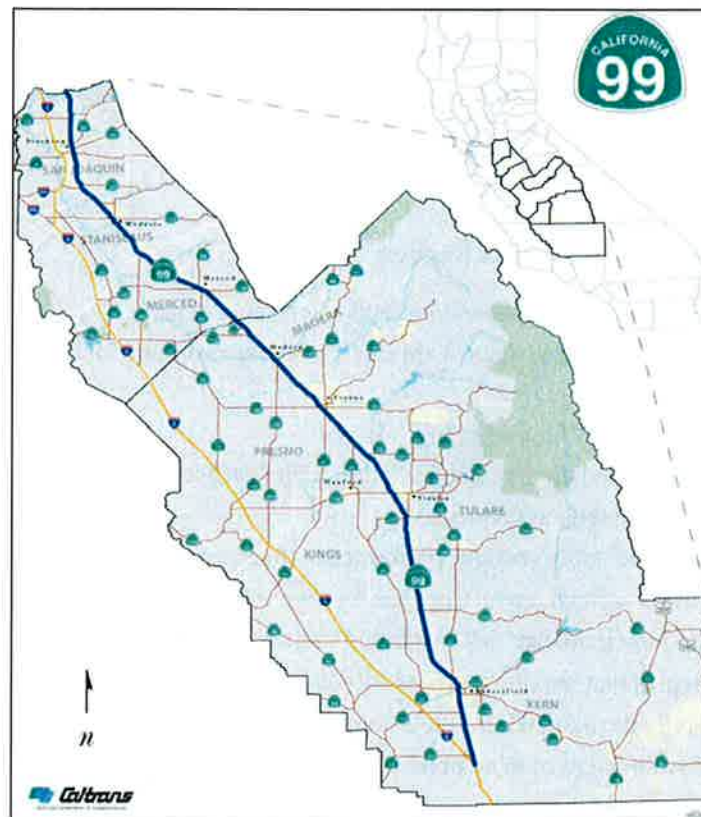
Alan McCuen	Project Manager - Caltrans District 6
Annette Clark	Advisory Committee - Caltrans District 10
Wil Ridder	Advisory Committee - San Joaquin County Assn of Governments
Carlos Yamzon	Advisory Committee - Stanislaus Council of Governments
Matt Fell	Advisory Committee - Merced County Assn of Governments
Troy McNeil	Advisory Committee - Madera County Transportation Commission
Jennifer Dansby	Advisory Committee - Council of Fresno County Governments
Ben Giuliani	Advisory Committee - Tulare County Assn of Governments
Rob Ball	Advisory Committee - Kern Council of Governments
Phillip Sanchez	Advisory Committee - Caltrans Central Region - Project Management
Jeff Fowler	Caltrans District 6 Graphic Design
Elbert Cox	Caltrans District 6 Landscape Architect
Marco Sanchez	Caltrans District 6 District 6 Maintenance
Laurie Jurgens	Caltrans District 10 Traffic Operations
Dwane Hawkes	Caltrans District 10 Traffic Operations

Executive Summary

Background

Highway 99 is the transportation backbone of the San Joaquin Valley. A high rate of growth in the area is quickly using and exceeding the capacity of this corridor. It is clear that to maintain the corridor's ability to support ongoing development, facilitate efficient goods movement, and improve the quality of life in this fast-growing region, a substantial investment is needed to maintain and improve the corridor.

This Business Plan is a “nuts and bolts” approach to achieving the functional goals for the corridor laid out in the Interregional Transportation Strategic Plan, the Transportation Concept Reports, and the companion *Route 99 Corridor Enhancement Master Plan Element*. By clearly identifying Caltrans' long-term goals—and a corresponding list of prioritized projects to achieve those goals—the ability to make funding decisions regarding the corridor as a whole will be much easier. This Business Plan Element was developed to provide a guide for decision makers as they address the needs of this developing corridor.



Location Map

This Business Plan update encompasses three separate Volumes as noted below.

