

Regional Early Action Planning Grants of 2019 (REAP) Close Out Report Form



(Southern California Association of Governments)

(November 20, 2024)

REAP Close Out Report Form Instructions

This form is for Regional Early Action Planning Grants of 2019 (REAP) grant holders to satisfy the reporting requirements of California Health and Safety Code section 50515.04. The report must be submitted to the California Department of Housing and Community Development (HCD) via email to reap@hcd.ca.gov no later than December 31, 2025.

Additional information about the REAP program is found at the program's webpage at: <https://www.hcd.ca.gov/grants-and-funding/programs-active/regional-early-action-planning-grants-of-2019>

Please proceed to the REAP Close Out Report Form on the next page and complete Parts I–X.

REAP Close Out Report Form

Part I – Summary

Briefly describe the grantee's REAP project(s), including but not limited to the following information:

1. Overview of the project
2. Project start date, duration and completion
3. Project goals and relevance to REAP goals
4. Proposed uses and actions taken in support of proposed uses
5. Actions that had the greatest impact on housing production
6. Overall outcomes including quantified outcomes

Subregional Partnership Program

SCAG set aside approximately \$23 million, or 50 percent, of its REAP funding, for the Subregional Partnership (SRP) Program, which is funding a call for projects from subregional partners. Subregional projects were designed to augment and complement funds that were awarded to jurisdictions by the California Department of Housing and Community Development (HCD) pursuant to Senate Bill (SB) 2 Planning Grants and the Local Early Action Program (LEAP) and increase housing supply to meet the 6th Cycle RHNA. The planning activities undertaken as part of the SRP program were focused on accommodating the development of housing and housing-supportive infrastructure in alignment with both state and regional planning priorities, as identified in *Connect SoCal*, the SCAG region's 2020 Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS). In addition to augmenting financial resources that were available to local governments, the SRP program was also structured to foster subregional collaborations that effectively capitalized on the advantages of economies of scale as they pertained to established housing goals.

The objectives of the SRP program were as follows:

- Align resources with the 6th Cycle RHNA to support local jurisdictions in addressing housing production needs
- Augment and complement SB 2 Planning Grants and the HCD LEAP program
- Advance *Connect SoCal* sustainable development goals by supporting local jurisdictions in promoting housing production in Priority Growth Areas
- Maximize funding allocations by providing technical assistance and capacity-building
- Increase the number of jurisdictions that are designated by HCD as “pro-housing”
- Build long-term capacity at SCAG and in the region to address housing issues

Per HCD, the stated goal of REAP was to “provide one-time grant funding to regional governments and regional entities for planning activities that will accelerate housing production and facilitate compliance in implementing the sixth cycle of RHNA”. The objectives of SCAG's SRP program, as outlined above, were developed to synergize with this stated goal to the extent possible. They

emphasized this alignment by clearly highlighting the need to direct resources towards the achievement of sixth cycle RHNA goals and the promotion of lasting policy goals and systemic infrastructure to reach ambitious housing goals. The objectives also reflect SCAG's role as a regional entity that does not construct housing directly, but rather supports other local governments in their positions to expedite housing construction throughout the region.

The SRP program was a mammoth undertaking given the sheer size of the SCAG region, which encompasses six counties and 197 local governments. The program started in December 2020 and spanned over three-and-a-half calendar years; all projects were concluded by October 2024. The SRP program was the REAP program that SCAG invested the most in, both in terms of funding and staff time, and it also yielded the most significant impact in terms of supporting housing production.

The SRP program allocated funding to fifteen subregional partners, across the SCAG region to oversee projects to support the development and implementation of local housing elements, increase housing production, and streamlining housing development. Subregional councils of governments were the primary subrecipients, though some subregions were jurisdictions covering multiple subregional council of governments or were designated beneficiaries of the subregional council of government. Funding allocation for projects was determined by the area's total 6th cycle RHNA allocation and projects were identified through the subregional partner.

One element that made the SRP program unique from other REAP programs administered by SCAG was that it allowed a greater level of autonomy to subregions in both project scope development and management. While this approach ultimately resulted in both advantages and disadvantages, as discussed later in this report, it was also the driving factor that contributed the most to the success of the program. By allowing each grantee to take a larger and more active role in overseeing their projects, SCAG was able to facilitate a broader number of projects while simultaneously providing support to the distinct subregions within the SCAG region that was more tailored to their individual needs and in alignment with REAP goals.

Sustainable Communities Program -- Housing and Sustainable Development (HSD)

This program was designed to provide resources and direct technical assistance to jurisdictions to complete local planning efforts that both accelerate housing production as well as enable implementation of the Sustainable Communities Strategy (SCS) of Connect SoCal. To maximize technical assistance opportunities in the region, SCAG bundled all of the program's 26 applications across 3 project types: (1) Advancing Accessory Dwelling Unit (ADU) Implementation; (2) Housing Sustainability Districts, Workforce Housing Opportunity Zones, and Housing Supportive Tax Increment Finance Districts; and (3) Objective Development Standards for Streamlined Housing, Prohousing Designation Program and Parking Innovation. Projects were arranged under 12 different program bundles based on similar project outcomes and deliverables. In addition to promoting cross-jurisdictional collaboration, bundling also supported cost savings from procurement and combined consultant work. All projects kicked off by mid-2022 and reached completion at various dates through June 2024.

ADU projects focused on lowering the cost for individual property owners to develop ADUs by providing various tools to guide them through the process and indirectly lower the overall cost of developing an ADU. Tools varied by project bundle and city, but included individualized products such as an ADU cost estimator, checklists for review, handbooks, and prototype designs and options. Not only will these tools lower the cost of housing production, but they also encourage streamlining the process. Individual cities that developed these tools have made them available to their communities so that they can benefit from public use. Highlighted project metrics included the production of 5 ADU prototype plans for five cities and over 600 residents surveyed to provide input on their experience with ADUs, which were used to help shape project deliverables.

Special districts projects focused on zoning tools to support housing production and/or financing housing production or housing-supportive infrastructure. These included the update of tentative tract maps and the establishment of enhanced infrastructure financing districts (EIFD) in several jurisdictions in the SCAG region. These projects, particularly those centered around financing districts, pursued a longer-term strategy of housing production by creating ways to fund housing production and needed infrastructure to support housing. Highlighted project metrics include the adoption of resolution of intention to establish an EIFD for four cities with potential to capture approximately \$3.1 billion to fund housing production, public facilities, infrastructure, parks, and economic development efforts. At the time of this report two of them have a functioning EIFD as a result of their projects.

The Objective Design Standards projects provided planning assistance to jurisdictions to streamline their residential permitting processes. These projects resulted in adopted ordinances for participating cities, which are expected to reduce uncertainty and permitting time for housing permits. This program focus also included projects that would update specific plans and zoning codes. Highlighted project metrics include the development of 13 custom zone standards, four permit application improvements, and 40 process improvement tools. Adopted ordinances resulting from these projects are expected to reduce uncertainty and permitting time for housing permits.

Housing Policy Solutions Program

In contrast to the SRP program, where SCAG was in a primarily supportive role helping local agencies to manage and find success in their own individual projects, the Housing Policy Solutions (HPS) program was more directed at providing and developing a strong regional foundation for housing and housing-supportive projects to later succeed. As such, the projects within the HPS program tended to be more focused on housing-supportive policies and fiscal innovations. The program tackled regional issues that had broad applicability and relevance, such as other-to-residential conversions, preservation of naturally occurring affordable housing, development streamlining, and grant writing technical assistance.

One primary function of the HPS program was for SCAG to collaborate with consultant partners to develop key tools and guides that had broad applicability across the SCAG region. As each project was able to adopt a regional perspective, it was not bound to one specific subregion. This allowed for SCAG to focus on residential production with less of a geographic concentration than the SRP program and instead focus on materials that would be useful in bolstering investments in housing

production by providing guidance on a number of potential impediments, including environmental review, financing issues, and the slippage of losing at-risk units, among others.

Academic partnerships with local universities were also prioritized under the HPS program to ensure that investments are made in both housing policy research and also educational opportunities for future generations of housing and housing-adjacent practitioners, including builders, architects, engineers, urban planners, researchers, and more. These collaboratively funded university studies provided research and recommendations on best practices that accelerate housing production.

Given the divergent nature of the HPS program, which really functioned almost as a group of different endeavors under one unifying umbrella, individual projects were initiated at different times, ranging from shortly after to the passage of AB 101 and its subsequent years. All projects were completed by October 2024. While the program's successes were also diverse in nature, one action that had a significant impact on promoting housing production was the project focused on studying and evaluating naturally occurring affordable housing and strategies to help both preserve such housing options. The project culminated in the development of a white paper that evaluated the opportunities and limitations for naturally occurring affordable housing preservation in Southern California, documenting key considerations and strategies for preservation. The paper also identified the state, regional, and local initiatives that would be needed for a robust approach to increasing naturally occurring affordable housing stock. This was particularly valuable because it is a somewhat understudied area of housing research and holds a lot of promise for applicability in future policy efforts.

Transit-Oriented Development Work Program – Metrolink and LA Metro

As part of its broader Sustainable Communities Strategies Integration efforts, SCAG funded two unique projects as part of its Transit-Oriented Development Work (TODW) program. These projects focused on opportunities for transit-oriented developments with a focus on housing production. The two projects involved partnerships with the Los Angeles County Metropolitan Transportation Authority (LA Metro) and the Southern California Regional Rail Authority (Metrolink), respectively.

The project that SCAG and LA Metro collaborated on was called the Partnership for Housing Acceleration. It began in January 2022 and was finished in April 2024. LA Metro expects to acquire at least 40 new properties that are anticipated to join LA Metro's Joint Development portfolio over the next decade as it acquires properties for new transit investments throughout Los Angeles County. Due to this anticipated influx, there was a rare opportunity to pair the acquisition of these properties with plans, strategies, and community outreach designed to facilitate and streamline the development of these properties with affordable housing. In total, the project resulted in streamlining efforts for an estimated 10,000 housing units, up to 50% of which would be restricted at affordable rents. The project, which included the development of a comprehensive strategic plan, a grant that was used to procure consultant services to help successfully obtain Low-Income Housing Tax Credits through the state, and an analysis of barriers and opportunities for developing interim housing, was an opportunity to have an outsized impact in the pursuit of REAP goals given the swathe of land holdings that will be unified under one ownership entity that is a key partner to

SCAG in developing affordable housing and accomplishing both REAP and Connect SoCal objectives.

In July 2022, SCAG and Metrolink entered into a partnership through an MOU to identify and encourage transit-oriented housing production opportunities throughout Metrolink's network and around its stations. SCAG led the project with collaboration from Metrolink and participant cities. Particular emphasis was given to supporting and adding value to the Metrolink Southern California Optimized Rail Expansion (SCORE) capital improvement and service enhancement program. Local municipalities and County Transportation Commissions (CTCs) were also included, as needed, to maximize coordination on issues such as alignment of land development policies and regulations, land ownership, and site control opportunities of transit station areas and supporting facilities. The project, which also involved coordination with interested local municipalities, resulted in an evaluation of all Metrolink station areas, including an examination of their housing suitability, redevelopment potential, and various economic and marketing factors. The work concluded in June 2024. Perhaps the most significant impact that this coordinated effort had on achieving REAP goals from a regional planning perspective was by inspiring not just Metrolink, but also municipalities served by the Metrolink network, to reconsider land use policies around station areas as they implement their housing elements.

Housing Policy Leadership Academy

To support informed decision making and leadership on housing issues in the region, SCAG developed an educational training course to convene, educate, and engage elected officials, local leaders and influential stakeholders on housing issues. The objectives of this program were to educate and elevate local leadership to proactively contribute to accelerate housing production, develop regional pro-housing coalitions, better utilize housing funding opportunities, implement housing elements, and collaborate with SCAG's emerging housing program. Almost 200 individuals in 8 geographical cohorts and representing a variety of leaders and decision-makers completed the 10-session program, which was held between February and December 2022.

Trainings covered key housing topics and best practices including:

- Barriers to housing production
- Managing Opposition to housing
- Advocacy and coalition building
- Equitable housing development
- Economic recovery housing strategies
- Meeting RHNA targets
- New laws and ordinances
- Racial equity and housing/land use

The series concluded with a culminating group research project and policy proposal. Some members indicated voluntarily continuing on to work on the initiatives begun in class and would be seeking stakeholder support, local approvals, and funding to execute on the policy recommendations researched.

In addition to the trainings, the leadership academy process included 5 region-wide convenings on core housing topics between November 2021 and November 2022. Each session averaged almost 300 participants. National- and local-level speakers were featured and provided an overview of recent Federal and State housing legislation, along with other important housing topics such as homeownership. The last two forum sessions were held in partnership with the San Diego Association of Governments (SANDAG) and served as an example of cross-regional efforts and interests in developing housing-supportive solutions.

Call for Collaboration

The Call for Collaboration partnership program was established with the intent to fund several grants for non-profit organizations with the goal of increasing community involvement in local planning and housing initiatives, and to foster diverse community-driven activities that help establish more housing in communities that have faced historic racial inequities. The Call for Collaboration was the first of its kind at SCAG, providing the unique opportunity for an MPO to partner with philanthropic organizations to fund non-profits and community-based organizations. SCAG partnered with the non-profit California Community Foundation (CCF) to administer the program. With SCAG's \$1 million initiative, CCF leveraged additional funding for the program through the Irvine Foundation and the Chan Zuckerberg Initiative. The program was designed to fund community-based organizations and non-profit led activities that result in action-oriented planning policies and programs demonstrating a nexus to accelerating housing production.

This collaboration fostered diverse community-driven approaches and strategic coalitions to shape and execute a vision for more housing in every community while addressing historic racial inequities. The call for projects was oversubscribed by over four times and a total of 15 awards totaling \$1.25 million of either \$50,000 or \$125,000 each were made to non-profit and community-based organizations (CBO) covering five of SCAG's six counties. Awarded projects supported the expansion or implementation of existing plans or partnerships or created new models of collaboration and engagement to promote equitable growth strategies. Projects kicked off in mid-2021 and were completed at various intervals through March 2023.

