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Los Angeles County  
Department of Regional Planning

*Planning for the Challenges Ahead*



Richard J. Bruckner  
Director

April 14, 2016

TO: Supervisor Hilda L. Solis, Chair  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

FROM: Richard J. Bruckner  
Director

**REPORT ON BOARD MOTION REGARDING THE EQUITABLE DEVELOPMENT WORK PROGRAM (AGENDA ITEM NO. 2, DECEMBER 8, 2015)**

On December 8, 2015, the Los Angeles County Board of Supervisors (Board) instructed the Director of the Department of Regional Planning (DRP), in coordination with the directors of other appropriate departments, potentially including but not limited to Public Works (DPW), Public Health (DPH), Parks and Recreation (DPR), Community Development Commission (CDC), County Counsel, and the Fire Department (FD), to initiate an Equitable Development Work Program consisting of the following:

- Update the Density Bonus Ordinance to further ease and incentivize the development of affordable housing. The update should reflect state law changes effected by Assembly Bill (AB) 2222 and AB 744, including the incorporation of a “no net loss” policy and parking requirement revisions; establish targets for deeper and higher levels of affordability, including a category for extremely low-income households; and other changes to strengthen the effectiveness of the ordinance.
- Initiate discussions with the City of Los Angeles on a nexus study for the creation of a linkage fee.
- Provide a menu of options for the implementation of an inclusionary housing program. The program should consider on-site affordable units as a mandatory component of for-sale housing projects and propose approaches to requiring rental projects to provide on-site affordable units in exchange for discretionary entitlements, public subsidy, and other public concessions.
- Review the regulatory barriers to the establishment and expansion of community land trusts and other shared equity models, and potential incentives to provide their greater adoption.

- Propose additional strategies to preserve existing affordable housing and incentivize the protection of new affordable housing; identify any necessary procedural and state and local legislative adjustments.
- Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents.
- Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis.
- Direct the Director of the DRP to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include establishment of an advisory committee.
- Develop the Equitable Development Work Program in consultation with the Healthy Design Workgroup, the Homeless Initiative, and the Affordable Housing Steering Committee, to ensure efficiencies and coordination, and report back to the Board in writing quarterly with an update on the status of implementation and a timeline for the advancement of ongoing initiatives.
- Chief Executive Officer to coordinate with the Director of the DRP and other departments, and to include real estate development and building industry experts in the potential advisory committee and outreach of the Equitable Development Work Program.
- To include the following in the report back to the Board: An explanation of AB 2222 and the “no net loss” policy; whether density bonuses are ministerial or require a public hearing; whether density bonuses are usually met with community opposition because additional California Environmental Quality Act (CEQA) analysis is not required, but create additional traffic; whether density bonuses are subject to the same parking requirements as market rate units; the definition of a linkage fee; the necessary analysis to determine the impact a linkage fee will have on housing development; the reason for joining with the City of Los Angeles on a linkage fee study and how the revenue would be split with them; whether DRP has the resources to deal with proposed linkage fees; the number of units necessary to have a mandatory affordable housing program; the definition of a community land trust; examples of other shared equity models; the definition of equity scorecards and how they can be used for or

against new development; whether the objectives can be accomplished in an individual Community Standards District or Countywide; and whether to include representatives from the development community, including builders, engineers and architects on the advisory council.

This report back provides an overview of DRP's and other relevant departments' efforts over the first quarter of 2016. It also provides additional clarifying information as requested by the Board.

## **I. AFFORDABLE HOUSING**

### **Density Bonus Ordinance**

AB 2222 (Nazarian) is a bill that amended the State Density Bonus Law and became effective in 2015. The bill extends the duration of affordability for rental projects from a minimum of 30 years to 55 years. It also extends the provision for for-sale projects, which requires that the initial occupant be qualified and be subject to equity sharing upon resale, to affordable housing set asides for very low and lower income households. Furthermore, the bill includes a replacement or "no net loss" requirement, which prohibits density bonuses for projects unless onsite housing is accounted for and replaced. Affected properties are those that are or were considered affordable to very low and lower income households during the past five-year period.

DRP is currently updating the County's Density Bonus Ordinance. Under the County's existing Density Bonus Ordinance (adopted in 2006), projects are subject to an administrative review if generally consistent with the State Density Bonus Law, or discretionary review. Density bonus projects are not subject to the same parking requirements as non-density bonus projects, but the parking rates prescribed in the State Density Bonus Law. Parking reductions may also be requested as an incentive, or as a waiver or modification to a development standard, per the State Density Bonus Law. Affordable housing can be met with opposition from members of the community for a number of reasons, including traffic and the scale/height of the building. However, staff's observation over the past decade of implementing the Density Bonus Ordinance is that traffic and CEQA have not frequently been raised as major concerns for administratively reviewed projects.

In this first quarter, DRP met with CDC to identify and discuss common issues and challenges in permit processing, affordable housing monitoring, and fee and penalty collection. DRP will continue to coordinate with CDC to streamline the permitting process and monitoring procedures. In addition, DRP formed an internal work group comprised of case processing staff to identify common problems in the current permitting process for density bonus projects. Finally, DRP worked with County Counsel to prepare a draft interim memo to implement AB 2222 to facilitate continued compliance with the State Density Bonus Law until the ordinance update is completed.

### **Linkage Fee**

A linkage fee is a fee on new development to fund affordable housing. The fee is based on the premise that employment-generating uses create a demand for affordable and workforce housing. A study is required to demonstrate the nexus between new development and the demand for affordable and workforce housing, determine fees that are proportionate to the impacts, and to assess the economic feasibility of the proposed fees. The City of Los Angeles has indicated its intent to prepare a nexus study and establish a linkage fee on new development. DRP has had a brief conversation with City of Los Angeles staff, and at this time, have committed to coordinating to identify opportunities for collaboration and information exchange.

In this first quarter, DRP focused on securing funding for the study and coordinating with the Homeless Initiative Team at the Chief Executive Office (CEO) to develop Strategy F2: Linkage Fee Nexus Study. DRP also hosted a discussion with a team of housing and redevelopment experts on the best approach to understanding the applicability and impact that a linkage fee would have on the unincorporated areas. The next step is to develop a scope of work for a consultant team that can prepare the necessary analyses for a comprehensive affordable housing strategy that is tailored for the unincorporated areas.

### **Inclusionary**

In this first quarter, DRP has been tracking AB 2501 (Mullin and Chiu), which allows a local jurisdiction to establish, as a condition of development, inclusionary housing requirements. The next step is to develop a scope of work for a consultant team that can prepare the necessary analyses for a comprehensive affordable housing strategy that is tailored for the unincorporated areas (as previously discussed in the Linkage Fee Section). This analysis will help inform the number of units necessary to have a mandatory affordable housing program for the unincorporated areas.

### **Community Land Trust and Other Shared Equity Models**

Shared equity refers to an affordable homeownership strategy that emphasizes long-term affordability. A community land trust is a shared equity model that removes the cost of land from the sale price of the home. The buyer leases the land from a community land trust, which is a third party (such as a non-profit) that owns and manages the land. Other roles that a community land trust might play include land acquisition and offering homeownership education.

Other shared equity models include deed restricted housing with a resale restriction recorded with the property for a given period of time, and limited equity housing cooperatives, in which buyers purchase a share of stock in the cooperative, which entitles them to occupy a unit at an affordable rate. There are no barriers today from the County to work with community land trusts to develop affordable housing. DRP will continue to evaluate community land trusts and other shared equity models, and incorporate them into affordable homeownership strategies

as appropriate. As previously discussed, this will be included in the scope of work for a consultant team that can prepare the necessary analyses for a comprehensive affordable housing strategy that is tailored for the unincorporated areas.

## **II. ENVIRONMENTAL JUSTICE**

### **Toxic Hotspots Map**

The Toxic Hotspots Map, which will identify locations of various stationary pollution sources Countywide, is being developed to inform the development of the Green Zones Program. The Green Zones Program is a multi-year environmental justice effort to address undue pollution burden in communities that also experience socio-economic challenges.

In this first quarter, DRP conducted research on various data sources and background information. Data sources include CalEnviroScreen 2.0, as well as data from the United States Environmental Protection Agency (EPA) and the California Environmental Protection Agency. DRP also initiated conversations with DPH's Toxic Threat Strike Team to coordinate efforts and learn about challenges at the community level that are not captured in federal or state data. DRP will continue to collect and organize various data sources from the federal and state agencies, while collaborating with other County departments to gather input on local conditions. DRP anticipates having a draft map by the next quarterly report.

## **III. TOOLS**

### **Equity Scorecard**

The Equity Scorecard Committee (ESC) was created in conjunction with the Healthy Design Workgroup to develop the Equity Scorecard, a data-driven tool that could be used to evaluate, monitor, and advance equity objectives in the implementation of the General Plan. The ESC brings together the Geographic Information Systems (GIS)/data management and policy advisory staff from various departments including DRP, DPW, DPH, CEO, Chief Information Office (CIO), DPR, Internal Services Department (ISD), and FD. During the reporting period, the ESC convened twice (on February 24, 2016 and March 31, 2016) to develop its mission statement, define "equity," discuss the potential uses of the tool, identify potential data sources, and develop the project timeline. DRP will continue to lead and coordinate the activities of the ESC and its three subcommittees – Policy Advisory, GIS/Data Management, and Public Outreach. In addition, DRP reached out to Metro, DPH Health Impact Evaluation Center, and the CEO on the County's involvement in the Local and Regional Government Alliance on Race & Equity to discuss concurrent and related initiatives, and to explore opportunities for collaboration and coordination. This process will be facilitated over the course of a year.

#### IV. STAKEHOLDER ENGAGEMENT

In February 2016, DRP initiated conversations with a group of stakeholders to provide an overview of the Equitable Development Work Program and to garner input on developing a framework for robust community engagement. Representatives included legal aid organizations, non-profits, funders, community organizers, public health experts, and affordable housing developers. The group discussed the challenges and opportunities of ensuring meaningful community engagement, given the complexity and scale of the unincorporated areas. The group also provided preliminary policy recommendations and pointed to helpful resources. DRP will reconvene the group in early May, and include builders, engineers, architects, and representatives from the real estate and building industry.

In the first quarter, DRP also initiated conversations with a small group of environmental justice advocates and agencies—primarily through the Los Angeles Environmental Justice Network. To date, DRP has convened three meetings to receive stakeholder input on the Green Zones Program and the Recycling and Solid Waste Ordinance.

Overall, stakeholders are encouraged by the Board's direction to integrate equity and environmental justice into the implementation of the General Plan.

The next report back will be provided to you no later than June 30, 2016.

Should you have any questions about this report, please contact Connie Chung, General Plan Development and Housing Section, at (213) 974-6417 or [cchung@planning.lacounty.gov](mailto:cchung@planning.lacounty.gov).

RJB:MC:CC:cc:ems

c: Executive Office, Board of Supervisors  
County Counsel  
Chief Executive Office  
Chief Information Office  
Community Development Commission  
Fire Department  
Internal Services  
Parks and Recreation  
Public Health  
Public Works





# Los Angeles County Department of Regional Planning

*Planning for the Challenges Ahead*



Richard J. Bruckner  
Director

June 30, 2016

TO: Supervisor Hilda L. Solis, Chair  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

FROM: Richard J. Bruckner  
Director

A handwritten signature in blue ink, appearing to be "RJB", written over the printed name of the Director.

## **REPORT ON BOARD MOTION REGARDING THE EQUITABLE DEVELOPMENT WORK PROGRAM (AGENDA ITEM NO. 2, DECEMBER 8, 2015)**

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- Provide a menu of options for the implementation of an inclusionary housing program. The program should consider on-site affordable units as a mandatory component of for-sale housing projects and propose approaches to requiring rental projects to provide on-site affordable units in exchange for discretionary entitlements, public subsidy, and other public concessions.

- Review the regulatory barriers to the establishment and expansion of community land trusts and other shared equity models, and potential incentives to provide their greater adoption.
- Propose additional strategies to preserve existing affordable housing and incentivize the protection of new affordable housing; identify any necessary procedural and state and local legislative adjustments.
- Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents.
- Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis.
- Direct the Director of Planning to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include establishment of an advisory committee.
- Develop the Equitable Development Work Program in consultation with the Healthy Design Workgroup, the Homeless Initiative, and the Affordable Housing Steering Committee, to ensure efficiencies and coordination, and report back to the Board in writing quarterly with an update on the status of implementation and a timeline for the advancement of ongoing initiatives.
- Chief Executive Officer to coordinate with the Director of Planning and other departments, and to include real estate development and building industry experts in the potential advisory committee and outreach of the Equitable Development Work Program.
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representatives from the development community, including builders, engineers and architects on the advisory council.

This report back provides an overview of DRP's and other relevant departments' efforts over the second quarter of 2016. It also provides additional clarifying information as requested by the Board.

## **I. AFFORDABLE HOUSING**

### **Density Bonus Ordinance**

In this second quarter, DRP met with CDC to continue discussing common problems and challenges in permit processing, affordable housing monitoring, and fee and penalty collection. This will be used to inform the development of the draft ordinance. DRP will continue to coordinate with CDC to streamline the permitting process and improve monitoring procedures. In addition, DRP worked with County Counsel to finalize a draft interim memo to implement AB 2222 to facilitate continued compliance with the State Density Bonus Law until the ordinance update is completed. The interim memo, which is currently being reviewed by stakeholder groups and housing advocates, is anticipated to be issued in early July.

### **Linkage Fee, Inclusionary Housing, Affordable Housing Preservation, and Community Land Trusts and Other Shared Equity Models**

In this second quarter, DRP developed a scope of work for a consultant team that can prepare the necessary analyses for a comprehensive affordable housing strategy that is tailored for the unincorporated areas, and will include considerations for a linkage fee on development, inclusionary housing, affordable housing preservation, and community land trusts and other shared equity models. In May 2016, staff attended a workshop on community land trusts and cooperatives hosted by the nonprofit group T.R.U.S.T. South Los Angeles.

### **Other Affordable Housing Efforts: Second Unit Ordinance Update and Pilot Program**

As part of the Homeless Initiative, DRP is updating the Second Unit Ordinance to reduce obstacles to producing and preserving this lower-cost housing option. DRP is also working with CDC to create a Second Unit Pilot Program to create, rehabilitate, or improve the design of second units. During the reporting period, DRP has been meeting internally, with CDC, and with a broader interdepartmental Second Unit Pilot Program working group to discuss policy proposals and program design. DRP also attended a community event to solicit input from designers and housing advocates on regulatory challenges to creating second units, and on the design of the Second Unit Pilot Program.

## **II. ENVIRONMENTAL JUSTICE**

### **Toxic Hotspots Map/Green Zones Program**

In the second quarter, DRP continued to collect various federal and state data sources for the toxic hotspots map, based on the input from the stakeholder groups and state agency staff. DRP initiated conversations with FD, DPH, and DPW regarding the types and availability of local data, as well as ways to coordinate the efforts to refine a preliminary draft of the toxic hotspots map. DRP anticipates completion of the draft Toxic Hotspots Map by the end of next quarter. DRP will also initiate community outreach for the Green Zones Program based on the map results as well as recommendations from stakeholder groups to develop land use policies, development standards, and procedural changes that will implement the County's equity and environmental justice goals.

### **Other Environmental Justice Efforts: Recycling and Solid Waste Ordinance**

To support the County's environmental justice and sustainability efforts, DRP is developing an ordinance to amend Title 22 to include definitions, standards, and uses related to recycling and solid waste facilities. The Ordinance will establish permitted uses within the Zoning Code and will serve as a permitting pathway in conjunction with the DPW, DPH, and other County departments and state agencies. The Ordinance will encourage recycling and solid waste facilities in a manner that protects sensitive receptors, helps achieve sustainability and climate goals, and promotes local management of solid waste. DRP has been working closely with County departments and Environmental Justice stakeholders to develop a draft ordinance, which will be completed in 2017. DRP will begin conducting broader outreach with community members, operators of recycling and solid waste facilities, and other stakeholders next quarter. DRP anticipates that an Environmental Impact Report and final ordinance will be completed in 2018.

## **III. TOOLS**

### **Equity Scorecard**

During the second quarter, training on racial equity was provided to the Equity Scorecard Committee (ESC) by the Government Alliance on Race and Equity (GARE). Staff also met with representatives from the County GARE cohort to continue to identify opportunities for collaboration. The ESC also convened on June 9, 2016 to discuss the Parks Needs Assessment. The ESC discussed how the methodology, process, and findings of the Parks Needs Assessment could be used to inform the development of the Equity Scorecard mapping application. DRP also developed a prototype of the mapping application and demonstrated it at the ESC meeting to garner feedback and

comments. DRP will continue to lead and coordinate the activities of the ESC and its three subcommittees – Policy Advisory, GIS/Data Management, and Public Outreach.

#### **IV. STAKEHOLDER ENGAGEMENT**

During the second quarter, DRP reconvened the group of stakeholders, comprised of representatives from legal aid organizations, funders, community organizers, public health experts, and affordable housing developers, in May 2016 and expanded it to include architects and representatives from the real estate and building industry. The group received updates on DRP equity programs including the Equity Scorecard, Recycling and Solid Waste Ordinance, Green Zones Program, Density Bonus Ordinance update, Inclusionary Housing, Linkage Fee, community land trusts, incentive zoning/value capture, and the Second Unit Ordinance update and pilot program. The group discussed DRP's approach to implementing AB 2222 and stakeholders offered to share data and connect the County with additional stakeholders and sources of technical assistance. DRP will reconvene the group in July 2016.

In addition, during the second quarter, DRP continued to meet with the Los Angeles Environmental Justice Network, and also initiated conversations with environmental justice advocates and agencies. DRP hosted its first LA County Green Zones Stakeholder Meeting on June 22, 2016, and was attended by environmental justice advocates, County departments, State agency staff, and researchers. To date, DRP has convened three meetings to receive stakeholder input on the Green Zones Program and the Recycling and Solid Waste Ordinance. DRP has also been exploring additional ways to conduct outreach to Los Angeles County's dispersed urban Indian population. DRP staff attended the Cal State Dominguez Hills Pow Wow and has been in contact with several Native American community organizations, as well as health service organizations to partner in communication efforts.

DRP is currently developing web resources for stakeholders to access detailed descriptions and information on the status of the programs discussed.

The next report back will be provided to you no later than September 30, 2016.

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June 30, 2016  
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Should you have any questions about this report, please contact Connie Chung, General Plan Development and Housing Section, at (213) 974-6417 or [cchung@planning.lacounty.gov](mailto:cchung@planning.lacounty.gov).

RJB:MC:CC:ems

c: Executive Office, Board of Supervisors  
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Internal Services  
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Public Works

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Los Angeles County  
Department of Regional Planning

*Planning for the Challenges Ahead*



Richard J. Bruckner  
Director

September 30, 2016

TO: Supervisor Hilda L. Solis, Chair  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

FROM: Richard J. Bruckner  
Director

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- Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents.
- Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis.
- Instruct the Director of Planning to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include establishment of an advisory committee.
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This report provides an overview of DRP’s and other relevant departments’ efforts over the third quarter of 2016.



**I. AFFORDABLE HOUSING**  
**Density Bonus Ordinance**

During the third quarter, DRP issued an interim memo to implement AB 2222 to facilitate continued compliance with the State Density Bonus Law until the ordinance update is completed. DRP also met with CDC to continue discussing common problems and challenges in permit processing, affordable housing monitoring, and fee and penalty collection. DRP will continue to coordinate with CDC to streamline the permitting process and improve monitoring procedures.

**Linkage Fee, Inclusionary Housing, and Community Land Trusts and Other Shared Equity Models**

During the third quarter, DRP released a Request for Proposals for a consultant to prepare an Affordable Housing Action Plan that includes requisite studies to support the establishment of a linkage fee and inclusionary housing policy. The Action Plan will include specific policy recommendations and actions for the establishment of linkage fees, an inclusionary housing policy, community land trusts, affordable housing preservation, and any additional policies to encourage affordable housing in the unincorporated areas.

**Other Affordable Housing Efforts: Second Unit Ordinance Update and Pilot Program**

During the third quarter, DRP met internally with County Counsel, CDC, the Chief Executive Office, and with a broader interdepartmental Second Unit Pilot Program working group to review a draft ordinance update and discuss program design. DRP also convened a meeting with designers to discuss ideas for involving design professionals in the Second Unit Pilot Program.

**II. ENVIRONMENTAL JUSTICE**  
**Toxic Hotspots Map/Green Zones Program**

During the third quarter, DRP continued to collect various federal, state and local data sources for the toxic hotspots map. Based on the input from stakeholder groups and state agency staff, DRP explored ways to further develop the map to help review and analyze the cumulative impacts of pollution on health and exposure risk. DRP will also initiate community outreach for the Green Zones Program based on the map results as well as recommendations from stakeholder groups to develop land use policies, development standards, and procedural changes that will implement the County's equity and environmental justice goals.

### **Other Environmental Justice Efforts: Recycling and Solid Waste Ordinance**

During the third quarter, staff attended DPW's SoCal Conversion Technology Conference as well as a CalRecycle Environmental Justice community meeting. Staff also toured facilities and had conversations with recycling operators. DRP will begin conducting broader outreach with community members, operators of recycling and solid waste facilities, and other stakeholders in early 2017. DRP anticipates that an Environmental Impact Report will be needed and that the final ordinance will be completed in 2018.

### **III. TOOLS**

#### **Equity Indicators**

During the third quarter, the Equity Indicators Workgroup established three technical subcommittees: Policy Advisory; GIS/Data Management; and Outreach and Engagement. The Policy Advisory subcommittee convened twice to review the purpose of the tool and begin selection of potential equity indicators. The GIS/Data Management subcommittee met once to discuss available technologies for data reporting and visualization. DRP will continue to lead and coordinate the activities of the Equity Indicators Workgroup and its three subcommittees. In the next quarter, the Workgroup will develop a draft set of equity indicators and a mock-up GIS tool.

DRP also attended a train-the-trainer Racial Equity Training, hosted by the Government Alliance on Race and Equity (GARE), and has continued to meet with representatives from the County GARE cohort to identify opportunities for collaboration.

DRP also briefed a subcommittee of the Community Population Health Task Force at the DPH about the Equitable Development Work Program. The task force will identify areas for collaboration between these parallel efforts.

### **IV. STAKEHOLDER ENGAGEMENT**

During the third quarter, DRP reconvened the group of stakeholders, comprised of representatives from legal aid organizations, funders, community organizers, public health experts, and affordable housing developers, architects and representatives from the real estate and building industry. DRP provided the group with a draft list of equity indicators and resources, and the stakeholders responded with feedback and written comments. DRP also provided updates on the Equitable Development Work Program.

In addition, during the third quarter DRP continued to meet with stakeholders and staff from various departments and agencies to discuss environmental justice. DRP hosted its second LA County Green Zones Stakeholder Meeting on September 12, 2016. It was attended by environmental justice advocates, County departments, state agency staff, and researchers. DRP also convened inter-agency coordinating committee meetings on July 12 and August 12, 2016, to discuss current environmental regulations and review processes, as well as ways to improve coordination among agencies. Both stakeholders and the inter-agency committee provided input on the Green Zones Program and the Recycling and Solid Waste Ordinance. In addition, DRP staff attended environmental justice workshops hosted by California Environmental Justice Alliance and Liberty Hill Foundation to build partnerships and learn from the experiences of the advocates and community organizations.

DRP is currently developing web resources for stakeholders to access detailed descriptions and information on the status of the programs discussed.

The next report back will be provided to you no later than December 31, 2016.

Should you have any questions about this report, please contact Connie Chung, General Plan Development and Housing Section, at (213) 974-6417 or [cchung@planning.lacounty.gov](mailto:cchung@planning.lacounty.gov).