- Volume I: Route 99 Updated Business Plan
- Volume II: Updated Route 99 Business Plan - Financial Program
- Volume III: Updated Route 99 Business Plan - Appendices A, B, C, D, E

Volume I is the primary Business Plan document with Volume II and Volume III providing essential supporting information and data.

Route 99 first became a State highway in 1909, designated as Legislative Route Number 4. It was paved in about 1913–1914 and in the 1920’s was redesignated as U.S. 99 and “The Golden State Highway.” Some segments of U.S. 99 were widened to 3 lanes in the 1930’s and to 4 lanes during the 1930’s, 40’s, and 50’s. Since that time, most areas have been upgraded to freeway by closing at-grade intersections, or replacing them with interchanges. The last stoplight on Route 99 in the San Joaquin Valley was eliminated by the Livingston Bypass project in 1996.

The Annual Daily Traffic (ADT) for Route 99 ranges from a current level of 38,000 vehicles near Chowchilla in Madera County to over 100,000 vehicles in Bakersfield, Fresno, Modesto, and Stockton. The projected traffic volume in 2030 is from 84,000 to 217,000 vehicles. Truck traffic accounts for anywhere from 10 percent at Ming Avenue in central Bakersfield to nearly 30 percent in north Bakersfield in Kern County. The statewide average for truck volumes is about 9 percent.

Business Plan Goals

Following is a list of the goals for this Business Plan update:

- Update 2005 Business Plan data and projects to current status.
- Establish a mutually agreed upon Corridor Financial Program for completion of Business Plan project improvements.
 - a) Includes current and future funding sources
 - b) Includes an updated comprehensive list of major project improvements
 - c) Includes joint funding agreements
- Update, enhance and apply corridor performance measures.
- Establish mutually agreed upon Corridor System Management Plan (CSMP) policies that serve as overarching guidance that integrates sub-area CSMPs for the benefit of the corridor.
- Establish strategies that maximize the effectiveness of STIP and SHOPP type projects.
- Support and apply the adopted principles/outcomes of the Regional Blueprint as appropriate.
- Establish a corridor Right of Way preservation strategy that is universally accepted.
- Identify the economic benefit associated with an improved transportation corridor.



Route 99 Projects

Route 99 faces many challenges now, and in the years ahead. The most significant of these include: increases in ADT and truck traffic, encroaching development, and lack of adequate funding.

While the focus of the projects identified in this Business Plan is to increase capacity to meet demand or improve operations, safety is still the single most important consideration for Route 99. Caltrans has and continues to make good progress toward adding median barriers where appropriate to reduce or eliminate cross median accidents. In fact there are only six miles of warranted median barrier remaining along the entire 274 mile corridor. These and other safety projects are typically dealt with through the State Highway Operations and Protection Program (SHOPP). One of the most critical safety issues on the route, however, are at-grade intersections where traffic can enter, exit, or cross the freeway without the benefit of an interchange.

As a result of projects either under construction or now fully funded all existing at grade intersections will be eliminated within the next five years.

While there are many different types of projects developed by Caltrans, MPOs, Local Tax Measure Authorities, and other local agencies for the Route 99 corridor, this Business Plan focuses on major STIP improvement projects in excess of \$8 million. For the purpose of this Business Plan, these projects have been grouped into four Priority Categories. These include:

Priority Category 1—Freeway Conversion

Because all non-freeway sections either have been or will be eliminated within five years this Priority Category is now deemed complete and is only included in this Business Plan update for information purposes.

Priority Category 2—Capacity-Increasing Projects

Priority Category 2 consists of projects that will widen Route 99 to a minimum of 6 lanes throughout the corridor. Projects to widen Route 99 to 8 lanes in some urban areas, where feasible, are also included in this category. While the primary goal of these projects is to increase capacity to meet demand, there are safety benefits as well. Eliminating or reducing the incidences of stop-and-go traffic on the route will reduce the number of congestion-related accidents that currently occur.



Priority Category 3—Major Operational Improvements

This category consists of projects that will improve existing outdated interchanges and construct auxiliary lanes in urban areas. As with Priority Category 2, these projects also have a safety-related benefit.