Grantees also received training and technical assistance from a team of housing, planning, and legal experts to advise them on the development of their plans and other organization support to ensure project completion and success. Project themes included housing element development and implementation, addressing barriers to housing development on church-owned land, and building support for development of community land trusts. Individual project accomplishments included a technical memorandum on advocacy for a local housing element, community benefit agreement templates, training community advocates for participation in housing element public hearings, and increased public participation in local vision plans. Overall, the program resulted in increased community engagement in the housing element development process, increased networks of community-advocates, and increased numbers of pro-housing advocates. Over 3,500 individuals attended and participated in an in-person event such as public workshops, popups, and listening sessions for one of the projects.

Improved Regional Housing Needs Assessment Methodology/Allocation

The RHNA is a process required by State housing law to determine projected and existing housing needs for every jurisdiction within the State of California. As the Council of Governments for the 6-county Southern California region, SCAG is responsible for determining jurisdictional housing need for each of its 191 cities and 6 counties, including developing a distribution methodology. Under REAP, SCAG developed the 6th RHNA cycle methodology, which covers a planning period between October 2021 and October 2029. While work on the 6th RHNA methodology began in October 2018, REAP funded work started on October 1, 2019. Work on the RHNA methodology included developing the draft and final methodology, conducting the appeals process to uphold the methodology, and preparing a report after the conclusion of 6th cycle outlining best practices and lessons learned. The final report is included as part of the SCAG REAP 1.0 deliverables package. The final RHNA allocation was formally adopted in March 2020, while the final report was published in October 2024, thus concluding work on the project.

Prior SCAG RHNA methodologies used project household growth as the main determinant for housing need for jurisdictions, regardless of access to jobs or other factors. For the 6th cycle, however, SCAG created a stronger connection to its Regional Transportation Plan/Sustainable Communities Strategy, also known as the Connect SoCal Plan. While projected household growth was still considered, other factors such as access to jobs, access to transit, and access to resources also determined a jurisdiction's housing need. These new factors not only furthered the five objectives of state housing law, including affirmatively furthering fair housing, but also furthered the goals of Connect SoCal, which include goals such as promoting diverse housing choices and lessen barriers to housing production that support the reduction of greenhouse gas emissions.

The result of the 6th cycle RHNA was the identification of housing need in areas with the greatest opportunity to increase access to jobs and transit, lower greenhouse gas emissions, and affirmatively further fair housing. Housing need was emphasized in more urbanized and infill areas of the SCAG region as a result of the new factors, which promote housing production in these areas. It also assigned more affordable housing in areas considered as having higher access to resources, promoting AFFH across the region.

City of Pomona Transformative Climate Communities

SCAG partnered with the City of Pomona for the Transformative Climate Communities (Pomona TCC) project, which was part of the broader Priority Growth Area Strategies program and ran from July 2022 to December 2023. The goal of the project was to analyze 21 publicly owned parking lots in Downtown Pomona and identify the ones that with the most potential for housing development. The analysis also identified barriers to housing development on these sites, evaluated potential housing incentives, and looked at infrastructure capacity, as well. Perhaps the most significant aspect of the project in terms of accomplishing REAP goals is the ranking of sites in terms of overall suitability for housing. This provides the City of Pomona with a clear, objective answer as to where future housing efforts should be focused, which will be particularly crucial in implementing their housing element as they pursue strategic densification in their downtown area.

Housing Element Parcel Tool

In December 2020, SCAG launched the SCAG Housing Element Parcel Tool (HELPR), a web-mapping tool developed to help local jurisdictions and stakeholders understand local land use and site opportunities for aligning housing planning efforts with the state's 6th cycle housing element updates. Developed with input from HCD, the HELPR tool supports site selection and includes several data layers and documentation to assist local jurisdictions with new housing element update requirements and facilitate site selection consistent with the principles undergirding *Connect SoCal*, including environmental justice, AFFH, priority growth areas, and others. Work on the project began in July 2020 and was completed by June 2021.

By May 2021, roughly six months from launch, the HELPR tool had 1,745 users and had generated almost 4,500 page views. SCAG has continued to invest in the tool, and as October 2024, the tool was still being actively utilized, with about 3,500 additional page views in the last year alone, and an active user base of 1,732 users, suggesting that while some users may not have actively used the tool recently, new users have signed up to backfill. That said, when discussing SCAG's investments in the tool, it should be noted that the HELPR tool was partially funded by Community Planning Group (CPG) funds.

The tool helps jurisdictions advance housing goals by serving as a form of technical assistance that helps them find sites to incorporate into their housing elements. The website features a number of filters and search functions that can be utilized to customize inputs and control outputs, providing for a wide array of potential uses within the housing space. However, its most significant benefit on promoting housing production is likely the way that it has helped democratize housing planning across the SCAG region by making housing element data and analysis more approachable and lowering barriers to entry for both planning practitioners and members of the public. While the data is inherently technical, the tool helps visualize key aspects of the planning process that allow all stakeholders in the housing sphere to access critical information and understand its spatial relevance.

City of Cerritos Remote Services Enhancement Project

SCAG developed a "smart cities" permitting pilot program for the City of Cerritos, known as the City of Cerritos Remote Services Enhancement (Smart Cities Cerritos) Project. The purpose of the project was to implement online software that automates housing and community development-related permits and business license applications, thereby removing the need for clients and residents to travel to City Hall and appear in-person, while simultaneously accelerating housing production. The project team installed and implemented several modules, alongside data and workflow migrations, to complete the overall permitting platform and support the objectives of the project. The City then utilized innovative computer technology to allow for the online submission of various entitlement, permit, and license applications, thus ultimately streamlining the review and approval process. The technology was designed to create a virtual "one-stop shop" to serve as a hub where residents and other customers could easily submit applications, track the statuses of

those applications, monitor comments from all relevant departments, schedule inspections, and more.

The intention behind the project was to sharply increase the efficiency of the City approval process by reducing the administrative time typically required to perform data entry, answer applicant questions, and coordinate internal review processes, minimizing the overall time required by City staff to approve housing development applications. By greatly improving the overall operational efficiency of the Community Development Department, and promoting increased usage of the new system, the project allowed for faster housing project approval times, the expedition of housing implementation and development, and the promotion of housing growth in the City. Additionally, by migrating all permitting needs into a virtual format, online submissions remove the need for applicants to travel to City Hall, eliminating multiple trips to the Planning and Development Department per application and significantly reducing vehicle miles traveled (VMT) and greenhouse gas emissions (GHG) from the region.

It should be noted that this project and the related consultant contract were funded by several sources, including a special Mobile Source Air Pollution Reduction Review Committee (MSRC) grant, SB1 and Transportation Development Act (TDA) funds, REAP funds, and a significant local cash match contribution. The City invested considerable funding through their own SB2 grant sources, general fund sources, and in-kind match through city hourly labor on the project. The project began in December 2020 and was completed in June 2024.

The most noteworthy impact that this project had in terms of accomplishing REAP goals is that, as a pilot project, its results are highly replicable. This was intended to be a pilot project with broader applicability for the region. The Smart Cities Cerritos project was designed to be software-agnostic to the extent possible, meaning it can work with multiple platforms, even as those platforms roll out upgrades in the years ahead. This helps to further REAP goals within the region by creating a model that can serve to help local jurisdictions modernize and streamline their own administrative approval processes, thus minimizing potential hurdles and presenting a potential time and cost savings for applicant of housing projects in the SCAG region.

Part II – Lead Agency and Partnerships

List lead agency and partnerships, including names, position titles, organizations, and the roles and responsibilities of each. What did those collaborative relationships and processes look like?

Subregional Partnership Program

As its name suggests, key partnerships were the foundation of the SRP program. The program was designed to allow for independence and autonomy on behalf of the various applicants, who served as leads agencies. The applicants developed their own scopes with support and oversight from SCAG. The applicants then managed the day-to-day operations for each project, while SCAG managed the overarching goals of the projects, major milestones, and ensured that they adhered to achieving REAP goals and objectives even as the project unfolded.

Given the breadth of the program, there were a number of critical partnerships that played pivotal roles in each project. Those partnerships, including both the applicants, the jurisdictions involved, and any other relevant partners, are provided on the table below:

Applicant (Lead Agency)	Jurisdictions and Other Partners
Coachella Valley Association of Governments (CVAG)	Blythe, Cathedral City, Coachella, Desert Hot Springs, Indian Wells, Indio, La Quinta, Palm Desert, Palm Springs, Rancho Mirage, Lift to Rise
Gateway Cities Council of Governments (GCCOG)	Artesia, Avalon, Bell, Bell Gardens, Bellflower, Cerritos, Commerce, Compton, Cudahy, Downey, Hawaiian Gardens, Huntington Park, La Habra Heights, La Mirada, Lakewood, Long Beach, Lynwood, Maywood, Norwalk, Paramount, Pico Rivera, Santa Fe Springs, Signal Hill, South Gate, Vernon, Whittier, Los Angeles Neighborhood Initiative, SELA Collaborative, CityFabrick, CivicHome, CA Forward , Housing SoCal
County of Imperial	Brawley, Calexico, Calipatria, El Centro, Holtville, Imperial, Unincorporated Imperial County, Westmorland

City of Los Angeles - Housing Department	Los Angeles, Strategic Actions for a Just Economy (SAJE), ECONorthwest, Liberty Hill Foundation, Focus Interpreting, Los Angeles Trade Tech College, City of Los Angeles Publishing Services
City of Los Angeles - City Planning Department	Los Angeles
County of Los Angeles	Unincorporated Los Angeles County
Orange County Council of Governments (OCCOG)	Aliso Viejo, Anaheim, Brea, Buena Park, Costa Mesa, Cypress, Dana Point, Fountain Valley, Fullerton, Garden Grove, Huntington Beach, Irvine, La Habra, La Palma, Laguna Beach, Laguna Hills, Laguna Niguel, Laguna Woods, Lake Forest, Los Alamitos, Mission Viejo, Newport Beach, Orange, Placentia, Rancho Santa Margarita, San Clemente, San Juan Capistrano, Santa Ana, Seal Beach, Stanton, Tustin, Villa Park, Westminster, Yorba Linda
Palmdale, City of Los Angeles, County of Los Angeles	Palmdale, Unincorporated Los Angeles County
County of Riverside	Unincorporated Riverside County
San Bernardino County Transportation Authority (SBCTA)/San Bernardino Council of Governments (SBCOG)	Adelanto, Apple Valley, Barstow, Big Bear Lake, Chino, Chino Hills, Colton, Fontana, Grand Terrace, Hesperia, Highland, Loma Linda, Montclair, Needles, Ontario, Rancho Cucamonga, Redlands, Rialto, San Bernardino, Twentynine Palms, Upland, Victorville, Yucaipa, Yucca Valley
San Fernando Valley Council of Governments (SFVCOG)	Burbank, Glendale, San Fernando, Santa Clarita

San Gabriel Valley Council of Governments (SGVCOG)	Alhambra, Arcadia, Azusa, Baldwin Park, Bradbury, Claremont, Covina, Diamond Bar, Duarte, El Monte, Glendora, Industry, Irwindale, La Canada Flintridge, La Puente, La Verne, Monrovia, Montebello, Monterey Park, Pasadena, Pomona, Rosemead, San Dimas, San Gabriel, San Marino, Sierra Madre, South El Monte, South Pasadena, Temple City, Walnut, West Covina
South Bay Cities Council of Governments (SBCCOG)	Carson, El Segundo, Gardena, Hawthorne, Hermosa Beach, Inglewood, Lawndale, Lomita, Manhattan Beach, Palos Verdes Estates, Rancho Palos Verdes, Redondo Beach, Rolling Hills, Rolling Hills Estates, Torrance
Ventura Council of Governments (VCOG)	Camarillo, Fillmore, Moorpark, Ojai, Oxnard, Port Hueneme, Santa Paula, Simi Valley, Thousand Oaks, Ventura (San Buenaventura)
Westside Cities Council of Governments (WSCOG)	Beverly Hills, Culver City, Santa Monica, West Hollywood, Los Angeles
Western Riverside Council of Governments (WRCOG)	Banning, Beaumont, Calimesa, Canyon Lake, Corona, Eastvale, Hemet, Jurupa Valley, Lake Elsinore, Menifee, Moreno Valley, Murrieta, Norco, Perris, Riverside, San Jacinto, Temecula, Wildomar

Housing and Sustainable Development

The Housing and Sustainable Development (HSD) program was divided into several bundles to maximize economies of scale while still creating projects that could be tailored to local needs. Bundles were categories by main program area. Each of the grantees had a designated project manager who served as the point person for project updates and helped push the projects forward at the local level. Consultants were procured through SCAG's on-call development services that was specifically created for eligible REAP 1.0 projects.

Project Call	Grantee
1-A Advance ADU Bundle	Laguna Beach, Pasadena, Santa Monica
1-B Preliminary ADU Bundle	Buena Park, Garden Grove, Paramount, Santa Fe Springs
1-C ADU Prototypes	Compton

2-A Enhanced Infrastructure Financing Bundle	Covina, County of Los Angeles, Yucaipa
2-B Workforce Housing	Palmdale
2-C Tax Increment Financing	City of Los Angeles Heart of Hollywood
2-D Tax Increment Financing	City of Los Angeles San Pedro
3-A1 Objective Development Standards Bundle	Montebello, Santa Fe Springs, Santa Monica, South Pasadena
3-A2 Objective Development Standards Bundle	Westminster, Newport Beach, Coachella, Grand Terrace
3-C Specific Plan Update	Rialto
3-D Specific Plan	Burbank
3-E Zoning Update	South El Monte

Housing Policy Solutions

The collaborative relationships that helped lay the foundation for the successful completion of the various projects in the HPS program varied depending on the scope of each project. Some projects required extensive coordination with a broad range of stakeholders, while other projects were more policy-focused and did not require as many targeted partnerships. Broadly speaking, some projects were intended to pursue REAP goals where jurisdictions, CBOs, and other collaborators have a vested individual interest in the project. Such projects included the provision of technical assistance to specific subregions and a comprehensive evaluation of strategies to preserve at-risk naturally occurring affordable housing, for which a preservation advisory committee was formed to represent an array of interested perspectives. Other projects focused on housing policy that could be applied regionally and therefore be less reliant on interfacing with assembling a coalition of beneficial relationships as with developing a select few significant partnerships dedicated researching and advancing housing policy.