RJB:CC:cc:ems

c: Executive Office, Board of Supervisors  
County Counsel  
Chief Executive Office  
Chief Information Office  
Community Development Commission  
Fire Department  
Internal Services  
Parks and Recreation  
Public Health  
Public Works



Los Angeles County  
Department of Regional Planning

*Planning for the Challenges Ahead*



Richard J. Bruckner  
Director

December 30, 2016

TO: Supervisor Mark Ridley-Thomas, Chairman  
Supervisor Hilda L. Solis  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

FROM: Richard J. Bruckner  
Director

**REPORT ON BOARD MOTION REGARDING THE EQUITABLE DEVELOPMENT  
WORK PROGRAM (AGENDA ITEM NO. 2, DECEMBER 8, 2015)**

On December 8, 2015, the Los Angeles County Board of Supervisors (Board) instructed the Director of Planning, in coordination with the directors of other departments, including but not limited to Public Works (DPW), Public Health (DPH), Parks and Recreation, Community Development Commission (CDC), County Counsel, and the Fire Department, to initiate an Equitable Development Work Program consisting of the following:

- Update the Density Bonus Ordinance to further ease and incentivize the development of affordable housing. The update should reflect state law changes effected by Assembly Bill (AB) 2222 and AB 744, including the incorporation of a “no net loss” policy and parking requirement revisions; establish targets for deeper and higher levels of affordability, including a category for extremely low-income households; and other changes to strengthen the effectiveness of the ordinance.
- Initiate discussions with the City of Los Angeles on a nexus study for the creation of a linkage fee.
- Provide a menu of options for the implementation of an inclusionary housing program. The program should consider on-site affordable units as a mandatory component of for-sale housing projects and propose approaches to requiring rental projects to provide on-site affordable units in exchange for discretionary entitlements, public subsidy, and other public concessions.
- Review the regulatory barriers to the establishment and expansion of community land trusts and other shared equity models, and potential incentives to provide their greater adoption.
- Propose additional strategies to preserve existing affordable housing and incentivize the protection of new affordable housing; identify any necessary procedural and state and local legislative adjustments.

- Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents.
- Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis.
- Instruct the Director of Planning to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include establishment of an advisory committee.
- Develop the Equitable Development Work Program in consultation with the Healthy Design Workgroup, the Homeless Initiative, and the Affordable Housing Steering Committee, to ensure efficiencies and coordination, and report back to the Board in writing quarterly with an update on the status of implementation and a timeline for the advancement of ongoing initiatives.
- Chief Executive Officer to coordinate with the Director of Planning and other departments, and to include real estate development and building industry experts in the potential advisory committee and outreach of the Equitable Development Work Program.
- To include the following in the report back to the Board: An explanation of AB 2222 and the “no net loss” policy; whether density bonuses are ministerial or require a public hearing; whether density bonuses are usually met with community opposition because additional California Environmental Quality Act analysis is not required, but create additional traffic; whether density bonuses are subject to the same parking requirements as market rate units; the definition of a linkage fee; the necessary analysis to determine the impact a linkage fee will have on housing development; the reason for joining with the City of Los Angeles on a linkage fee study and how the revenue would be split with them; whether the Department of Regional Planning (DRP) has the resources to deal with proposed linkage fees; the number of units necessary to have a mandatory affordable housing program; the definition of a community land trust; examples of other shared equity models; the definition of equity scorecards and how they can be used for or against new development; whether the objectives can be accomplished in an individual Community Standards District or Countywide; and whether to include representatives from the development community, including builders, engineers and architects on the advisory council.

This report provides an overview of DRP’s and other relevant departments’ efforts over the fourth quarter of 2016.

I. **AFFORDABLE HOUSING**  
**Density Bonus Ordinance**

During the fourth quarter, DRP prepared an interim memo to assist with the implementation of new state laws on density bonuses that take effect on January 1, 2017 (AB 2501 (Bloom), AB 2442 (Holden), AB 2556 (Nazarian), and AB 1934 (Santiago)). The interim memo will ensure continued compliance with the State Density Bonus Law until the ordinance update is completed. The next project milestone is to release a draft of the ordinance in early 2017.

**Linkage Fee, Inclusionary Housing, and Community Land Trusts and Other Shared Equity Models**

During the fourth quarter, DRP conducted a process to select a consultant to prepare an Affordable Housing Action Plan that includes requisite studies to support the establishment of a linkage fee and inclusionary housing policy. The Action Plan will include specific policy recommendations and actions for the establishment of linkage fees, an inclusionary housing policy, community land trusts, affordable housing preservation, and any additional policies to encourage affordable housing in the unincorporated areas. The consultant contract process is anticipated to be completed in January 2017.

**Other Affordable Housing Efforts: Second Unit Ordinance Update and Pilot Program**

During the fourth quarter, DRP prepared an interim memo to assist with the implementation of new state laws on second units that take effect on January 1, 2017 (SB 1069 (Wieckowski) and AB 2299 (Bloom)). The interim memo will ensure continued compliance with the State Density Bonus Law until the ordinance update is completed. DRP also refined its draft ordinance update to reflect these new laws. DRP met with staff from CDC, DPW, and the Chief Executive Office (CEO) on a biweekly basis to finalize the structure of the Homeless Initiative pilot program for second units. To explore the feasibility of using factory-built housing in the pilot program, staff from DRP, DPW, CEO and CDC toured a homeless housing site built from shipping containers, as well as the facility where the housing units were assembled.

II. **ENVIRONMENTAL JUSTICE**  
**Toxic Hotspots Map/Green Zones Program**

During the fourth quarter, DRP developed a draft toxic hotspots inventory map that identifies permitted facilities that are not in compliance with federal, state and local environmental regulations. However, based on staff review and stakeholders input, staff has determined that the map requires further analysis,

interpretation, and community input to illustrate cumulative impact and health risks. DRP is currently consulting with experts, including the University of Southern California Program for Environmental and Regional Equity (USC PERE), to discuss further map development.

### **Other Environmental Justice Efforts: Recycling and Solid Waste Ordinance**

During the fourth quarter, staff attended two DPW-led Roadmap to a Sustainable Waste Management Future Implementation Subcommittee meetings and finalized the first draft of the Recycling and Solid Waste Ordinance. Staff also met with CalRecycle representatives and confirmed the County's eligibility to participate in the Supplemental Environmental Projects (SEP) Program, which is an environmental justice program that allows entities in violation of environmental laws to voluntarily undertake environmental projects as part of settlement of an enforcement action.

## **III. TOOLS**

### **Equity Indicators**

During the fourth quarter, the Equity Indicators Workgroup Policy Subcommittee convened three meetings and developed a set of draft indicators for the Equity Indicators Tool. In the next quarter, the Geographic Information Systems (GIS) Subcommittee will display the indicator data as a set of GIS maps. The workgroup will then refine the selection of indicators and the tool for review by external stakeholders.

Staff reviewed new equity reports, tools, and resources on equity theory and best practices for implementation. Staff met with four groups to learn about their equity initiatives: the Trust for Public Land (Climate-Smart Cities LA Portal), the Advancement Project (Achieving Racial Equity Initiative), Investing in Place (advocacy efforts to align transportation funding with policy for social equity), and USC PERE (National Equity Atlas and Environmental Justice Screening Method).

## **IV. STAKEHOLDER ENGAGEMENT**

During the fourth quarter, DRP twice convened a group of equitable development stakeholders, comprised of representatives from legal aid organizations, funders, community organizers, public health experts, affordable housing developers, architects, and representatives from the real estate and building industry. In one meeting, DRP led breakout sessions in which stakeholders provided recommendations for specific indicators for the

Equity Indicators Tool. In another meeting, DRP provided the group with a list of draft strategies to promote equity in land use decision-making for feedback. DRP also provided updates on the Equitable Development Work Program.

In addition, DRP continued to meet with stakeholders and staff from various departments and agencies to discuss environmental justice. DRP hosted its third Green Zones Stakeholder Meeting on December 7, 2016, which was attended by environmental justice advocates, researchers, and other stakeholders. DRP also convened the third inter-agency coordinating committee meeting on October 5, 2016, to discuss currently available environmental programs and resources, as well as ways to improve coordination among agencies. Both stakeholders and the inter-agency committee provided input on the Green Zones Program and the Recycling and Solid Waste Ordinance. In addition, DRP staff met one-on-one with some of the environmental justice advocates and grassroots organizations, and also attended environmental justice workshops hosted by the South Coast Air Quality Management District. DRP developed web resources for stakeholders to access detailed descriptions and information on the status of the programs discussed and it is available at [planning.lacounty.gov/greenzones](http://planning.lacounty.gov/greenzones).

The next report back will be provided to you no later than March 30, 2017.

Should you have any questions about this report, please contact Connie Chung, General Plan Development and Housing Section, at (213) 974-6417 or [cchung@planning.lacounty.gov](mailto:cchung@planning.lacounty.gov).

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Parks and Recreation  
Public Health  
Public Works





Los Angeles County  
Department of Regional Planning

*Planning for the Challenges Ahead*



Richard J. Bruckner  
Director

March 30, 2017

TO: Supervisor Mark Ridley-Thomas, Chair  
Supervisor Hilda L. Solis  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

FROM: Richard J. Bruckner  
Director

**REPORT ON BOARD MOTION REGARDING THE EQUITABLE DEVELOPMENT  
WORK PROGRAM (AGENDA ITEM NO. 2, DECEMBER 8, 2015)**

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- Update the Density Bonus Ordinance to further ease and incentivize the development of affordable housing. The update should reflect state law changes effected by Assembly Bill (AB) 2222 and AB 744, including the incorporation of a "no net loss" policy and parking requirement revisions; establish targets for deeper and higher levels of affordability, including a category for extremely low-income households; and other changes to strengthen the effectiveness of the ordinance.
- Initiate discussions with the City of Los Angeles on a nexus study for the creation of a linkage fee.
- Provide a menu of options for the implementation of an inclusionary housing program. The program should consider on-site affordable units as a mandatory component of for-sale housing projects and propose approaches to requiring rental projects to provide on-site affordable units in exchange for discretionary entitlements, public subsidy, and other public concessions.
- Review the regulatory barriers to the establishment and expansion of community land trusts and other shared equity models, and potential incentives to provide their greater adoption.
- Propose additional strategies to preserve existing affordable housing and incentivize the protection of new affordable housing; identify any necessary procedural and state and local legislative adjustments.

- Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents.
- Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis.
- Instruct the Director of Planning to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include establishment of an advisory committee.
- Develop the Equitable Development Work Program in consultation with the Healthy Design Workgroup, the Homeless Initiative, and the Affordable Housing Steering Committee, to ensure efficiencies and coordination, and report back to the Board in writing quarterly with an update on the status of implementation and a timeline for the advancement of ongoing initiatives.
- Chief Executive Officer to coordinate with the Director of Planning and other departments, and to include real estate development and building industry experts in the potential advisory committee and outreach of the Equitable Development Work Program.
- To include the following in the report back to the Board: An explanation of AB 2222 and the “no net loss” policy; whether density bonuses are ministerial or require a public hearing; whether density bonuses are usually met with community opposition because additional California Environmental Quality Act analysis is not required, but create additional traffic; whether density bonuses are subject to the same parking requirements as market rate units; the definition of a linkage fee; the necessary analysis to determine the impact a linkage fee will have on housing development; the reason for joining with the City of Los Angeles on a linkage fee study and how the revenue would be split with them; whether the Department of Regional Planning (DRP) has the resources to deal with proposed linkage fees; the number of units necessary to have a mandatory affordable housing program; the definition of a community land trust; examples of other shared equity models; the definition of equity scorecards and how they can be used for or against new development; whether the objectives can be accomplished in an individual Community Standards District or Countywide; and whether to include representatives from the development community, including builders, engineers and architects on the advisory council.

This report provides an overview of DRP's and other relevant departments' efforts over the first quarter of 2017.

**I. AFFORDABLE HOUSING**  
**Density Bonus Ordinance**

During the first quarter, DRP released an interim memo to assist with the implementation of new state laws on density bonuses that took effect on January 1, 2017 (AB 2501 (Bloom), AB 2442 (Holden), and AB 1934 (Santiago)), and completed a memo to assist in the implementation of AB 2556 (Nazarian). The interim memos will ensure continued compliance with the State Density Bonus Law until the ordinance update is completed. The next project milestone is to release a draft of the ordinance in April 2017, and commence stakeholder outreach.

**Linkage Fee, Inclusionary Housing, and Community Land Trusts and Other Shared Equity Models**

During the first quarter, DRP initiated work on the Affordable Housing Action Plan and associated studies. This effort will provide an analysis of existing conditions and the real estate market, and support the establishment of a linkage fee and an inclusionary housing policy. The Action Plan will include analyses and recommendations for an inclusionary housing policy; the development of a linkage fee on development; affordable housing preservation; value capture and incentive zoning strategies; community land trusts and other shared equity models; and other strategies as appropriate. In February 2017, the consultant contract process was completed and a kick-off meeting was held with the consultant to begin work on the Action Plan.

**Other Affordable Housing Efforts: Accessory Dwelling Unit Ordinance Update and Pilot Program**

During the first quarter, DRP released an interim memo and checklist of standards to assist with the implementation of new state laws on accessory dwelling units that took effect on January 1, 2017 (SB 1069 (Wieckowski) and AB 2299 (Bloom)). These documents will ensure continued compliance with State law until the ordinance update is completed. DRP's web site was updated with current information about ADU permitting and a Spanish translation of the web site was developed. DRP also refined its draft ordinance update to reflect these new laws. DRP met with staff from CDC, DPW, the CEO and Arts Commission to finalize the Homeless Initiative pilot program budget and work

program to facilitate the new construction of ADUs and the legalization and upgrade of unpermitted ADUs.

**II. ENVIRONMENTAL JUSTICE**  
**Toxic Hotspots Map/Green Zones Program**

During the first quarter, DRP refined its first draft of the toxic hotspots inventory map by adding additional data layers and functionality, including sensitive uses and buffers. Additionally, DRP is in the process of securing a consultant to further develop the map by analyzing and assessing cumulative impacts and health risks. Based on consultation with experts and stakeholders, DRP is also planning for ground-truthing efforts with community members and is seeking grant opportunities, such as the California Strategic Growth Council's Sustainable Communities Planning Grant and Incentives Program: Best Practices Pilot.

During the first quarter, staff attended one DPW-led Roadmap to a Sustainable Waste Management Future Implementation Subcommittee meeting. DRP also kicked off a series of DRP taskforce meetings to receive input on developing the draft ordinance for the Green Zones Program.

**III. TOOLS**  
**Equity Indicators**

During the first quarter, DRP facilitated a process to narrow down a list of the draft indicators that will be included in the Draft Equity Indicators Tool, and commenced the development of the tool. DRP convened meetings with the Policy and GIS subcommittees to review the progress and the current display of the indicators on a GIS map. In the next quarter, staff will continue to develop the draft tool and review data resources.

**IV. STAKEHOLDER ENGAGEMENT**

During the first quarter, DRP convened a group of equitable development stakeholders, comprised of representatives from legal aid organizations, funders, community organizers, public health experts, affordable housing developers, architects, and representatives from the real estate and building industry. DRP presented an early draft of its equity indicator tool and received feedback on how the tool could support public engagement strategies.

In addition, DRP continued one-on-one meetings with environmental justice advocates, grassroots organizations, and staff from other County departments and State agencies to discuss environmental justice issues, such as contaminated sites, recycling facilities, and current programs or regulations. DRP will host its fourth Green Zones Stakeholder meeting and Inter-Agency Coordinating Committee meeting in early April to discuss business support programs, land use issues related to contaminated sites, and improving coordination among agencies. Information on the status of the program is available at [planning.lacounty.gov/greenzones](http://planning.lacounty.gov/greenzones).

The next report back will be provided to you no later than June 30, 2017.

Should you have any questions about this report, please contact Connie Chung, General Plan Development and Housing Section at (213) 974-6417 or [cchung@planning.lacounty.gov](mailto:cchung@planning.lacounty.gov).

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Public Health  
Public Works



Los Angeles County  
Department of Regional Planning

*Planning for the Challenges Ahead*



Richard J. Bruckner  
Director

June 30, 2017

TO: Supervisor Mark Ridley-Thomas, Chair  
Supervisor Hilda L. Solis  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

FROM: Richard J. Bruckner  
Director

**REPORT ON BOARD MOTION REGARDING THE EQUITABLE DEVELOPMENT  
WORK PROGRAM (AGENDA ITEM NO. 2, DECEMBER 8, 2015)**

On December 8, 2015, the Los Angeles County Board of Supervisors (Board) instructed the Director of Planning, in coordination with the directors of Public Works (DPW), Public Health (DPH), Parks and Recreation (DPR), Community Development Commission (CDC), County Counsel, the Fire Department (Fire), and other departments, to initiate an Equitable Development Work Program consisting of the following:

- Update the Density Bonus Ordinance to further ease and incentivize the development of affordable housing. The update should reflect state law changes effected by Assembly Bill (AB) 2222 and AB 744, including the incorporation of a “no net loss” policy and parking requirement revisions; establish targets for deeper and higher levels of affordability, including a category for extremely low-income households; and other changes to strengthen the effectiveness of the ordinance.
- Initiate discussions with the City of Los Angeles on a nexus study for the creation of a linkage fee.
- Provide a menu of options for the implementation of an inclusionary housing program. The program should consider on-site affordable units as a mandatory component of for-sale housing projects and propose approaches to requiring rental projects to provide on-site affordable units in exchange for discretionary entitlements, public subsidy, and other public concessions.
- Review the regulatory barriers to the establishment and expansion of community land trusts and other shared equity models, and potential incentives to provide their greater adoption.
- Propose additional strategies to preserve existing affordable housing and incentivize the protection of new affordable housing; identify any necessary procedural and state and local legislative adjustments.

- Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents.
- Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis.
- Instruct the Director of Planning to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include establishment of an advisory committee.
- Develop the Equitable Development Work Program in consultation with the Healthy Design Workgroup, the Homeless Initiative, and the Affordable Housing Steering Committee, to ensure efficiencies and coordination, and report back to the Board in writing quarterly with an update on the status of implementation and a timeline for the advancement of ongoing initiatives.
- Chief Executive Officer to coordinate with the Director of Planning and other departments, and to include real estate development and building industry experts in the potential advisory committee and outreach of the Equitable Development Work Program.
- To include the following in the report back to the Board: An explanation of AB 2222 and the “no net loss” policy; whether density bonuses are ministerial or require a public hearing; whether density bonuses are usually met with community opposition because additional California Environmental Quality Act analysis is not required, but create additional traffic; whether density bonuses are subject to the same parking requirements as market rate units; the definition of a linkage fee; the necessary analysis to determine the impact a linkage fee will have on housing development; the reason for joining with the City of Los Angeles on a linkage fee study and how the revenue would be split with them; whether the Department of Regional Planning (DRP) has the resources to deal with proposed linkage fees; the number of units necessary to have a mandatory affordable housing program; the definition of a community land trust; examples of other shared equity models; the definition of equity scorecards and how they can be used for or against new development; whether the objectives can be accomplished in an individual Community Standards District or Countywide; and whether to include representatives from the development community, including builders, engineers and architects on the advisory council.

This report provides an overview of County efforts during the second quarter of 2017.

## **I. AFFORDABLE HOUSING**

### **Density Bonus Ordinance**

DRP finalized an interim memo to assist with the implementation of AB 2556 (Nazarian). The interim memo will ensure continued compliance with the State Density Bonus Law until the ordinance update is completed. The next project milestone is to release a draft of the ordinance in the third quarter of 2017. In preparation for the public release draft, DRP staff provided information about the ordinance update at 11 meetings with community stakeholders and emailed information about the Density Bonus Ordinance update and other housing ordinances to 300 stakeholders.

### **Linkage Fee, Inclusionary Housing, and Community Land Trusts and Other Shared Equity Models**

DRP continued work on the Affordable Housing Action Plan (Action Plan) and associated studies. The Action Plan will include analyses and recommendations regarding an inclusionary housing policy; the development of a linkage fee on development; affordable housing preservation; value capture and incentive zoning; community land trusts and other shared equity models; and other strategies as appropriate. In addition, the consultant team will prepare three associated studies: (1) an analysis of existing conditions and the real estate market, (2) a linkage fee nexus study, and (3) an inclusionary housing feasibility study. DRP and the consultant team have held regular conference calls to coordinate efforts on the Action Plan and met with Planning Deputies in June 2017 to provide an update on the project.

### **Other Affordable Housing Efforts: Accessory Dwelling Unit Ordinance Update and Pilot Program**

DRP circulated a draft update of the County's Accessory Dwelling Unit (ADU) Ordinance to DPW, DPH, DPR and Fire and incorporated feedback from these departments into the draft ordinance. The ordinance update will implement new state laws that took effect on January 1, 2017 (SB 1069 (Wieckowski) and AB 2299 (Bloom)). DRP also gathered comments internally to prepare the draft for public release. DRP participated in a briefing for the Homeless Policy deputies on the Homeless Initiative Pilot Program along with staff from CDC, DPW, the Chief Executive Office and Arts Commission. DRP also supported the Arts Commission in finalizing details of the ADU design competition. DRP staff provided information



about the ordinance update at 11 meetings with community stakeholders and emailed information about the ADU Ordinance and other housing ordinances to 300 stakeholders.

## **II. ENVIRONMENTAL JUSTICE**

### **Toxic Hotspots Map/Green Zones Program**

DRP was awarded a grant of \$41,000 to conduct environmental justice ground truthing for our Green Zones Program. Two pilot communities, East Los Angeles and Florence-Firestone, have been selected. The grant is funded by the California Strategic Growth Council's (SGC) Sustainable Communities Planning Grant & Incentives Program Best Practices Pilot. DRP will also receive technical assistance on the proposed ground truthing project from the California Office of Planning and Research and SGC. The project will establish partnerships and generate meaningful engagement with environmental justice community-based organizations and residents of the pilot communities. An expected outcome of the project is the identification and verification of local stationary pollution source data that will then be incorporated into the draft Toxic Hotspots Map. Additionally, DRP released a Request for Bid to secure a consultant to further develop the draft Toxic Hotspots Map over a 12-month period. The final Toxic Hotspots Map is expected to perform sophisticated analyses and assessments of cumulative impacts and health risks based on facility types and locations as well as proximity to sensitive uses.

Staff attended one DPW-led Roadmap to a Sustainable Waste Management Future Implementation Subcommittee Meeting. DRP also completed the first round of five DRP taskforce meetings to receive input on developing the draft ordinance for the Green Zones Program.

## **III. TOOLS**

### **Equity Indicators**

DRP developed and refined a draft Equity Indicators Tool based on previous discussion with County and external stakeholders. In the next quarter, DRP will convene these stakeholders to review an improved draft of the tool as well as a draft report to the Board. DRP released a Request for Bid to secure a consultant to expand the analysis capabilities and design of the tool.

#### IV. STAKEHOLDER ENGAGEMENT

DRP did not convene the stakeholders group this quarter to discuss the Equity Indicators Tool. However, DRP continued to meet with stakeholders and staff from various departments and agencies to discuss environmental justice. DRP hosted its fourth Green Zones stakeholder meeting on April 6, 2017, to provide program updates and discuss the issue of contaminated sites. It also held its fourth inter-agency coordinating committee meeting on April 4, 2017, to discuss other County initiatives and resources that can be coordinated with the Green Zones Program. Information on the status of the program is available at [planning.lacounty.gov/greenzones](http://planning.lacounty.gov/greenzones).

The next report back will be provided to you no later than September 30, 2017.

Should you have any questions about this report, please contact Connie Chung, Section Head, General Plan Development and Housing Section at (213) 974-6417 or [cchung@planning.lacounty.gov](mailto:cchung@planning.lacounty.gov).

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Los Angeles County  
Department of Regional Planning

*Planning for the Challenges Ahead*



Dennis Slavin  
Acting Director

September 28, 2017

TO: Supervisor Mark Ridley-Thomas, Chairman  
Supervisor Hilda L. Solis  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

FROM: Dennis Slavin *DLS*  
Acting Director

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- Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents.
- Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis.
- Instruct the Director of Planning to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include establishment of an advisory committee.
- Develop the Equitable Development Work Program in consultation with the Healthy Design Workgroup, the Homeless Initiative, and the Affordable Housing Steering Committee, to ensure efficiencies and coordination, and report back to the Board in writing quarterly with an update on the status of implementation and a timeline for the advancement of ongoing initiatives.
- Chief Executive Officer to coordinate with the Director of Planning and other departments, and to include real estate development and building industry experts in the potential advisory committee and outreach of the Equitable Development Work Program.
- To include the following in the report back to the Board: An explanation of AB 2222 and the “no net loss” policy; whether density bonuses are ministerial or require a public hearing; whether density bonuses are usually met with community opposition because additional California Environmental Quality Act analysis is not required, but create additional traffic; whether density bonuses are subject to the same parking requirements as market rate units; the definition of a linkage fee; the necessary analysis to determine the impact a linkage fee will have on housing development; the reason for joining with the City of Los Angeles on a linkage fee study and how the revenue would be split with them; whether the Department of Regional Planning (DRP) has the resources to deal with proposed linkage fees; the number of units necessary to have a mandatory affordable housing program; the definition of a community land trust; examples of other shared equity models; the definition of equity scorecards and how they can be used for or against new development; whether the objectives can be accomplished in an individual Community Standards District or Countywide; and whether to include representatives from the development community, including builders, engineers and architects on the advisory council.