Priority Category 4—New Interchanges

Priority Category 4 consists of projects that will construct interchanges at new locations on Route 99. The new interchanges are proposed to accommodate growth and development along Route 99.

Summary Status of Priority Categories

With the completion of all Priority Category 1 projects the focus of this Business Plan update turns to Category 2. The goal of Priority Category 2 is to increase capacity and provide a minimum 6-lane roadway. There are 22 Priority Category 2 projects that either have no funding or are partially funded. Twelve of the remaining 20 capacity-increasing candidate projects propose to convert 4-lane segments to 6 lanes. The remaining nine capacity-increasing

After completion of all projects constructed, under construction, and fully funded to widen to 6-lanes 175 miles or 64% of the corridor will have satisfied the 6-lane minimum goal.

projects propose to convert existing 6-lane segments to 8 lanes. Although there is a defined goal of achieving a minimum 6-lane facility, 4- to 6-lane projects may not always take precedence over 8-lane projects because of more pressing safety or congestion issues on a 6- to 8-lane widening segment.

Projects that propose improvements to roadway operations are in Priority Category 3. There are 28 Priority Category 3 projects remaining that either have no funding or are partially funded. Priority Category 3 projects included in this Business Plan consist of major auxiliary lane projects and improvements to existing interchanges. Operational interchange projects will vary in magnitude of scope. A small-scale project might construct additional ramp lanes, signalize ramp intersections, and/or improve ramp geometry. A larger scale project might replace a structure or structures or modify the entire configuration of the interchange. The scope of these projects would be determined based on the project’s stated purpose and need.

New interchange projects, typically prompted by a need to improve local road circulation and access due to ongoing local development, are in Priority Category 4. Three of the four original new interchange projects have no funding while one is fully funded.



There were 67 original projects that were prioritized into the four Priority Categories as a part of the 2005 Business Plan effort. Three of the original 67 projects have been split into two segments each so there are now 70 projects listed. As a result of the recent success to fully fund projects and delivery of projects to construction over the past three years 55 projects are either partially funded or have no committed funding. These projects are the primary focus of this Business Plan update.

The total estimated cost to complete the Business Plan, in 2009 dollars, has been reduced by 25% from \$6.0 billion to \$4.5 billion.

Goods Movement

Goods movement in California represents a significant factor in economic growth and job creation. Efficient goods movement in the San Joaquin Valley is essential to the viability of the nation's largest agricultural economy. Goods movement also plays a role in efforts to reduce the region's unemployment rate, one of the highest in the country.

In 2006 *Go California* specifically identified the Central Valley as one of four "Port to Border" regional corridors. Route 99 is identified as a "Major International Trade Highway Route" in the California "Goods Movement Action Plan," dated 2007. A safe and efficient Route 99 transportation corridor is vital to the economic vitality of the San Joaquin Valley. Improved transportation infrastructure will also contribute toward reduced air pollution.

The Route 99 capacity and operational improvements identified in this Business Plan are consistent with the "Goods Movement Action Plan" and represent a key contribution toward improving the efficiency of goods movement. In addition, upgrades of older Route 99 segments and interchanges are essential to meet the truck access standards of the Federal Surface Transportation Assistance Act. This is particularly important as new distribution centers and businesses locate to new or expanding areas.

Just-in-time goods delivery systems and very large regional distribution centers locating in the San Joaquin Valley provide more responsive customer service and reduced inventory storage costs to the business community. However, the result of just-in-time delivery from a roadway perspective has been higher than historical growth in truck volumes on Route 99. Truck volumes on the route vary from 10 to 30 percent, as compared to the statewide average of 9 percent. Truck vehicle miles traveled in the San Joaquin Valley region are projected to increase by 60 percent over the next 20 years. The Business Plan strategies to add capacity, improve operations, use long-life pavement where appropriate, and enlarge and add new Safety Roadside Rest Areas will all contribute to safer and more efficient goods movement.