The applicants, jurisdictions involved, and other key partnerships that formed the basis of the HPS program are shown on the table below:

Applicant (Lead Agency) Project	Jurisdictions and Other Partners
Housing-supportive Grant Application Technical Assistance	Aliso Viejo, Baldwin Park, Brawley, Calabasas, Calipatria, Chemehuevi Indian Tribe, Chino, Covina, El Centro (City), El Centro (Colonias), Garden Grove, Glendale, Glendora, Holtville, Huntington Park, Inglewood, Imperial (City), Imperial County, Lake Elsinore, Lake Forest, Lakewood, Laguna Beach, Montclair, Montebello, Needles, Oxnard, Palm Desert, Paramount, Pico Rivera, Placentia, Ramona Band of Cahuilla Indians, Rancho Mirage, Redondo Beach, San Fernando, Westmorland
Development Streamlining	N/A
Other to Residential	University of Southern California (USC) Sol Price School of Public Policy
Preservation Strategy	Century Housing, ETHOS, Abode Communities, Community Housing Works (San Diego), National Core, SAJE, Riverside County Housing and Workforce Solutions, LACDA, Lincoln Avenue Capital, UC Berkeley Turner Center
City of Barstow, County of Imperial Tax Increment Financing	Barstow Chamber of Commerce, Northend Action Council

Transit-Oriented Development Work Program – Metrolink and LA Metro

The two projects within the Transit-Oriented Development Work Program differed drastically in the level of interagency coordination and partnerships they required. The LA Metro project was different than most of those in the programs above in that it was more self-contained in nature. LA Metro controlled the real estate and right-of-way surrounding their stations, and as such, the project did not involve expanding to coordinate with other partners. Conversely, the Metrolink project did involve substantial coordination with municipalities who have one or more stations within their jurisdiction that was identified as having a high potential for transit-oriented development and were interested in participating in the project; participation in this project was voluntary. However, those agencies who chose to engage in the project and had jurisdiction over a station with high potential for housing development in close proximity to transit are shown on the table below:

Main Partner (Lead Agency)	Jurisdictions and Other Partners
Metrolink	Buena Park, Corona, Fullerton, Laguna Niguel, Oxnard, Pomona, Rancho Cucamonga, Riverside, San Bernardino
LA Metro	Local community based organizations, developers

Housing Policy Leadership Academy

SCAG partnered with the consultant firm Le Sar Development Consultants to lead the Housing Policy Leadership Academy. A team of several individuals led various academy sessions, which included developing a curriculum and facilitating discussions with participants. The consultant team also led the development of the Housing Forum sessions, which included content development and presentations at a number of sessions.

Two SCAG subregions, San Fernando Valley Council of Governments (SFVCOG) and San Gabriel Valley Association of Governments (SGVCOG), elected to use part of their Subregional Partnership Program awards to fund an individual cohort for their respective COGs. This allowed for more localized content to be developed for participants, which led to more engaging discussions of local housing issues.

Call for Collaboration

SCAG partnered with the California Community Foundation, a non-profit organization to administer the Call for Collaboration project. Additional funding was provided by the Chan Zuckerberg Initiative and the James Irvine Foundation. Grants were provided to 15 community-based organizations representing five of six SCAG counties to develop local projects that elevated the role of equity in land use planning and decision-making.

Project Role	Organization	Areas Covered
Grant Administration Partner	California Community Foundation	
Funding partner	Chan Zuckerberg Initiative	
Funding partner	James Irvine Foundation	
Grantee	LA Forward	LA County (San Gabriel Valley and SE LA County)
Grantee	Long Beach Forward	LA County (Long Beach)
Grantee	Social Justice Learning Institute	LA County (Inglewood, Lennox, South LA)
Grantee	LA Voice	Los Angeles County
Grantee	LA-Mas Inc	LA County (Northeast LA)

Grantee	Thrive Santa Ana	Orange County (Santa Ana)
Grantee	The Kennedy Commission	Orange County (Anaheim, Santa Ana)
Grantee	Yes in My Backyard	Orange County (Brea, Buena Park, Fullerton, La Habra, Placentia)
Grantee	Lift to Rise	Riverside County (Coachella Valley)
Grantee	Inland Equity Community Land Trust	Riverside County
Grantee	Neighborhood Housing Services of the Inland Empire, Inc.	Riverside and San Bernardino Counties
Grantee	Neighborhood Partnership Housing Services, Inc./Inland SoCal Housing Collective	Riverside & San Bernardino Counties (San Bernardino, Riverside, Moreno Valley, Fontana, Highland, Colton, Victorville, Rialto and Redlands)
Grantee	Inland Empire Community Foundation/Just SB Collaborative	San Bernardino County (City of San Bernardino)
Grantee	CAUSE	Ventura County (Oxnard, Santa Paula, Ventura, Simi Valley)
Grantee	House Farm Workers	Ventura County

City of Pomona Transformative Climate Communities

The Pomona TCC project was primarily a partnership between SCAG and the City of Pomona to evaluate and consider the strategic densification of their downtown area. As the project was conducted at the municipal scale, there was no need to involve other external agencies. The intention for this project is that it can function as a model for other cities to follow, though this particular project only a partnership between SCAG and the City.

Housing Element Parcel Tool

The objective of building the HELPR tool did not require direct partnerships with jurisdictions or other stakeholders; rather, the intention was for those groups to become users who benefit from the availability of the tool. As such, the project was largely an internal endeavor on SCAG's part. However, it should be noted that SCAG did consult with Environmental Systems Research Institute, Inc. (ESRI) to learn more about data hosting, spatial representation of the data, and maintenance of the tool itself.

Given the nature of this project, the collaborative relationships generated through the tool will likely be on the user group end of things instead of a component of project rollout. Therefore, SCAG has elected to list anticipated groups of users of the HELPR tool on the following table:

User Groups	Roles	Example Personas
Regional and State Agencies	Councils of Government (COGs), Metropolitan Transportation Organizations (MPOs), Numerous State Agencies	Planners, Researchers
Jurisdictions	Cities, Counties, Tribal Governments	Planners, Engineers, Surveyors
Private Sector	Private Companies	Consultants, Developers, Researchers, Architects, Planners, Engineers
Internal SCAG Staff	Planning, Government Affairs, Public Affairs, Legislative Affairs	Planners, Researchers, Policy Professionals
Community Groups	Nonprofits, CBOs, Academics	Community Engagement Professionals, Housing Advocates, Researchers
Residents	General Public	Housing Advocates, Interested People

City of Cerritos Remote Services Enhancement Project

The Smart Cities Cerritos project focused on one key partnership, with the City of Cerritos. The intention of this project was to facilitate a deep relationship with this one partner to serve as a pilot project that could potentially be adopted across the region with other collaborators. In an effort to automate and streamline the City's permitting processes, including those for the review of housing projects, SCAG worked extensively with the City to understand their needs and survey potential technological solutions for digitizing the City's former system, which relied heavily on in-person visits to City Hall. This project laid the groundwork for future partnerships with any other SCAG jurisdictions that wish to modernize their permitting processes and, in doing so, expedite the review and subsequent approval of housing projects.

Part III – Drivers

Answer the following questions:

1. Did any local, state, or federal legislation or mandates drive the project(s)? (SB 35, AB 1397, etc.)
2. Was it a community-driven effort?
3. Were there additional funding opportunities present?

Subregional Partnership Program

The single collective driver that inspired the creation of the SRP program was the state’s RHNA requirements. SCAG’s primary goal with the SRP program was to help its member jurisdictions comply with RHNA requirements. Beyond RHNA, which drove the entirety of the program, numerous projects within the program were driven by state mandates – especially those mandates aimed at increasing housing affordability, promoting diversity and equity, or those that provided guidance on housing element compliance. For instance, AB 686 led to the creation of AFFH toolkits, designed to ensure equitable housing practices. Similarly, SB 743 resulted in the development of VMT analysis tools that assist jurisdictions in identifying areas with lower VMT suitable for affordable housing, as well as adaptive VMT management programs tailored for the SCAG region. AB 1397 influenced the creation of inventory tools that help locate land suitable for residential development, ensuring these sites are incorporated into housing elements. SB 1000 addresses environmental justice by recognizing that low-income communities and communities of color often bear a disproportionate burden of pollution and associated health risks, which, in turn, spurred the development of environmental justice toolkits aimed at mitigating these inequities and ensuring that affected communities are not overlooked in decision-making processes.

These projects are examples of how many of the programs in the SRP program were conceived in response to a legislative mandate. However, it should be noted that most of these projects were driven by SCAG member jurisdictions identifying areas of state or federal law that they needed assistance in meeting as opposed to being full community-driven efforts. Instead, SCAG’s goal with the SRP program was to help support each subregion in the projects that they most needed in order to pursue REAP goals and remain compliant with all governing regulations. Broadly speaking, these projects tended to be funded entirely by REAP funds, although there were some projects where additional sources were available, as well.

Housing and Sustainable Development

One set of bundles under the HSD program created a toolkit to address a range of Objective Design Standards (ODS) for multifamily and mixed-use residential development designed to address new and amended California State laws authored to increase housing production. These laws require the review or streamlining of eligible projects through the use of “objective” design standards. Unlike design guidelines, which are open to interpretation and discussion, objective design standards facilitate ministerial, staff-level project review and increased approval times. These objective design standards are intended to make the requirements that apply to certain eligible

residential projects more predictable and easier to interpret for all stakeholders, including decision makers, staff, applicants, and members of the public. Legislation driving this bundle included SB 35, the Housing Accountability Act, SB 330, SB 6, and AB 2011.

The ADU project bundles set out to work with each participating city to update its ADU ordinance to comply with (and in certain instances, go above) recent state ADU requirements. Projects that focused on specific plans and other zoning tools were driven by housing elements and the need to ensure that plans accommodated housing need and complied with State housing element law.

Bundles focused on special districts and specific plans included extensive public engagement as an integral part of the project. In several projects, multiple rounds of public workshops and similar events were held at different stages to collect feedback and inform project development. Some events were open to the general public while others were targeted to specific community stakeholders by invitation. The purpose of these community-driven events was to provide information, introduce projects, and receive feedback on topics such as visioning and priorities. Continued community contributions were crucial to the identification of challenges and barriers and opportunities for future development.

Unfortunately, in other types of projects, such as the ODS bundle, public meetings did not draw large numbers of participants and did not result in as high of levels of engagement as other types of projects. This may have been due the highly technical nature of the subject of design review and permitting procedures.

Some projects, such as specific plans and objective design standards, were intended by the jurisdiction to be part of a larger zoning code or comprehensive plan update. In these cases, additional funding was provided by the jurisdiction from their own general funds. One project, the Burbank Media Specific Plan Update, was funded by the City of Burbank's LEAP funding for selected tasks and by its own general fund for other selected tasks, which resulted in a more comprehensive project to support housing development within the project area.

Housing Policy Solutions

The HPS projects that were primarily driven by a legislative framework. The best example of this is the CEQA and Development Streamlining project, which was largely motivated by state legislation as an effort to understand new state laws and recent changes to existing laws pertaining to the California Environmental Quality Act (CEQA) and the overarching environmental review process. The guidance materials and resources produced were aimed at providing support to local jurisdictions and land use practitioners in order to understand the nuances of applicable regulations and craft strategies for streamlining the environmental review of housing projects while still remaining consistent with those legislative requirements. Some relevant state laws that were reviewed included SB 375, SB 9, SB 10, SB 35, SB 330, and AB 2345. Another project where local and state mandates were considered was the Preservation of At-Risk Units project, which was not designed in response to any specific regulatory mandate, but one of its key objectives was informing and influencing policy at both the local and state levels. As such, those frameworks were still a primary driver for the project, albeit in an indirect manner.

Projects within the HPS program were generally not community-driven efforts, as they tended to deal with nuanced areas of housing policy and respond to specific issues rather than public will. However, while they were not community-driven, per se, community engagement was still a fundamental aspect of the projects. The program included extensive outreach to a broad coalition of stakeholders, including not just city and county staff, but also various policy committees. Efforts were taken to ensure that planning practitioners across the region, as well as other potentially interested parties, were made aware of the projects under the program and the tools they resulted in. For example, the Preservation Strategy project included a Preservation Advisory Committee whose members represented for-profit developers, non-profit developers, planners/consultants, and community-based organizations. No additional funds were available for this program outside of REAP dollars.

Transit-Oriented Development Work Program – Metrolink and LA Metro

Although neither project under the TODW program was legislatively mandated per se, state policy has moved in a direction of promoting the examination of transit providers as potential partners in housing production in recent years. The best example of this is AB 1486, which clarified and strengthened provisions in the Surplus Land Act to encourage the repurposing of unused public real estate holdings as residential development. LA Metro had long held a Joint Development Program that focused on housing production, including affordable housing. In fact, to date, nearly 2,200 units of housing have been built on LA Metro property, more than one-third of which are income-restricted. Furthermore, LA Metro's Joint Development Program had previously set an ambitious goal to use its existing real estate holdings produce 10,000 housing units, with at least half of those being income-restricted, by 2031. The Partnership for Housing Acceleration project was an opportunity for SCAG to fund specific strategic planning measures to help LA Metro realize that goal.

Although neither the Metrolink nor the LA Metro projects were community-driven efforts, they both included active engagement with the community to ensure its concerns were represented and considered. For example, the Metrolink project, which broadly assessed housing feasibility near stations, the cities themselves were the stakeholders, and extensive outreach was conducted to collaborate with the cities and ensure the assessment captured their perspectives. The scope was tailored to only include those cities who participated upon a voluntary basis to avoid causing undue pressures in municipalities that did not wish to participate. On the LA Metro project, the scope of work included a deliverable designed to devise a longer-term strategy for maintaining meaningful contact with community stakeholders to enhance continuity in communication and community support. This aspect of the project was intended to be a countermeasure to help adjust for the fact that LA Metro's Joint Development projects inherently have a long lead time, and therefore have had challenges in the past maintaining relationships with stakeholders and educating the public about projects. Both of these projects were entirely funded by REAP monies.

