REPORT

DATE: June 2, 2005

TO: Regional Council

FROM: Community, Economic & Human Development Committee (CEHD)

SUBJECT: 2% Strategy Demonstration Projects/Suite of Services Selection Criteria

EXECUTIVE DIRECTOR'S APPROVAL:

RECOMMENDED ACTION:

Approve 2% Strategy Demonstration Projects/Suite of Services Selection Criteria.

SUMMARY:

The 2% Strategy Suite of Services is intended to provide tools and resources to local governments that would like assistance to develop plans and projects consistent with the Compass principles. These resources, available in July 2005, will be offered at no cost to all local governments. In addition, we will make available staff and consultant resources for additional assistance to select local governments based on the selection criteria discussed below.

BACKGROUND:

Integral to the realization of the benefits shown from the Compass visioning project is actually achieving positive change on the ground. SCAG is embarking on a new enterprise, one of working directly with local government partners to help achieve shared goals. One key component of this effort is a series of Demonstration Projects.

The purpose of this exercise is multi-faceted. Change happens at the local level; SCAG is a regional entity and therefore is not party to the many land use decisions made every day in the Southland. Modeling of the Growth Vision clearly demonstrated the shared benefits to the region from some strategic land use planning in select areas. This experiment is about SCAG offering planning assistance to cities that desire it. This incentive based approach is intended to both assist the partner government, while at the same time, learning lessons that can be shared with other cities in the Region. The benefit for the city is having access to SCAG and its consultants, bringing with them a suite of new tools for planning, and the knowledge gained from both the visioning project, and the demonstration projects themselves. In addition to benefiting the cities involved, SCAG will also learn valuable lessons through this 'ground truthing' that can be used to shape future visioning efforts.

The demonstration projects will serve as pilot projects to examine the use of different planning tools to address growth and other needs within a variety of representative areas. While the demonstration sites benefit the local cities, they are also something of a proving ground for regional visioning concepts.

Suite of Services Available

Between 3 and 8 sites are expected for selection. For these sites, SCAG will offer a 'Suite of Services' based on a wide variety of consultant services, with funding dependent on a local match of 20% to 100%. The availability of key resources that can be brought to bear in a short period of time, with services that are focused, tailored to local needs, and available quickly. These services will be focused on the planning and strategic needs of the areas identified as part of the "2% Strategy".

The suite of services is provided in a fashion similar to an á la carte menu. All services are available, but only those most desired for each area will be used. This method encourages efficient use of resources and a strategy that is targeted to the needs of the local area. Items on the menu include:

Financial "Tipping Point" Analysis—For this service we analyze a parcel or a set of parcels in a small area to determine the factors that need to be in place in order for redevelopment and infill to be feasible. The analysis involves inputting factors such as building setback, parking requirements, allowable floor-area ratio, and construction costs for various building types into the GIS-based software PLACE^{3}S, which runs a basic development pro forma on the parcels using the inputted data. Changing the inputs changes the resulting return on investment (ROI) values, revealing which policies are hindering redevelopment and allowing testing of new policies to see which will encourage it.

Redevelopment Strategies - In this service we review the recent trends in development in the area, speak with developers to find out their perceptions on redevelopment, and analyze the local development code to find obstacles to redevelopment. Then, working with local governments, developers, and stakeholders, we recommend policies that eliminate the obstacles to redevelopment and infill and develop incentives and strategies to encourage it.

Development Code Amendments - In this service we speak with local policymakers to determine the type of development they would like to encourage in the area, and then draft code language to use in amending the local development code so that it better supports those development goals. This item is a likely follow up step to a tipping point analysis.

Urban Design Solutions—Small changes in urban design can make a big difference in the feel and attractiveness of an area. This service involves an analysis of the urban design elements in an area that are hindering walkability and a vibrant street life. We then generate an urban design strategy—complete with illustrative drawings, land use locations, cross-sections, maps, and a set of recommended elements—that will increase the pedestrian friendliness of an area and encourage an active street life. The strategy is targeted to the specific area, and focuses on the most effective design elements to ensure efficient use of resources.

Public Involvement—In this service we will conduct a public outreach campaign, custom-designed to suit the needs of the local area. A range of techniques can be utilized, depending on the situation. We can craft and mail newsletters, brochures and postcards, design and facilitate workshops, charettes, public meetings & open houses, convene focus groups, conduct an opinion polls, create a website, and generate a media campaign complete with press releases and radio ads.