Interstate Designation

There has been much local interest in the possible benefits of including Route 99 as a part of the Interstate system. Language included as part of the 2005 federal Transportation Act, SAFTEA-LU, designated Route as a “future Interstate route”. This has set in motion activities associated with determining whether California should follow through with applying for full designation. That process is still underway.

Interstate proponents believe that inclusion of the route in the Interstate system would make the region more attractive to new or expanded businesses, resulting in more and better paying jobs for the region. Proponents also believe Interstate designation would increase funding to the route. While Interstate designation might bring additional funds to the San Joaquin Valley it would not increase the amount of federal formula transportation funding available to California.

This Business Plan does not fully analyze the implications of Interstate designation, but it does present a discussion of the potential economic benefits of an Interstate designation scenario and an economic scenario with full implementation of Business Plan improvements. Of course there are a number of issues associated with designation. Foremost is the potential cost of upgrading the route to Interstate standards as a condition of designation. Caltrans has estimated that bringing the route up to meet all Interstate standards would cost an additional \$14 to 19 billion (2005/06 dollars) over the amount associated with the projects include in this Business Plan. However, more recent discussions with FHWA representatives and a more recent updated estimate indicates that the cost to meet “essential safety related” Interstate standards could be as low as \$1 billion.

In a consultant prepared economic analysis study indicated that the full Business Plan implementation scenario would produce an average annual increase of about 27,000 jobs in the eight county San Joaquin Valley region and a 3% increase of \$3.7 billion in Average Annual Gross Regional Product. The Interstate designation scenario could produce up to an additional 3,600 annual jobs and increase the Average Annual Gross Regional Product by 0.3% or about \$400 million.

Funding

The most significant obstacle facing the improvement of the route is the lack of adequate funding. Neither the STIP nor the SHOPP have adequate funding to maintain and improve the route. In order to address this issue, this Business Plan update now includes a corridor “financial program” as a separate document; Volume II: Updated Route 99 Business Plan - Financial Program. The Financial Program investigates the use of road tolls and a corridor development mitigation fees and several other sources as potential new sources of funding to augment traditional STIP and SHOPP funds. The program also identifies a number of innovative funding strategies. Unfortunately, most of these innovative financing methods are methods that only advance future



revenue streams. While these strategies can advance the delivery of improvement projects, most of them do not actually generate additional revenues. All of these will be necessary to achieve the goals identified in this Business Plan.

The 2005 Business Plan laid out a 20-year program to meet the goals. The program was broken down into three phases. The phases generally coincided with the Priority Categories. Phase 1 would complete Priority Category 1, and parts of Priority Categories 2 and 3. Phase 2 would complete Priority Category 2, and Phase 3 will complete Priority Categories 3 and 4. The 20-year schedule provided five years to “ramp up” and deliver all of Priority Category 1 and some of Priority Category 2 projects. Phase 1 is considered to have been accomplished over the past three years since these projects have all been either constructed or have full funding commitments.

While it is difficult to determine how much capacity the construction and engineering industries can deliver each year and how much of the route can practically be under construction simultaneously, about \$333 million appears to be a reasonable target. At \$333 million in projects per year it would take about 15 years to complete Priority Categories 2, 3 and 4. The \$333 million per year is in 2008/09 dollars. However, the effect of inflation must also be considered. The Business Plan assumes a five percent inflation rate. When calculated into this equation, each subsequent year demands additional funds, finally topping out at approximately \$880 million in year 20.

It is estimated that, from a practical standpoint, the engineering and construction industry can deliver about \$333 million/yr. We are not likely to be in jeopardy of this number since the funding stream is far below this figure.