It should also be noted that as sites near transit are considered for development in the future, they would be subject to all relevant design review processes required locally, meaning there would be significantly more community outreach conducted when those applications have been prepared.

Housing Policy Leadership Academy

One of the primary goals of the Leadership Academy was to educate local leaders and decision makers on housing-related legislation. Housing laws regarding RHNA and housing elements and legislation such as SB 35, Housing Accountability Act, SB 330, and SB 9 were part of the curriculum to ensure that requirements and regulations were considered as part of the decision-making process. Additionally, two of the public Housing Forums shared recent legislative updates as part of the program's educational goals.

As part of the curriculum, participants in the Leadership Academy were required to conduct a group research project and develop a local policy proposal. Some members indicated that they would voluntarily continue to work on the initiatives begun in class and will be seeking stakeholder support, local approvals, and funding to execute on the policy recommendations researched. Notable proposals with plans to move forward aim to re-zone a publicly owned courthouse parking lot in the San Fernando Valley for affordable housing, establish a Coachella Valley Community Land Trust, develop a limited equity housing cooperative in Santa Ana, and establish an overlay zone that would allow faith institutions to develop their land for affordable housing in Fullerton.

One group, whose proposal was to create a pilot program for a limited equity housing co-op, decided to pursue their proposal outside of HPLA and received \$250,000 grant funding to move their proposal forward.

Call for Collaboration

While legislation and mandates were not primary drivers of projects within the Call for Collaboration program, several projects did have legislation and regulations as part of their training and educational components. For example, Thrive Santa Ana developed a strategic plan for the growth of the community land trust model and guidelines for surplus lands development, which required a level of familiarity with the Surplus Lands Act. Other projects provided community workshops to train stakeholders on increasing involvement during the housing element rezoning process, which required education on housing element requirements regarding public input and workshops.

The Call for Collaboration program was designed from the beginning to be based on community-driven effort. As the first of its kind at SCAG, the program funded non-profits and community-based organizations with the goal of increasing community involvement in local planning and housing initiatives, and to foster diverse community-driven activities that help establish more housing in communities that have faced historic racial inequities. The metrics of this program indicate that this program met this goal with over 3,500 individuals who participated in live in-person or virtual events to share information, collect input, and create connections between the community and the project.

Improved Regional Housing Needs Assessment Methodology/Allocation

The RHNA process is primarily governed by Government Code section 65584, which has been shaped by various legislation. The RHNA methodology is proscribed under Government Code 65584.04.

Compared to prior cycles, the RHNA methodology involved a higher level of engagement. All written and verbal comments from not only jurisdictions but stakeholders and the general public were reviewed by staff and taken into consideration during the development of the methodology. A diverse range of comments and input was provided and while it would have been impossible to incorporate all of them, all comments were reviewed and discussed by staff before the draft methodology was developed for approval by SCAG decision making bodies.

SCAG based the Subregional Partnership Program funding allocations on the 6th cycle RHNA allocations. Subregions that had a higher total RHNA allocation were assigned higher project funds than subregions with smaller RHNA allocations. This allowed areas with a higher housing need to receive more project funding targeted toward housing element development and supporting housing production in these areas.

City of Pomona Transformative Climate Communities

The Pomona TCC project was not driven by any specific legislation, but it was partially motivated by local policy. The City of Pomona's General Plan cites numerous guiding themes about the need to promote economic prosperity by encouraging higher density housing, particularly in specific corridors served by transit. As the City was the landowner of the 21 parking lots evaluated under the project, it presented an opportunity to begin carrying out the vision laid forth in their General Plan.

It would be fair to say that the project was community-driven in part, as local decision-makers had heard from the community that there was a desire to continue developing the downtown area into a more urban setting. The project also included a significant level of outreach at the community level, including participating in "pop-ups", hosting workshops, and meeting with various stakeholders. The input received through these outreach sessions informed the final deliverables for the Project.

No additional funding was available for the project outside of REAP funds. However, it should be noted that the project did result in another grant being awarded to continue building on its successes, as described in detail in the Outcomes section of this report.

Housing Element Parcel Tool

The HELPR Tool project was not directly driven by any legislative mandates, but it was indirectly inspired by the regulatory framework. A suite of state legislation passed between 2017 and 2020, including SB 35 and AB 1397, as well as laws surrounding ADUs substantially increased the

complexity involved in obtaining housing element compliance for local jurisdictions. This added degree of complexity for subregions certainly pushed SCAG, in its capacity as a regional data source and convener of local jurisdictions, to pull together resources for housing element support. The HELPR tool was one big piece of that endeavor.

The project was not community driven, although it has had the effect of providing a visualization and engagement tool for jurisdictions to assess site and/or zoning opportunities. The project was only partially funded by REAP monies, as SCAG's RTP-supporting federal formula funds and state SB 1 funding were also used in tandem.

City of Cerritos Remote Services Enhancement Project

The Smart Cities Cerritos project was not exactly mandated by any specific legislation, but it should be noted that the project was partially funded via the SB 2 program, which has somewhat similar goals and objectives to the REAP program, such as accelerating processes to streamline housing project review, and as such, the project was beholden to the SB 2 program guidelines in addition to the REAP guidelines. In addition to REAP and SB 2 monies, the project was also funded by SB 1 and MSRC dollars, as well as local contributions. This project represents a culmination of funding opportunities, and it effectively leveraged all available resources to meet shared goals and objectives.

The project was primarily agency-driven as opposed to community-driven. However, it should be noted that the automated permitting portal has been well received by the community.

Part IV – Engagement Process

Answer the following questions:

1. Who were your stakeholders?
2. What did the engagement process look like?
3. What role did stakeholders play in the process? (Keep in mind: training, education, council formation, technical assistance, etc.)
4. What were the outcomes of the engagement process?

Subregional Partnership Program

The stakeholders for the SRP varied widely across individual projects and their engagement needs. Aside from the project applicants themselves, stakeholders primarily included jurisdictions throughout the SCAG region. However, other key stakeholders included housing practitioners, CBOs and nonprofits, and transportation planners.

While engagement processes for the program were tailored to the needs of individual projects, adaptability was emphasized to ensure the outreach requirements were flexible and nimble enough to allow applicants to, in coordination with SCAG, craft outreach strategies that made sense for each project. However, in all cases, the engagement was designed to be stakeholder-focused, and as such, stakeholders played an integral role in the outreach processes for the program. Many SRP projects focused on equipping stakeholders with either skills or tools to supplement existing capacity to process housing projects. For example, there were many projects that focused on developing resources to promote and expedite the construction of accessory dwelling units (ADUs), such as pre-approved plans or template ADU ordinances that jurisdictions could take advantage of to advance their readiness for ADU applications and lower the barriers to entry for residents interested in them. Other examples included the establishment of new financial tools to bolster monetary options available for housing development, including revolving loan funds and regional land trusts. While the objectives for the projects differed, the general approach was to focus engagement on uplifting staff capabilities to foster creative approaches to constructing housing and expediting existing options.

Outcomes of the engagement process were broadly successful. Many deliverables have already been implemented into the operations of various stakeholders. Tools that were developed were shared by spotlighted by SCAG at its quarterly Housing Working Group (HWG) meetings, in its housing newsletter, on its website, and at various workshops and conferences to boost visibility of successful projects. These measures help to raise awareness of situations where there may be similar opportunities for applying tools or best practices developed under the SRP program.

Housing and Sustainable Development

Meaningful community engagement was an integral part of HSD program projects. Projects developed a Public Involvement Plan (PIP) to identify stakeholders, understand stakeholder key issues and concerns, educate the public and stakeholders about the project, and provide

engagement opportunities to ensure broad participation. PIPs aimed to also engage historically underrepresented and/or disadvantaged communities early and often, and align with SCAG's [Racial Equity Early Action Plan](#). By developing and implementing a PIP that aligned with REAP, equity, and local objectives, the project would have a higher chance of success, ultimately leading to increased housing and affordable housing production.

Stakeholders identified for projects included property owners and residents, business owners, institutions such as places of worship and schools, CBOs, developers, special interest groups, elected officials, neighborhood associations, and environmental coalitions. Stakeholder databases were created for individual projects, which were used to help determine what types of engagement methods would be most meaningful for the project.

The engagement process consisted of different types of points of engagement. Types of engagement included in-person workshops, virtual workshops, study sessions, surveys, “pop-up” events, technical advisory committees, open houses, targeted stakeholder meetings, web page content and e-blasts. The goal of some methods was for information sharing with stakeholders while others were focused on participatory feedback. To connect with stakeholders where they are and when they are available, “pop-up” events were held at strategic locations and times that leveraged existing gatherings of stakeholders, such as farmers markets or local grocery stores. The extensive engagement processes created opportunities for feedback in multiple forms and raised awareness for ADUs, Objective Development Standards, EIFDs, and other zoning tools across the region. Creating spaces for meaningful feedback generated interest in the project and conversations between stakeholders and the jurisdiction. The multiple types of outreach, along with the frequency, contributed to successful completion and adoption of HSD projects.

Housing Policy Solutions

The approaches to the outreach and engagement processes for HPS projects varied depending on the project. For some projects, there was a clear benefit to conducting outreach as part of the development of the project to promote awareness and encourage participation. For other projects – particularly the more policy-based or research-oriented projects – there was value in designing the outreach process to focus more on developing a handful of key partnerships and focusing the public engagement more towards the dissemination of information to make it as accessible as possible.

Most of the stakeholders for HPS projects were either local jurisdictions or planners and other practitioners working in the housing space. Depending on the project, some stakeholders were involved more directly than in others. One such example is for a technical assistance grant writing project, which was very directly driven by stakeholder needs. Conversely, the program also featured an environmental streamlining project that tried to identify efficiencies and best practices for expediting environmental review under CEQA, and its engagement needs were more indirect, as they were really more about broadcasting the information learned to make it available to interested parties.

Despite the differing needs of some of the HPS projects with respect to community outreach, the program was generally very successful in both direct and indirect outreach outcomes. This utility likely came from understanding that just because these projects were grouped into one program

did not necessarily mean they would have similar needs in terms of engagement. The program was designed to avoid rigidity and allow for very different approaches to interfacing with relevant stakeholders, and that flexibility contributed to its effectiveness in balancing divergent engagement needs across projects.

Transit-Oriented Development Work Program – Metrolink and LA Metro

Compared with the prior two programs, the outreach requirements for the Transit-Oriented Development Work Program projects were less broad. The LA Metro project was limited in terms of stakeholders in LA County around the identified sites, which made designing the outreach strategy more straightforward. LA Metro's primary areas of focus with their outreach efforts were to successfully communicate housing successes and challenges, foster and maintain relationships with stakeholders, and map relevant community assets. Although there is more work to do in spotlighting the availability of this project and its potential applicability for other public agencies in the region, SCAG has already used both its digital and in-person resources to draw attention to the project.

The other project, Metrolink, was different in that it involved a lot of outreach to municipalities that had a station that scored highly for housing potential within the nearby area under their jurisdiction. SCAG carefully crafted an outreach approach that catered to the variety of political considerations within these respective communities while simultaneously accomplishing the project's mission. To do so, an engagement approach was designed to emphasize voluntary participation in the project and to ensure it was clear that not all of the land within the vicinity of the station sites was under one controlling real estate interest. Ultimately, the outreach strategy was successful and led to the effective completion of the project.

Housing Policy Leadership Academy

The HPLA program was designed to empower local leaders and decision-makers to make informed decisions and lead their communities in addressing the housing crisis. In addition to local government, Graduates of the program included 18 mayors and city council members, seven policy advisors, six planning commissioners, and 23 planning and housing department professionals representing 34 jurisdictions. Other participants included executive directors and policy directors of housing advocacy groups, community land trusts, and businesses.

Participants were provided education and training in the barriers to housing development and also various solutions to address the housing crisis locally. In addition to the education component, the curriculum also included hands-on policy development. Cohort participants were assigned to a group made up of several other academy participants in the same geographical area and were required to develop a housing policy proposal relevant to their community area. Participants were required to present their proposal to their cohorts and also to an invited group of housing practitioners to provide feedback. This helped participants to develop policy making skills and also leadership skills required to advocate for housing policy. Several participants indicated that they

intended to continue further developing the policies developed from the course in their local communities and at least one of them has been awarded a grant for implementation.

Call for Collaboration

Because SCAG was the administrator of the Call for Collaboration program, SCAG's stakeholders were the community-based organizations that were awarded one of the call's grants. Program outreach was to the grantee CBOs directly. Individuals and groups such as local residents and community interest groups were stakeholders of the CBO projects. While there was less visibility of SCAG to local residents and community interest groups, this was by design to ensure that the project focused on the community and was done through a trusted local organization.

To outreach to their respective stakeholders, grantees used a variety of tools. All conducted workshops while others did surveys, forums, and popup events. Their engagement process allowed an opportunity for the CBOs to be the face of the work and lead. Grantees provided education and training on project-relevant topics such as on housing elements, ADUs, loan products, and community benefits agreements. These provided an enriching educational benefit to the communities the CBOs served so that they would be better prepared in the decision-making process. As a result of these outreach methods, more people are educated on housing issues in the region and the various tools available to address the housing crisis. More informed individuals are more inclined to participate in public processes and collaborative work with CBOs. This program was not only about capacity building, but also foundation building. Some grantees are newer to this area of work and building advocacy. Those new to the process now have more resources and tools on which to build community and knowledge.

Improved Regional Housing Needs Assessment Methodology/Allocation

The 6th cycle RHNA had a higher number of stakeholders and more diversity among stakeholders than prior RHNA cycle. Stakeholders included not only jurisdictions and elected officials, but also advocacy groups, industry groups (e.g., building industry representatives), members of academia, and the general public.

SCAG maintained an email list of almost 800 individuals solely for updates and announcements relating to RHNA, which was eventually combined to create a general housing list to increase interest on regional housing planning. Email blasts were also sent to elected officials, city manager, planning directors, subregional partners, and other interest groups. For the methodology, SCAG held four workshops and a public information session to share information and also hear comments and input on how housing need should be regionally distributed. All written comments received, notices and updates, and other information on the methodology were posted on SCAG's website for public access. SCAG staff also met with individuals and groups on request to provide information and hear feedback.