Photorealistic Visualizations—Particularly useful to help residents visualize the result of redevelopment and infill strategies, this service provides a set of "before" pictures and a set of digitally enhanced, realistic "after" pictures. This service furnishes local policymakers with a great tool to express the policies of a plan in a visual way, to show citizens the intent behind the policies. It is also an excellent way to visualize the type of development that is demonstrated to be feasible by the tipping point analysis.

Economic Development Strategies—For this service we analyze the development climate in an area, determine the opportunities and the challenges facing it, and then work with local policymakers to craft a set of strategies to encourage economic development in the area.

Site Selection

Sites should represent a variety of economic and demographic characteristics, so that the sites selected display a diverse range of situations. For example, some sites may focus on urban transit corridor infill; others might focus on more suburban commuter rail stations or downtowns, while others still might focus on areas with special needs for employment and goods movement. The goal is for diversity in terms of community size, urban or suburban character, and geographic location within the region. Sites to be selected should involve one or more of the following characteristics with special emphasis placed on the site's ability to bridge the land use and transportation connection:

Site located within the Compass 2% Strategy Opportunity Areas: Developed area with high density infill, smaller city infill, newly developing areas, transit-oriented development on a vacant or underutilized site, greenfield mixed-use, new transportation investments – from roads to rail to MagLev, aging urban corridor, bus rapid transit, light rail, commuter rail, arterial boulevards & MagLev

Site Selection Goals

The Compass team will look for sites whose proposals:

- Show opportunities to develop in a manner consistent with regional goals;
- Demonstrate consistency with one or more of the 2% Strategy Opportunity Areas. These areas are defined as having a high potential to implement projects, plans and/or policies consistent with the Compass principles. (see attached memo - *Post-2010 Compass 2% Strategy Opportunity Areas)*
- Demonstrate cooperation with other local governments and transportation commissions regarding a combined planning site;
- Express interest in pursuing new or alternate forms of development that may differ from standard development patterns in the area;
- Ability to provide necessary materials for the project in a timely manner;
- Show ability to quickly assemble a steering committee or advisory group involving relevant stakeholders;
- Provide relevant data. Data is difficult to acquire and is needed to perform many of the services offered. Preference will be given to jurisdictions that can to provide the following information to the SCAG and its consultants as part of the application:
- A general understanding of the market conditions (lease rates, costs, development regulations) and transportation constraints on the study site and surrounding areas;
- Detailed GIS data – includes Shapefiles of: Taxlots, Assessor's database, Zoning, General Plan, Hazards, any necessary overlays
- A list of anticipated projects (housing, commercial, transportation, etc.) in the area and adjacent areas;
- Maps available of the site and surrounding areas
- A list of political concerns for the area;
- Show that jurisdiction is ready to start the project as soon as the week following the deadline.

Award Criteria

How will the demonstration project help the local government partner address some or all of the following growth issues in their community?

- Maximization of efficiency in infrastructure use
- Integration of affordable housing into the present housing mix
- Rehabilitation of underutilized areas
- Land Use / Transportation integration
- Redevelopment of dilapidated or obsolete developed areas
- Encouragement of new development within and adjacent to existing developed areas and transportation infrastructure, and Conservation of open space and agricultural land

Which of the following issues will be addressed through the project?

- Appropriate density, correctly located
- Affordable housing in your local entity
- Housing mixes of density, styles and prices
- Efficient use of infrastructure
- Infill and redevelopment
- Development types and patterns
- Transportation
- Conservation and/or rehabilitation of agricultural and open land
- Balancing free market and public sector solutions
- Water and Air quality/supply

How will the proposal to host a demonstration project address the criteria?

- Timeline and partner's ability to complete project on time
- Which items from the Suite of Services menu are desired?
- Degree of interlocal cooperation (joint proposals)
- Quality of the project
- Why is this project important to this particular local entity?
- Amount of monetary or in-kind match
- Relative urgency of the project
- Current development patterns
- Relative size and demographic location of project
- Potential project results what will come of the project results? How will the final product help the city?
- Quality of proposal

FISCAL IMPACT:

Included in the FY 05-06 Budget WE 06-050.SCGS1

POST-2010 COMPASS 2% STRATEGY OPPORTUNITY AREAS

Four years of public education, community participation, modeling analysis and peer review resulted in the **Compass Growth Vision** adopted by SCAG's Regional Council in June 2004. This new Vision for southern California is intended to accommodate the projected 6 million new residents expected to live in the region by 2030 while balancing valuable quality of life goals. Driven by four key principles - mobility, livability, prosperity and sustainability - the Compass Vision emphasizes the following strategies to better coordinate land use and transportation decision-making:

- Focus growth in existing and emerging centers and along major transportation corridors
- Create significant areas of mixed-use development and walkable communities
- Target growth around existing and planned transit stations
- Preserve existing open space and stable residential areas

The Compass action plan focuses on reaching out to local decision-makers and the public at large to build support for the Vision and demonstrates how minor changes in land-use and transportation decision-making can reap heretofore unexpected economic, mobility, and environmental benefits locally, subregionally and regionally. These Compass strategic opportunity areas make up about 2% of the region, thus, leading to the name "Compass 2% Strategy" for the implementation plan.

The following tables identify areas by subregion that contain 2% Strategy Opportunity Areas. These areas, categorized by opportunity type, are defined as having a high potential to implement projects, plans and/or policies consistent with the Compass principles resulting in the aforementioned benefits.

Table 1 - Compass 2% Strategy Opportunity Areas Summary Matrix - Summarizes the 2% Strategy Opportunity Areas by city grouped by subregion.

Table 2 - Metro Center - Area of regional significance that is currently or projected to be a major employment and residential center that attracts large numbers of work commuters and is well accessible by both highway and transit.

Table 3 – City Center – Area of subregional significance that is currently or is projected to be an employment and residential center that provides regional benefits as its share of jobs and housing units increase.

Table 4 – Rail Transit Stops – Area that has an existing or planned light rail, subway, commuter rail, Amtrak and/or Maglev station stop.

Table 5 - Bus Rapid Transit Corridors – Area that has an existing or planned bus rapid transit corridor.

Table 6 - Airports, Ports, and Industrial Centers – Area that has an existing or planned airport, sea port, inland port, international border crossing or major regional industrial center that is central to the region's economy.

Table 7 - Priority Residential In-fill Areas – Area that has shown the potential to provide regional and subregional transportation benefits as it absorbs its share of the regional residential growth.

Table 8 – Compass Principles Priority Areas - Those areas that aren't in one or more of the defined 2% Strategy Opportunity Areas are encouraged to take local actions consistent with the Compass principles. The cumulative effect of such actions can provide tremendous benefits toward improving the quality of life for all residents of southern California.

The Compass Vision has resulted in a new framework for southern California's future and a new perspective on how local decision-makers can make planning choices that have tremendous value to both individual communities and the region as a whole. SCAG will continue to develop tools and resources to assist cities and counties as they plan for a better future for all southern Californians.

TABLE 1 – POST-2010 COMPASS 2% STRATEGY OPPORTUNITY AREAS SUMMARY MATRIX

Subregion	City	Metro	City	Rail	BRT	API	PRIA	CP
Arroyo Verdugo Cities	Burbank	X		X			X	
	Glendale	X		X			X	
	La Canada Flintridge							X
Coachella Valley Association of Governments	Blythe							X
	Cathedral City							X
	Coachella							X
	Desert Hot Springs							X
	Indian Wells							X
	Indio							X
	La Quinta							X
	Palm Desert		X					
	Palm Springs		X			X		
	Rancho Mirage							X
Gateway Cities	Artesia							X
	Avalon							X
	Bell				X			
	Bell Gardens				X			
	Bellflower							X
	Cerritos		X					
	Commerce			X	X	X		
	Compton			X			X	
	Cudahy							X
	Downey			X				
	Hawaiian Gardens							X
	Huntington Park				X		X	
	La Habra Heights							X
	La Mirada							X
	Lakewood							X
	Long Beach	X		X		X	X	
	Lynwood			X	X			
	Maywood							X
	Norwalk			X				
	Paramount							X
	Pico Rivera							X
	Santa Fe Springs			X				
	Signal Hill							X
	South Gate				X			
	Vernon				X			
	Whittier							X
Imperial Valley Association of Governments	Brawley							X
	Calexico					X		
	Calipatria							X
	El Centro		X					
	Holtville							X
	Imperial							X
	Westmorland							X
Los Angeles City	Los Angeles	X		X	X	X	X	
	San Fernando			X				