Other 99 Issues

While the focus of the Business Plan is increased corridor capacity, there are other issues that are also discussed. These include:

- Geographic coordination of HOV lanes and ramp metering
- Long-Life Pavement strategy
- Intelligent Transportation Systems
- Landscaping and facility appearance
- Safety Roadside Rest Areas
- Land Use strategies
- Environmental strategies
- Performance monitoring



Implementation

This Business Plan proposes about a 20-year timeframe for implementing these improvements. In discussion with the MPOs, it is clear that the Region does not want to wait 20 years for implementation and there continues to be great pressure within the Region to accelerate this effort. While Caltrans continues to propose a 20-year implementation schedule in this Business Plan update, acceleration of this effort should be aggressively pursued. We have already seen some acceleration due to the influx of over \$800 million for Route 99 due to the voter approved Proposition 1B in 2006. While accelerating this program may present challenges to Caltrans, Metropolitan Planning Organizations and the construction industry, Caltrans is more than willing to accept these challenges.

Implementation of this Business Plan is the key action for success. To assure a continuum to implementation a new companion document has now been added to the Business Plan as Volume II: Financial Program. The focus of the Financial Program is laying out a strategy with follow-up financial “commitments of intent” to fund projects. These represent joint financial understandings among funding decision makers.

A new companion document, Volume II: Financial Program, has been established to assure a continuum to Business Plan implementation. The focus of the Financial Program is a financial strategy with follow-up financial “commitments of intent” to fund projects.

Another key action associated with implementation is the establishment of an annual corridor financial review and **Annual Report**. The Annual Report will present the current status of funding and delivery progress of all Business Plan projects. It also provides the opportunity for Caltrans Districts 6 and 10 and the eight San Joaquin Valley MPOs to update financial understandings to current conditions.

Recommended Financial Approach: Several project funding approaches are described in the Financial Program. It has been determined that a variation of the initially described Full Corridor Approach is the recommended financial approach. An Example is shown in Table ES.1. In essence the recommended approach establishes an ongoing dedication of IIP and RIP shares as the base funding source with balances of project funding coming from several other fund sources. Under the approach agreed upon between Caltrans and MPOs in the San Joaquin Valley 10% of each MPO RIP share, or an equivalent other fund source, for each STIP cycle will be contributed to a Route 99 Corridor Fund. This will be matched by Caltrans IIP funds. Under this scheme it will take 12 STIP cycles (24 years) to fund the projects shown in Table ES.1. However, actual project list and the decision of which projects to fund first is yet to be determined. It is expected that those decisions will be made in conjunction with the 2010 STIP programming cycle.



Table ES.1 Example of Recommended Funding Approach

Co	Limits	Proj. Desc.	Fund Sources (\$1,000s)					Tot. Cost (\$1,000s)	
			³ IIP	² MPO RIP	Co. Meas	Dev. Fees	¹¹ Vehicle License Fees		Other
Ker	SR 119 to Wilson Rd.	Widen 6F to 8F	\$14,500	\$14,500		⁴ \$14,500	\$14,500		\$58,000
Tul	Prosperity Ave to Goshen	Widen 4F to 6F	\$51,000	\$51,000			\$51,000	² \$51,000	\$204,000
Fre	Central Ave to Jensen Ave	Widen 6F to 8F	\$11,750	\$11,750		⁶ \$11,750	\$11,750		\$47,000
Mad	Ave 7 to Ave 12	Widen 4F to 6F	\$13,600	\$13,600		⁷ \$13,600	\$13,600	⁸ \$13,600	\$68,000
Mer	Hammett Ave to S. Turlock OC	Widen 4F to 6F	\$20,000	\$20,000		⁹ \$20,000	\$20,000		\$80,000
Sta	Carpenter Rd to SJ CL	Widen 6F to 8F	\$18,250	\$18,250		⁶ \$18,250	\$18,250		\$73,000
SJ	Harney Rd to Sacto CL	Widen 4F to 6F	\$36,000	\$36,000	¹⁰ \$36,000		\$36,000	⁸ \$36,000	\$180,000
Multi-STIP Cycle Totals			\$165,100	\$165,100	\$36,000	\$78,100	\$165,100	\$100,600	\$710,000
<p>Notes:</p> <ol style="list-style-type: none"> This project list is established jointly by Caltrans and the San Joaquin Valley MPOs. Decisions of which project(s) and how much to contribute are to be jointly determined as part of each STIP programming cycle. The seven (eight?) MPOs participate in the RIP fund share by contributing 10% of its RIP (or alternate source) share allocation from each STIP programming cycle into a fund that is used to participate in the joint funding of agreed upon projects. For example, based on the RIP shares for each MPO in the 2008 STIP cycle, each share would be: <ul style="list-style-type: none"> Kern: \$5.9M Merced: \$1.1M Tulare: \$2.2M Stanislaus: \$2.1M Fresno: \$4.4M San Joaquin: \$2.7M Madera: \$0.6M IIP funds match MPO RIP funds. 25% of total cost funded by Bakersfield Metro Area Development Impact Fee Program. 25% of total cost funded by Federal Transportation Act special earmark funds. 25% of total cost funded by development mitigation fees. 25% of total cost funded by development impact fees. 20% of total cost funded by federal Transportation Act special earmark funds. 20% of total cost funded by development impact fees. 20% of total cost funded by County Measure Program. Revenue generated by \$4 Vehicle License Fee surcharge for vehicles registered within each county. 									