Stakeholders provided over 500 written comments throughout the RHNA process, and many provided verbal comments. Many of the verbal comments were shared during the public comment

period during the meetings to approve the draft and final RHNA methodologies. SCAG policy committee and Regional Council members took some of these comments into consideration as they deliberated the methodology and referenced them as part of their discussion prior to taking action.

The RHNA methodology process had a higher level of engagement and more diverse voices participating than prior cycles, which resulted in a methodology that incorporated goals such as encouraging infill development and AFFH. The higher level of engagement also created a more solid plan that incorporated regional goals and other plans such as Connect SoCal, such as reducing greenhouse gas emissions and further regional equity goals.

City of Pomona Transformative Climate Communities

The stakeholders for the Pomona TCC project were different in that they were far more localized than in some of the other programs. Stakeholders for this project included local residents, local businesses, and landowners within the project area. The outreach strategy was tailored to the smaller scale of the project. In addition to traditional methods, the engagement also included “pop-up” outreach events, which were intended to be less formal and reach an audience beyond those who generally keep tabs on local development. These “pop-up” outreach events generated meaningful feedback. This creative approach supplemented the feedback already provided via traditional outreach methods and resulted in a very thorough documentation of community comments.

Housing Element Parcel Tool

The outreach needs for the HELPR tool were relatively clear from the onset of the project. As a tool designed to help jurisdictions, there were limited engagement needs on the front end, apart from a partnership with ESRI that proved useful in assisting with some technical solutions. Instead, the outreach needs for the project were more on the back end, where SCAG took the established tool and shared it with the potential user groups identified in the section above.

SCAG has continued to update the tool and outreach and engagement play a big role in that. As SCAG looks to HELPR 3.0, which will be underpinned by 2024 data, the updates are not just centered around updating data sources, but also around improving the user experience and incorporating feedback received. In this way, the tool continues to benefit from an active community engagement approach.

City of Cerritos Remote Services Enhancement Project

The Smart Cities Cerritos project was a contrast between the outreach approaches incorporated in the SRP program. This was a pilot project focused on only one city, and as such, it was more important to incorporate very targeted outreach strategies to truly understand the technological and administrative needs of the City of Cerritos. This involved outreach to many municipal departments to document their current procedures and their needs, so the pilot project could

account for those needs without upending too much of the current process in designing a digital “one-stop shop” for the City’s permitting process.

The engagement part of the project was one of its most noteworthy successes, as SCAG was able to garner a robust working knowledge of the City’s current systems and opportunities to improve. The project goal was accomplished, and the digital permitting system was established with feedback from all relevant municipal departments incorporated.

Part V – Challenges

Answer the following questions:

1. What challenges were encountered?
2. What solutions were encountered or created?
3. Are there areas for improvement of policy alignment at the state or federal level to help achieve this project more easily?

Subregional Partnership Program

The sheer breadth of the SRP program meant that a number of unforeseen challenges were encountered. One such challenge encountered throughout the program was that the significant differences between jurisdictions within the SCAG region; different jurisdictions have different priorities and different levels of sophistication and resources. While some of this was to be expected, one area where these distinctions were perhaps not fully appreciated beforehand was to what extent this changes even subregionally.

The most effective solution SCAG uncovered to help minimize these challenges was to engage its Regional Council (RC) members early and often to help prevent unforeseen differences in priorities or objectives at the jurisdictional level. Furthermore, the importance of crafting an effective outreach and engagement strategy from the beginning was underscored, as it helped to prevent misunderstandings and proactively identify and address potential sticking points in a productive manner before they spiraled into something larger.

Although there is likely not much opportunity for greater policy alignment at the state or federal level to help address these challenges – the individual needs and priorities of each jurisdiction are just too myriad at that policy level – there may be an opportunity for greater policy alignment at the regional level. For example, SCAG’s RC serves as a vehicle to air concerns and provide direction to staff ahead of time, provided that SCAG is pragmatic and timely in bringing items to their attention, and provided that RC members are willing to strive to find areas of common ground with respect to housing policy.

Housing and Sustainable Development

Projects under the HSD program experienced a number of challenges, though not all projects experienced the same issues or level of complexity. Some projects, particularly technical ones, such as the One San Pedro Tax Increment Financing study and the Palmdale Workforce Housing project, had a high learning curve for both the jurisdiction and SCAG staff. It was difficult during scope development for jurisdictions to explicitly define their project need if the topic was technical in nature or was their first foray into evaluating a potential tool, such as in the EIFD projects.

For other projects, political considerations were a major challenge and contributed to significant project delays. For example, EIFD projects are inherently complex, and when engaging multiple taxing entities with a variety of elected offices, across jurisdictions, it is critical to align all stakeholders behind shared goals and outcomes. There were cases where there may not have been

unity in each stakeholder's desired outcomes for the project, which presented challenges for the project team to navigate.

In other cases, staff turnover caused substantial challenges for project completion. This was especially challenging for smaller jurisdictions that may have had only a few planning staff and did not have enough staffing for immediate project reassignment. Regardless of the size of the jurisdiction however, in all cases new project staff resulted in further project delays due to requiring orientation meetings and rescheduling project milestones.

For select number of projects, delays were caused by procurement issues. In some instances, there were an insufficient number of bids received and sometimes there were multiple unsuccessful procurements. Projects were rescoped and/or provided additional budget to encourage bids.

To address the variety of challenges encountered, SCAG project managers implemented a number of solutions. To address education gaps for elected officials on technical topics, some projects included educational sessions targeting the purpose of the planning tool and how priorities could be aligned with them. In other projects, SCAG worked closely with the jurisdiction's SCAG Regional Council member who could then in turn ensure city support during project staff transitions. Additional meetings were scheduled with grantees and consultants to strengthen communication and ensure that issues were identified earlier on in the process.

To assist local jurisdictions' efforts to prepare for technical scopes, additional guidance from the state on technical topics would help jurisdictions better assess their needs. Topics include AFFH, new ADU laws and standards, and environmental review.

Housing Policy Solutions

The primary challenge the HPS program encountered was on the policy and direction side. The legislative framework for housing planning was very dynamic in the last few years, and this dynamism meant that projects had to be adjusted midway through to remain compliant with new laws. For example, one key part of the CEQA and Development Streamlining project, which included generation of 14 different guidance materials about streamlining environmental review and four different workshops to disseminate information, was the review of a range of existing legislation to provide support and pathways for local jurisdictions and land use practitioners to better understand and utilize available streamlining options. This review included evaluations of Senate Bills 8, 9, 10, 35, 330, and 375, as well as density bonus law and a series of other exemptions for infill housing and transit-oriented projects. However, direction from the state continued to evolve while the project was already ongoing, so the project needed to adapt to the revised legislation. In rare cases, there were also questions about applicability due to a revision in statute that had occurred while the project was already underway or had just recently finished. Other legislative directives, such as AFFH and VMT regulations, were also perhaps not as clear as they could have been, resulting in slowdowns as questions were clarified.

Secondarily, one consistent challenge was the steep learning curve to working with technical housing policy issues. There was a lack of institutional knowledge for both SCAG and its partners due to turnover, and that created barriers to entry for new staff that took time to resolve.

SCAG was able to identify some creative solutions to help mitigate these challenges. For example, staff turnover will always be a persistent challenge, but SCAG has taken steps towards building up a reservoir of institutional knowledge by using digital resources like Microsoft SharePoint that should help mitigate the impact of any one person leaving, as their work should continue to be accessible in the cloud for new staff to learn from. Perhaps most importantly, SCAG expanded its collective technical knowledge base by hiring staff with expertise in different aspects of the housing policy space.

There is an opportunity for policy alignment at the state level to ensure a more predictable regulatory environment, which would reduce the degree of difficulty in accomplishing these projects and ensuring that they remain useful and relevant long after their completion. SCAG, local jurisdictions, and other partners could also help future projects minimize their degree of exposure to an uncertain regulatory environment by carefully tracking legislative sessions and crafting scope of work that are more insulated to potential changes being discussed.

Transit-Oriented Development Work Program – Metrolink and LA Metro

The chief challenge experienced by the TODW program was difficulties with procurement. Both projects had trouble bringing in consultants with the right experience level at the budget allotted. The budget for the LA Metro project, in particular, had to be adjusted numerous times before receiving bids from firms offering suitable expertise to complete the project.

An additional challenge, as also experienced in the HPS program, was staff turnover. In addition to the gaps created by the void of institutional knowledge that went with staff who left for another position, there were significant slowdowns in terms of staff reassignments and delays in hiring. While it isn't necessarily an issue specific to the Priority Growth Area Strategies program, there does appear to be a common theme in the challenge of retaining talented planning staff at public agencies, and that trend did have a noteworthy impact on the program.

The program is expected to benefit from effective policy alignment at the state level in the near future as the projects evaluated seek entitlements and begin construction. For example, the thousands of homes that LA Metro intends to build on property owned by its Joint Development wing will benefit from the suite of housing laws and policies enacted in recent years that made it easier to do large-scale construction of housing near transit was also critical to the program's success. Among these examples are AB 2097 (2023), which prohibits minimum parking requirements within a half-mile of public transit, and AB 2011 (2022), which requires by-right approvals for housing developments on commercial sites along transit corridors, provided they include affordable housing. By creating a legislative environment that is more permissive of the development of denser housing options located near strategic transit stations or corridors, the state has created a regulatory framework that will benefit the development of the individual projects that LA Metro will construct.

Housing Policy Leadership Academy

Challenges in the HPLA program were primarily at the programmatic level. The program curriculum was designed to be inclusive and accessible but there were challenges in some cohorts in which some participants had more advanced knowledge and expertise in housing issues compared to others within the same cohort. The program also required a 10-month commitment for participants to maximize learning and engagement, but the length of this commitment resulted in a reduced number of program graduates.

To address the challenges of various levels of expertise among cohorts, the program leads provided a copious amount of background information and resources to all participants and also incorporated “homework” to keep the curriculum challenging and engaging. Participants were surveyed after each session to ensure that no one was left behind. The survey results allowed program leads to create a program that was inclusive of participants and not just a lecture. The format was also adjusted partway through the program to meet the needs of participants. Additionally, individuals were selected as cohort leaders for each session, which allowed additional opportunities for leadership and engagement to make the program meaningful for participants.

The program was designed to align with the State’s pro-housing designation initiative. Program messaging was aligned with advocacy and supporting pro-housing voices, along with supporting jurisdictions in increasing housing production beyond the final class. It is recommended that any future pro-housing initiatives at the state level also encourage local leader participation in this type of training.

Call for Collaboration

The Call for Collaboration program had several programmatic challenges due to the partnership structure. SCAG’s partner, the California Community Foundation (CCF) served as the program manager and main contact for the grantees who were awarded funding. As such, SCAG lacked visibility with grantees and grantees were required to go through CCF for questions relating to the REAP grant such as expenditure deadlines and eligibility details. Additionally, because many grantees were small CBOs, they were not used to some of the requirements and deadlines required by the program, such as timesheets and quarterly progress reports. As a result, a number of grantees submitted required reports and documentation inconsistently and required follow up to ensure that they abided by the expectations for demonstrating progress and completion.

To address these issues, SCAG took a “meet them where they are” approach. Using a separate funding source, CCF hired a consultant (LeSar) to provide technical training to grantees to assist in capacity building. Grantees received training and technical assistance from a team of housing, planning, and legal experts to advise them on the development of their plans and other organization and administrative support to ensure project completion and success. The consultant also provided one-on-one trainings on request.

A future area of improvement for alignment with state policies is more guidance for community-based organizations for doing business with government agencies and local jurisdictions. For example, guidelines on procurements for CBO use would be helpful in training CBOs to prepare for

grant management. This would reduce delays that are caused by lack of familiarity with documents such as timesheets, invoices, and progress reports that are generally standard in municipal contracts and help projects reach timely completion. In addition, public agencies can benefit from assessment of their policies and procedures to evaluate where they can facilitate partnerships with CBOs.

Improved Regional Housing Needs Assessment Methodology/Allocation

One of the core challenges of RHNA is determining where housing in the region should go. There are an almost infinite number of factors and methodologies that one could use to determine housing need for each jurisdiction. A methodology adopted by one COG could, and usually does, differ from another COG, and a COG can adopt a methodology different from previous cycles. While there are five objectives that a RHNA methodology must further, a COG could theoretically add on additional factors that are important to the region as long as they are not contradictory to the statutory objectives.

In prior cycles, SCAG's RHNA methodology considered projected household growth as the primary determinant in a jurisdiction's RHNA allocation. However, for the 6th RHNA cycle SCAG adopted a methodology that strongly connected it to SCAG's 2020 *Connect SoCal* Plan, which is the agency's RTP/SCS that corresponded to the 6th RHNA cycle. The 6th cycle RHNA methodology used projected household growth as one factor, but also emphasized access to transit and access to jobs, along with consideration of access of resources, as the main determinants of housing need. SCAG's 2020 *Connect SoCal* strategies included prioritizing infill land to accommodate new growth and emphasizing land use patterns that facilitate multimodal access to work and other destinations, and the usage of these factors furthered the connection between the two regional plans.

To support future RHNA methodologies adopted by COGs, it is recommended that additional guidance memos be published by HCD on new and evolving requirements of State law. For example, affirmatively further fair housing (AFFH) was a relatively new concept during the development of the 6th cycle RHNA methodology and there was some uncertainty among COGs regarding requirements for compliance with State housing law. A memo published on AFFH requirements for RHNA methodologies and other processes would greatly reduce the uncertainty and support the COG's efforts in furthering the objectives of State housing law.

City of Pomona Transformative Climate Communities

The Pomona TCC project generally went very smoothly, and the challenges experienced were very minimal. Perhaps the most noteworthy of the challenges experienced by the project was a minor disagreement in approach for the final deliverables between the City and the consultant partner. Essentially, the consultant's recommendation was to document the conditions that made each site more or less favorable for housing development, but not do an outright ranking of the sites. After discussion around pros and cons, the consultant ultimately agreed to provide a ranking of all 21 sites as part of their deliverable.