Subregion	City	Metro	City	Rail	BRT	API	PRIA	CP
Las Virgenes Malibu Council of Governments	Agoura Hills							X
	Calabasas							X
	Hidden Hills							X
	Malibu							X
	Westlake Village							X
N. Los Angeles County	Lancaster		X	X			X	
	Palmdale		X	X		X	X	
	Santa Clarita		X	X			X	
Orange County Council of Governments	Aliso Viejo							X
	Anaheim	X		X			X	
	Brea		X					
	Buena Park			X				
	Costa Mesa					X	X	
	Cypress						X	
	Dana Point							X
	Fountain Valley							X
	Fullerton			X				
	Garden Grove						X	
	Huntington Beach		X					
	Irvine	X		X				
	La Habra							X
	La Palma							X
	Laguna Beach							X
	Laguna Hills							X
	Laguna Niguel			X				
	Laguna Woods							X
	Lake Forest							X
	Los Alamitos							X
	Mission Viejo							X
	Newport Beach						X	
	Orange			X				
	Placentia							X
	Rancho Santa Margarita							X
	San Clemente			X				
	San Juan Capistrano			X				
	Santa Ana	X		X		X	X	
	Seal Beach							X
	Stanton							X
	Tustin			X				
	Villa Park							X
	Westminster						X	
	Yorba Linda			X				
San Bernardino Associated Governments	Adelanto							X
	Apple Valley							X
	Barstow					X		
	Big Bear Lake							X
	Chino							X
	Chino Hills							X

Subregion	City	Metro	City	Rail	BRT	API	PRIA	CP
San Bernardino Associated Governments (Continued)	Colton							X
	Fontana			X				
	Grand Terrace							X
	Hesperia							X
	Highland							X
	Loma Linda							X
	Montclair			X				
	Needles							X
	Ontario	X		X		X	X	
	Rancho Cucamonga			X				
	Redlands			X				
	Rialto			X				
	San Bernardino	X		X		X	X	
	Twentynine Palms							X
	Upland			X				
	Victorville		X	X		X		
	Yucaipa							X
	Yucca Valley							X
South Bay Cities Council of Governments	Carson						X	
	El Segundo			X			X	
	Gardena				X			
	Hawthorne			X	X		X	
	Hermosa Beach						X	
	Inglewood			X	X	X	X	
	Lawndale							X
	Lomita							X
	Manhattan Beach							X
	Palos Verdes Estates							X
	Rancho Palos Verdes							X
	Redondo Beach		X	X	X		X	
	Rolling Hills							X
	Rolling Hills Estates							X
	Torrance						X	
San Gabriel Valley Council of Governments	Alhambra							X
	Arcadia			X				
	Azusa			X			X	
	Baldwin Park			X				
	Bradbury							X
	Claremont			X				
	Covina			X				
	Diamond Bar							X
	Duarte			X				
	El Monte			X			X	
	Glendora			X				
	Industry			X		X		
	Irwindale			X		X		
	La Puente							X
	La Verne			X			X	

Subregion	City	Metro	City	Rail	BRT	API	PRIA	CP
San Gabriel Valley Council of Governments (Continued)	Monrovia			X				
	Montebello			X				
	Monterey Park						X	
	Pasadena		X	X			X	
	Pomona			X			X	
	Rosemead						X	
	San Dimas			X				
	San Gabriel							X
	San Marino							X
	Sierra Madre							X
	South El Monte							X
	South Pasadena			X				
	Temple City							X
	Walnut							X
	West Covina			X				
Ventura Council of Governments	Camarillo			X			X	
	Fillmore							X
	Moorpark			X				
	Ojai							X
	Oxnard			X		X		
	Port Hueneme					X		
	San Buenaventura		X	X				
	Santa Paula							X
	Simi Valley			X				
	Thousand Oaks							X
Westside Cities	Beverly Hills			X	X			
	Culver City			X			X	
	Santa Monica		X	X	X		X	
	West Hollywood				X		X	
Western Riverside Council of Governments	Banning							X
	Beaumont							X
	Calimesa							X
	Canyon Lake							X
	Corona			X	X		X	
	Hemet		X	X				
	Lake Elsinore							X
	Moreno Valley				X		X	
	Murrieta							X
	Norco							X
	Perris			X				
	Riverside		X	X	X		X	
	San Jacinto		X	X				
	Temecula							X

Legend

Metro: Metro Center
Rail: Rail Transit Stops
API: Airports, Ports, & Industrial Centers
CP: Compass Principles Priority Areas
City: City Center
BRT: Bus Rapid Transit Corridor
PRIA: Priority Residential In-fill Areas