This report provides an overview of County efforts during the third quarter of 2017.

## **I. AFFORDABLE HOUSING**

### **Density Bonus Ordinance**

DRP has prepared a preliminary draft of the ordinance. An internal workgroup meeting was held to present the preliminary draft and gather comments from DRP staff. Staff is currently working with County Counsel to get clarification on state mandates and will refine the draft accordingly. The next project milestone is to finalize the draft for public release and begin the public hearing process in the fourth quarter of 2017.

### **Linkage Fee, Inclusionary Housing, and Community Land Trusts and Other Shared Equity Models**

DRP continued work on the Affordable Housing Action Plan (Action Plan) and associated studies. The Action Plan will include analyses and recommendations regarding an inclusionary housing policy; the development of a linkage fee on development; affordable housing preservation; value capture and incentive zoning; community land trusts and other shared equity models; and other strategies as appropriate. In addition, the consultant team will prepare three associated studies: (1) an analysis of existing conditions and the real estate market, (2) a linkage fee nexus study, and (3) an inclusionary housing feasibility study. The consultant team submitted a final draft of the analysis of existing conditions and the real estate market, and working drafts of the linkage fee nexus study and inclusionary housing feasibility study in August 2017. DRP has engaged with County Counsel in the review of the two draft studies.

### **Other Affordable Housing Efforts: Accessory Dwelling Unit Ordinance Update and Pilot Program**

DRP released a public draft of the County's updated Accessory Dwelling Unit (ADU) Ordinance. The ADU Ordinance update will implement new state laws that took effect on January 1, 2017 (Senate Bill 1069 (Wieckowski) and AB 2299 (Bloom)). DRP also gathered comments internally and met with County staff, including Fire. DRP staff provided information about the ADU Ordinance update at a community open house in the Santa Monica Mountains, and community meetings for the communities of West Athens-Westmont, Twin Lakes, West Chatsworth/Lake Manor, and Kagel Canyon. DRP and CDC participated in a briefing for the Homeless Policy deputies on the Homeless Initiative Pilot Program. The Board approved the pilot program design on August 15, 2017. DRP and CDC staff conducted several media interviews about the pilot program, which generated

almost 200 calls and e-mails from interested property owners. DRP, CDC and Chief Executive Office staff met with staff from the cities of Los Angeles and Pasadena to discuss ideas for financing ADUs.

## **II. ENVIRONMENTAL JUSTICE**

### **Toxic Hotspots Map/Green Zones Program**

On August 1, 2017, the Board accepted a grant award of \$41,000 from the California Strategic Growth Council's Sustainable Communities Planning Grant & Incentive Program Best Practices Pilot to conduct environmental justice ground truthing in support of the Green Zones Program. DRP developed refined work plans for ground truthing activities in the pilot communities of East Los Angeles and Florence-Firestone. The project will establish partnerships and generate meaningful engagement with environmental justice community-based organizations and residents of the pilot communities. An expected outcome of the project is the collection and verification of local stationary source pollution data that will be incorporated into the draft Toxic Hotspots Map.

DRP also secured a consultant to further develop the draft Toxic Hotspots Map and held a kick-off meeting on August 28, 2017. The final Toxic Hotspots Map is expected to perform analyses and assessments of cumulative impacts and health risks based on facility types and locations, as well as proximity to sensitive uses.

Staff attended one DPW-led Roadmap to a Sustainable Waste Management Future Implementation Subcommittee Meeting and provided comments on the Annual Report to the Board, Roadmap to a Sustainable Waste Management Future.

## **III. TOOLS**

### **Equity Indicators**

DRP developed and refined a draft Equity Indicators Tool based on previous discussions with County and external stakeholders. DRP is continuing to work on strategies to secure a consultant to expand the analysis capabilities and design of the tool.

## **IV. STAKEHOLDER ENGAGEMENT**

DRP convened internal and external stakeholders and received additional feedback on the draft Equity Indicators Tool. DRP staff also presented draft recommendations on how the tool and additional outreach strategies should be incorporated into land use decision making.

The Honorable Board of Supervisors  
September 28, 2017  
Page 5

The next report back will be provided to you no later than January 30, 2018. Should you have any questions about this report, please contact Connie Chung, Section Head, General Plan Development and Housing Section at (213) 974-6417 or [cchung@planning.lacounty.gov](mailto:cchung@planning.lacounty.gov).

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Public Works

S\_AP\_092817\_BMR\_EQUITABLE\_DEVELOPMENT\_WORK\_PROGRAM



# Los Angeles County Department of Regional Planning

*Planning for the Challenges Ahead*



Dennis Slavin  
Acting Director

January 30, 2018

TO: Supervisor Sheila Kuehl, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

FROM: Dennis Slavin <sup>DLS</sup>  
Acting Director

## **REPORT ON BOARD MOTION REGARDING THE EQUITABLE DEVELOPMENT WORK PROGRAM (AGENDA ITEM NO. 2, DECEMBER 8, 2015)**

On December 8, 2015, the Los Angeles County (County) Board of Supervisors (Board) instructed the Director of Planning, in coordination with the directors of Public Works (DPW), Public Health (DPH), Parks and Recreation, Community Development Commission (CDC), County Counsel, the Fire Department, and other departments, to initiate an Equitable Development Work Program consisting of the following:

- Update the Density Bonus Ordinance to further ease and incentivize the development of affordable housing. The update should reflect state law changes effected by Assembly Bill (AB) 2222 and AB 744, including the incorporation of a "no net loss" policy and parking requirement revisions; establish targets for deeper and higher levels of affordability, including a category for extremely low-income households; and other changes to strengthen the effectiveness of the ordinance.
- Initiate discussions with the City of Los Angeles on a nexus study for the creation of a linkage fee.
- Provide a menu of options for the implementation of an inclusionary housing program. The program should consider on-site affordable units as a mandatory component of for-sale housing projects and propose approaches to requiring rental projects to provide on-site affordable units in exchange for discretionary entitlements, public subsidy, and other public concessions.
- Review the regulatory barriers to the establishment and expansion of community land trusts and other shared equity models, and potential incentives to provide their greater adoption.



- Propose additional strategies to preserve existing affordable housing and incentivize the protection of new affordable housing; identify any necessary procedural and state and local legislative adjustments.
- Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents.
- Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis.
- Instruct the Director of Planning to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include establishment of an advisory committee.
- Develop the Equitable Development Work Program in consultation with the Healthy Design Workgroup, the Homeless Initiative, and the Affordable Housing Steering Committee, to ensure efficiencies and coordination, and report back to the Board in writing quarterly with an update on the status of implementation and a timeline for the advancement of ongoing initiatives.
- Chief Executive Officer to coordinate with the Director of Planning and other departments, and to include real estate development and building industry experts in the potential advisory committee and outreach of the Equitable Development Work Program.
- To include the following in the report back to the Board: An explanation of AB 2222 and the “no net loss” policy; whether density bonuses are ministerial or require a public hearing; whether density bonuses are usually met with community opposition because additional California Environmental Quality Act analysis is not required, but create additional traffic; whether density bonuses are subject to the same parking requirements as market rate units; the definition of a linkage fee; the necessary analysis to determine the impact a linkage fee will have on housing development; the reason for joining with the City of Los Angeles on a linkage fee study and how the revenue would be split with them; whether the Department of Regional Planning (DRP) has the resources to deal with proposed linkage fees; the number of units necessary to have a mandatory affordable housing program; the definition of a community land trust; examples of other shared equity models; the definition of equity scorecards and how they can be used for or against new development; whether the objectives can be accomplished in an individual Community Standards District or Countywide;

and whether to include representatives from the development community, including builders, engineers and architects on the advisory council.

This report provides an overview of County efforts during the fourth quarter of 2017.

## I. **AFFORDABLE HOUSING**

### **Density Bonus Ordinance**

DRP revised the draft ordinance based on feedback from an internal work group. Staff is continuing to get clarification on state mandates from County Counsel and will refine the draft accordingly. The next project milestone is to finalize the draft for public release and begin the public hearing process in spring 2018.

### **Linkage Fee, Inclusionary Housing, and Community Land Trusts and Other Shared Equity Models**

DRP continued work on the Affordable Housing Action Plan (Action Plan) and associated studies. The Action Plan will include analyses and recommendations regarding an inclusionary housing policy; the development of a linkage fee on development; affordable housing preservation; value capture and incentive zoning; community land trusts and other shared equity models; and other strategies as appropriate. In addition, the consultant team will prepare three associated studies: (1) an analysis of existing conditions and the real estate market, (2) a linkage fee nexus study, and (3) an inclusionary housing feasibility study. The consultant team submitted revised drafts of the linkage fee nexus study and inclusionary housing feasibility study, and a working draft of the Action Plan in December 2017. DRP has engaged with the consultant team during its review of the studies and Action Plan to implement revisions.

The California Strategic Growth Council recently awarded the County and its partners, East Los Angeles Community Corporation and Legacy LA, a Transformative Climate Communities Planning Grant to address displacement and climate change in unincorporated East Los Angeles through community ownership and land stewardship. The grant will fund the framework for a community land trust in East Los Angeles.

### **Other Affordable Housing Efforts: Accessory Dwelling Unit Ordinance Update and Pilot Program**

DRP released public hearing drafts of the County's updated Accessory Dwelling Unit (ADU) Ordinance. The ADU Ordinance update will implement new state laws that took effect on January 1, 2017 (Senate Bill 1069 (Wieckowski) and AB 2299 (Bloom)). DRP staff toured the communities of West Chatsworth/Lake Manor and

Kagel Canyon to receive input on the ADU Ordinance. The Regional Planning Commission (RPC) held its first hearing on the ordinance on November 29, 2017, and continued the hearing to January 24, 2018. Staff conducted additional research requested by RPC on various issues including ADU tenant protections. DRP, CDC, Chief Executive Office and the Arts Commission participated in an informational workshop for prospective participants in the ADU design competition. DRP participated in the selection of a consultant for the ADU pilot program and continued to coordinate with CDC and DPW on implementation planning for the program. DRP continued to field and track public inquiries about the pilot program.

## II. ENVIRONMENTAL JUSTICE

### Toxic Hotspots Map/Green Zones Program

To support the Green Zones Program, DRP worked with a consultant to develop the draft Toxic Hotspots Map, or Environmental Justice Screening Tool. During the quarter, DRP and the consultant finalized the list of indicators and data sources that will be incorporated into the screening tool. The map is expected to be completed in fall 2018.

DRP also contracted with the California Strategic Growth Council for an awarded grant of \$41,000 to conduct ground truthing in East Los Angeles and Florence-Firestone. DRP has partnered with East Yard Communities for Environmental Justice and Communities for a Better Environment to complete this effort. During this quarter, DRP and its partners prepared for the ground truthing events, which are scheduled to take place in February through March 2018. The ground truthing will focus on surveying industrial uses and sensitive uses in these communities, and gathering observations on potential environmental impacts generated by industrial uses. The data collected will support the development of the Environmental Justice Screening Tool and recommendations for land use strategies. This effort will be completed in summer 2018.

In addition, staff attended two DPW-led Roadmap to a Sustainable Waste Management Future Implementation Subcommittee Meetings and participated in the tour of the Puente Hills Materials Recovery Facility. Furthermore, on November 15, 2017, DRP and DPH convened a joint multi-agency meeting to discuss ways in which the DRP-led Green Zones Program and DPH-led Community Risk Reduction Initiative overlap and how they can support each other.

### III. TOOLS

#### Equity Indicators

DRP is continuing to work on strategies to secure a consultant to expand the analysis capabilities and design of the tool.

### IV. STAKEHOLDER ENGAGEMENT

DRP convened external stakeholders to provide updates on the Equitable Development Work Program, and identified items for follow-up, such as requests for maps and data.

The next report will be provided to you no later than April 26, 2018. Should you have any questions about this report, please contact Connie Chung, Section Head, General Plan Development and Housing Section at (213) 974-6417 or [cchung@planning.lacounty.gov](mailto:cchung@planning.lacounty.gov).

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Public Health  
Public Works



Los Angeles County  
Department of Regional Planning

*Planning for the Challenges Ahead*



Amy J. Bodek, AICP  
Director

July 26, 2018

TO: Supervisor Sheila Kuehl, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

FROM: Amy J. Bodek, AICP  
Director

**REPORT ON BOARD MOTION REGARDING THE EQUITABLE DEVELOPMENT  
WORK PROGRAM (AGENDA ITEM NO. 2, DECEMBER 8, 2015)**

On December 8, 2015, the Los Angeles County Board of Supervisors (Board) instructed the Director of Planning, in coordination with the directors of Public Works (DPW), Public Health, Parks and Recreation, Community Development Commission (CDC), County Counsel, Fire Department, and other departments, to initiate an Equitable Development Work Program consisting of the following:

- Update the Density Bonus Ordinance to further ease and incentivize the development of affordable housing. The update should reflect state law changes effected by Assembly Bill (AB) 2222 and AB 744, including the incorporation of a “no net loss” policy and parking requirement revisions; establish targets for deeper and higher levels of affordability, including a category for extremely low-income households; and other changes to strengthen the effectiveness of the ordinance.
- Initiate discussions with the City of Los Angeles on a nexus study for the creation of a linkage fee.
- Provide a menu of options for the implementation of an inclusionary housing program. The program should consider on-site affordable units as a mandatory component of for-sale housing projects and propose approaches to requiring rental projects to provide on-site affordable units in exchange for discretionary entitlements, public subsidy, and other public concessions.
- Review the regulatory barriers to the establishment and expansion of community land trusts and other shared equity models, and potential incentives to provide their greater adoption.

- Propose additional strategies to preserve existing affordable housing and incentivize the protection of new affordable housing; identify any necessary procedural and state and local legislative adjustments.
- Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents.
- Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis.
- Instruct the Director of Planning to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include establishment of an advisory committee.
- Develop the Equitable Development Work Program in consultation with the Healthy Design Workgroup, the Homeless Initiative, and the Affordable Housing Steering Committee, to ensure efficiencies and coordination, and report back to the Board in writing quarterly with an update on the status of implementation and a timeline for the advancement of ongoing initiatives.
- Chief Executive Officer to coordinate with the Director of Planning and other departments, and to include real estate development and building industry experts in the potential advisory committee and outreach of the Equitable Development Work Program.
- To include the following in the report back to the Board: An explanation of AB 2222 and the “no net loss” policy; whether density bonuses are ministerial or require a public hearing; whether density bonuses are usually met with community opposition because additional California Environmental Quality Act analysis is not required, but create additional traffic; whether density bonuses are subject to the same parking requirements as market rate units; the definition of a linkage fee; the necessary analysis to determine the impact a linkage fee will have on housing development; the reason for joining with the City of Los Angeles on a linkage fee study and how the revenue would be split with them; whether the Department of Regional Planning (DRP) has the resources to deal with proposed linkage fees; the number of units necessary to have a mandatory affordable housing program; the definition of a community land trust; examples of other shared equity models; the definition of equity scorecards and how they can be used for or against new development; whether the objectives can be accomplished in an individual Community Standards District or Countywide; and whether to include representatives from the development community, including builders, engineers and architects on the advisory council.

This report provides an overview of County efforts during the second quarter of 2018.

## I. **AFFORDABLE HOUSING**

### **Density Bonus Ordinance**

DRP finalized and noticed the draft Density Bonus Ordinance and Initial Study/Negative Declaration, and prepared for the Regional Planning Commission (RPC) hearing scheduled for August 15, 2018.

### **Linkage Fee, Inclusionary Housing, and Community Land Trusts and Other Shared Equity Models**

On June 12, 2018, DRP hosted a free public webinar on the Affordable Housing Action Plan (Action Plan). The Action Plan includes analyses and recommendations for the following policy areas: Accessory Dwelling Units (ADU); affordable housing preservation; Community Land Trusts (CLT); affordable housing linkage fees; inclusionary housing; innovative housing typologies; and value capture and incentive zoning. In addition, the Action Plan includes three associated studies: (1) an analysis of existing conditions and the real estate market; (2) a linkage fee nexus study; and (3) an inclusionary housing feasibility study. A total of 123 individuals registered to view the webinar, and the presentation and webinar recording were posted on DRPs website.

As previously reported, the California Strategic Growth Council awarded the County and its partners, East Los Angeles Community Corporation and Legacy LA, a Transformative Climate Communities Planning Grant to address displacement and climate change in unincorporated East Los Angeles through community ownership and land stewardship. The grant will fund the framework for a CLT in East Los Angeles. During the quarter, DRP worked with its partners and the State Department of Conservation to execute a grant agreement and retained a consultant team to complete the CLT business plan.

### **Other Affordable Housing Efforts: Accessory Dwelling Unit Ordinance Update and Pilot Program**

On May 22, 2018, the Board approved the ADU Ordinance. In approving the ADU Ordinance, the Board directed DRP to remove the ADU parking requirement outside of Very High Fire Hazard Severity Zones and to report back with the DPW in 90 days on the need and feasibility of a parking enforcement district in City Terrace. In addition, DRP assisted the CDC with the selection of candidates for the County's ADU Pilot Program, and participated in an awards ceremony and other public events for the ADU design competition led by the Arts Commission.

## II. ENVIRONMENTAL JUSTICE

### Toxic Hotspots Map/Green Zones Program

To support the Green Zones Program, DRP continued to work with a consultant to develop a draft Toxic Hotspots Map, or Environmental Justice Screening Tool (Screening Tool). During the quarter, DRP and its consultant neared completion on the development of the geodatabase and basemap, and began testing the statistical programming as part of the Screening Tool. The Screening Tool is expected to be completed in Fall 2018.

As previously reported, DRP conducted seven ground-truthing events in two unincorporated pilot communities, East Los Angeles and Florence-Firestone/Walnut Park, in partnership with East Yard Communities for Environmental Justice and Communities for a Better Environment, respectively. A total of 115 resident volunteers participated at one or more groundtruthing events. DRP completed data gathering and compilation in April, and DRP conducted data digitization and analyses. Approximately 5,000 addresses in East Los Angeles and 3,000 addresses in Florence-Firestone/Walnut Park were observed as part of this effort. A Groundtruthing Report-Back Meeting is scheduled for August 11, 2018, to present the findings from the ground-truthing events, as well as to solicit input from the participants on the Green Zones Program.

## III. TOOLS

### Equity Indicators

DRP worked with the Internal Services Department to further develop the Equity Indicators Tool and expand its technical capabilities.

## IV. STAKEHOLDER ENGAGEMENT

DRP invited stakeholders engaged in the Equitable Development Work Program to comment on the draft Density Bonus Ordinance in advance of the RPC hearing scheduled for August 15.

The next report will be provided to you no later than October 25, 2018.



Each Supervisor  
July 26, 2018  
Page 5

If you have any questions about this report, please contact Connie Chung, Section Head, General Plan Development and Housing Section at (213) 974-6417 or [cchung@planning.lacounty.gov](mailto:cchung@planning.lacounty.gov).

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Public Health  
Public Works

S\_AP\_072618\_BMR\_EQUITABLE\_DEV\_WORK\_PROG



# Los Angeles County Department of Regional Planning

*Planning for the Challenges Ahead*



**Amy J. Bodek, AICP**  
Director

**Dennis Slavin**  
Chief Deputy Director

October 25, 2018

TO: Supervisor Sheila Kuehl, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

FROM: Amy J. Bodek, AICP  
Director

## **REPORT ON BOARD MOTION REGARDING THE EQUITABLE DEVELOPMENT WORK PROGRAM (AGENDA ITEM NO. 2, DECEMBER 8, 2015)**

On December 8, 2015, the Los Angeles County Board of Supervisors (Board) instructed the Director of the Department of Regional Planning (DRP), in coordination with the directors of Public Works (DPW), Public Health, Parks and Recreation, Community Development Commission (CDC), County Counsel, Fire Department, and other departments, to initiate an Equitable Development Work Program consisting of the following:

- Update the Density Bonus Ordinance to further ease and incentivize the development of affordable housing. The update should reflect state law changes effected by Assembly Bill (AB) 2222 and AB 744, including the incorporation of a “no net loss” policy and parking requirement revisions; establish targets for deeper and higher levels of affordability, including a category for extremely low-income households; and other changes to strengthen the effectiveness of the ordinance.
- Initiate discussions with the City of Los Angeles on a nexus study for the creation of a linkage fee.
- Provide a menu of options for the implementation of an inclusionary housing program. The program should consider on-site affordable units as a mandatory component of for-sale housing projects and propose approaches to requiring rental projects to provide on-site affordable units in exchange for discretionary entitlements, public subsidy, and other public concessions.
- Review the regulatory barriers to the establishment and expansion of community land trusts and other shared equity models, and potential incentives to provide their greater adoption.

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@LACDRP | [planning.lacounty.gov](http://planning.lacounty.gov)

- Propose additional strategies to preserve existing affordable housing and incentivize the protection of new affordable housing; identify any necessary procedural and state and local legislative adjustments.
- Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents.
- Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis.
- Instruct the Director of DRP to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include establishment of an advisory committee.
- Develop the Equitable Development Work Program in consultation with the Healthy Design Workgroup, the Homeless Initiative, and the Affordable Housing Steering Committee, to ensure efficiencies and coordination, and report back to the Board in writing quarterly with an update on the status of implementation and a timeline for the advancement of ongoing initiatives.
- The Chief Executive Officer to coordinate with the Director of DRP and other departments, and to include real estate development and building industry experts in the potential advisory committee and outreach of the Equitable Development Work Program.
- To include the following in the report back to the Board: An explanation of AB 2222 and the “no net loss” policy; whether density bonuses are ministerial or require a public hearing; whether density bonuses are usually met with community opposition because additional California Environmental Quality Act analysis is not required, but create additional traffic; whether density bonuses are subject to the same parking requirements as market rate units; the definition of a linkage fee; the necessary analysis to determine the impact a linkage fee will have on housing development; the reason for joining with the City of Los Angeles on a linkage fee study and how the revenue would be split with them; whether DRP has the resources to deal with proposed linkage fees; the number of units necessary to have a mandatory affordable housing program; the definition of a community land trust; examples of other shared equity models; the definition of equity scorecards and how they can be used for or against new development; whether the objectives can be accomplished in an individual Community Standards District or Countywide; and whether to include representatives from the development community, including builders, engineers and architects on the advisory council.

This report provides an overview of County efforts during the third quarter of 2018.

## I. **AFFORDABLE HOUSING**

### **Density Bonus Ordinance**

The public hearing draft of the Density Bonus Ordinance was released on July 3, 2018. Staff attended meetings of the Crescenta Valley Town Council to answer questions about how the Density Bonus Ordinance would impact the community. The Regional Planning Commission (RPC) recommended approval of the Density Bonus Ordinance at its hearing on August 15, 2018. The RPC directed staff to add provisions to the draft Ordinance to restrict the option for additional density bonus as incentive to projects that have earned a 35 percent density bonus, which is the maximum under state law. Staff also attended a meeting of the BizFed Land Use Committee on August 22, 2018, to provide an overview of the Density Bonus Ordinance. Staff is preparing for the Board hearing on the Density Bonus Ordinance scheduled for November 27, 2018.

### **Linkage Fee, Inclusionary Housing, and Community Land Trusts and Other Shared Equity Models**

As previously reported, the California Strategic Growth Council awarded the County and its partners, East Los Angeles Community Corporation and Legacy LA, a Transformative Climate Communities Planning Grant to address displacement and climate change in unincorporated East Los Angeles through community ownership and land stewardship. The grant will fund the framework for a Community Land Trust (CLT) in East Los Angeles. During the quarter, DRP coordinated meetings with the partners and the CLT consultant team, and supported two public outreach events. The CLT consultant team developed a work plan, initiated a feasibility study, and began formulating policy recommendations. DRP is assisting with the coordination of additional public outreach events in the fourth quarter.