Given the scale of this project, which operated at the city level, there were no issues with any particular state or federal policies impeding the project. However, it should be said that while there were no specific policies to reference, the project did benefit from the growing consensus among decision-makers that parking lots are often not the highest and best use in a downtown environment. The state has passed a number of policies and laws in recent years that have helped build that consensus, so although there was no direct correlation to any one specific policy, the regulatory environment that the state has created in recent years was an indirect boon to the project in that sense.

Housing Element Parcel Tool

The HELPR tool experienced a number of challenges in its development. The most significant of these challenges is that state guidance on site inventory guidelines was not as clear as it could have been at the time the project was underway. Even once the guidance was ironed out, the guidelines still seemed to favor cities with modest RHNA allocations and vacant land available.

Another notable challenge was that certain datasets, including property values, were particularly challenging to obtain and verify. This is because most data that the HELPR tool sources from is based on parcel data, which comes mainly from a combination of county assessors, a commercial data provider, and scouring municipal records for existing zoning, General Plan, and specific plan documents. However, certain counties restrict visibility of certain parcel-level datapoints, of which, property values are perhaps the most common one. For this reason, as well as others, certain datasets were hard to pull together and verify from reputable sources.

The third challenge that bears mentioning was the level of indirect costs that the tool requires. In order to invest in updating and maintaining the tool, there is a significant IT investment, as well as charges for consulting with ESRI. In addition to financial investments, the tool does require a staff time investment to make sure it is up to date, as the data that comprises the tool is updated frequently and draws from a variety of sources.

SCAG was able to overcome issues regarding collecting certain datasets by relying on established data-oriented strengths, such as data used for *Connect SoCal* and our already robust data on vacant parcels, lower-value commercial retail, and publicly owned land. HCD did provide guidance on site inventory guidance that was more clear eventually, as well. However, the challenge of the high level of indirect costs persists.

City of Cerritos Remote Services Enhancement Project

There were three key challenges that the Smart Cities Cerritos project experienced. The first was that the funding necessary for the project was underestimated. Ultimately, this issue was resolved because the City was able to make a significant monetary contribution to the project, and SCAG was able to combine certain transportation funds with REAP dollars to cover the funding gap.

The second issue for the project was that there turned out to be a lack of consultant experience in this space, so options for procurement were more limited than anticipated. As the technology

required for such a project is still burgeoning, the technical experience to carry it out seems to be somewhat niche at this juncture. Furthermore, the consultant firms who do operate in this space do still need to stay abreast of evolving technological trends themselves. That being the case, SCAG learned that future projects following this model need to be structured to pay for costs plus a fixed fee to help guard against cost overruns and provide more flexibility.

Thirdly, given the relative novelty of the technology required for the project, implementing it proved to be a challenge in its own right. There were complexities with the City's existing permitting system that led to significant difficulties with data migration. This is problematic because logic would dictate that those municipalities with the most outdated systems are those who most urgently need to upgrade, but the technology to make that upgrade happen is still nascent at this point, and as such, difficulties may arise. This challenge will likely iron itself out over time as the technology improves, but for now, it remains an issue in taking this pilot project and applying it more broadly across the SCAG region.

There were no significant issues with any particular state or federal policy that hampered the project.

Part VI – Outcomes

Answer the following questions:

1. What are the current or projected outcomes? What are the benefits?
2. Did actual outcomes meet expectations?
3. Have new opportunities arisen as a result of this project?
4. What are the next steps?

Subregional Partnership Program

By and large, most projects in the SRP program met expectations. A significant amount of new housing units – both market-rate and affordable – are planned across the SCAG region now, and one big reason why is the significant investment that the SRP program made. It is clear that the program directly influenced an increase in housing production across the region. However, there are other outcomes of the program that are perhaps not as visible, but are also important for the continued pursuit of REAP goals. For one, SCAG and its member jurisdictions alike now have a much better understanding of housing planning and regional coordination. Additionally, we've laid the foundation for more collaborative channels between regional entities and subregions. The benefits of these relationships will likely extend even beyond the housing space, but will certainly be an asset to future efforts to promote housing construction and tackle the ongoing housing crisis in Southern California.

One new opportunity that arose from the SRP program is the development of additional ADU resources, particularly outside of the large jurisdictions. Through the advent of the program, ADU accessibility has never been easier in the SCAG region, as the program developed template ordinances, pre-approved plans, and tools to preserve existing ADUs and bring them into compliance. Another new opportunity resulting from the program is the expansion of funding sources available, particularly for affordable housing. Financing affordable housing is notoriously difficult, and successful projects where housing is restricted or partially restricted to lower income levels are often only feasible when they manage to chain together multiple funding sources beyond tax credit financing. The new funding sources created from the SRP program, including revolving loan funds, affordable housing catalyst funds, and other innovative housing financing strategies, will have a direct impact on making more affordable housing projects possible. These are only a handful of examples of the new opportunities that have arisen.

The next steps for the SRP program are clear, as SCAG is investing a significant portion of its REAP 2.0 funding to launch the Subregional Partnership 2 (SRP2) program. This successor program will work similarly to the SRP program in that it will be a partnership-based program that enables jurisdictions to focus on the scopes of work most important to their locality, but will implement the lessons learned from the initial program. The SRP2 program will build on many of the successes from the SRP program, including the creation of trust funds and work to help local jurisdictions implement their housing elements.

Housing and Sustainable Development

Projects under the HSD program were developed and implemented with varying degrees of success. In many cases, the zoning tools, such as specific plans or objective development standards, were adopted by the city council. Other jurisdictions are planning to adopt in tandem with a larger general plan update or encountered delays as described in the prior section. The concept of adoption in tandem with a larger general plan update indicates that jurisdictions saw their REAP 1.0 projects not just as a one-time opportunity but rather a piece of long-range planning and overall city planning efforts to increase housing production.

For EIFDs, all projects resulted in an adopted resolution of intention to establish an EIFD and two cities currently have a functioning EIFD as a result of their projects. One of the EIFD projects is in scope development for a SCAG REAP 2.0 award to increase utility infrastructure capacity to support affordable housing units in the EIFD area established under REAP 1.0.

For some of the ADU projects, conceptual ADU designs and floorplans were produced using input from city staff. In other ADU projects, guides and handbooks designed for staff and homeowners were created to provide information in a clear manner with the intention of minimizing confusion of ordinances and the permitting process. The intended outcomes of these tools are to help streamline the ADU permitting process, resulting in housing production in a shorter amount of time.

Housing Policy Solutions

In the HPS program, outcomes were generally very positive. Projects ranged from meeting expectations to exceeding them entirely. The program generally helped remove barriers in the housing planning and permitting process, such as in the CEQA and Development Streamlining project, which created best practices and strategies to streamline environmental review, where feasible. The project was recognized with the Award of Merit, presented by the California State Chapter of the Association of Environmental Professionals. It should also be noted that the Other-to-Residential Toolkit project was honored with two separate awards, the American Planning Association California Chapter's Best Practices Award and the Los Angeles section of the American Planning Association's award for the same category. The Other-to-Residential Toolkit project created an actionable guide envisioning the reuse and conversion of underutilized retail commercial, brownfield, gas stations, and underutilized golf course sites within the SCAG region. It provides a resource to help local agencies or other practitioners think through the conversion process for a specific site typology or specific sites, as well as a toolbox for structuring the process and several helpful case studies. The HPS program also was very effective at promoting awareness about areas where housing policy must be adapted in order to generate outcomes that are favorable for housing production in the SCAG region.

The main opportunities that have arisen from this program thus far have been the streamlining of development applications and the administration of a significant amount of technical assistance for grant writing and tax increment financing. Grant writing, in particular, was a major resource provided under this program. In total, the technical assistance provided for grant writing resulted in 38 submitted applications and awards totaling \$26,230,828 thus far, with other applications still

outstanding. The moneys received are expected to result in approximately 863 units of additional housing, as well as support services, such as navigation and case management, being provided to hundreds of additional unhoused individuals.

SCAG also projects that the program's successes will have a significant positive impact in terms of pursuing REAP goals through education and outreach. One example of this is in the Preservation of At-Risk Units project, where significant research was done on naturally occurring affordable housing – and understudied field in housing planning – and strategies were crafted to help identify and preserve such opportunities. Once more outreach has been done to spread awareness of the project, SCAG anticipates seeing significant gains in protecting affordable housing. This is one microcosm of the next steps forecasted for the program. As with most policy-focused programs, the next step is to continue engaging SCAG's jurisdictions with the information and providing guidance on how it can be implemented in the pursuit of housing production goals.

Transit-Oriented Development Work Program – Metrolink and LA Metro

The TODW program had arguably some of the most productive outcomes out of the entire REAP program. Although these projects were larger in scope and fewer in number, the impact that they have had on the promotion of housing development in the region is meaningful. In the wake of the program, LA Metro is continuing to make progress on their goal of constructing at least 10,000 housing units by 2031, over half of which would be affordable housing. Generally speaking, these projects were also successful as the lead agencies and their consultant partners understood each other's needs and goals.

Many new opportunities have arisen from this program. The Metrolink project armed participant cities with a clear picture of the housing potential within close proximity to Metrolink stations in their jurisdictions, which they can now use to bolster their own housing element planning. The LA Metro project added significant knowledge and strategies to the burgeoning field of transit agencies doing housing planning, and, just as significantly, established a relationship with SCAG that will likely be one of the most useful in combatting the housing crisis in the region. SCAG will continue to explore additional relationship-building opportunities with transit providers who increasingly are seen as a key partner in the provision of housing, both regionally and at the state level.

The next steps for the program vary depending on the project. In the case of LA Metro, Metro will continue to advance their Joint Development program and coordinate with adjacent communities in the goal of attaining their housing production goals. . For the cities that participated on the Metrolink evaluation, the next step for the project is for the cities who participated in the project to implement the information garnered into their housing elements.

Housing Policy Leadership Academy

Over 300 individuals graduated from the Housing Policy Leadership Academy. The goal was to empower and educate local leaders and decision-makers and further prohousing actions within their respective communities. By developing housing policy proposals as part of the curriculum,

participants gained experience and knowledge about housing laws and constraints and developing potential solutions to further housing goals. At least four policy proposals were pushed forward after program completion, indicating that the benefits gained as a result of the program will continue to have value beyond the set curriculum. The continuation of benefits beyond the program completion indicates that the program's outcomes went beyond expectations.

SCAG is currently exploring opportunities to follow up with participants since it has been almost 2 years since the program completion in December 2022. Even if the proposals that were explored after program completion were not successfully implemented locally, program participants have most likely used what they learned in their leadership roles. How participants have applied their training since course completion can help further improve future training opportunities.

Call for Collaboration

One of the goals of the Call for Collaboration program was to support community-based organizations conversations about land use and housing decision-making, and the program was successful in reaching this goal. Another goal was increased community involvement during this process, and this goal was met as well.

The partnership between SCAG and the California Community Foundation serves as a good model between a large government agency with a philanthropic foundation to fund more work in the CBO space. While the program could have benefitted from more hands-on project management, the partnership model allowed for further leverage of funds from other organizations and foundations and resulted in the opportunity for more funding awards. In regard to next steps, SCAG is exploring how to follow up in a meaningful way how grantees are reaching milestones over the long-term and will pursue the development of a Community Partnerships Strategy that will include strategies for working with CBOs

Improved Regional Housing Needs Assessment

The outcome of the 6th cycle RHNA methodology was a distribution of housing need very different than the patterns of prior cycles. Because prior cycles primarily were determined by projected household growth, the distribution did not necessarily further goals of emphasizing efficient land use patterns or prioritize infill areas. The 6th cycle resulted in housing in more infill, urbanized areas due to their proximity to jobs and transit. Affordable housing need was also distributed with equity in mind by assigning more affordable housing need in areas with high access to resources.

While the methodology certainly had its detractors, it was ultimately adopted and resulted in a housing need pattern that furthered the objectives of housing law, and the strategies of SCAG's *Connect SoCal* plan. It exceeded expectations since the factors used in the methodology were a marked departure from prior RHNA cycles. For future cycles, SCAG plans to continue to look for ways to further strengthen the linkage between RHNA and *Connect SoCal*.

City of Pomona Transformative Climate Communities

The Pomona TCC project was another project that had tremendously positive outcomes. All of the identified project objectives were completed, including a comprehensive analysis of 21 City-owned parking lots within the Downtown Specific Plan area, a comprehensive analysis of mobility open space infrastructure, a full market feasibility analysis for housing, and the development of recommendations for the future of the parking lots, including ranking them based upon their suitability for housing. The consultant clearly understood the City's goals and the objectives of the REAP program and worked well within that framework. As such, the project expectations were exceeded due to the productive nature of the partnership.

There are new opportunities that clearly arose as a direct result from the project. The City was awarded an additional \$22 million grant via the California Strategic Growth Council to continue building upon their initial project successes. Namely, the grant will focus on the TCC Project Area via the Pomona Activated for Community Transformation and Sustainability (Pomona ACTS), which includes several projects, such as complete street infrastructure improvements, an LA Metro transit pass program, electric vehicle charging infrastructure, and an e-bike library for community use, among others. The next step for the project will be to proceed with that work in the wake of their REAP 1.0 success. An additional opportunity that also bears mentioning is the creative approach to outreach applied on the Pomona TCC project, which incorporated "pop up" outreach events in addition to more traditional methods. These "pop up" outreach events generated meaningful feedback and there are likely lessons to learn about boosting other outreach efforts by building on those successes.

Housing Element Parcel Tool

The HELPR tool is a visualization tool, but what it ultimately provides is a form of technical assistance. It helps jurisdictions find potential housing sites and learn about them, but it doesn't do the work of implementing those sites into their housing element. As such, the primary outcome of the development of the tool from a subregional perspective is the way it has significantly streamlined the process of surveying sites for the housing element. However, although the tool was designed as a jurisdictional tool, it has also resulted in substantial outreach and engagement gains by helping make information more accessible to stakeholders outside of municipalities, too. In that sense, the utility of the HELPR tool has vastly exceeded the original expectations for the project.

The outcomes of the project were further refined in the development of HELPR 2.0, which made substantial technical and visual improvements to the initial iteration of the tool. These created even more opportunities for increasing utility by making housing planning information and data that much more approachable and understandable to planners and laymen alike. The opportunities arising from this information are still budding now, but SCAG anticipates they will range from more timely and accurate completion of housing elements to broader public participation in their local housing planning processes.