Table of Contents

Executive Summary	i
Table of Contents.....	1
List of Figures	2
Document Volumes List.....	2
Chapter 1 Introduction.....	3
1.1 Overview and Mission Statement of Business Plan	3
1.2 Business Plan Goals.....	4
1.3 Challenges	5
1.4 Local and Regional Cooperation.....	5
Chapter 2 Existing Facility	6
2.1 Route 99 Background.....	6
2.2 Physical Characteristics and Issues	7
2.2.1 Highway Safety	7
2.2.2 Highway Capacity Needs	8
2.2.3 Operational and Structural Needs	9
2.2.4 Highway Appearance	9
2.3 Truck Traffic	11
2.4 Maintenance of Route 99	11
2.5 Environmental Resources	14
Chapter 3 Route 99 Projects.....	17
3.1 Long-Range Plans for Route 99.....	17
3.2 Projected Operations on Route 99	18
3.3 Regional Project Priority Categories	22
3.3.1 Priority Category 1—Freeway Conversion	22
3.3.2 Priority Category 2—Capacity-Increasing Projects.....	22
3.3.3 Priority Category 3—Major Operational Improvements.....	22
3.3.4 Priority Category 4—New Interchanges	23
3.4 Status of Route 99 Programmed and Candidate Projects.....	24
3.4.1 Programmed Projects.....	25
3.4.2 Candidate Projects	27
3.4.3 All Projects Map.....	31
3.5 Caltrans Design Standards: Background and Application	32
3.6 Interstate Designation Proposal	35
3.7 State Highway Operations and Preservation Strategy.....	37
3.7.1 Roadway Safety and Preservation	38
3.7.2 Traffic Management.....	38
3.8 Long-Life Pavement Strategy.....	40
3.9 Median Barrier Strategy.....	42
3.10 Intelligent Transportation System Strategies.....	42
3.11 Land Use Strategy	44
3.11.1 Corridor Right of Way Preservation Strategy	45
3.12 Roadside Planting and Preservation Strategy.....	47
3.13 Safety Roadside Rest Areas	50
3.13.1 Driving Toward a Sustainable Future: A GreenStop for the Central Valley....	52
3.13.2 Route 99 Roadside Rest Area Wireless Internet	52
3.14 Environmental Strategies.....	53
3.14.1 “Pooled” Mitigation Funds	54
3.14.2 Enhancement by Design.....	54
3.14.3 Greenhouse Gas Response	55
3.15 Performance Measures.....	55
3.16 Funding for Route 99 Projects.....	56



3.16.1 Innovative Financing.....	58
3.17 Economic Benefits	60
3.18 Corridor System Management Plan Strategy	62
Chapter 4 Implementing the Plan	64
4.1 Project Development Process	64
4.2 Sample Project Timelines	67
4.3 Financial Program Summary	68
4.3.1 Status of Business Plan Projects.....	68
4.3.2 Alternative Funding Approaches	68
4.3.3 Project Funding Prioritization Guiding Principles.....	69
4.3.4 Financial Arrangements.....	70
4.4 Phasing Delivery of Projects.....	71
4.4.1 Phase 1	75
4.4.2 Phase 2	76
4.4.3 Phase 3	77
4.5 Implementation.....	78
Chapter 5 List of Abbreviated Terms.....	80