### **Other Affordable Housing Efforts: Accessory Dwelling Unit Ordinance Update and Pilot Program**

DRP attended meetings with other County departments to discuss future implementation of the Accessory Dwelling Unit (ADU) Ordinance once it is adopted by the Board. DRP coordinated with the CDC and Arts Commission on submittal of homeowner applications to the ADU Pilot Program and on development of the "Yes to ADU" design competition publication.

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## II. ENVIRONMENTAL JUSTICE

### Toxic Hotspots Map/Green Zones Program

To support the Green Zones Program, DRP continued to work with a consultant to develop a draft Toxic Hotspots Map, or Environmental Justice Screening Tool (Screening Tool). During the quarter, the consultant provided trainings for DRP staff on the Screening Tool and neared completion on the testing of the statistical programming of the Screening Tool. The Screening Tool is on schedule to be completed in Fall 2018.

As previously reported, DRP and the ground-truthing partners conducted a Ground-Truthing Report-Back Meeting on August 11, 2018. DRP staff, the partners, and ground-truthing participants presented the outcomes and findings from the ground-truthing events. Additionally, DRP staff and the Screening Tool consultant provided an overview of the Green Zones Program. Lastly, the participants provided input on the Green Zones Program through a small group discussion. In the fourth quarter, DRP is drafting the Green Zones Ordinance by incorporating the ground-truthing findings and input received to date.

## III. TOOLS

### Equity Indicators

DRP worked with the Internal Services Department to further develop the Equity Indicators Tool and expand its technical capabilities. Staff prepared a report to the Board to be submitted along with a draft of the Equity Indicators Tool in November 2018.

## IV. STAKEHOLDER ENGAGEMENT

DRP convened stakeholders representing architects, housing and public health advocates, and legal aid organizations on August 29, 2018, to provide updates on the Equitable Development Work Program.

The next report will be provided to you no later than January 24, 2019.

Each Supervisor  
October 25, 2018  
Page 5

If you have any questions about this report, please contact Connie Chung, Section Head, General Plan Development and Housing Section at (213) 974-6417 or [cchung@planning.lacounty.gov](mailto:cchung@planning.lacounty.gov).

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# Los Angeles County Department of Regional Planning

*Planning for the Challenges Ahead*



**Amy J. Bodek, AICP**  
Director

**Dennis Slavin**  
Chief Deputy Director

November 29, 2018

TO: Supervisor Sheila Kuehl, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

FROM: Amy J. Bodek, AICP  
Director

## **REPORT ON BOARD MOTION REGARDING THE EQUITABLE DEVELOPMENT WORK PROGRAM (AGENDA ITEM NO. 2, DECEMBER 8, 2015)**

On December 8, 2015, the Los Angeles County Board of Supervisors (Board) instructed the Director of the Department of Regional Planning (DRP), in coordination with the directors of the Departments of Public Works (DPW), Public Health (DPH), Parks and Recreation (DPR), Community Development Commission (CDC), County Counsel, Fire Department (Fire), and other departments, to initiate an Equitable Development Work Program consisting of the following:

- Update the Density Bonus Ordinance to further ease and incentivize the development of affordable housing. The update should reflect state law changes effected by Assembly Bill (AB) 2222 and AB 744, including the incorporation of a “no net loss” policy and parking requirement revisions; establish targets for deeper and higher levels of affordability, including a category for extremely low-income households; and other changes to strengthen the effectiveness of the ordinance.
- Initiate discussions with the City of Los Angeles on a nexus study for the creation of a linkage fee.
- Provide a menu of options for the implementation of an inclusionary housing program. The program should consider on-site affordable units as a mandatory component of for-sale housing projects and propose approaches to requiring rental projects to provide on-site affordable units in exchange for discretionary entitlements, public subsidy, and other public concessions.

- Review the regulatory barriers to the establishment and expansion of community land trusts and other shared equity models, and potential incentives to provide their greater adoption.
- Propose additional strategies to preserve existing affordable housing and incentivize the protection of new affordable housing; identify any necessary procedural and state and local legislative adjustments.
- Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents.
- Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis.
- Instruct the Director of DRP to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include establishment of an advisory committee.
- Develop the Equitable Development Work Program in consultation with the Healthy Design Workgroup, the Homeless Initiative, and the Affordable Housing Steering Committee, to ensure efficiencies and coordination, and report back to the Board in writing quarterly with an update on the status of implementation and a timeline for the advancement of ongoing initiatives.
- Chief Executive Officer to coordinate with the Director of DRP and other departments, and to include real estate development and building industry experts in the potential advisory committee and outreach of the Equitable Development Work Program.
- To include the following in the report back to the Board: An explanation of AB 2222 and the “no net loss” policy; whether density bonuses are ministerial or require a public hearing; whether density bonuses are usually met with community opposition because additional California Environmental Quality Act analysis is not required, but create additional traffic; whether density bonuses are subject to the same parking requirements as market rate units; the definition of a linkage fee; the necessary analysis to determine the impact a linkage fee will have on housing



development; the reason for joining with the City of Los Angeles on a linkage fee study and how the revenue would be split with them; whether DRP has the resources to deal with proposed linkage fees; the number of units necessary to have a mandatory affordable housing program; the definition of a community land trust; examples of other shared equity models; the definition of equity scorecards and how they can be used for or against new development; whether the objectives can be accomplished in an individual Community Standards District or Countywide; and whether to include representatives from the development community, including builders, engineers and architects on the advisory council.

The purpose of this report is to update the Board on the status of 1) the development of tools and approaches to evaluate, monitor and advance equity objectives in the implementation of the General Plan; and 2) the development of a framework for facilitating robust engagement.

## I. BACKGROUND

Since 2016, DRP has held a series of meetings with staff from DPW, DPH, DPR, CDC, County Counsel, Fire, and other departments and offices, including the Chief Executive Office, Chief Information Office, and Internal Services Department, in conjunction with the County Healthy Design Work Group, as well as meetings with major stakeholders (see Appendix A for a list of participants) to discuss the development of a tool to advance equity objectives and a framework for robust stakeholder engagement. Detailed records of these meetings are provided on DRP's website.

As a first step, the work groups developed a common definition of equity and shared vision/mission statement for the Equity Indicators Tool:

*Equity: When every individual, regardless of race or income, is given access to the resources they need to succeed and thrive; and*

*Closing the gaps so that race does not predict one's success, while also improving outcomes for all.*

*Mission Statement: The Equity Indicators Tool aims to facilitate equitable growth and equitable land use. It contributes to a broader vision/framework for equity by enabling equity as a factor in decision-making, and through prioritizing collaboration with communities and transparency in decision-making.*

The work groups reached a common understanding that County policies and decision-making about the built environment should actively work to close the gaps in opportunities for economic mobility, education, and health that people experience as a result of their race or income. Inequities are rooted in

institutionalized systems of power and privilege. Consequently, advancing equitable development requires systemic change to decision-making, policy and implementation.

The work groups studied the equitable development efforts in other jurisdictions. The most notable examples of best practices are King County, WA; Pittsburgh, PA; and Portland, OR. (For information about these examples, see Appendix B.) In reviewing the efforts of multiple jurisdictions, common themes and actions are clear. Jurisdictions identify indicators and use them, sometimes with a mapping tool, to set a baseline understanding of equity issues, inform decision-making, and track issues over time; develop a departmentally-specific worksheet or checklist to guide staff on incorporating equity into the decision-making process; coordinate and maintain a multi-department team to shape and unify equity efforts; create a jurisdiction-wide equity plan, and require departments to create equity plans; create a standalone office, such as an Office of Equity, to provide resources to staff on all equity efforts, and to compile and report outcomes.

In addition, the work groups surveyed existing County equity initiatives and opportunities for collaboration, including but not limited to: the activities of the County's Government Alliance for Race and Equity (GARE) cohort; implicit bias trainings for County staff; and the equity efforts of County agencies, including Metro, the DPH, DPR, the Arts Commission, and the Chief Sustainability Office.

### ***Development of the Equity Indicators Tool***

Selection of the equity indicators was a multi-step process. Since the Board directed that the tool should advance the equitable implementation of the General Plan, the work groups used the Guiding Principles of the General Plan to identify equity outcomes and associated indicators. (For the full table of General Plan equity outcomes, see Appendix C). DRP reviewed tools such as CalEnviroScreen, Southern California Association of Governments (SCAG) Revision, American Association of Retired Persons' (AARP) Livability Index, National Equity Atlas, and the County Parks Needs Assessment to understand their data components, what indicators are used, and what they measure. The work groups also referred to criteria used by King County, DPH's Community Health Improvement Plan, and UNICEF to select equity indicators. Criteria for indicator selection included relationship to General Plan implementation, availability for all unincorporated areas, geographical disaggregation, whether the data is recently and regularly collected, and whether the data is publicly available.

### ***Development of a Framework for Robust Engagement***

In response to the Board's directive, DRP staff established an advisory committee composed of architects, community organizers, housing developers (affordable

and market-rate), legal aid organizations, representatives from the real estate and building industry, and public health and environmental justice advocates. The committee meets on a quarterly basis to provide input and feedback on the Equitable Development Work Program.

Staff recommends continuing these meetings as part of an overall framework for stakeholder engagement. In consultation with this group, staff has identified additional strategies with the goal of improving equity outcomes through engagement with residents and stakeholders. These strategies, provided in Appendix D, represent a suite of best practices that include project-level outreach, changing decision-making structures, and innovative programs.

DRP is already implementing some strategies from the suite, including use of a Geographic Information System (GIS) layer of community groups to assist in ongoing outreach, hiring local community-based organizations as outreach consultants, and collaborating with community stakeholders on project development. Additionally, DRP will continue facilitating the quarterly stakeholder work group to maintain Countywide equity stakeholder collaboration. DRP will continue to develop a framework for stakeholder engagement and provide recommendations in a future report to the Board.

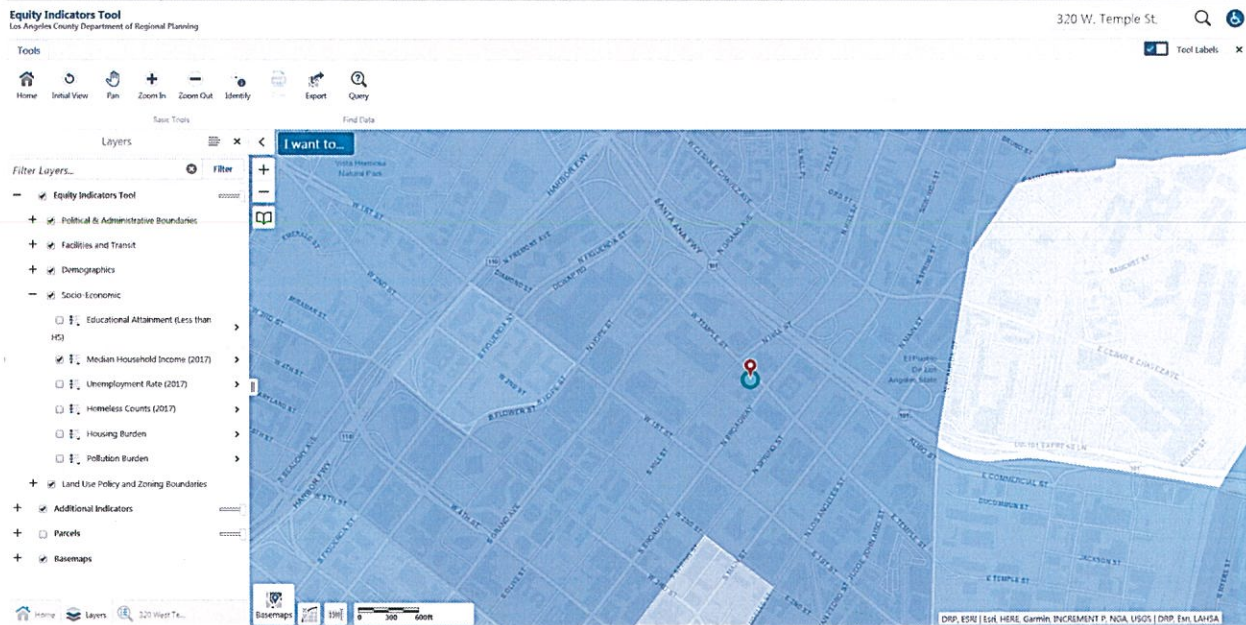
## II. EQUITY INDICATORS TOOL

The Equity Indicators Tool identifies the areas that are experiencing greater degrees of challenges, and in doing so, creates opportunities to advance equitable development. A working version of the Equity Indicators Tool, which is available at [planning.lacounty.gov/equity](http://planning.lacounty.gov/equity), includes ten equity indicators:

- Educational Attainment
- Income
- Unemployment
- Homeless Counts
- Housing Cost Burden
- Pollution Burden
- Overcrowding
- School Quality
- High Segregation and Poverty
- Park Need

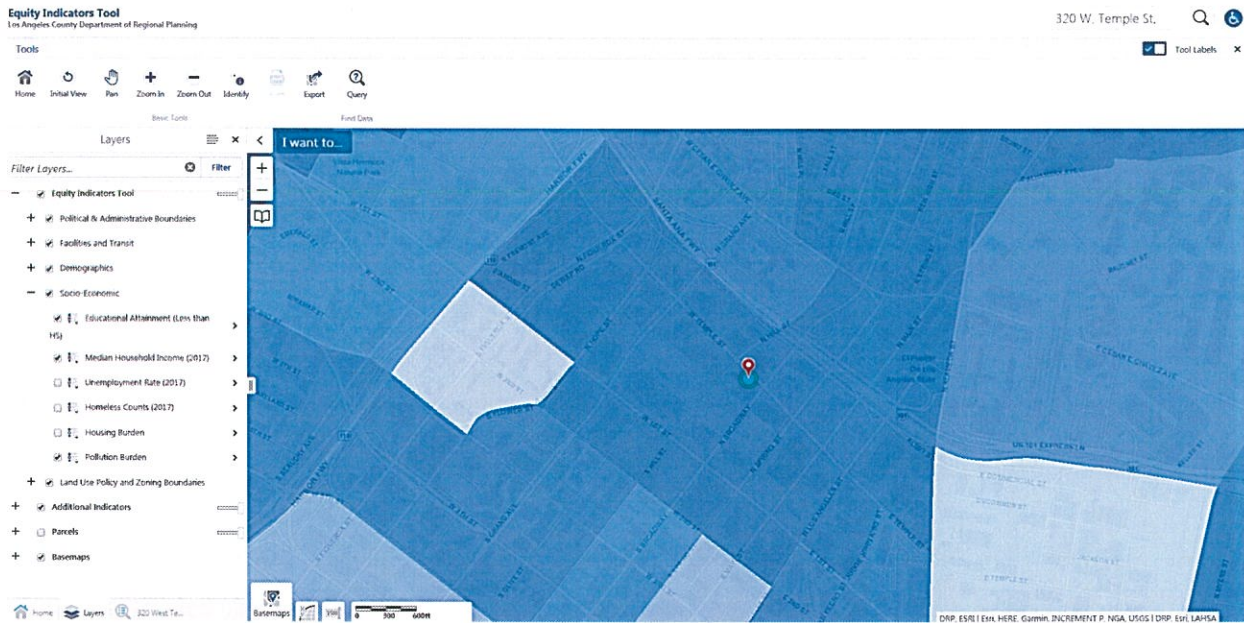
Each of these indicators are shown on the map with a gradient of a color, with the most challenged areas represented by the darkest shade. For example, as shown in Figure 1, the lower the median income of an area, the darker the shade.

Figure 1. Median Household Income



As each indicator's color is partially transparent, layering the indicators on the map produces an additive effect. For example, as shown in Figure 2, when an area experiences multiple challenges or overlapping indicators, it is shown with the darkest colors on the map.

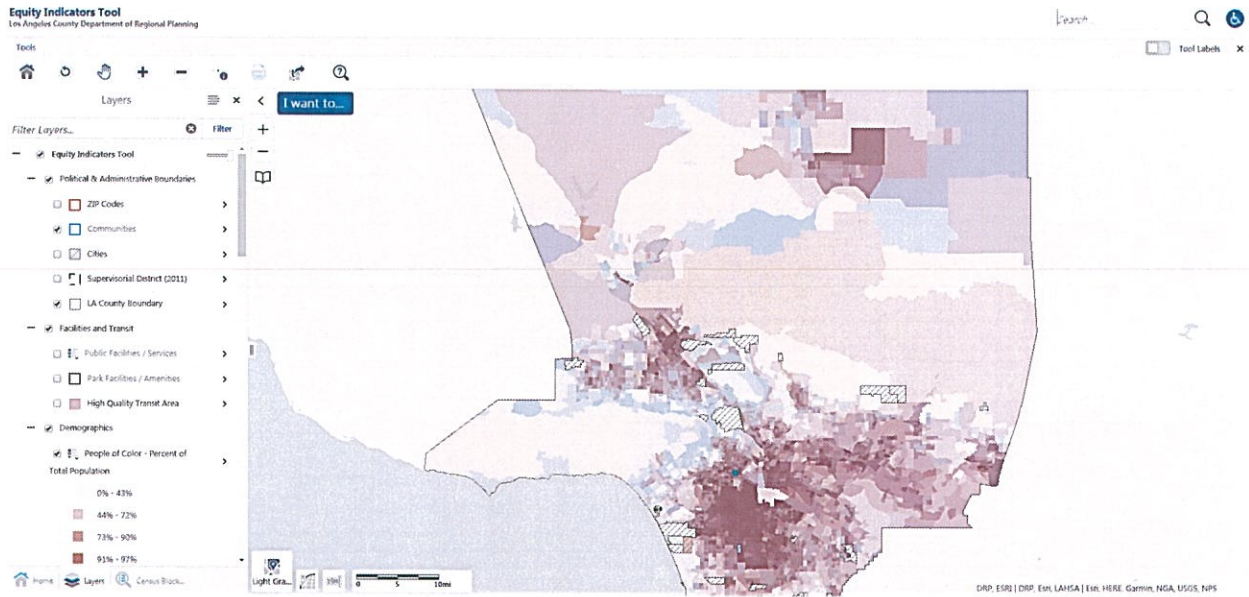
**Figure 2. Median Household Income, Educational Attainment (Less than High School) and Pollution Burden**



Whether displaying an individual indicator, or all indicators, the map illustrates where there are concentrations of equity challenges.

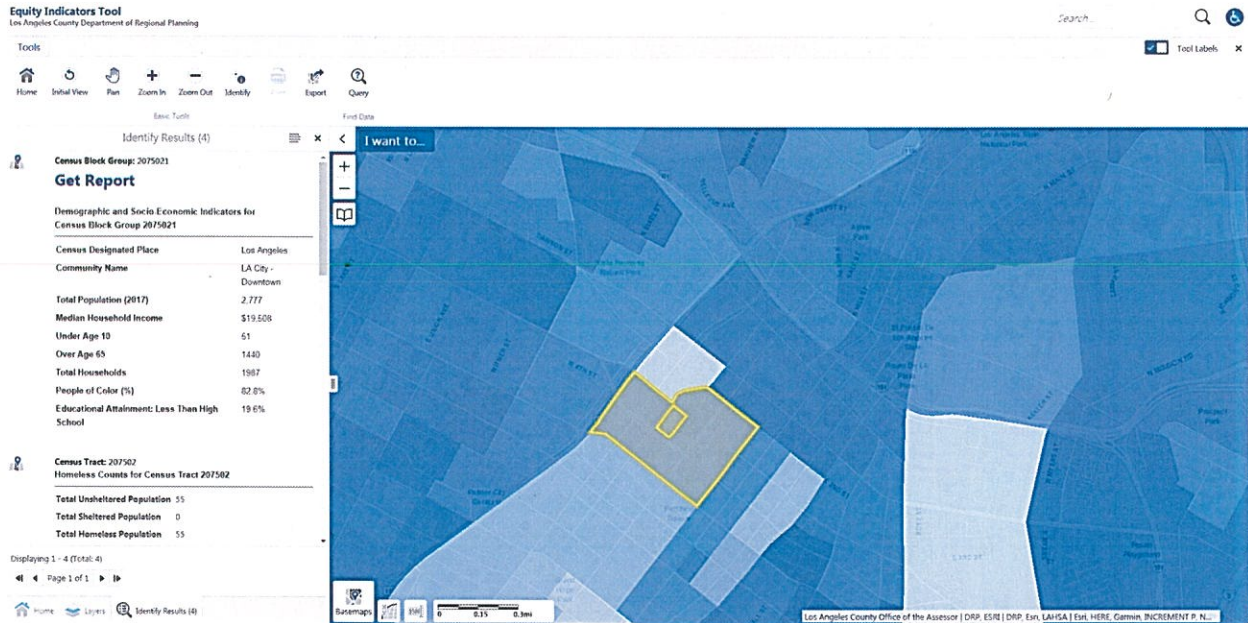
The Equity Indicators Tool displays the percentage of the population that is people of color to help visualize racialized patterns of inequity in the County. For example, as shown in Figure 3, high concentrations of housing cost-burdened low-income households are primarily located within areas with a large percentage of people of color.

**Figure 3. People of Color and Housing Cost Burden**



For more details about a specific location, users can select a parcel and find neighborhood-level socioeconomic and demographic information, as shown in Figure 4. This includes the percentage of population that is under the age of 10 or over 65 years old, to show the share of vulnerable youth and elderly populations.

Figure 4. Detailed indicators



The Equity Indicators Tool also includes the following attributes related to the quality of the built environment:

- Public Facilities/Services
- Park Facilities
- High Quality Transit Area
- Land Use Policy and Zoning

The Equity Indicators Tool also provides information that can be used to inform engagement strategies, including a map of community groups that are active in the unincorporated areas and information on languages spoken in a given Census tract. A report can be generated that includes data for a selected area, as shown in Figure 5.

**Figure 5. Sample Report**

**Equity Indicators Report**

**GEOGRAPHY**



Census Block Group: 2075021  
 Community Name: LA City - Downtown

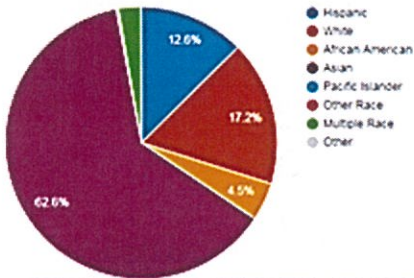
Note: All data are at the census block group level unless otherwise noted.

**POPULATION**



	2017	2010	COUNTY MEDIAN
Total Population:	2,777	2,589	n/a
Percent of Population under 10:	2%	2%	13%
Percent of Population over 65:	52%	48%	13%
Percent of Population - People of Color:	83%	80%	74%

**Race - 2017**



Race	Number of People	Percent of Total
Hispanic	350	13%
White	478	17%
African American	126	5%
American Indian	2	0%
Asian	1,739	63%
Pacific Islander	5	0%
Other Race	4	0%
Multiple Race	73	3%

**Applications of the Equity Indicators Tool**

The Equity Indicators Tool has a number of potential applications, and is designed for use by multiple departments. It can also be customized to overlay additional data. The Equity Indicators Tool can be used by County departments to identify and evaluate the needs and issues in a particular community and/or segment of population, and use that evaluation to prioritize locations for projects and investment (federal, state and local grants and funding). The Equity Indicators Tool could also help inform outreach and engagement practices (for example, translation services). The use of the Equity Indicators Tool would also promote consistency between departments for determining equity impacts.



At DRP, for example, the Equity Indicators Tool could be used to assess equity impacts of policy and projects in staff reports. For example, an identified need for homeless housing in a specific neighborhood could support the approval of a discretionary permit for a supportive housing project; or, an assessment of the concentration of solid waste facilities and their impacts in a neighborhood could inform the review of a proposed waste processing facility. Furthermore, the Equity Indicators Tool could be used to prioritize community/area plans and project funding requests by concentration of equity issues.

### III. **RECOMMENDATIONS**

The Equity Indicators Tool could enable the County to advance equitable development by identifying communities that have prolonged disparities; providing a data-driven platform for equity impact analysis to inform decision-making; developing a transparent decision-making process; engaging the public; and tracking change in communities over time.