The next step for this project is the development of HELPR 3.0, which is being developed by SCAG staff funded by the Federal Transit Administration (FTA). It will be underpinned by *Connect SoCal* 2024 data and focused on more than just housing elements, including REAP 2.0 programs and projects.

City of Cerritos Remote Services Enhancement Project

The outcomes for the Smart Cities Cerritos project were met, and arguably exceeded, but not necessarily in the way that was originally envisioned. The automated permitting system that was created generally works well and has resulted in streamlined application processes, although City staff and applicants are both adjusting to the new system still. The digitized format has also resulted in far fewer visits to City Hall, thus lowering VMTs for development applications throughout the city. However, perhaps the most noteworthy benefit of the project was one that was more beneficial than anticipated; City staff have calculated that without the efficiencies gained in this project, they would have needed two full-time employees (FTEs) just to manage the workload that the automated permitting system is currently handling. This represents a big cost savings to the City and therefore makes the processing of housing applications that much more manageable, as there is less concern over budgeting issues or staffing shortages as it relates to development projects.

SCAG expects that other cities will be able to learn from this pilot project and use it to help implement their own automated permitting systems. The next steps towards that goal are conducting outreach to promote the pilot project and the lessons learned through it so other municipalities are aware of its availability.

Part VII – Replicability

Answer the following questions:

1. What aspects of the project could be replicated in other communities?
2. What useful resources and tools were implemented? Were there specific tools used for specific regions or sectors?

Subregional Partnership Program

Most projects from the SRP program have significant potential for replicability. In particular, technology-based projects, such as the San Fernando Valley Regional Housing Analysis Tool and the City of Palmdale/North Los Angeles County Digitized Utilities for Housing Tool, have broad potential to be implemented elsewhere as they are not bound by local constraints. Housing trust funds, such as the Gateway Housing Trust Fund and San Gabriel Valley Regional Community Land Trust, could also be replicated throughout the region, and indeed are a focus of the REAP 2.0 program. Projects focusing on technical assistance, including the Gateway Cities COG's 6th Cycle Housing Elements Development and Implementation project, can also be easily replicated as the model is simple enough to do so regardless of the jurisdiction, and AFFH projects generally have potential for wide replication and implementation given that they are generally based on state and federal guidance that governs all jurisdictions within the SCAG region.

It should be noted that across the board, the projects in the program have replicability that extends beyond the SCAG region. Most projects could be replicated in some fashion throughout the state and even in other states. SCAG is currently synthesizing case studies to showcase specific projects in a booklet that will be publicly available. The goal is to make it as easy as possible for any agency with shared goals, inside the SCAG region or beyond, to draw inspiration from project successes and use them to inform their own project designs.

Housing and Sustainable Development

HSD projects that focused on zoning code updates and specific could be successfully replicated in other communities. Specific Plans and zoning code updates are time intensive, particularly when they are part of a wider general plan update or other comprehensive plan. There is a lot of unpredictability in the process and with the large time for review, especially interdepartmental reviews, projects such as these can be replicated provided that there is at least 2 years allocated from project kickoff to full adoption by the city council.

For specific plan and zoning code update projects, an area with potential replication is the process, creation of materials that increase accessibility and understanding of project benefits and outcomes. For example, as part of the Objective Design Standards non-Los Angeles County bundle that included the cities of Coachella, Grand Terrace, Newport Beach, and Westminster, the consultant created a small-scale handbook for zoning code updates for the cities and was created with the intention of helping the cities understand the changes that would result from the project.

This tool was credited with helping stakeholders and elected officials understand the nature of the project in an accessible way.

Tools such as tax increment financing districts, especially EIFDs, can be replicated in communities since these districts can be a tool that connects other community goals such as economic development and equity. For these projects, process, communication, engagement, and education were crucial elements to their success. The consultant developed extremely useful educational materials as resources for community groups, and the project management team encouraged meeting with different stakeholders. Messaging was successful because it framed EIFDs not as a next tax and instead as a tool to help the community further its priorities.

For ADU projects, various tools were developed that could be used as templates for communities that are seeking to pursue similar projects. Resources such as ADU guidebooks, handouts on legislation and statutory requirements, and financing reports that identify various funding sources for jurisdictions for ADU permitting and construction can be easily shared to help other communities jumpstart ADU projects.

Housing Policy Solutions

HPS, as a policy-focused program, has a very clear, inherent opportunity for replicability, as the regional scale is very conducive for reproducing in that the projects themselves are intended to be scaled down and implemented locally. All of the projects under the HPS program, such as the Other-to-Residential Toolkit and the Preservation of At-Risk Units, were designed with replicability in mind so interested subregions could use them as a template to pursue similar efforts in their own jurisdictions.

The generation of the other-to-residential toolkit is one example where the project has broad applicability among other cities and counties because the issue of underutilized commercial properties having potential to be converted to housing as a higher and better land use is a common one, and the toolkit is structured in a way that lays out strategies to consider, a process to follow, and a series of case studies that may be applicable. Similarly, the grant writing projects have clear replicability because they serve as an effective model of how a regional entity like SCAG can help its member jurisdictions, which may be under-resourced themselves, in pursuing grants and other sources of funding.

Transit-Oriented Development Work Program – Metrolink and LA Metro

The LA Metro has huge potential for reproduction anywhere there is a transit provider that owns land and right-of-way near their transit stations. In fact, it is clear that the project can be replicated elsewhere, as this project was inspired by a similar project conducted in King County, Washington, in the Seattle metropolitan area. Although other transit operators in the SCAG region may not have as much real estate holdings to leverage as LA Metro, it is still worth evaluating the potential for housing at any real estate assets they own given the tremendous potential for transit-oriented development that the project demonstrated. And while SCAG's focus is its own region, it should

also be said that this project, in particular, is likely to have value in being replicated elsewhere in California and even other states.

The Metrolink project does have inherent replicability, albeit in a different fashion than the LA Metro project. The most obvious opportunity for reimplementing the project elsewhere is that the project only included cities that have Metrolink stations within their jurisdictions and that volunteered to participate. That being the case, there may be future opportunities to replicate the project with municipalities that did not elect to participate this time, but do have Metrolink stations within their jurisdictional boundaries. Beyond that, although there is no other commuter rail system within the SCAG region, the lessons learned from this project could be implemented around light rail stations or even bus rapid transit lanes. Furthermore, there would clearly be opportunities to replicate the project outside of the region around other commuter rail stations.

Housing Policy Leadership Academy

SCAG's Leadership Academy program can be replicated by other public agencies to promote and support communities and leaders. An example is the San Diego Association of Governments (SANDAG), which developed a similar program as part of their REAP 1.0 grant program. SCAG also partnered with SANDAG to publicize and promote and develop content for the last two housing forums.

The Leadership Academy generated a lot of interest from the general public and there is evidence that there is still demand for this type of training and education. There is a need to further housing goals beyond the REAP 1.0 expenditure period and continuity in training leaders and decision-makers is particularly important in furthering housing goals locally and regionally.

Regarding resources and tools, overall, the information provided to the cohorts was similar. However, datasets, such as RHNA allocation and affordability indicators, were adjusted to be cohort-specific.

Call for Collaboration

The Call for Collaboration program can be replicated by other public agencies to encourage CBOs in their efforts to elevate conversations on equity as part of land use and housing planning decision-making. Partnerships with non-profit organizations with already established relationships with CBOs can strengthen this type of program, particularly on facilitating conversations with CBOs and help determine their needs. An example of this was illustrated by SCAG's Call for Collaboration partner, the California Community Foundation, who have had extensive experience working with CBOs and understood that some may lack capacity to fully administer government grant requirements. As part of the program, CCF funded a technical assistance component to help grantees build capacity and successfully complete their projects. This type of partnership can be replicated to strengthen community-centered programs.

Improved Regional Housing Needs Assessment Methodology/Allocation

The consideration of disadvantaged communities and access to resources should be considered at other agencies. The 6th cycle methodology used the Tax Credit Allocation Committee (TCAC) scores, which indicated access to resource levels for households at the census tract level, to determine a jurisdiction's access to resources levels. Through a formula, jurisdictions with high access to resources were generally assigned more lower income housing than others. For large COGs such as SCAG, the use of the TCAC scores as a factor in increasing access to resources and furthering AFFH could be replicated for a RHNA methodology.

City of Pomona Transformative Climate Communities

The Pomona TCC project had various elements, most of which could clearly be applied elsewhere within the region. While many aspects of the project were conducted at the municipal scale, including the final recommendations, they are still useful as a model to other cities. The educational opportunities derived from the project would be easy to share with other cities, as well. The comprehensive analysis of City-owned parking lots is likely to have immediate potential for replicability, as there are many municipalities in Southern California that own parking lots in areas that are primed for potential housing development in the future. By and large, the general theme of the project – examining publicly owned underutilized lots and how they can be redeveloped to help address the ongoing housing crisis – is a theme that bears repeating in other projects throughout the SCAG region.

Housing Element Parcel Tool

The HELPR tool is comprehensive in that it already covers the entirety of the SCAG region. As far as SCAG is aware, it is an entirely unique resource within the region, as it operates on a totally different kind of system architecture than any other tool that attempts to fill the same purpose. However, the potential for the project transcends the SCAG region. By using the tool as a template for housing data visualization for cities and counties outside of the region, other regional entities can be replicate the tool to create similar tools for their regions. Theoretically, since it's underpinned by spatial data, a tool could even be developed that expands on the HELPR project to provide the same utility statewide.

Any discussion around replicability with the HELPR tool should include requisite upgrades and maintenance requirements. The tool does require substantial investments in order to stay current and relevant. In that sense, it effectively needs to replicate itself, in a sense, as new data is made available to ensure nothing is out of date. That said, the system architecture itself remains the same or is improved through upgrades.

City of Cerritos Remote Services Enhancement Project

As a pilot project, the Smart Cities Cerritos project was designed from the ground up with replicability as a central tenant of its objectives. The aim of the project was for it to have broader applicability to other cities and counties within the SCAG region. One key example of how this was built into the fabric of the project was that the project was designed to be software-agnostic, meaning that it works with multiple platforms and will still be applicable even as those platforms roll out software upgrades later on.

SCAG has documented best practices, lessons learned, and strategies for success from this project and is now evaluating how best to make the information accessible to other subregions. However, the expectation is that this project will serve as a model for other cities to implement their own automated permitting systems.

Part VIII – Project Highlights, Best Practices and Anticipated Achievements

Answer the following questions:

1. What are the most prominent project highlights and why?
2. What are some of the best practices that could be used by other agencies at a local, regional, state or federal level?
3. What are some long-term achievements that could result from the overall project?

Subregional Partnership Program

There are two especially prominent project highlights to emphasize from the SRP program. The first would be the Digital Utility Data Inventory Tool for Housing project conducted by the City of Palmdale, on behalf of the North County Transportation Coalition. The goal of this project was the development of a comprehensive utility data inventory and an interactive online viewing tool showing built and future master planned utility infrastructure supportive of housing development in the Palmdale area. SCAG has chosen to highlight that project because of its usefulness in tracking a component of housing production that is often somewhat overlooked – utility infrastructure – and the broad applicability that the technology has beyond the Palmdale area. This is a clear example of a project that would not have happened without the investment that the REAP program provided, and yet it has resulted in a tool that will not only be useful for housing production in its target area, but will also serve as a model for other areas throughout the SCAG region, as well. Overall, the project is a great example of investing in housing production beyond the obvious methods of providing land or funding directly.

The other project that merits highlighting from this program was the Joint ADU project facilitated by the Ventura Council of Governments (VCOG), the Orange County Council of Governments (OCCOG), and the Gateway Cities Council of Governments (GCCOG). This project was particularly unique among the ADU projects in the SRP program because of its cross-regional scope. The scope itself was ambitious, covering a series of model ordinances, a website, and a comprehensive series of “how-to” tools, including FAQs, checklists, presentation, social media posts, and more designed to demystify the ADU process to interested residents, providing education to help lower barriers to entry. However, perhaps an even bigger achievement was the successful completion of a project that spanned three distinct subregions, requiring a high level of coordination between many different parties. Everything from the MOU down to the most basic of deliverables was more complex than in a standard project as they all needed to account for the interregional nature of the product and the fact that there effectively three lead agencies operating under joint capacity. However, despite the increased degree of project complexity, the project benefits were also threefold in that they served three different subregions. This project set a new standard for collaboration and coordination in housing planning and will be a useful model for years to come as SCAG continues to explore opportunities for joint partnerships in housing planning projects.

Housing and Sustainable Development

The most prominent project highlights are results that have set jurisdictions up for success beyond the REAP 1.0 expenditure period. As mentioned in prior sections, many of these highlights can also be replicated under other funding programs and in other communities.

Projects that focused on specific plans or zoning tools were often linked to larger comprehensive plans, such as the jurisdiction's General Plan. While these types of efforts took longer to complete than a simple zoning change, the linkage to something larger demonstrated the commitment of jurisdictions to increase housing production and connect it to other important priorities in the General Plan. Tying housing production with larger community goals can and should be used by other communities and agencies. Moreover, zoning tools for housing that are tied to community goals ensure that the jurisdiction remains committed to housing in the long-term since they are no longer stand-alone tools.

Projects centered around EIFDs were successful in navigating the political nature of establishing EIFDs while remaining committed to their housing goals. For example, two of the cities had great collaboration between staff and their city council, which made forming the EIFD easier.. The two cities were committed to achieving a prohousing designation from HCD with the support of establishing an EIFD and made the decision to establish the EIFD without the county. For other agencies seeking to establish EIFDs, particularly for housing, it is recommended that flexibility is needed to navigate potential political barriers. However, once an EIFD is established, it provides a source of revenue for housing and housing-supportive infrastructure far beyond the original project expenditure period.

Housing Policy Solutions

Perhaps the most prominent highlight from the HPS program is the rigorous challenge it requires to evaluate and influence housing policy. The diverse range of projects under the HPS program served as a testament to how broad the field of experts working in the housing policy space are. Although having an array of expertise to tap into is beneficial, it requires carefully crafting projects that are not only able to effectively incorporate all of these perspectives, but also that are able to take it one step further beyond the research and translate into something actionable.