List of Figures

Figure 3.1 Current Route 99 Levels of Service	20
Figure 3.2 2030 Concept Facility.....	21
Figure 3.3 Map of Programmed Projects.....	25
Figure 3.4 Route 99 Programmed Capacity and Interchange Projects Not Yet Advertised.....	26
Figure 3.5 Map of Candidate Projects.....	27
Figure 3.6 Status of Priority Category 2 Projects: Capacity Increasing Improvements	28
Figure 3.7 Status of Priority Category 3 Projects: Major Operational Projects	29
Figure 3.8 Status of Priority Category 4 Projects: New Interchange Additions	30
Figure 3.9 Map of All Programmed and Candidate Projects.....	31
Figure 3.10 Annual Average Daily Traffic and Truck Traffic	41
Figure 3.11 Example of Right of Way Preservation Detail	48
Figure 3.12 Highway Planting Concept.....	50
Figure 3.13 Route 99 Safety Roadside Rest Areas	51
Figure 3.14 Economic Benefits	61
Figure 4.1 Project Development Process	64
Figure 4.2 Project Development Timeline	67
Figure 4.3 Concept of Phased Funding of Projects.....	73
Figure 4.4 Existing Route Concept Compliance Map	74
Figure 4.5 Post Phase 1 Route Concept Compliance Map.....	75
Figure 4.6 Post Phase 2 Route Concept Compliance Map.....	76
Figure 4.7 Post Phase 3 Route Concept Compliance Map.....	77

Document Volumes List

- Volume I: Updated Route 99 Business Plan
- Volume II: Updated Route 99 Business Plan - Financial Program (*Separate document*)
- Volume III: Updated Route 99 Business Plan - Appendices A, B, C, D, E (*Separate document*)



Chapter 1 Introduction

1.1 Overview and Mission Statement of Business Plan

Various efforts have been undertaken to develop guidance and planning documents for the improvement of the Route 99 corridor through the San Joaquin Valley. The California Department of Transportation (Caltrans) District 6 and 10, the eight Metropolitan Planning Organizations (MPOs) in the San Joaquin Valley and the Great Valley Center (GVC) have been key leaders and participants in these efforts. Caltrans completed the *Route 99 Master Plan* that includes a *Business Plan Element* and an *Enhancement Plan Element* dated December 7, 2005 for the 274-mile segment of Route 99 from its junction with Interstate 5 in Kern County, to the northern limits of San Joaquin County. This Master Plan focused on enhancing the appearance and driving experience and those major improvements necessary to improve route safety, capacity, operations, and road conditions. The original Master Plan was developed in conjunction with the GVC and the eight Metropolitan Planning Organizations in the San Joaquin Valley.

This updated Business Plan Element was written with the focus toward providing decision-makers with both a status update to the 2005 Plan and an implementation strategy to achieve the goals that remain to be addressed.

The mission of this Business Plan is to:

- 1) Update goals, objectives and the Plan to current conditions.***
- 2) Chart a course toward completing the implementation of project improvements not yet constructed with focus toward attainment of the main goal of a minimum six lane freeway throughout the corridor.***

This Business Plan is a “nuts and bolts” approach to achieving the functional goals laid out in the statewide Interregional Transportation System Plan (ITSP), the Route 99 Transportation Corridor Report (TCR), and the Route 99 Enhancement Master Plan Element. By clearly identifying long-term goals for the corridor—and a corresponding list of prioritized projects to achieve those goals—the ability to make funding decisions regarding the corridor as a whole will be much easier. In addition to the extensive list of prioritized projects, this document will recommend strategies that could enhance the continuity of the corridor, while reducing overall costs and time in the project development process.

The focus of this Business Plan is on major facility improvements that would typically be funded through the State Transportation Improvement Program (STIP) or similar programs. While the