DRP recommends the following next steps for the Board's consideration:

- **Further Refinement of the Equity Indicators Tool**  
Continue to develop the Equity Indicators Tool, expanding its analytical capabilities and design.
- **Creation of an Equity Indicators Tool User Guide, Equity Checklist, and Training**  
Create a user guide for the Equity Indicators Tool and an equity checklist, and train County department staff and the public in assessing equity impacts for projects. The guide and training will communicate the goals of the tool and checklist and be a "how to" for users.
- **Application of the Equity Indicators Tool and Equity Checklist**  
In addition to the continued participation in the work groups to support the development of the Equity Indicators Tool and Equity Checklist, encourage all County departments to use the Equity Indicators Tool to incorporate equitable development strategies into operations and policy development.
- **Beyond the Equity Indicators Tool**  
Consider other strategies that jurisdictions have used to support and align equity efforts, such as: set a baseline understanding of equity issues to inform decision-making and track issues over time; coordinate and maintain a multi-department team to shape and unify equity efforts; create a jurisdiction-wide equity plan, and require departments to create equity plans; create a standalone office, such as an Office of Equity, to provide resources to staff on incorporating equity into decision-making, and to compile and report outcomes.

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DRP will house the Equity Indicators Tool, as well as this report and links to additional equity resources, at [planning.lacounty.gov/equity](http://planning.lacounty.gov/equity).

For further information, please contact Connie Chung at (213) 974-6417 or [cchung@planning.lacounty.gov](mailto:cchung@planning.lacounty.gov).

AJB:MC:CC:AS:ems

c:     Executive Office, Board of Supervisors  
       Chief Executive Office  
       Community Development Commission  
       County Counsel  
       Fire  
       Parks and Recreation  
       Public Health  
       Public Works

Attachments:

- A. Participating Agencies and Organizations
- B. Equitable Development Efforts in Other Jurisdictions
- C. Equity Outcomes Table
- D. Engagement Strategies

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Attachment A  
Participating Agencies and Organizations

## **Participating Agencies and Organizations**

County of Los Angeles Office of the County Counsel  
Los Angeles County Arts Commission  
Los Angeles County Chief Executive Office  
Los Angeles County Chief Information Office  
Los Angeles County Chief Sustainability Office  
Los Angeles County Community Development Commission  
Los Angeles County Department of Children and Family Services  
Los Angeles County Department of Human Resources  
Los Angeles County Department of Parks and Recreation  
Los Angeles County Department of Probation  
Los Angeles County Department of Public Health  
Los Angeles County Department of Public Works  
Los Angeles County Department of Regional Planning  
Los Angeles County Fire Department  
Los Angeles County Internal Services Department  
Los Angeles County Metropolitan Transportation Authority (Metro)

Advancement Project  
Aera Energy  
Alliance for Community Transit – Los Angeles  
American Institute of Architects – Los Angeles Chapter  
Building Industry Association of Southern California - Los Angeles/Ventura Chapter  
Carolyn Ingram Seitz & Associates  
City of Long Beach Office of Equity  
Community Health Councils  
East Los Angeles Community Corporation  
Enterprise Community Partners

HomeFront Build  
Investing in Place  
LA Thrives  
Latham & Watkins  
Legal Aid Foundation of Los Angeles  
Los Angeles Homeless Services Authority  
Los Angeles County Business Federation  
Los Angeles Neighborhood Land Trust  
Modative  
Neighborhood Housing Services of Los Angeles County  
Physicians for Social Responsibility – Los Angeles  
Prevention Institute  
Rios Clementi Hale Studios  
Shared Use Mobility Center  
Southern California Association of Non-Profit Housing  
Strategic Actions for a Just Economy  
Strategic Concepts in Organizing and Policy Education

Attachment B  
Equitable Development Efforts in Other Jurisdictions

## Equitable Development Efforts in Other Jurisdictions

DRP studied the equity efforts of other jurisdictions for an understanding of best practices. Local stakeholders were critical in calling attention to nationally recognized initiatives in King County, WA, Pittsburgh, PA and Portland, OR. King County is the most often cited.

### King County, WA

King County, Washington includes Seattle and the surrounding area, totaling just over 2,000 square miles. King County launched the Equity and Social Justice Initiative in 2008, with the goal for:

*“...all King County residents to live in communities of opportunity. To reach this goal, all communities must be equipped with the means to provide individuals with access to livable wages, affordable housing, quality education, quality healthcare, and safe and vibrant neighborhoods. King County is applying the principles of equity and social justice in its actions, decisions and policies.”*

The County held town hall meetings and established a County interdepartmental team as well as a community advisory group. Through this work, the County identified 14 determinants of equity in 2010 and subsequently laid out the plan to improve access to these determinants, including health services, transit, workforce development and jobs. The County focuses efforts through internal education, delivery of County services, and equity in County practice. Additionally, community partnerships were developed through a Community Engagement Team to strengthen community participation and build capacity of local organizations. Throughout this initiative, the County has delivered annual progress reports.

In 2014, the Determinants of Equity Baseline Project was initiated with the goal of using data to understand equity issues throughout the County. To select the data, the County utilized a research team, consulted with other jurisdictions and national authorities on equity metrics, and convened a steering committee of County staff for feedback. Interviews with County staff and external stakeholders contributed to selection of data. The result: 67 indicators identified across the 14 Determinants of Equity.

In 2015, King County created the Office of Equity and Social Justice to help coordinate and advance equity across departments. The Office works with the ongoing interdepartmental team, and completed the Equity and Social Justice Strategic Plan, 2016- 2022, with accompanying Implementation Plan. This year, King County launched a dashboard webpage where users can check the progress of the Strategic Plan through data reported by strategy and department.

King County started using an Equity Impact Review (EIR) Tool in 2015 to advance equity through policy and decision-making. Multiple departments use the tool to understand the impacts of a policy or program on marginalized communities, develop policy and programs that address inequities, and prioritize funding. The County’s intent with the tool is to encourage “fairness, spread burdens fairly, and help address historic patterns of institutional bias and discrimination.” A checklist guides staff through the Equity Impact Review process, starting with identifying who will be affected, assessing the equity and community context, and running through implementation and ongoing learning. King County also created a community engagement guide for County staff to promote effective communication that “informs, involves and empowers people and communities.”

## Pittsburgh, PA

Pittsburgh experienced decades of decline after the collapse of the steel industry. In the last few years it has seen signs of economic recovery, evident in start-up and entrepreneurial growth, and a development boom. However, the benefits of these improvements are geographically uneven and African-American residents face barriers to accessing them. At least one large, high profile demolition in 2015 (in which 200 tenants lost their homes) illustrated that displacement is a reality in Pittsburgh.

In response, PolicyLink (assisted by Neighborhood Allies and Urban Innovation21), collaborated with civic leaders and residents to create *Equitable Development: The Path to an All-In Pittsburgh*. The policy document was released in 2016 and provides strategies to advance equity through a five-point agenda: Raise the Bar for New Development; Make All Neighborhoods Healthy Communities of Opportunity; Expand Employment and Business Ownership Opportunities; Embed Racial Equity Throughout Pittsburgh's Institutions and Businesses; Build Community Power, Voice, and Capacity. Strategies are aimed at City and community leaders. PolicyLink and the City continue to create opportunities for residents to weigh-in on the implementation of goals outlined in *All-In*.

The multi-sector steering committee involved in the creation of *All-In* split into two action teams, Housing and Employment/Entrepreneurship. Each team identified three indicators prioritized for equitable change, and the corresponding policies and programs to affect that change.

PolicyLink will monitor and measure the progress of equity efforts in Pittsburgh with its own equity metrics tool, the National Equity Atlas (<http://nationalequityatlas.org/>). The tool was developed by PolicyLink and the USC Program for Environmental and Regional Equity (PERE) to provide a public data resource to track and measure inequity at the national, state, regional (largest 150 regions), and city (100 largest cities) level. The atlas is based on 36 indicators across the categories of demographics, economic vitality, readiness, connectedness and economic benefits. The data is acquired from multiple sources and continually updated. Users of the National Equity Atlas can view profiles that detail change over time in population, race and ethnicity, income, workforce preparedness and impacts of inequity.

## Portland, OR

In 2011, the City of Portland established an Office of Equity and Human Rights (OEHR). That same year, Urban League of Portland partnered with the Office of Neighborhood Involvement to facilitate a working group of community groups, advocates, academics and City staff to develop the Racial Equity Strategy Guide. That work became the basis for the Portland Plan, which details 142 actions on a 25-year timeline toward achieving three strategies (Thriving Educated Youth; Economic Prosperity and Affordability; and Healthy Connected City). OEHR is responsible for reporting on progress.

In 2016, OEHR started assisting Bureaus with creating five-year Bureau Racial Equity Plans based on goals and strategies adopted by the City. Concurrently, OEHR created the Racial Equity Toolkit, to help Bureaus incorporate racial equity in decision-making, as well as support community engagement to ensure that community needs and priorities are reflected in the development of policies, programs and budgets. The toolkit includes a worksheet to guide staff through decision-making with an equity lens.

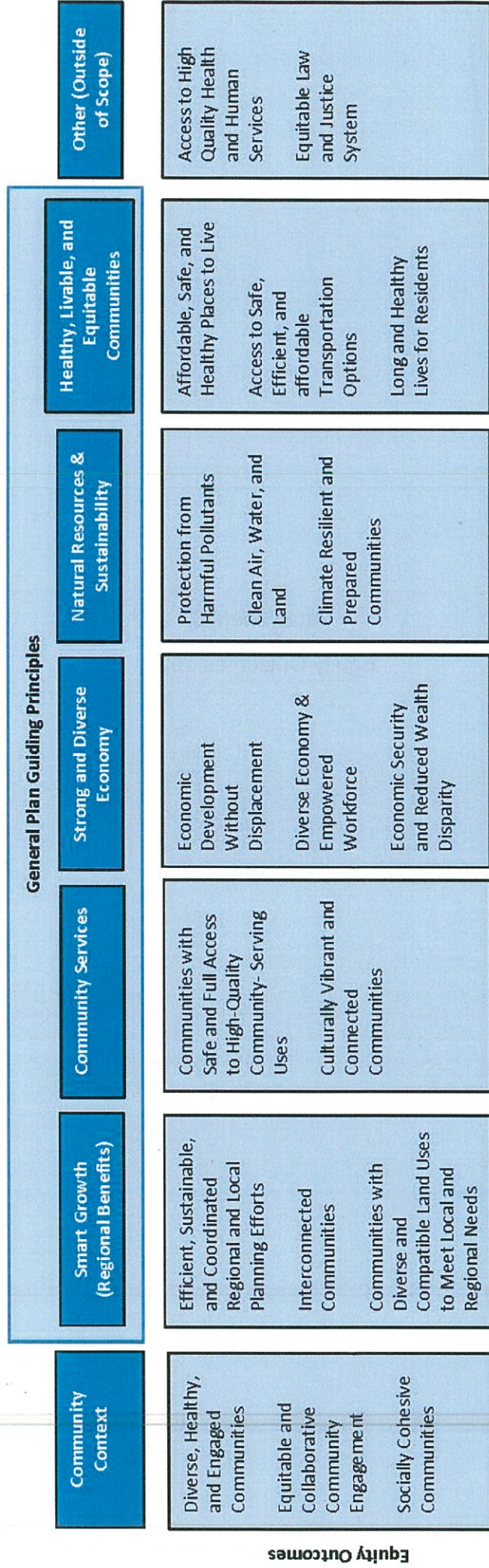


All City employees are required to take Equity 101 trainings from OEHR, which also provides trainings on Disability Equity, the Racial Equity Toolkit, and provides technical assistance on equity tools, hiring practices and language access.

Attachment C  
Equity Outcomes Table

# Equitable Development in Los Angeles County

*Ensuring sustainable, healthy, and well-designed environments that enhance the quality of life and well-being for people who live, work and play in Los Angeles County*



Equity Outcomes

Attachment D  
Engagement Strategies

## Strategies for equity in stakeholder engagement

In its 2015 motion creating the Equitable Development Work Program, the Los Angeles County Board of Supervisors directed the Department of Regional Planning “to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth.”

Expert stakeholders have recommended a more inclusive public process in land use planning. DRP is developing a suite of engagement strategies that fall into three categories, with the goal of improving equity outcomes by engaging the general public, professional stakeholders or both.

- strategies that address specific projects
- changes to decisionmaking structures
- innovative pilot programs

Engagement tool/process	Description	Example/reference	General public	Professional orgs
<b>GIS layer of community groups</b>	Planners can see which community groups are active in an area to inform outreach.	DRP’s GIS-Net has a layer, but it does not cover all communities. Point data should link to community group web site/contact info.	✓	✓
<b>Equity checklist for County staff</b>	Questions guide planners in researching equity context for their projects. This information can be provided in staff reports for decisionmakers.	Portland’s Racial Equity Toolkit Worksheet: <a href="https://www.portlandoregon.gov/oehr/article/592296">https://www.portlandoregon.gov/oehr/article/592296</a>	✓	
<b>Outreach toolkit for County staff</b>	Planners demonstrate that they have used best practices in community engagement as described in the toolkit (such as providing translation and scheduling meetings during non-work hours).	King County Community Engagement Guide <a href="http://www.kingcounty.gov/~media/elected/executive/equity-social-justice/documents/CommunityEngagementGuideContinuum2011.ashx?la=en">http://www.kingcounty.gov/~media/elected/executive/equity-social-justice/documents/CommunityEngagementGuideContinuum2011.ashx?la=en</a>  City of Seattle Inclusive Public Engagement Guide <a href="http://www.seattle.gov/Documents/Departments/RSJI/GRE/IOPEguide01-11-12.pdf">http://www.seattle.gov/Documents/Departments/RSJI/GRE/IOPEguide01-11-12.pdf</a>	✓	
<b>Electronic permit notifications in all supervisorial districts</b>	Automated emails informing community			

Engagement tool/process	Description	Example/reference	General public	Professional orgs
Outreach consultant/CBO budgeted in to all Advance Planning projects	groups/interested parties of discretionary permit applications Budget for an outreach/education consultant for ordinances and plan updates. Hire local community-based organizations where possible.	LA County Parks Needs Assessment <a href="http://lacountyparkneeds.org/">http://lacountyparkneeds.org/</a> LA County Community Pedestrian Plans <a href="http://www.avph.org/campaign/step-by-step/">http://www.avph.org/campaign/step-by-step/</a> LA County Green Zones Program: <a href="http://planning.lacounty.gov/greenzones">http://planning.lacounty.gov/greenzones</a>	✓	✓
Collaboration with community stakeholders on project development and outreach strategy	Meet early in project development phase to design plans, programs and ordinances	Partners for Places <a href="http://www.fundersnetwork.org/partners-for-places/round-10/">Equity Grants to develop and implement resiliency plans: https://www.fundersnetwork.org/partners-for-places/round-10/</a>	✓	✓
Ongoing Countywide equity stakeholder collaboration	Regular engagement with advocates on housing and environmental justice issues	Currently underway for the Equitable Development Work Program		✓
EJ/sustainability planning commissioners	Members of the Regional Planning Commission tasked with applying EJ and sustainability lens to discretionary approvals	California Air Resources Board has two members from communities with a high pollution burden: <a href="http://www.environmentalhealth.org/index.php/en/media-center/press-releases/557-february-18-2016-california-air-resources-board-welcomes-two-new-members">http://www.environmentalhealth.org/index.php/en/media-center/press-releases/557-february-18-2016-california-air-resources-board-welcomes-two-new-members</a>		

Engagement tool/process	Description	Example/reference	General public	Professional orgs
<p><b>Planning 101 public seminars/workshops</b></p>	<p>Build capacity in communities by training on land use planning processes in the unincorporated areas</p>	<p>Enterprise TOD University curriculum <a href="http://www.enterprisecommunity.org/where-we-work/southern-california/tod-training">http://www.enterprisecommunity.org/where-we-work/southern-california/tod-training</a></p> <p>City of LA's CivicU classes <a href="http://empowerla.org/wp-content/uploads/2016/01/Civic-University-2.0.pdf">http://empowerla.org/wp-content/uploads/2016/01/Civic-University-2.0.pdf</a></p>	<p>✓</p>	
<p><b>Co-design community engagement process</b></p>	<p>Workshop series will identify what works and doesn't work in public engagement and will collaboratively design, implement and evaluate a public engagement strategy around a planning project</p>	<p>Oakland's Rebuild by Design series (supported by Rockefeller Foundation) <a href="http://rebuildbydesign.org/our-work/city-initiatives/oakland-usa">http://rebuildbydesign.org/our-work/city-initiatives/oakland-usa</a></p>	<p>✓</p>	
<p><b>Participatory budgeting pilot</b></p>	<p>Allocate County funds for projects submitted by the public, vetted through a body of residents and submitted to the Board</p>	<p>City of Vallejo <a href="http://www.ci.vallejo.ca.us/city_hall/departments_divisions/city_manager/participatory_budgeting/">http://www.ci.vallejo.ca.us/city_hall/departments_divisions/city_manager/participatory_budgeting/</a></p> <p>Participatory Budgeting Toolkit <a href="http://www.participatorybudgeting.org/toolkit/">http://www.participatorybudgeting.org/toolkit/</a></p>	<p>✓</p>	
<p><b>Mobile field offices</b></p>	<p>Regularly scheduled office hours in public places (i.e., parks, library parking lots) where planners are available to answer</p>	<p>Public Health's mobile community center responded to Maywood magnesium explosion: <a href="http://publichealth.lacounty.gov/phcommo">http://publichealth.lacounty.gov/phcommo</a></p>		

Engagement tool/process	Description	Example/reference	General public	Professional orgs
	<p>questions and distribute information about code enforcement, project applications and local planning/infrastructure projects. Promote with signage and community group engagement. Use field offices to collect qualitative data about local needs and conditions.</p>	<p><a href="http://n/public/media/mediapubhpdetail.cfm?prid=1495">n/public/media/mediapubhpdetail.cfm?prid=1495</a></p>	<p>✓</p>	





# Los Angeles County Department of Regional Planning

*Planning for the Challenges Ahead*



**Amy J. Bodek, AICP**  
Director

**Dennis Slavin**  
Chief Deputy Director

January 24, 2019

TO: Supervisor Janice Hahn, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Kathryn Barger

FROM: Amy J. Bodek, AICP  
Director

## **REPORT ON BOARD MOTION REGARDING THE EQUITABLE DEVELOPMENT WORK PROGRAM (AGENDA ITEM NO. 2, DECEMBER 8, 2015)**

On December 8, 2015, the Los Angeles County Board of Supervisors (Board) instructed the Director of the Department of Regional Planning (DRP), in coordination with the directors of Public Works, Public Health, Parks and Recreation, Community Development Commission (CDC), County Counsel, Fire Department, and other departments, to initiate an Equitable Development Work Program consisting of the following:

- Update the Density Bonus Ordinance to further ease and incentivize the development of affordable housing. The update should reflect state law changes effected by Assembly Bill (AB) 2222 and AB 744, including the incorporation of a “no net loss” policy and parking requirement revisions; establish targets for deeper and higher levels of affordability, including a category for extremely low-income households; and other changes to strengthen the effectiveness of the ordinance.
- Initiate discussions with the City of Los Angeles on a nexus study for the creation of a linkage fee.
- Provide a menu of options for the implementation of an inclusionary housing program. The program should consider on-site affordable units as a mandatory component of for-sale housing projects and propose approaches to requiring rental projects to provide on-site affordable units in exchange for discretionary entitlements, public subsidy, and other public concessions.
- Review the regulatory barriers to the establishment and expansion of community land trusts and other shared equity models, and potential incentives to provide their greater adoption.

- Propose additional strategies to preserve existing affordable housing and incentivize the protection of new affordable housing; identify any necessary procedural and state and local legislative adjustments.
- Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents.
- Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis.
- Instruct the Director of DRP to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include establishment of an advisory committee.
- Develop the Equitable Development Work Program in consultation with the Healthy Design Workgroup, the Homeless Initiative, and the Affordable Housing Steering Committee, to ensure efficiencies and coordination, and report back to the Board in writing quarterly with an update on the status of implementation and a timeline for the advancement of ongoing initiatives.
- The Chief Executive Officer to coordinate with the Director of DRP and other departments, and to include real estate development and building industry experts in the potential advisory committee and outreach of the Equitable Development Work Program.
- To include the following in the report back to the Board: An explanation of AB 2222 and the “no net loss” policy; whether density bonuses are ministerial or require a public hearing; whether density bonuses are usually met with community opposition because additional California Environmental Quality Act analysis is not required, but create additional traffic; whether density bonuses are subject to the same parking requirements as market rate units; the definition of a linkage fee; the necessary analysis to determine the impact a linkage fee will have on housing development; the reason for joining with the City of Los Angeles on a linkage fee study and how the revenue would be split with them; whether DRP has the resources to deal with proposed linkage fees; the number of units necessary to have a mandatory affordable housing program; the definition of a community land trust; examples of other shared equity models; the definition of equity scorecards and how they can be used for or against new development; whether the objectives can be accomplished in an individual Community Standards District or Countywide; and whether to include representatives from the development community, including builders, engineers and architects on the advisory council.

This report provides an overview of County efforts during the fourth quarter of 2018.

## **I. AFFORDABLE HOUSING**

### **Density Bonus Ordinance**

The Board approved the Density Bonus Ordinance at its hearing on November 27, 2018. The Board directed staff to extend the sliding scale for each income category, using the increments for affordable housing set-asides and density bonuses as submitted at the hearing. County Counsel is preparing the final ordinance with the recommended revisions. The Density Bonus Ordinance will return to the Board for adoption in early 2019.

### **Linkage Fee, Inclusionary Housing, and Community Land Trusts and Other Shared Equity Models**

Using the Inclusionary Housing Feasibility Study as a basis, DRP staff continued to research policy options for the Inclusionary Housing Ordinance. On January 9, 2019, staff facilitated a discussion for the Regional Planning Commission to gather input on a variety of policy considerations.

As previously reported, the California Strategic Growth Council awarded the County and its partners, East Los Angeles Community Corporation and Legacy LA, a Transformative Climate Communities Planning Grant to address displacement and climate change in unincorporated East Los Angeles. The grant will fund the framework for a Community Land Trust (CLT) and support sustainable food systems in East Los Angeles. During the quarter, DRP coordinated meetings with the partners and the CLT consultant team, and supported three public outreach events. The CLT consultant team advised the partners on outreach meeting content, drafted a feasibility study, and began formulating policy recommendations. DRP is assisting with the coordination of additional public outreach events in the first quarter of 2019.

### **Other Affordable Housing Efforts: Accessory Dwelling Unit Ordinance Update and Pilot Program**

DRP coordinated with the CDC on the submittal of applications for planning approvals by homeowners participating in the Accessory Dwelling Unit (ADU) Pilot Program. DRP worked with County Counsel to prepare the final ADU Ordinance for adoption in early 2019.

## II. ENVIRONMENTAL JUSTICE

### Toxic Hotspots Map/Green Zones Program

To support the Green Zones Program, DRP continued to work with a consultant to develop a draft Toxic Hotspots Map, or Environmental Justice Screening Tool (Screening Tool). During the quarter, the consultant finalized and delivered the draft of the Screening Tool to DRP. DRP is currently reviewing the Screening Tool and developing a platform for public release, which is anticipated later on this year.

In the fourth quarter, DRP continued to develop the draft Green Zones Ordinance by incorporating findings from the ground-truthing events and stakeholder input, conducting parcel analyses and additional research, and collaborating with DRP's internal Industrial Use Task Force team.

## III. TOOLS

### Equity Indicators

Staff submitted a draft of the Equity Indicators Tool (Tool) along with a report to the Board explaining how the Tool was developed, as well as recommendations for piloting its use. DRP created a public web page, [planning.lacounty.gov/equity](http://planning.lacounty.gov/equity), to house the Tool and additional equity resources. Staff provided an overview of the Tool and report at the Planning Deputies Meeting on November 8, 2018. Staff conducted follow-up meetings with Board offices in December 2018 to provide more in-depth demonstrations of the Tool and discuss next steps for implementation.

The next report will be provided to you no later than April 25, 2019.

If you have any questions about this report, please contact Connie Chung, Section Head, General Plan Development and Housing Section at (213) 974-6417 or [cchung@planning.lacounty.gov](mailto:cchung@planning.lacounty.gov).