The HPS program, as a whole, was an exercise in determining best practices for surveying housing policy and considering how best to synthesize and apply the knowledge base that such research provides. Most projects resulted in something tangible that has a clear benefit that can be applied regionwide. The Other-to-Residential Toolkit project is an example of a project that did more than just research the types of properties that may be good candidates for conversion to housing; it also resulted in an actual tool that local agencies can use to evaluate specific sites. The toolkit has also been made available for both widespread usage and modeling to create similar tools elsewhere in the region.

While SCAG has already seen benefits from the program, it is possible that other long-term benefits have yet to be fully realized. One such example is the Preservation of At-Risk Units project, which has significantly contributed to the knowledge base of a previously understudied aspect of housing planning. As SCAG continues to explore possible ways to implement this knowledge, it is likely that

the region as a whole will benefit from the ability to recognize naturally occurring affordable housing, the benefits it contributes, and strategies to help ensure its preservation. This project will also lay the groundwork for future research to be done on the topic. In this manner, as a policy-focused program, the HPS program is likely to have many long-range benefits.

Transit-Oriented Development Work Program – Metrolink and LA Metro

There are two project highlights that SCAG would like to share from the TODW program – one exemplified by each project. The first is with respect to LA Metro’s pioneering role in the transit-oriented development joint development space. It should be noted that among transit agencies, LA Metro is a leader and innovator in terms of procuring land to use for housing development. However, their Board had established a goal of developing 10,000 housing units by 2031, and there was a clear funding need, which created an opportunity for SCAG to help bridge the gap with REAP funds. The project serves as a good example of how a regional agency can help breach potential issues by serving as a link between state agencies and transit providers.

The other project highlight to share would be SCAG’s role in bringing Metrolink together with various municipalities and collaborating with them as a team. Throughout the course of the Metrolink project, SCAG served as the critical lynchpin that initiated and led the project, coordinating equally with the transit provider and the local jurisdictions – both those who chose to participate and those who ultimately did not. However, the role of the regional entity can go beyond coordination, but also expand into creating building blocks for future endeavors. For example, the City of Oxnard was a participant in the project, and is now advancing on the groundwork established as part of the project. They successfully applied for REAP 2.0 funds to create a specific plan to pursue infill housing development within high-quality transit corridors, as identified and encouraged through the Metrolink project. In this manner, the project not only served as an opportunity for SCAG to bring municipalities together with Metrolink, but also helped kick-start further work from there.

Housing Policy Leadership Academy

The Leadership Academy had a very strong curriculum that was designed to not only educate community leaders and decision-makers, but to also empower them to make informed decisions regarding housing policy and implementation. The curriculum included historical information on housing policy and how it manifests into the current crisis communities see today. The course also addressed the leadership aspect of housing policy and included sessions on leadership styles and coalition building. The development of policy proposals created a hands-on learning opportunity for participants to prepare them for situations they would likely encounter in their community roles.

All of these highlights can be replicated in other housing leadership academies sponsored by other government agencies. While it requires a well design course and strong commitment from participants, other government agencies can tailor educational content to local housing trends and add a policy proposal exercise relevant to the community. Additionally, the leadership skills training not only can but should be included in these types of programs to ensure that participants are encouraged to apply their skills in their local decision-making.

Long-term, participants should be able to continue making impacts in their local communities based on the training they received in the program. The leadership impacts of this program were recognized with the National Association of Regional Councils (NARC) Major Metro Achievement award in 2022.

Call for Collaboration

The Call for Collaboration project was the first of its kind at SCAG and was created with the intention of increasing accessibility for CBOs with its smaller grants. Because SCAG covers a large number of jurisdictions and is geographically enormous, the model of funding a call for projects for CBOs through a philanthropic partner allowed for SCAG to support more community engagement and could serve as a model for agencies with similar constraints in working with local groups.

Additionally, the model of seeking funding leverage from other partners was another project highlight since it helped public funding go farther. While SCAG's REAP funds were strictly for project awards, other leveraged funds were used to train grantees and support capacity building. The leveraged funds filled in gaps to ensure that CBOs had needed support to complete projects, and other agencies seeking to develop similar programs should consider this avenue to create stronger partnership-based programs.

Finally, some projects have potential to further their goals in the long-term. For example, it is expected that there will be more conversations on equity as part of housing element development, particularly zoning and specific language used in planning documents. Other projects have built support for various types of ways to increase housing, such as the expansion of ADU policies and programs, development of community land trusts, and addressing barriers to housing development on church-owned land. These projects focused on increasing community support, and it is expected that over the long term these conversations can continue with the increased capacity built by the grantees in these communities.

Improved Regional Housing Needs Assessment Methodology/Allocation

The RHNA appeals process was the most challenging aspect of the RHNA process and yet it was one of most prominent project highlights. Fifty-two (52) appeals were filed on forty-seven (47) jurisdictions and due to the timing of the RHNA process, SCAG staff had to respond and hold a public hearing for each appeal filed within the span of three months. While filed appeals had cited many reasons for the appeal, the application of the methodology was a basis for appeal for the majority of them. However, of the 52 filed appeals, only 2 were partially granted by the RHNA Appeals Board, which was comprised of elected officials tasked with reviewing and granting or denying each appeal. The reason for the low rate of successful appeals was the training of the RHNA Appeals Board to comprehensively understand the methodology. Similar to the training found in the HPLA program cited elsewhere in this report, the training of the Appeals Board provided the information needed for the elected officials to make informed decisions regarding housing issues and the RHNA methodology. The training also encouraged the Board members to

understand their role as a regional representative rather than solely focusing on a single jurisdiction. A regional perspective is crucial when leading and making decisions on regional planning issues such as RHNA and was an important piece of ensuring that the methodology and appeals were considered beyond jurisdictional boundaries.

Equally important, while many jurisdictions and stakeholders were unhappy with the outcome of not having a lower RHNA allocation, there were no concerns shared about the process itself or its integrity. The practice of educating elected officials and other decision-makers can and should be replicated at other agencies, particularly for highly controversial programs and policies that need a high degree of trust in the process to be successful.

City of Pomona Transformative Climate Communities

Perhaps the single most important part of the Pomona TCC project to highlight would be its commonality. There are many jurisdictions in the SCAG region that own underutilized parking lots. The potential from this project lays the foundation for best practices that can be applied beyond Pomona and across the region. These best practices include the methodology for evaluating housing suitability on a variety of sites, the comparison of those sites to a recently adopted specific plan, and the opportunity for strategic densification in areas where it makes sense. The path to the highest and best use for a property is not always clear, and this project helps set the standard for how that can be analyzed.

The long-term benefits of the project remain to be seen, as the City was awarded a large grant to continue building on the initial successes of the project. However, it is clear that evaluating publicly held parking lots for potential housing suitability is a clear path towards replacing underutilized sites with housing that can help mitigate ongoing housing pressures throughout the region.

Housing Element Parcel Tool

The most significant aspect of the HELPR Tool project is the way that it successfully lowers barriers to entry with respect to housing planning for both industry professionals and members of the public alike. By creating a tool that makes it easier to find data and to visualize that data, this project has the ongoing benefit of helping all parties involved in the RHNA and housing element processes have much easier access to pertinent information. Not only that, but it effectively democratizes the housing planning process by allowing members of the public, housing advocates, nonprofits, and other stakeholders to easily digest housing element analyses and communications. As SCAG continues to upgrade, maintain, and invest in this project, these benefits will only get more refined and accessible over time.

City of Cerritos Remote Services Enhancement Project

There are two elements of the Smart Cities Cerritos projects that should be highlighted. The first is the reception to the tool from its users, which include City staff, residents, and building

professionals who do work in Cerritos, such as designers, architects, and engineers. The reception to the automated portal has been overwhelmingly positive. Specifically, users tend to mention that it is more convenient to have everything online and that they can see comments faster. In that sense, this project serves as a reminder that public agencies serve their communities first and foremost, but they also serve their staff and the broad ranges of professionals who do work with the City in some capacity. To have users from all of those backgrounds generally find the project favorable is a huge success.

The second element of the project that should be highlighted is the new workflow efficiencies and cost savings for the City in its permitting process. The workflow efficiencies were expected; in fact, they were a primary driver of the project. The project was formed around the idea that automating the permitting system with an online portal would streamline the permitting process and therefore make housing projects more convenient to apply for and quick to process. However, while some cost savings were anticipated, the City has calculated that the new system saves them as much money as two FTEs, which is more than expected. Those cost savings will continue year after year and allow the City to invest resources in other areas instead. This is a valuable lesson that just as there can be confounding variables to watch out for when designing projects, there can also be unexpected benefits. It is best, of course, to evaluate all potential benefits and costs to the extent possible to fully understand the nature of the project. That said, it is also worth surveying the results of the project months after its implementation to determine if there have been any unanticipated benefits or issues, as well.

Project Administration

While not an official project or program under the REAP 1.0 grant, SCAG administration of the grant employed some methods to ensure the best use of grant funding. Below are a few highlights that can be replicated in future grants and at other agencies:

- **Establishment of on-call services (OCS) contracts**
To expedite contracting for the REAP program, SCAG established a “bench” of pre-qualified consultants, which was set up across five disciplines that covered many of the anticipated REAP 1.0 projects. Staff executed 28 contracts totaling over \$7 million, including the Housing Policy Leadership Academy and projects under the HSD and housing policy solutions programs. SCAG also used the OCS to procure several projects on behalf of COGs participating in the Subregional Partnership Program.

It should be noted that one advantage of this approach was that it also allowed SCAG to build capacity and advance equity. SCAG was able to shoulder much of the administrative burden for under-resourced jurisdictions. This built capacity and allowed them to lead the planning aspects of the project as opposed to getting mired in administrative work.

- **Convenings**
As part of the SRP program, staff identified some common project themes and facilitated a number of convenings among selected subrecipients to share their project scopes and goals. Several convenings were held on ADU-oriented projects and AFFH-oriented projects.

Similar to the outcome of bundling projects, subrecipients shared information about their projects and exchanged ideas.

A unique outcome of these convenings was that three subregions realized they had a common need to educate the public about opportunities for ADU production and provide tools that would result in expediting the ADU permitting process for jurisdictions. This led to the three subregions collaborating to create a 3-subregion ADU interactive website for use by residents across the subregions seeking information about ADUs. As with the results of bundling, this collaborative effort resulted in fewer procurements and resulted in time and cost savings for the participating subregions.

Part IX – Additional Resources

Provide web links to:

1. the project itself, and
2. resources used throughout the project, and any other relevant resources.

Below is a list of publically available links of various projects and deliverables funded by the REAP 1.0 program. Not all projects were designed for an agency adoption while others may be in process. Deliverables that are not listed below are available by request through housing@scag.ca.gov.

LA County - Parking Strategies to Increase Housing Production
ADU Handbook - Laguna Beach
ADU Handbook - Pasadena
ADU Handbook - Santa Monica
ADU Ordinance - Buena Park
ADU Ordinance - Paramount
ADU Ordinance - Santa Fe Springs
ADU Webpage - Compton
Burbank Media District Specific Plan
Call for Collaboration - House Farm Workers - Farmworker Housing Study
Call for Collaboration - LA Mas - Housing Here
Call for Collaboration - Long Beach LB Forward - Cambodia Town Thrives Vision Plan
Call for Collaboration - The Kennedy Commission - Expanding Affordable Housing Opportunities for Orange County's Lower Income Families
City of Barstow EIFD
Coachella ODS
County of Imperial EIFD
CVAG Regional Strategic Plan to Spur Development of Affordable Housing in Coachella Valley
EIFD Covina
EIFD Yucaipa
GCCOG Formation of Gateway Housing Trust Fund
Grand Terrace ODS
Imperial Colonias Infrastructure Housing Executive Summary
Just SB People's Plan for Economic Inclusion
LA County - East San Gabriel Valley Area Plan
LA County - Expanding the Feasibility off Affordable Housing
LA County - Housing Element Update, 6th Revision: Outreach and Implementation

LA County - Increasing Housing Opportunities through the Climate Action Plan GHG Emissions Inventory Update
LA County - Metro Area Plan
LACP CASP Specific Plan Updates
LACP Southwest Valley Plans
Metrolink - Regional Rail Station Area Analysis
Montebello ODS
Newport Beach ODS
OCCOG Mega ADU Project
Palmdale Utility Inventory Application
Palmdale Workforce Housing Project
Rialto - Foothill Central Specific Plan
Santa Fe Springs ODS
Santa Monica ODS
SBCCOG - Redevelopment of Commercial to Housing
SBCCOG Housing Education Forum
SBCOG SB 1000 EJ Toolkit
SCAG 6th Cycle Final RHNA Allocation Plan
SCAG 6th Cycle Final RHNA Methodology
SCAG 6th Cycle Final RHNA Methodology Data Appendix
SCAG CEQA & Development Streamlining
SCAG Housing Policy Leadership Academy
SGVCOG - Affordable Housing Incubator
SGVCOG - SGVCOG - Regional Community Land Trust Feasibility Study
South El Monte - Comprehensive Zoning Code Update
South Pasadena ODS
SCAG Other-to-Residential Toolkit and StoryMap
TCC Pomona Housing Study & Parking Analysis
VCOG Regional ADU Program
VCOG Regional CEQA Streamlining VMT
Westside Cities Development Constraints Cost & Land Use Policy Actions
Westside Cities Development Constraints Cost & Land Use Policy Actions
Westside Cities Subregional Affordable Housing Funding Program
WRCOG AB 686 Housing Discrimination AFFH
WRCOG Grant Application Assistance
WRCOG Housing Trust Fund

Part X – Further Information

Provide information on who can be reached for HCD to obtain more information about the project. Include names, phone numbers, and email addresses for one or more individuals.

In order to obtain more information about any REAP programs or specific projects, please feel free to contact the following individuals:

Ma'Ayn Johnson, Housing Department Manager, johnson@scag.ca.gov, (213) 236-1975

Michael Dietz, Housing Planning Supervisor, dietz@scag.ca.gov, (213) 630-1592