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- Arts Commission
- Chief Executive Office
- Community Development Commission
- County Counsel
- Fire
- Internal Services
- Parks and Recreation
- Public Health
- Public Works

S\_AP\_012419\_BMR\_EQUITABLE\_DEV\_WORK\_PROG



# Los Angeles County Department of Regional Planning

*Planning for the Challenges Ahead*



**Amy J. Bodek, AICP**  
Director of Regional Planning

**Dennis Slavin**  
Chief Deputy Director,  
Regional Planning

April 25, 2019

TO: Supervisor Janice Hahn, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Kathryn Barger

FROM: Amy J. Bodek, AICP <sup>DCS for ASB</sup>  
Director of Regional Planning

## **REPORT ON BOARD MOTION REGARDING THE EQUITABLE DEVELOPMENT WORK PROGRAM (AGENDA ITEM NO. 2, DECEMBER 8, 2015)**

On December 8, 2015, the Los Angeles County Board of Supervisors (Board) instructed the Director of the Department of Regional Planning (DRP), in coordination with the directors of Public Works, Public Health, Parks and Recreation, Community Development Commission (CDC), County Counsel, Fire Department, and other departments, to initiate an Equitable Development Work Program consisting of the following:

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- Initiate discussions with the City of Los Angeles on a nexus study for the creation of a linkage fee.
- Provide a menu of options for the implementation of an inclusionary housing program. The program should consider on-site affordable units as a mandatory component of for-sale housing projects and propose approaches to requiring rental projects to provide on-site affordable units in exchange for discretionary entitlements, public subsidy, and other public concessions.
- Review the regulatory barriers to the establishment and expansion of community land trusts and other shared equity models, and potential incentives to provide their greater adoption.

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- Propose additional strategies to preserve existing affordable housing and incentivize the protection of new affordable housing; identify any necessary procedural and state and local legislative adjustments.
- Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents.
- Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis.
- Instruct the Director of DRP to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include establishment of an advisory committee.
- Develop the Equitable Development Work Program in consultation with the Healthy Design Workgroup, the Homeless Initiative, and the Affordable Housing Steering Committee, to ensure efficiencies and coordination, and report back to the Board in writing quarterly with an update on the status of implementation and a timeline for the advancement of ongoing initiatives.
- The Chief Executive Officer to coordinate with the Director of DRP and other departments, and to include real estate development and building industry experts in the potential advisory committee and outreach of the Equitable Development Work Program.
- To include the following in the report back to the Board: An explanation of AB 2222 and the “no net loss” policy; whether density bonuses are ministerial or require a public hearing; whether density bonuses are usually met with community opposition because additional California Environmental Quality Act analysis is not required, but create additional traffic; whether density bonuses are subject to the same parking requirements as market rate units; the definition of a linkage fee; the necessary analysis to determine the impact a linkage fee will have on housing development; the reason for joining with the City of Los Angeles on a linkage fee study and how the revenue would be split with them; whether DRP has the resources to deal with proposed linkage fees; the number of units necessary to have a mandatory affordable housing program; the definition of a community land trust; examples of other shared equity models; the definition of equity scorecards and how they can be used for or against new development; whether the objectives can be accomplished in an individual Community Standards District or Countywide; and whether to include representatives from the development community, including builders, engineers and architects on the advisory council.

This report provides an overview of County efforts during the first quarter of 2019.

## I. AFFORDABLE HOUSING

### Density Bonus Ordinance

The Board approved the Density Bonus Ordinance at its hearing on November 27, 2018. County Counsel is reviewing the final ordinance. The Density Bonus Ordinance will return to the Board for adoption in summer 2019.

### Linkage Fee, Inclusionary Housing, and Community Land Trusts and Other Shared Equity Models

Staff continued to conduct research, housing data analyses, and stakeholder engagement on policy options for the Inclusionary Housing Ordinance. Staff met individually with the Business Industry Association and BizFed, facilitated a series of stakeholder discussion meetings with building industry members and affordable housing advocates, and worked with the CDC to gather input in preparation for a Draft Inclusionary Housing Policy Outline. This draft policy outline was presented at the Planning Deputies meeting on March 14, 2019, and proposes specific policies related to ordinance applicability, affordable housing set-aside requirements, duration of affordability, alternatives, and in-lieu fee structure. On April 17, 2019, staff facilitated a discussion with the Regional Planning Commission on the draft policy outline to gather feedback on the proposed policies.

As previously reported, the California Strategic Growth Council awarded the County and its partners, East Los Angeles Community Corporation and Legacy LA, a Transformative Climate Communities Planning Grant to address displacement and climate change in unincorporated East Los Angeles. The grant is funding the framework for a Community Land Trust (CLT) and supporting sustainable food systems in East Los Angeles. During the quarter, DRP facilitated a meeting with the partners and the First District office to discuss coordination on the siting of future CLT properties. The partners groundtruthed the list of vacant and County-owned properties. The CLT consultant team completed its feasibility study, and began formulating a business plan. DRP staff, community partners and a member of the consultant team attended a CLT training sponsored by Citibank on March 15, 2019. The grant term runs through the fiscal year, and the final report will be complete by the end of August 2019.



**Other Affordable Housing Efforts: Accessory Dwelling Unit Ordinance Update and Pilot Program**

DRP worked with County Counsel to prepare the final ADU Ordinance for adoption in summer 2019. Staff also developed training materials for ordinance implementation. Staff presented information about permitting ADUs at a meeting of the Altadena Coalition of Neighborhood Associations on January 30, 2019.

**II. ENVIRONMENTAL JUSTICE/EQUITY TOOLS**

**Toxic Hotspots Map/Green Zones Program**

To support the Green Zones Program, DRP worked with a consultant to develop a draft Toxic Hotspots Map, or Environmental Justice Screening Tool (Screening Tool). During the quarter, DRP received and reviewed the final draft of the Screening Tool. DRP is currently finalizing the Screening Tool and will continue to develop a platform for public release, which is anticipated later this year.

In this quarter, DRP continued to develop the draft Green Zones Ordinance by conducting parcel analyses and additional research, and collaborating with DRP's internal Industrial Use Task Force team. Additionally, DRP participated in the State's efforts on advancing environmental justice, AB 617 and SB 673, to ensure that the Green Zones Program and the State initiatives are aligned and coordinated.

Staff also made some technical refinements to the Equity Indicators Tool, including updating the layer of community groups.

The next report will be provided to you no later than July 31, 2019.

If you have any questions about this report, please contact Connie Chung, Section Head, General Plan Development and Housing Section at (213) 974-6417 or [cchung@planning.lacounty.gov](mailto:cchung@planning.lacounty.gov).

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Internal Services  
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Public Health  
Public Works

S\_AP\_042519\_EQUITABLE\_DEV\_WORK\_PROG\_BOARD\_MOTION\_REPORT



# Los Angeles County Department of Regional Planning

*Planning for the Challenges Ahead*




**Amy J. Bodek, AICP**  
Director of Regional Planning

**Dennis Slavin**  
Chief Deputy Director,  
Regional Planning

July 31, 2019

TO: Supervisor Janice Hahn, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Kathryn Barger

FROM: Amy J. Bodek, AICP   
Director of Regional Planning

## **REPORT ON BOARD MOTION REGARDING THE EQUITABLE DEVELOPMENT WORK PROGRAM (AGENDA ITEM NO. 2, DECEMBER 8, 2015)**

On December 8, 2015, the Los Angeles County Board of Supervisors (Board) instructed the Director of the Department of Regional Planning (DRP), in coordination with the directors of Public Works, Public Health, Parks and Recreation, Los Angeles County Development Authority (LACDA), County Counsel, Fire Department, and other departments, to initiate an Equitable Development Work Program consisting of the following:

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- Initiate discussions with the City of Los Angeles on a nexus study for the creation of a linkage fee.
- Provide a menu of options for the implementation of an inclusionary housing program. The program should consider on-site affordable units as a mandatory component of for-sale housing projects and propose approaches to requiring rental projects to provide on-site affordable units in exchange for discretionary entitlements, public subsidy, and other public concessions.

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- Review the regulatory barriers to the establishment and expansion of community land trusts and other shared equity models, and potential incentives to provide their greater adoption.
- Propose additional strategies to preserve existing affordable housing and incentivize the protection of new affordable housing; identify any necessary procedural, state and local legislative adjustments.
- Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents.
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- The Chief Executive Officer to coordinate with the Director of DRP and other departments, and to include real estate development and building industry experts in the potential advisory committee and outreach of the Equitable Development Work Program.
- Include the following in the report back to the Board: An explanation of AB 2222 and the “no net loss” policy; whether density bonuses are ministerial or require a public hearing; whether density bonuses are usually met with community opposition because additional California Environmental Quality Act analysis is not required, but create additional traffic; whether density bonuses are subject to the same parking requirements as market rate units; the definition of a linkage fee; the necessary analysis to determine the impact a linkage fee will have on housing development; the reason for joining with the City of Los Angeles on a linkage fee study and how the revenue would be split between them; whether DRP has the resources to deal with proposed linkage fees; the number of units necessary to have a mandatory affordable housing program; the definition of a community land trust; examples of other shared equity models; the definition of equity scorecards and how they can be used for or against new development; whether the objectives can be accomplished in an individual Community Standards District or

Countywide; and whether to include representatives from the development community, including builders, engineers and architects on the advisory council.

This report provides an overview of County efforts during the second quarter of 2019.

## I. **AFFORDABLE HOUSING**

### **Density Bonus Ordinance**

The Board approved the Density Bonus Ordinance at its hearing on November 27, 2018. County Counsel is reviewing the final ordinance. The Density Bonus Ordinance will return to the Board for adoption in summer 2019.

### **Linkage Fee, Inclusionary Housing, and Community Land Trusts and Other Shared Equity Models**

Staff continued to conduct research, housing data analyses, and stakeholder engagement on policy options for the Inclusionary Housing Ordinance. Staff presented the Draft Inclusionary Housing Policy Outline to the Business Industry Association, and met with LACDA staff to discuss policy options regarding the duration of affordability for for-sale units. Updates to the draft policy outline were presented at the Planning Deputies Meeting on June 13, 2019.

As previously reported, the California Strategic Growth Council awarded the County and its partners, East Los Angeles Community Corporation and Legacy LA, a Transformative Climate Communities Planning Grant to address displacement and climate change in unincorporated East Los Angeles. The grant is funding the framework for a Community Land Trust (CLT) and supporting sustainable food systems in East Los Angeles. During this quarter, the partners facilitated workshops on community agriculture and visioning sessions, conducted tree planting outreach, and continued efforts to connect with potential CLT participants. The final community meeting was held on June 26, 2019. The CLT consultant team completed a business plan for the CLT and policy recommendations for the County to support the formation of CLTs. The grant term ended on June 30, 2019, and the final report will be completed by the end of August 2019.

### **Other Affordable Housing Efforts: Accessory Dwelling Unit Ordinance Update and Pilot Program**

The Accessory Dwelling Unit Ordinance was adopted by the Board on April 30, 2019 and took effect on May 30, 2019.

## II. ENVIRONMENTAL JUSTICE/EQUITY TOOLS

### Toxic Hotspots Map/Green Zones Program

To support the Green Zones Program, staff worked with a consultant to develop a draft Toxic Hotspots Map, or Environmental Justice Screening Map (Screening Map). During the quarter, staff made both analytical and technical refinements to the Screening Map to prepare for public release, which is anticipated later this year.

In this quarter, staff continued to develop the draft Green Zones Ordinance by conducting parcel analyses, additional research, and site visits. Staff collaborated with DRP's internal Industrial Use Task Force team as well as Public Works staff. To further support the Green Zones Program, staff initiated a process to secure a consultant for an Environmental Impact Report and Health Impact Assessment. DRP is also seeking additional assistance for the development of a business incentive and support program that will support the implementation of the Green Zones Program.

Additionally, staff continued to participate in the State's efforts to advance environmental justice, such as AB 617, to ensure that the Green Zones Program and State initiatives are aligned and coordinated.

Staff presented the Equity Indicators Tool to the Chief Executive Office's Chief Sustainability Office and its consultants to inform the update of the County's Climate Action Plan. Staff also provided information from the tool to LACDA staff to support their housing pilot efforts.

The next report will be provided to you no later than October 30, 2019.

If you have any questions about this report, please contact Connie Chung, Section Head, General Plan Development and Housing Section at (213) 974-6417 or [cchung@planning.lacounty.gov](mailto:cchung@planning.lacounty.gov).

AJB:CC:ems

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- c: Executive Office, Board of Supervisors
- Arts Commission
- Chief Executive Office
- Los Angeles County Development Authority
- County Counsel
- Fire
- Internal Services
- Parks and Recreation
- Public Health
- Public Works

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# Los Angeles County Department of Regional Planning

*Planning for the Challenges Ahead*




**Amy J. Bodek, AICP**  
Director of Regional Planning

**Dennis Slavin**  
Chief Deputy Director,  
Regional Planning

October 30, 2019

TO: Supervisor Janice Hahn, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Kathryn Barger

FROM: Amy J. Bodek, AICP   
Director of Regional Planning

## **REPORT ON BOARD MOTION REGARDING THE EQUITABLE DEVELOPMENT WORK PROGRAM (AGENDA ITEM NO. 2, DECEMBER 8, 2015)**

On December 8, 2015, the Los Angeles County Board of Supervisors (Board) instructed the Director of the Department of Regional Planning (Department), in coordination with the directors of Public Works, Public Health, Parks and Recreation, Los Angeles County Development Authority (LACDA), County Counsel, Fire Department, and other departments, to initiate an Equitable Development Work Program consisting of the following:

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- Review the regulatory barriers to the establishment and expansion of community land trusts and other shared equity models, and potential incentives to provide their greater adoption.
- Propose additional strategies to preserve existing affordable housing and incentivize the protection of new affordable housing; identify any necessary procedural, state and local legislative adjustments.
- Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents.
- Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis.
- Instruct the Department’s Director to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include establishment of an advisory committee.
- Develop the Equitable Development Work Program in consultation with the Healthy Design Workgroup, the Homeless Initiative, and the Affordable Housing Steering Committee, to ensure efficiencies and coordination, and report back to the Board in writing quarterly with an update on the status of implementation and a timeline for the advancement of ongoing initiatives.
- The Chief Executive Officer to coordinate with the Department’s Director and other departments, and to include real estate development and building industry experts in the potential advisory committee and outreach of the Equitable Development Work Program.
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development community, including builders, engineers and architects on the advisory council.

This report provides an overview of County efforts during the third quarter of 2019.

## **I. AFFORDABLE HOUSING**

### **Density Bonus Ordinance**

The Board adopted the Density Bonus Ordinance Update on October 15, 2019.

### **Linkage Fee, Inclusionary Housing, and Community Land Trusts and Other Shared Equity Models**

On September 13, 2019, staff released a Preliminary Draft Inclusionary Housing Ordinance to the public. Staff is in the process of conducting a supplemental analysis to the inclusionary housing feasibility study to capture current market conditions and analyze new policies. In the next quarter, Staff will continue to conduct further stakeholder engagement and revise the Preliminary Draft Ordinance.

As previously reported, the California Strategic Growth Council awarded the County and its partners, East Los Angeles Community Corporation and Legacy LA, a Transformative Climate Communities Planning Grant to address displacement and climate change in unincorporated East Los Angeles. The grant funded the development of a framework for a Community Land Trust and supported sustainable food systems in East Los Angeles. The grant term ended on June 30, 2019. During this quarter, the project partners worked on final reporting materials. In the next quarter, the partners will present the final outcomes of the planning grant to various groups.

## **II. ENVIRONMENTAL JUSTICE/EQUITY TOOLS**

### **Toxic Hotspots Map/Green Zones Program**

To support the Green Zones Program, staff worked with a consultant to develop a draft Toxic Hotspots Map, or Environmental Justice Screening Method (EJSM). During the quarter, staff posted the final draft of EJSM on the Department's web site. EJSM illustrates cumulative impacts associated with environmental justice within Los Angeles County by highlighting areas that are disproportionately burdened by multiple types of pollution and health risks. Additional information about EJSM is available at <http://planning.lacounty.gov/greenzones/ejism>.

In addition, the Department released a Request for Proposals for an Environmental Impact Report and Health Impact Assessment to support the Green Zones Program. The proposals received are currently being evaluated, and staff anticipates to secure a consultant early 2020. Furthermore, staff continued to coordinate with the Department's Industrial Use Task Force, Public Works, and South Coast Air Quality Management District to align environmental justice efforts and further develop the draft ordinance of the Green Zones Program.

The next report will be provided to you no later than January 29, 2020.

If you have any questions about this report, please contact Connie Chung, Section Head, General Plan Development and Housing Section at (213) 974-6417 or [cchung@planning.lacounty.gov](mailto:cchung@planning.lacounty.gov).

AJB:BS:CC:lm

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Chief Executive Office  
Arts Commission  
County Counsel  
Fire  
Internal Services  
Los Angeles County Development Authority  
Parks and Recreation  
Public Health  
Public Works



# Los Angeles County Department of Regional Planning

*Planning for the Challenges Ahead*




**Amy J. Bodek, AICP**  
Director of Regional Planning

**Dennis Slavin**  
Chief Deputy Director,  
Regional Planning

January 29, 2020

TO: Supervisor Kathryn Barger, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn

FROM: Amy J. Bodek, AICP   
Director of Regional Planning

## **REPORT ON BOARD MOTION REGARDING THE EQUITABLE DEVELOPMENT WORK PROGRAM (AGENDA ITEM NO. 2, DECEMBER 8, 2015)**

On December 8, 2015, the Los Angeles County Board of Supervisors (Board) instructed the Director of the Department of Regional Planning (Department), in coordination with the directors of Public Works, Public Health, Parks and Recreation, Los Angeles County Development Authority (LACDA), County Counsel, Fire Department, and other departments, to initiate an Equitable Development Work Program consisting of the following:

- Update the Density Bonus Ordinance to further ease and incentivize the development of affordable housing. The update should reflect state law changes effected by Assembly Bill (AB) 2222 and AB 744, including the incorporation of a “no net loss” policy and parking requirement revisions; establish targets for deeper and higher levels of affordability, including a category for extremely low-income households; and other changes to strengthen the effectiveness of the ordinance.
- Initiate discussions with the City of Los Angeles on a nexus study for the creation of a linkage fee.
- Provide a menu of options for the implementation of an inclusionary housing program. The program should consider on-site affordable units as a mandatory component of for-sale housing projects and propose approaches to requiring rental projects to provide on-site affordable units in exchange for discretionary entitlements, public subsidy, and other public concessions.

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- Review the regulatory barriers to the establishment and expansion of community land trusts and other shared equity models, and potential incentives to provide their greater adoption.
- Propose additional strategies to preserve existing affordable housing and incentivize the protection of new affordable housing; identify any necessary procedural, state and local legislative adjustments.
- Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents.
- Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis.
- Instruct the Department’s Director to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include establishment of an advisory committee.
- Develop the Equitable Development Work Program in consultation with the Healthy Design Workgroup, the Homeless Initiative, and the Affordable Housing Steering Committee, to ensure efficiencies and coordination, and report back to the Board in writing quarterly with an update on the status of implementation and a timeline for the advancement of ongoing initiatives.
- The Chief Executive Officer to coordinate with the Department’s Director and other departments, and to include real estate development and building industry experts in the potential advisory committee and outreach of the Equitable Development Work Program.
- Include the following in the report back to the Board: An explanation of AB 2222 and the “no net loss” policy; whether density bonuses are ministerial or require a public hearing; whether density bonuses are usually met with community opposition because additional California Environmental Quality Act analysis is not required, but create additional traffic; whether density bonuses are subject to the same parking requirements as market rate units; the definition of a linkage fee; the necessary analysis to determine the impact a linkage fee will have on housing development; the reason for joining with the City of Los Angeles on a linkage fee study and how the revenue would be split between them; whether the Department has the resources to deal with proposed linkage fees; the number of units necessary to have a mandatory affordable housing program; the definition of a community land trust; examples of other shared equity models; the definition of equity scorecards and how they can be used for or against new development; whether the objectives can be accomplished in an individual Community Standards District or Countywide; and whether to include representatives from the

development community, including builders, engineers and architects on the advisory council.

This report provides an overview of County efforts during the fourth quarter of 2019.

## **I. AFFORDABLE HOUSING**

### **Density Bonus Ordinance**

The Density Bonus Ordinance update went into effect on November 14, 2019.

### **Linkage Fee, Inclusionary Housing, and Community Land Trusts and Other Shared Equity Models**

Staff continued working with the consultant to finalize a supplemental analysis to the inclusionary housing feasibility study to capture current market conditions and analyze new policies. Staff also made presentations to stakeholder groups and revised the draft ordinance. Staff will continue stakeholder engagement, complete the environmental analysis for the draft ordinance, and prepare for a public hearing before the Regional Planning Commission in the spring of 2020.

As previously reported, the California Strategic Growth Council awarded the County and its partners, East Los Angeles Community Corporation and Legacy LA, a Transformative Climate Communities Planning Grant to address displacement and climate change in unincorporated East Los Angeles. The grant funded the development of a framework for a Community Land Trust and supported sustainable food systems in East Los Angeles. During this quarter, the project partners worked on final reporting materials, which will be available early in the next quarter.

## **II. ENVIRONMENTAL JUSTICE/EQUITY TOOLS**

### **Toxic Hotspots Map/Green Zones Program**

Since the release of the final draft of Environmental Justice Screening Method (EJSM) on the Department's web site in the previous quarter, staff has fielded questions and provided technical support to outside agencies on how to use the tool. EJSM illustrates cumulative impacts associated with environmental justice within Los Angeles County by highlighting areas that are disproportionately burdened by multiple types of pollution and health risks. Additional information about EJSM is available at [planning.lacounty.gov/greenzones/ejism](http://planning.lacounty.gov/greenzones/ejism).

As part of the Green Zones Program development, staff continued to revise all related draft ordinances to prepare for public release in the first quarter of 2020.

Staff continued to coordinate with the Department's Industrial Use Task Force, Public Works, and South Coast Air Quality Management District to align environmental justice efforts and further develop the draft ordinance of the Green Zones Program. Staff also worked with a UCLA intern who is conducting research on funding programs and opportunities for the greening of small businesses to support their compliance with proposed Green Zones requirements.

In addition, the Board approved a consultant contract with Sapphos Environmental Inc. (SEI) to conduct an Environmental Impact Report and Health Impact Assessment (HIA) to support the Green Zones Program. A kick-off meeting with SEI was held on January 8, 2020, to establish roles and expectations and a timeline. A meeting between County staff from other departments, including the Department of Public Health, and SEI to discuss the HIA will take place in the first quarter of 2020.

### **Equity Indicators Tool**

Since the release of the Equity Indicators Tool on the Department's web site, staff has fielded questions and provided technical support to outside agencies on how to use the tool, and has applied it to various tasks, such as evaluating potential sites for housing. Staff updated the datasets, and pursued funding to add more functions to the Tool.

The next report will be provided to you no later than April 28, 2020.

If you have any questions about this report, please contact Connie Chung, Assistant Administrator, Advance Planning Division at (213) 974-6417 or [cchung@planning.lacounty.gov](mailto:cchung@planning.lacounty.gov).

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c: Executive Office, Board of Supervisors  
Arts Commission  
Chief Executive Office  
County Counsel  
Fire  
Internal Services  
Los Angeles County Development Authority  
Parks and Recreation  
Public Health  
Public Works



# Los Angeles County Department of Regional Planning

*Planning for the Challenges Ahead*




**Amy J. Bodek, AICP**  
Director of Regional Planning

**Dennis Slavin**  
Chief Deputy Director,  
Regional Planning

April 28, 2020

TO: Supervisor Kathryn Barger, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn

FROM: Amy J. Bodek, AICP   
Director of Regional Planning

## **REPORT ON BOARD MOTION REGARDING THE EQUITABLE DEVELOPMENT WORK PROGRAM (AGENDA ITEM NO. 2, DECEMBER 8, 2015)**

On December 8, 2015, the Los Angeles County Board of Supervisors (Board) instructed the Director of the Department of Regional Planning (Department), in coordination with the directors of Public Works, Public Health, Parks and Recreation, Los Angeles County Development Authority, County Counsel, Fire Department, and other departments, to initiate an Equitable Development Work Program consisting of the following:

- Update the Density Bonus Ordinance to further ease and incentivize the development of affordable housing. The update should reflect state law changes effected by Assembly Bill (AB) 2222 and AB 744, including the incorporation of a “no net loss” policy and parking requirement revisions; establish targets for deeper and higher levels of affordability, including a category for extremely low-income households; and other changes to strengthen the effectiveness of the ordinance. Complete.
- Initiate discussions with the City of Los Angeles on a nexus study for the creation of a linkage fee. Complete.
- Provide a menu of options for the implementation of an inclusionary housing program. The program should consider on-site affordable units as a mandatory component of for-sale housing projects and propose approaches to requiring rental projects to provide on-site affordable units in exchange for discretionary entitlements, public subsidy, and other public concessions. Complete.



- Review the regulatory barriers to the establishment and expansion of community land trusts and other shared equity models, and potential incentives to provide their greater adoption. Complete.
- Propose additional strategies to preserve existing affordable housing and incentivize the protection of new affordable housing; identify any necessary procedural, state and local legislative adjustments. In progress.
- Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents. Complete.
- Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis. In progress.
- Instruct the Department’s Director to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include establishment of an advisory committee. In progress.
- Develop the Equitable Development Work Program in consultation with the Healthy Design Workgroup, the Homeless Initiative, and the Affordable Housing Steering Committee, to ensure efficiencies and coordination, and report back to the Board in writing quarterly with an update on the status of implementation and a timeline for the advancement of ongoing initiatives. Complete.
- The Chief Executive Officer to coordinate with the Department’s Director and other departments, and to include real estate development and building industry experts in the potential advisory committee and outreach of the Equitable Development Work Program. Complete.
- Include the following in the report back to the Board: An explanation of AB 2222 and the “no net loss” policy; whether density bonuses are ministerial or require a public hearing; whether density bonuses are usually met with community opposition because additional California Environmental Quality Act analysis is not required, but create additional traffic; whether density bonuses are subject to the same parking requirements as market rate units; the definition of a linkage fee; the necessary analysis to determine the impact a linkage fee will have on housing development; the reason for joining with the City of Los Angeles on a linkage fee study and how the revenue would be split between them; whether the Department has the resources to deal with proposed linkage fees; the number of units necessary to have a mandatory affordable housing program; the definition of a community land trust; examples of other shared equity models; the definition of equity scorecards and how they can be used for or against new development; whether the objectives can be accomplished in an individual Community Standards District or Countywide; and whether to include representatives from the

development community, including builders, engineers and architects on the advisory council. Complete.

This report provides an overview of County efforts during the first quarter of 2020.

## **I. AFFORDABLE HOUSING**

### **Density Bonus Ordinance**

The Density Bonus Ordinance Update went into effect on November 14, 2019. This item has been completed.

### **Linkage Fee, Inclusionary Housing, and Community Land Trusts and Other Shared Equity Models**

Staff continued working with the consultant to finalize a supplemental analysis to the inclusionary housing feasibility study to capture current market conditions and analyze new policies. Staff also presented to stakeholder groups, revised the draft ordinance, and will complete the environmental analysis for the draft ordinance shortly. The public hearing for the inclusionary housing ordinance is scheduled before the Regional Planning Commission on April 29, 2020.

As previously reported, the California Strategic Growth Council awarded the County and its partners, East Los Angeles Community Corporation and Legacy LA, a Transformative Climate Communities Planning Grant to address displacement and climate change in unincorporated East Los Angeles. The grant funded the development of a framework for a Community Land Trust and supported sustainable food systems in East Los Angeles. During this quarter, the project partners completed final reporting materials, available at [planning.lacounty.gov/housing/initiative\\_reports](http://planning.lacounty.gov/housing/initiative_reports). The framework and reporting materials for a Community Land Trust have been completed.

## **II. ENVIRONMENTAL JUSTICE/EQUITY TOOLS**

### **Toxic Hotspots Map/Green Zones Program**

Since the release of the final draft of the Environmental Justice Screening Method (EJSM) on the Department's website, staff continued to field questions and provide technical support to outside agencies on how to use the tool.

As part of the Green Zones Program development, staff continued to prepare the ordinance changes for public release, initially anticipated for the end of the first quarter of 2020, but since revised to early second quarter of 2020 to incorporate

additional staff comments, including comments from Public Health and Public Works.

Staff also continued to work with a UCLA graduate student intern who conducted research on funding programs and opportunities for the greening of small businesses to support their compliance with proposed Green Zones requirements. A draft of the funding research report was provided to the Department on March 25, 2020 and will be finalized in the second quarter of 2020. The report will be used to inform implementation strategies for the Green Zones Program.

After the initial kick-off meeting with the Green Zones Program EIR consultant, Sapphos Environmental Inc. (SEI), in January 2020, staff held two additional meetings in February and March with SEI and subcontractor, Yorke Engineering, as well as County staff from Public Health and Public Works to finalize a scope of work for a Health Impact Assessment to be conducted in tandem with the environmental review. SEI continued to work on a draft of the Initial Study and Notice of Preparation to provide to the Department in the beginning of the second quarter of 2020.

Staff continued to coordinate with the Department's Industrial Use Task Force, Public Works, and South Coast Air Quality Management District to align environmental justice efforts and further develop the draft ordinance of the Green Zones Program.

The next report will be provided to you no later than July 28, 2020.

If you have any questions about this report, please contact Patricia Hachiya, Supervising Regional Planner, General Plan/Transit Oriented Communities at [phachiya@planning.lacounty.gov](mailto:phachiya@planning.lacounty.gov).

AJB:BS:PH:NO:ra

c: Executive Office, Board of Supervisors  
Chief Executive Office  
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Public Health  
Public Works



# Los Angeles County Department of Regional Planning

*Planning for the Challenges Ahead*



**Amy J. Bodek, AICP**  
Director of Regional Planning

**Dennis Slavin**  
Chief Deputy Director,  
Regional Planning

July 28, 2020

TO: Supervisor Kathryn Barger, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn

FROM: Amy J. Bodek, AICP  
Director of Regional Planning

## **REPORT ON BOARD MOTION REGARDING THE EQUITABLE DEVELOPMENT WORK PROGRAM (AGENDA ITEM NO. 2, DECEMBER 8, 2015)**

On December 8, 2015, the Los Angeles County Board of Supervisors (Board) instructed the Director of the Department of Regional Planning (Department), in coordination with the directors of Public Works, Public Health, Parks and Recreation, Los Angeles County Development Authority (LACDA), County Counsel, Fire Department, and other departments, to initiate an Equitable Development Work Program consisting of the following:

- Update the Density Bonus Ordinance to further ease and incentivize the development of affordable housing. The update should reflect state law changes effected by Assembly Bill (AB) 2222 and AB 744, including the incorporation of a “no net loss” policy and parking requirement revisions; establish targets for deeper and higher levels of affordability, including a category for extremely low-income households; and other changes to strengthen the effectiveness of the ordinance. **Completed.**
- Initiate discussions with the City of Los Angeles on a nexus study for the creation of a linkage fee. **Completed.**
- Provide a menu of options for the implementation of an inclusionary housing program. The program should consider on-site affordable units as a mandatory component of for-sale housing projects and propose approaches to requiring

- rental projects to provide on-site affordable units in exchange for discretionary entitlements, public subsidy, and other public concessions. **Completed.**
- Review the regulatory barriers to the establishment and expansion of community land trusts and other shared equity models, and potential incentives to provide their greater adoption. **Completed.**
  - Propose additional strategies to preserve existing affordable housing and incentivize the protection of new affordable housing; identify any necessary procedural, state and local legislative adjustments. **In progress.**
  - Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents. **Completed.**
  - Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis. **In progress.**
  - Instruct the Department’s Director to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include establishment of an advisory committee. **In progress.**
  - Develop the Equitable Development Work Program in consultation with the Healthy Design Workgroup, the Homeless Initiative, and the Affordable Housing Steering Committee, to ensure efficiencies and coordination, and report back to the Board in writing quarterly with an update on the status of implementation and a timeline for the advancement of ongoing initiatives. **In progress.**
  - The Chief Executive Officer to coordinate with the Department’s Director and other departments, and to include real estate development and building industry experts in the potential advisory committee and outreach of the Equitable Development Work Program. **Completed.**
  - Include the following in the report back to the Board: An explanation of AB 2222 and the “no net loss” policy; whether density bonuses are ministerial or require a public hearing; whether density bonuses are usually met with community opposition because additional California Environmental Quality Act analysis is not required, but create additional traffic; whether density bonuses are subject to the same parking requirements as market rate units; the definition of a linkage fee; the necessary analysis to determine the impact a linkage fee will have on housing development; the reason for joining with the City of Los Angeles on a linkage fee study and how the revenue would be split between them; whether the Department has the resources to deal with proposed linkage fees; the number of units necessary to have a mandatory affordable housing program; the definition of a community land trust; examples of other shared equity models; the definition of equity scorecards and how they can be used for or against new development;

whether the objectives can be accomplished in an individual Community Standards District or Countywide; and whether to include representatives from the development community, including builders, engineers and architects on the advisory council. **In progress.**

This report provides an overview of County efforts during the second quarter of 2020.

## I. AFFORDABLE HOUSING

### **Linkage Fee, Inclusionary Housing, and Community Land Trusts and Other Shared Equity Models**

The Regional Planning Commission unanimously recommended approval of the Inclusionary Housing Ordinance at its hearing on April 29, 2020, with changes, including lowering the threshold for small projects from 20 baseline units to 15; extending the duration of affordability for rental housing from 55 to 99 years, pending County Counsel review; limiting options for off-site construction of affordable units; and requiring developers to submit documentation, subject to RPC review, of agreements with partners to develop off-site units. Staff presented the ordinance to the Health Innovation Community Partnership in East Los Angeles on June 5, 2020. The Inclusionary Housing Ordinance is scheduled for a hearing before the Board of Supervisors on August 4, 2020.

One of the off-site options of the Inclusionary Housing Ordinance allows for the affordable housing set-aside requirement to be satisfied by development of affordable units in a Community Land Trust (CLT).

## II. ENVIRONMENTAL JUSTICE/EQUITY TOOLS

### **Green Zones Program**

The Environmental Justice Screen Method (EJSM) is proposed to be added to the County's General Plan Appendix C (Land Use Element Resources) section with a description of the tool, its goals, categories of data layers, scoring system, and a figure map with an emphasis on the ability to make continuous updates to the tool. Text changes will note that the EJSM was one of the key analytic tools used to identify "Green Zone Districts" in the proposed Green Zones Ordinance, and it may be used in future projects. These proposed updates will be recommended for adoption along with the Green Zones Ordinance. More information on the EJSM tool can be found on the Department website: [planning.lacounty.gov/greenzones/ejism](http://planning.lacounty.gov/greenzones/ejism). Future updates to the tool may be based on available data and resources.

On May 22, 2020, the Department released a public discussion draft of the Green Zones Ordinance. Five public meetings are planned throughout the months of July and August to be conducted online to provide an overview of the Ordinance, receive public comments, and respond to questions. An 80-day comment period was provided to allow more time for input given impacts of COVID-19.

The Department, in collaboration with UCLA, is currently conducting a research project to evaluate the impact of the Green Zones Ordinance. The project will be a pilot study in the Green Zones area. The project will be a pilot study in the Green Zones area. The project will be a pilot study in the Green Zones area.

The Department released the Notice of Preparation/Initial Study for the Green Zones Program Environmental Impact Report on June 15, 2020 with the comment period starting on June 16, 2020 and ending on August 24, 2020. This 70-day comment period is provided (instead of the minimum 30 days) to allow extra time for members of the public to provide input given the impacts of COVID-19. Two scoping meetings will be conducted online during July 2020.

The Department provided a demonstration of the Equity Indicators Toolkit to the Department of Parks and Recreation. Both Departments discussed how the tool might be used for future projects. Some recommendations mentioned include prioritizing future locations for projects based on equity data, helping to inform outreach and engagement efforts, and adding an equity context for staff reports.

The next report will be provided to you no later than October 27, 2020.

If you have any questions about this report, please contact Patricia Hachiya, Supervising Regional Planner, in the General Plan/Transit Oriented Communities Section at [phachiya@planning.lacounty.gov](mailto:phachiya@planning.lacounty.gov).

AJB:BS:CC:PH:NO:ra

- c: Executive Office, Board of Supervisors
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- Arts Commission
- County Counsel
- Fire
- Internal Services
- Los Angeles County Development Authority
- Parks and Recreation
- Public Health
- Public Works



# Los Angeles County Department of Regional Planning

*Planning for the Challenges Ahead*



**Amy J. Bodek, AICP**  
Director of Regional Planning

**Dennis Slavin**  
Chief Deputy Director,  
Regional Planning

October 27, 2020

TO: Supervisor Kathryn Barger, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn

FROM: Amy J. Bodek, AICP  
Director of Regional Planning

## **REPORT ON BOARD MOTION REGARDING THE EQUITABLE DEVELOPMENT WORK PROGRAM (AGENDA ITEM NO. 2, DECEMBER 8, 2015)**

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- Initiate discussions with the City of Los Angeles on a nexus study for the creation of a linkage fee. **Completed.**
- Provide a menu of options for the implementation of an inclusionary housing program. The program should consider on-site affordable units as a mandatory component of for-sale housing projects and propose approaches to requiring rental projects to provide on-site affordable units in exchange for discretionary entitlements, public subsidy, and other public concessions. **Completed.**



- Review the regulatory barriers to the establishment and expansion of community land trusts and other shared equity models, and potential incentives to provide their greater adoption. **Completed.**
- Propose additional strategies to preserve existing affordable housing and incentivize the protection of new affordable housing; identify any necessary procedural, state and local legislative adjustments. **In progress.**
- Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents. **Completed.**
- Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis. **In progress.**
- Instruct the Department’s Director to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include establishment of an advisory committee. **In progress.**
- Develop the Equitable Development Work Program in consultation with the Healthy Design Workgroup, the Homeless Initiative, and the Affordable Housing Steering Committee, to ensure efficiencies and coordination, and report back to the Board in writing quarterly with an update on the status of implementation and a timeline for the advancement of ongoing initiatives. **In progress.**
- The Chief Executive Officer to coordinate with the Department’s Director and other departments, and to include real estate development and building industry experts in the potential advisory committee and outreach of the Equitable Development Work Program. **Completed.**
- Include the following in the report back to the Board: An explanation of AB 2222 and the “no net loss” policy; whether density bonuses are ministerial or require a public hearing; whether density bonuses are usually met with community opposition because additional California Environmental Quality Act analysis is not required, but create additional traffic; whether density bonuses are subject to the same parking requirements as market rate units; the definition of a linkage fee; the necessary analysis to determine the impact a linkage fee will have on housing development; the reason for joining with the City of Los Angeles on a linkage fee study and how the revenue would be split between them; whether the Department has the resources to deal with proposed linkage fees; the number of units necessary to have a mandatory affordable housing program; the definition of a community land trust; examples of other shared equity models; the definition of equity scorecards and how they can be used for or against new development; whether the objectives can be accomplished in an individual Community Standards District or Countywide; and whether to include representatives from the

development community, including builders, engineers and architects on the advisory council. **In progress.**

This report provides an overview of County efforts during the third quarter of 2020.

## **I. AFFORDABLE HOUSING**

### **Linkage Fee, Inclusionary Housing, and Community Land Trusts and Other Shared Equity Models**

The Board of Supervisors indicated its intent to approve the Inclusionary Housing Ordinance at its hearing on August 4, 2020, with changes, including requiring affordability in perpetuity for inclusionary units created without the benefit of a density bonus; requiring that affordable projects built offsite have a certificate of occupancy prior to issuing the final certificate of occupancy for the primary project; and allowing a multi-family project applicant to request that the requirements of the Inclusionary Housing Ordinance be adjusted or waived based on a showing that applying the requirements would effectuate an unconstitutional taking of property.

One of the offsite options of the Inclusionary Housing Ordinance allows for the affordable housing set-aside requirement to be satisfied by development of affordable units in a Community Land Trust.

## **II. ENVIRONMENTAL JUSTICE/EQUITY TOOLS**

### **Green Zones Program**

The Department continued the development of the Green Zones Ordinance and the associated programmatic Environmental Impact Report (EIR).

Following the release of the public discussion draft of the Green Zones Ordinance and Initial Study for an EIR in May of this year, the Department conducted seven online public meetings throughout the months of July and August. The meetings served to provide an overview of the Ordinance, receive public comments, and respond to questions. Two of the meetings in July of this year were dedicated to the scoping of the EIR and one meeting focused on the impacts of the Ordinance on the business community. Comments on both the discussion draft of the ordinance and the initial study were due on August 24, 2020. The Department compiled and reviewed all comments, shared comments with the EIR consultant, and made revisions to the Ordinance based on comments received. The Department also held meetings with multiple agencies that provided comments, including Public Works, State Department of Justice, and South Coast Air Quality Management District. A revised public draft of the Ordinance and a Draft Programmatic EIR are planned for public release in the 4<sup>th</sup> quarter of 2020.

During this quarter, the Department also convened an internal workgroup of planners from each division to develop an implementation protocol for the Green Zones Program. The implementation protocol will include prioritization criteria, annual milestones, and required actions to ensure successful implementation of the Green Zones Program. The workgroup will meet throughout the development, adoption, and implementation of the Green Zones Program.

The next report will be provided to you no later than January 26, 2021.

If you have any questions about this report, please contact Patricia Hachiya, Supervising Regional Planner, in the General Plan/Transit Oriented Communities Section at [phachiya@planning.lacounty.gov](mailto:phachiya@planning.lacounty.gov).

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Chief Executive Office  
Arts and Culture  
County Counsel  
Fire  
Internal Services  
Los Angeles County Development Authority  
Parks and Recreation  
Public Health  
Public Works



# Los Angeles County Department of Regional Planning

*Planning for the Challenges Ahead*



**Amy J. Bodek, AICP**  
Director of Regional Planning

**Dennis Slavin**  
Chief Deputy Director,  
Regional Planning

January 26, 2021

TO: Supervisor Hilda L. Solis, Chair  
Supervisor Holly J. Mitchell  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

FROM: Amy J. Bodek, AICP  
Director of Regional Planning

## **REPORT ON BOARD MOTION REGARDING THE EQUITABLE DEVELOPMENT WORK PROGRAM (AGENDA ITEM NO. 2, DECEMBER 8, 2015)**

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- Initiate discussions with the City of Los Angeles on a nexus study for the creation of a linkage fee. **Completed.**
- Provide a menu of options for the implementation of an inclusionary housing program. The program should consider on-site affordable units as a mandatory component of for-sale housing projects and propose approaches to requiring rental projects to provide on-site affordable units in exchange for discretionary entitlements, public subsidy, and other public concessions. **Completed.**

- Review the regulatory barriers to the establishment and expansion of community land trusts and other shared equity models, and potential incentives to provide their greater adoption. **Completed.**
- Propose additional strategies to preserve existing affordable housing and incentivize the protection of new affordable housing; identify any necessary procedural, state and local legislative adjustments. **In progress.**
- Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents. **Completed.**
- Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis. **In progress.**
- Instruct the Department’s Director to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include establishment of an advisory committee. **In progress.**
- Develop the Equitable Development Work Program in consultation with the Healthy Design Workgroup, the Homeless Initiative, and the Affordable Housing Steering Committee, to ensure efficiencies and coordination, and report back to the Board in writing quarterly with an update on the status of implementation and a timeline for the advancement of ongoing initiatives. **In progress.**
- The Chief Executive Officer to coordinate with the Department’s Director and other departments, and to include real estate development and building industry experts in the potential advisory committee and outreach of the Equitable Development Work Program. **Completed.**
- Include the following in the report back to the Board: An explanation of AB 2222 and the “no net loss” policy; whether density bonuses are ministerial or require a public hearing; whether density bonuses are usually met with community opposition because additional California Environmental Quality Act analysis is not required, but create additional traffic; whether density bonuses are subject to the same parking requirements as market rate units; the definition of a linkage fee; the necessary analysis to determine the impact a linkage fee will have on housing development; the reason for joining with the City of Los Angeles on a linkage fee study and how the revenue would be split between them; whether the Department has the resources to deal with proposed linkage fees; the number of units necessary to have a mandatory affordable housing program; the definition of a community land trust; examples of other shared equity models; the definition of equity scorecards and how they can be used for or against new development; whether the objectives can be accomplished in an individual Community Standards District or Countywide; and whether to include representatives from the

development community, including builders, engineers and architects on the advisory council. **In progress.**

This report provides an overview of County efforts during the fourth quarter of 2020.

## I. **AFFORDABLE HOUSING**

### **Linkage Fee, Inclusionary Housing, and Community Land Trusts and Other Shared Equity Models**

The Board adopted the Inclusionary Housing Ordinance on November 10, 2020. The Ordinance became effective on December 10, 2020.

The Board indicated their intent to approve the Affordable Housing Preservation Ordinance at their hearing on November 10, 2020, with changes. The Board directed staff to include language for the Housing Permit regarding financial equity sharing and Community Land Trusts (CLTs) that would allow CLTs to maintain financial equity for subsequent sales to qualifying households. The Affordable Housing Preservation Ordinance is anticipated to be adopted by the Board by March 2021.

## II. **ENVIRONMENTAL JUSTICE/EQUITY TOOLS**

### **Green Zones Program**

Following the close of the public comment period for the discussion draft of the Green Zones Ordinance and Initial Study for an EIR in August 2020, the Department revised the Ordinance and developed the Draft Programmatic Environmental Impact Report (DEIR). An internal draft of the revised Ordinance was circulated in October 2020 among County departments for review prior to public release. A revised draft Ordinance and the DEIR were released for public review on December 17, 2020. The comment period for the DEIR ends on February 1, 2021. The draft Ordinance and the Final EIR are anticipated to be presented to the Regional Planning Commission in April 2021.

During this quarter, the Department also continued to have meetings of an internal workgroup of planners from each division of the Department to develop the implementation protocol and Implementation Guide for the Green Zones Program, which will accompany the Ordinance. The implementation protocol will include prioritization criteria, annual milestones, and required actions to ensure successful implementation of the Green Zones Program. The workgroup will continue to meet throughout the development, adoption, and implementation of the Green Zones Program.

Each Supervisor  
January 26, 2021  
Page 4

The next report will be provided to you no later than April 27, 2021.

If you have any questions about this report, please contact Patricia Hachiya, Supervising Regional Planner, in the General Plan/Transit Oriented Communities Section at [phachiya@planning.lacounty.gov](mailto:phachiya@planning.lacounty.gov).

AJB:BS:CC:PH:no

c: Executive Office, Board of Supervisors  
Chief Executive Office  
Arts and Culture  
County Counsel  
Fire  
Internal Services  
Los Angeles County Development Authority  
Parks and Recreation  
Public Health  
Public Works

S\_AP\_012621\_BMR\_EQUITABLE\_DEV\_WORK\_PROG



# Los Angeles County Department of Regional Planning

*Planning for the Challenges Ahead*



**Amy J. Bodek, AICP**  
Director of Regional Planning

**Dennis Slavin**  
Chief Deputy Director,  
Regional Planning

April 27, 2021

TO: Supervisor Hilda L. Solis, Chair  
Supervisor Holly J. Mitchell  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

FROM: Amy J. Bodek, AICP  
Director of Regional Planning

## **REPORT ON BOARD MOTION REGARDING THE EQUITABLE DEVELOPMENT WORK PROGRAM (AGENDA ITEM NO. 2, DECEMBER 8, 2015)**

On December 8, 2015, the Los Angeles County Board of Supervisors (Board) instructed the Director of the Department of Regional Planning (Department), in coordination with the directors of Public Works, Public Health, Parks and Recreation, Los Angeles County Development Authority (LACDA), County Counsel, Fire Department, and other departments, to initiate an Equitable Development Work Program consisting of the following:

- Update the Density Bonus Ordinance to further ease and incentivize the development of affordable housing. The update should reflect state law changes effected by Assembly Bill (AB) 2222 and AB 744, including the incorporation of a “no net loss” policy and parking requirement revisions; establish targets for deeper and higher levels of affordability, including a category for extremely low-income households; and other changes to strengthen the effectiveness of the ordinance. **Completed.**
- Initiate discussions with the City of Los Angeles on a nexus study for the creation of a linkage fee. **Completed.**
- Provide a menu of options for the implementation of an Inclusionary Housing Program. The program should consider on-site affordable units as a mandatory component of for-sale housing projects and propose approaches to requiring rental projects to provide on-site affordable units in exchange for discretionary entitlements, public subsidy, and other public concessions. **Completed.**



- Review the regulatory barriers to the establishment and expansion of community land trusts and other shared equity models, and potential incentives to provide their greater adoption. **Completed.**
- Propose additional strategies to preserve existing affordable housing and incentivize the protection of new affordable housing; identify any necessary procedural, state and local legislative adjustments. **Completed.**
- Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents. **Completed.**
- Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis. **In progress.**
- Instruct the Department’s Director to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include establishment of an advisory committee. **In progress.**
- Develop the Equitable Development Work Program in consultation with the Healthy Design Workgroup, the Homeless Initiative, and the Affordable Housing Steering Committee, to ensure efficiencies and coordination, and report back to the Board in writing quarterly with an update on the status of implementation and a timeline for the advancement of ongoing initiatives. **In progress.**
- The Chief Executive Officer to coordinate with the Department’s Director and other departments, and to include real estate development and building industry experts in the potential advisory committee and outreach of the Equitable Development Work Program. **Completed.**
- Include the following in the report back to the Board: An explanation of AB 2222 and the “no net loss” policy; whether density bonuses are ministerial or require a public hearing; whether density bonuses are usually met with community opposition because additional California Environmental Quality Act analysis is not required, but create additional traffic; whether density bonuses are subject to the same parking requirements as market rate units; the definition of a linkage fee; the necessary analysis to determine the impact a linkage fee will have on housing development; the reason for joining with the City of Los Angeles on a linkage fee study and how the revenue would be split between them; whether the Department has the resources to deal with proposed linkage fees; the number of units necessary to have a mandatory affordable housing program; the definition of a community land trust; examples of other shared equity models; the definition of equity scorecards and how they can be used for or against new development; whether the objectives can be accomplished in an individual Community Standards District or Countywide; and whether to include

representatives from the development community, including builders, engineers and architects on the advisory council. **In progress.**

This report provides an overview of County efforts during the first quarter of 2021.

## **I. AFFORDABLE HOUSING**

### **Linkage Fee, Inclusionary Housing, and Community Land Trusts and Other Shared Equity Models**

During this quarter, staff began preparing a scope of work for an update to the Inclusionary Housing Feasibility Study. Per the November 10, 2020 Board motion adopting the Inclusionary Housing Ordinance, the study will consider new data and opportunities for applying the County's rental inclusionary housing requirements to additional communities, as well as mechanisms to reduce the likelihood of off-site construction of affordable units, requirements to achieve deeper affordability for both rental and home ownership projects, and consideration of including substantial renovation projects.

Staff also worked with County Counsel to finalize the Affordable Housing Preservation Ordinance, which was adopted by the Board on April 6, 2021.

## **II. ENVIRONMENTAL JUSTICE/EQUITY TOOLS**

### **Green Zones Program**

Following the close of the public comment period for the discussion draft of the Green Zones Ordinance and Initial Study for an Environmental Impact Report (EIR) in August 2020, the Department revised the ordinance and developed the Draft Programmatic Environmental Impact Report (DEIR). A revised draft ordinance and the DEIR were released for public review on December 17, 2020 and ended on February 1, 2021. The draft ordinance and Final EIR are anticipated to be presented to the Regional Planning Commission in July 2021.

During this quarter, the Department continued to work on the implementation protocol and design an Implementation Guide for the Green Zones Program. The implementation protocol will include prioritization criteria, annual milestones, and required action to ensure successful implementation of the Green Zones Program.

Each Supervisor  
April 27, 2021  
Page 4

The next report will be provided to you no later than July 27, 2021. If you have any questions about this report, please contact Patricia Hachiya in the General Plan/Transit-Oriented Communities Section at [phachiya@planning.lacounty.gov](mailto:phachiya@planning.lacounty.gov).

AJB:BS:CC:PH:NO:ems

c:     Executive Office, Board of Supervisors  
       Chief Executive Office  
       Arts and Culture  
       County Counsel  
       Fire  
       Internal Services  
       Los Angeles County Development Authority  
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       Public Health  
       Public Works

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# Los Angeles County Department of Regional Planning

*Planning for the Challenges Ahead*

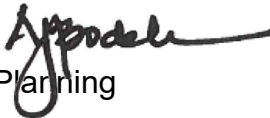


**Amy J. Bodek, AICP**  
Director of Regional Planning

**Dennis Slavin**  
Chief Deputy Director,  
Regional Planning

July 27, 2021

TO: Supervisor Hilda L. Solis, Chair  
Supervisor Holly J. Mitchell  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

FROM: Amy J. Bodek, AICP   
Director of Regional Planning

## **REPORT ON BOARD MOTION REGARDING THE EQUITABLE DEVELOPMENT WORK PROGRAM (AGENDA ITEM NO. 2, DECEMBER 8, 2015)**

On December 8, 2015, the Los Angeles County Board of Supervisors (Board) instructed the Director of the Department of Regional Planning (Department), in coordination with the directors of Public Works, Public Health, Parks and Recreation, Los Angeles County Development Authority (LACDA), County Counsel, Fire Department, and other departments, to initiate an Equitable Development Work Program consisting of the following:

- Update the Density Bonus Ordinance to further ease and incentivize the development of affordable housing. The update should reflect state law changes effected by Assembly Bill (AB) 2222 and AB 744, including the incorporation of a “no net loss” policy and parking requirement revisions; establish targets for deeper and higher levels of affordability, including a category for extremely low-income households; and other changes to strengthen the effectiveness of the ordinance. **Completed.**
- Initiate discussions with the City of Los Angeles on a nexus study for the creation of a linkage fee. **Completed.**
- Provide a menu of options for the implementation of an inclusionary housing program. The program should consider on-site affordable units as a mandatory component of for-sale housing projects and propose approaches to requiring rental projects to provide on-site affordable units in exchange for discretionary entitlements, public subsidy, and other public concessions. **Completed.**

- Review the regulatory barriers to the establishment and expansion of community land trusts and other shared equity models, and potential incentives to provide their greater adoption. **Completed.**
- Propose additional strategies to preserve existing affordable housing and incentivize the protection of new affordable housing; identify any necessary procedural, state and local legislative adjustments. **Completed.**
- Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents. **Completed.**
- Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis. **In progress.**
- Instruct the Department’s Director to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include establishment of an advisory committee. **In progress.**
- Develop the Equitable Development Work Program in consultation with the Healthy Design Workgroup, the Homeless Initiative, and the Affordable Housing Steering Committee, to ensure efficiencies and coordination, and report back to the Board in writing quarterly with an update on the status of implementation and a timeline for the advancement of ongoing initiatives. **In progress.**
- The Chief Executive Officer to coordinate with the Department’s Director and other departments, and to include real estate development and building industry experts in the potential advisory committee and outreach of the Equitable Development Work Program. **Completed.**
- Include the following in the report back to the Board: An explanation of AB 2222 and the “no net loss” policy; whether density bonuses are ministerial or require a public hearing; whether density bonuses are usually met with community opposition because additional California Environmental Quality Act analysis is not required, but create additional traffic; whether density bonuses are subject to the same parking requirements as market rate units; the definition of a linkage fee; the necessary analysis to determine the impact a linkage fee will have on housing development; the reason for joining with the City of Los Angeles on a linkage fee study and how the revenue would be split between them; whether the Department has the resources to deal with proposed linkage fees; the number of units necessary to have a mandatory affordable housing program; the definition of a community land trust; examples of other shared equity models; the definition of equity scorecards and how they can be used for or against new development; whether the objectives can be accomplished in an individual Community Standards District or Countywide; and whether to include

representatives from the development community, including builders, engineers and architects on the advisory council. **Completed.**

This report provides an overview of County efforts during the second quarter of 2021.

## I. **AFFORDABLE HOUSING**

### **Linkage Fee, Inclusionary Housing, and Community Land Trusts and Other Shared Equity Models**

During this quarter, DRP finalized and executed a consultant contract for an update to the Inclusionary Housing Feasibility Study. Per the November 10, 2020 Board motion to adopt the Inclusionary Housing Ordinance, the Study will consider new data and opportunities for applying the County's rental inclusionary housing requirements to additional communities; mechanisms to reduce the likelihood of off-site construction of affordable units; requirements to achieve deeper affordability for both rental and home ownership projects; and consideration of including substantial renovation projects. The Study is included as an implementation program of the Preliminary Draft 2021-2029 Housing Element.

The Preliminary Draft 2021-2029 Housing Element also includes the County's Community Land Trust Pilot Program, led by the Chief Executive Office and the Los Angeles County Development Authority, as well as the following policy: *Policy 7.3: Support permanent affordability policies and programs, including community land trusts, to ensure housing affordability in perpetuity.*

The Affordable Housing Preservation Ordinance, which was adopted by the Board of Supervisors on April 6, 2021, became effective on May 6, 2021. During the quarter, DRP held staff trainings and created materials to help implement the Ordinance.

## II. **ENVIRONMENTAL JUSTICE/EQUITY TOOLS**

### **Green Zones Program**

On July 21, 2021, the Regional Planning Commission (RPC) held a public hearing on the Green Zones Program Ordinance and continued the item to September 22, 2021. The continuance allows staff to address a recent Board motion regarding new gas stations and drive-through establishments in East Los Angeles, which is a Green Zones District. The motion requests a zoning study to determine the feasibility of a permanent ordinance that would require a Conditional Use Permit and specific regulations for these new uses. Staff will consider this new information and possible changes to the Green Zones Program to address environmental justice issues associated with these uses in the Green Zone Districts.

During this quarter, the Department continued to work on the Final Environmental Impact Report (FEIR) and released a public hearing draft of the Green Zones Ordinance, as well as a draft Implementation Guide. The FEIR and additional hearing materials will be made publicly available in early September 2021.

The next report will be provided to you no later than October 27, 2021.

If you have any questions about this report, please contact Patricia Hachiya, Supervising Regional Planner, in the General Plan/Transit Oriented Communities Section at [phachiya@planning.lacounty.gov](mailto:phachiya@planning.lacounty.gov).

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Parks and Recreation  
Public Health  
Public Works



# Los Angeles County Department of Regional Planning

*Planning for the Challenges Ahead*



**Amy J. Bodek, AICP**  
Director of Regional Planning

**Dennis Slavin**  
Chief Deputy Director,  
Regional Planning

October 27, 2021

TO: Supervisor Hilda L. Solis, Chair  
Supervisor Holly J. Mitchell  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

FROM: Amy J. Bodek, AICP *DLS for*  
Director of Regional Planning *AJB*

## **REPORT ON BOARD MOTION REGARDING THE EQUITABLE DEVELOPMENT WORK PROGRAM (AGENDA ITEM NO. 2, DECEMBER 8, 2015)**

On December 8, 2015, the Los Angeles County Board of Supervisors (Board) instructed the Director of the Department of Regional Planning (Department), in coordination with the directors of Public Works, Public Health, Parks and Recreation, Los Angeles County Development Authority, County Counsel, Fire Department, and other departments, to initiate an Equitable Development Work Program consisting of the following:

- Update the Density Bonus Ordinance to further ease and incentivize the development of affordable housing. The update should reflect state law changes effected by Assembly Bill (AB) 2222 and AB 744, including the incorporation of a “no net loss” policy and parking requirement revisions; establish targets for deeper and higher levels of affordability, including a category for extremely low-income households; and other changes to strengthen the effectiveness of the ordinance. **Completed.**
- Initiate discussions with the City of Los Angeles on a nexus study for the creation of a linkage fee. **Completed.**
- Provide a menu of options for the implementation of an inclusionary housing program. The program should consider on-site affordable units as a mandatory component of for-sale housing projects and propose approaches to requiring rental projects to provide on-site affordable units in exchange for discretionary entitlements, public subsidy, and other public concessions. **Completed.**

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- Review the regulatory barriers to the establishment and expansion of community land trusts and other shared equity models, and potential incentives to provide their greater adoption. **Completed.**
- Propose additional strategies to preserve existing affordable housing and incentivize the protection of new affordable housing; identify any necessary procedural, state and local legislative adjustments. **Completed.**
- Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents. **Completed.**
- Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis. **In progress.**
- Instruct the Department’s Director to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include establishment of an advisory committee. **In progress.**
- Develop the Equitable Development Work Program in consultation with the Healthy Design Workgroup, the Homeless Initiative, and the Affordable Housing Steering Committee, to ensure efficiencies and coordination, and report back to the Board in writing quarterly with an update on the status of implementation and a timeline for the advancement of ongoing initiatives. **In progress.**
- The Chief Executive Officer to coordinate with the Department’s Director and other departments, and to include real estate development and building industry experts in the potential advisory committee and outreach of the Equitable Development Work Program. **Completed.**
- Include the following in the report back to the Board: An explanation of AB 2222 and the “no net loss” policy; whether density bonuses are ministerial or require a public hearing; whether density bonuses are usually met with community opposition because additional California Environmental Quality Act analysis is not required, but create additional traffic; whether density bonuses are subject to the same parking requirements as market rate units; the definition of a linkage fee; the necessary analysis to determine the impact a linkage fee will have on housing development; the reason for joining with the City of Los Angeles on a linkage fee

study and how the revenue would be split between them; whether the Department has the resources to deal with proposed linkage fees; the number of units necessary to have a mandatory affordable housing program; the definition of a community land trust; examples of other shared equity models; the definition of equity scorecards and how they can be used for or against new development; whether the objectives can be accomplished in an individual Community Standards District or Countywide; and whether to include representatives from the development community, including builders, engineers and architects on the advisory council. **Completed.**

This report provides an overview of County efforts during the third quarter of 2021.

## **I. AFFORDABLE HOUSING**

### **Linkage Fee, Inclusionary Housing, and Community Land Trusts and Other Shared Equity Models**

On September 1, 2021, the Regional Planning Commission (Commission) recommended approval of the 2021-2029 Draft Housing Element. The Housing Element includes implementation programs related to inclusionary housing and community land trusts. The program to update the Inclusionary Housing Feasibility Study will consider new data and opportunities for applying the County's rental inclusionary housing requirements to additional communities; mechanisms to reduce the likelihood of off-site construction of affordable units; requirements to achieve deeper affordability for both rental and home ownership projects; and consideration of including substantial renovation projects. During the quarter, the Department met with staff from Public Works to discuss data collection for substantial renovations. The data will be reported to the Board in April 2022 per the August 4, 2020, Board motion adopting the Inclusionary Housing Ordinance.

## **II. ENVIRONMENTAL JUSTICE/EQUITY TOOLS**

### **Green Zones Program**

On September 22, 2021, the Commission conducted a duly-noticed public hearing of the Green Zones Program, including all major components, a summary of all public comments received, and proposed revisions. During the hearing, 30 individuals testified on the Ordinance. The Commission voted unanimously to certify the Final Programmatic Environmental Impact Report (Final PEIR) and recommend approval of the Draft Ordinance with revisions recommended by staff to the Board. The Green Zones Program and Final PEIR are scheduled for public hearing before the Board on December 21, 2021.

Each Supervisor  
October 27, 2021  
Page 4

The next report will be provided to you in six months, no later than April 27, 2022. If you have any questions about this report, please contact Patricia Hachiya in the General Plan/ Transit-Oriented Communities Section at [phachiya@planning.lacounty.gov](mailto:phachiya@planning.lacounty.gov).

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       Arts and Culture  
       County Counsel  
       Fire  
       Internal Services  
       Los Angeles County Development Authority  
       Parks and Recreation  
       Public Health  
       Public Works

K\_AP\_10272021\_EQUITABLE\_DEV\_WORK\_PROGRAM\_BOARD\_REPORT



# Los Angeles County Department of Regional Planning

*Planning for the Challenges Ahead*



**Amy J. Bodek, AICP**  
Director of Regional Planning

**Dennis Slavin**  
Chief Deputy Director,  
Regional Planning

April 27, 2022

TO: Supervisor Holly J. Mitchell, Chair  
Supervisor Hilda L. Solis  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

FROM: Amy J. Bodek, AICP  
Director of Regional Planning

## **REPORT ON BOARD MOTION REGARDING THE EQUITABLE DEVELOPMENT WORK PROGRAM (AGENDA ITEM NO. 2, DECEMBER 8, 2015)**

On December 8, 2015, the Los Angeles County Board of Supervisors (Board) instructed the Director of the Department of Regional Planning (Department), in coordination with the directors of Public Works, Public Health, Parks and Recreation, Los Angeles County Development Authority, County Counsel, Fire Department, and other departments, to initiate an Equitable Development Work Program consisting of the following:

- Update the Density Bonus Ordinance to further ease and incentivize the development of affordable housing. The update should reflect state law changes effected by Assembly Bill (AB) 2222 and AB 744, including the incorporation of a “no net loss” policy and parking requirement revisions; establish targets for deeper and higher levels of affordability, including a category for extremely low-income households; and other changes to strengthen the effectiveness of the ordinance. **Completed.**
- Initiate discussions with the City of Los Angeles on a nexus study for the creation of a linkage fee. **Completed.**
- Provide a menu of options for the implementation of an inclusionary housing program. The program should consider on-site affordable units as a mandatory component of for-sale housing projects and propose approaches to requiring rental projects to provide on-site affordable units in exchange for discretionary entitlements, public subsidy, and other public concessions. **Completed.**

- Review the regulatory barriers to the establishment and expansion of community land trusts and other shared equity models, and potential incentives to provide their greater adoption. **Completed.**
- Propose additional strategies to preserve existing affordable housing and incentivize the protection of new affordable housing; identify any necessary procedural, state and local legislative adjustments. **Completed.**
- Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents. **Completed.**
- Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis. **In progress.**
- Instruct the Department’s Director to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include establishment of an advisory committee. **In progress.**
- Develop the Equitable Development Work Program in consultation with the Healthy Design Workgroup, the Homeless Initiative, and the Affordable Housing Steering Committee, to ensure efficiencies and coordination, and report back to the Board in writing quarterly with an update on the status of implementation and a timeline for the advancement of ongoing initiatives. **In progress.**
- The Chief Executive Officer to coordinate with the Department’s Director and other departments, and to include real estate development and building industry experts in the potential advisory committee and outreach of the Equitable Development Work Program. **Completed.**
- Include the following in the report back to the Board: An explanation of AB 2222 and the “no net loss” policy; whether density bonuses are ministerial or require a public hearing; whether density bonuses are usually met with community opposition because additional California Environmental Quality Act analysis is not required, but create additional traffic; whether density bonuses are subject to the same parking requirements as market rate units; the definition of a linkage fee; the necessary analysis to determine the impact a linkage fee will have on housing development; the reason for joining with the City of Los Angeles on a linkage fee study and how the revenue would be split between them; whether the Department has the resources to deal with proposed linkage fees; the number of units necessary to have a mandatory affordable housing program; the definition of a community land trust; examples of other shared equity models; the definition of equity scorecards and how they can be used for or against new development; whether the objectives can be accomplished in an individual Community Standards District or Countywide; and whether to include

representatives from the development community, including builders, engineers and architects on the advisory council. **Completed.**

This report provides an overview of County efforts during the final quarter of 2021.

## **I. AFFORDABLE HOUSING**

### **Linkage Fee, Inclusionary Housing, and Community Land Trusts and Other Shared Equity Models**

On November 2, 2021, the Board approved the 2021-2029 Housing Element, and adopted the Housing Element on November 30, 2021. The Housing Element includes implementation programs related to inclusionary housing and community land trusts. The program to update the Inclusionary Housing Feasibility Study will consider new data and opportunities for applying the County's rental inclusionary housing requirements to additional communities; mechanisms to reduce the likelihood of off-site construction of affordable units; requirements to achieve deeper affordability for both rental and home ownership projects; and consideration of including substantial renovation projects. In a report to the Board on March 23, 2022, DRP reported information on entitlement and substantial renovation activity and submitted a real estate market conditions update memo that concluded that market conditions have changed substantially since the last feasibility study update in 2020. DRP will comprehensively update the feasibility study by the fall of 2022.

DRP submitted the adopted Housing Element to the California Department of Housing and Community Development (HCD) for review and certification. HCD provided additional comments to DRP on February 28, 2022. DRP revised the Housing Element to address HCD's comments and re-submitted the Housing Element to HCD on April 8, 2022.

## **II. ENVIRONMENTAL JUSTICE/EQUITY TOOLS**

### **Green Zones Program**

On December 21, 2021, the Board conducted a duly-noticed public hearing on the Green Zones Program, including the Green Zones Ordinance, which proposes land use and zoning changes on a number of heavy industrially-zoned properties adjacent to residential, and the Final Programmatic Environmental Impact Report (Final PEIR). The Board voted unanimously to approve the Green Zones Program. The Green Zones Program and Final PEIR are expected to go back to the Board for adoption on July 12, 2022.

### **Equity Indicators Tool Update**

DRP has partnered with ISD to update the Equity Indicators Tool, which was completed in November 2018. This includes updates to map layers to use the most currently available data sources, app widgets and formatting, and the existing custom report based on the data; and the addition of layers from CEO-ARDI and PW. Additionally, this effort includes the creation of an Equity Hub proof of concept in ArcGIS Online, focusing on the built environment. DRP anticipates completion of this effort in the summer of 2022.

The next report will be provided to you in six months, no later than October 27, 2022. If you have any questions about this report, please contact Patricia Hachiya in the General Plan/ Transit-Oriented Communities Section at [phachiya@planning.lacounty.gov](mailto:phachiya@planning.lacounty.gov).

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County Counsel  
Fire  
Internal Services  
Los Angeles County Development Authority  
Parks and Recreation  
Public Health  
Public Works

# LOS ANGELES COUNTY DEPARTMENT OF REGIONAL PLANNING

**AMY J. BODEK, AICP**

Director,  
Regional Planning

**DENNIS SLAVIN**

Chief Deputy Director,  
Regional Planning

**CONNIE CHUNG, AICP**

Deputy Director,  
Regional Planning

**DAVID DE GRAZIA**

Deputy Director,  
Regional Planning

**JON SANABRIA**

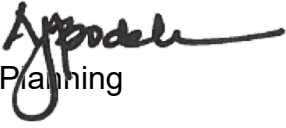
Deputy Director,  
Regional Planning

**JOSEPH HORVATH**

Administrative Deputy,  
Regional Planning

October 24, 2022

TO: Supervisor Holly J. Mitchell, Chair  
Supervisor Hilda L. Solis  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

FROM: Amy J. Bodek, AICP   
Director of Regional Planning

## **REPORT ON BOARD MOTION REGARDING THE EQUITABLE DEVELOPMENT WORK PROGRAM (AGENDA ITEM NO. 2, DECEMBER 8, 2015)**

On December 8, 2015, your Board instructed the Director of the Department of Regional Planning (Department), in conjunction with the directors of Public Works, Public Health, Parks and Recreation, Los Angeles County Development Authority, County Counsel, Fire Department, and other departments, to initiate an Equitable Development Work Program consisting of the following:

Update the Density Bonus Ordinance to further ease and incentivize the development of affordable housing. The update should reflect state law changes effected by Assembly Bill (AB) 2222 and AB 744, including the incorporation of a “no net loss” policy and parking requirement revisions; establish targets for deeper and higher levels of affordability, including a category for extremely low-income households; and other changes to strengthen the effectiveness of the ordinance. **Completed.**

Initiate discussions with the City of Los Angeles on a nexus study for the creation of a linkage fee. **Completed.**

Provide a menu of options for the implementation of an inclusionary housing program. The program should consider on-site affordable units as a mandatory component of for-sale housing projects and propose approaches to requiring rental projects to provide on-site affordable units in exchange for discretionary entitlements, public subsidy, and other public concessions. **Completed.**



Review the regulatory barriers to the establishment and expansion of community land trusts and other shared equity models, and potential incentives to provide their greater adoption. **Completed.**

Propose additional strategies to preserve existing affordable housing and incentivize the protection of new affordable housing; identify any necessary procedural, state and local legislative adjustments. **Completed.**

Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents. **Completed.**

Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis. **In progress.**

Develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include establishment of an advisory committee. **In progress.**

Develop the Equitable Development Work Program in consultation with the Healthy Design Workgroup, the Homeless Initiative, and the Affordable Housing Steering Committee, to ensure efficiencies and coordination, and report back to the Board in writing quarterly with an update on the status of implementation and a timeline for the advancement of ongoing initiatives. **In progress.**

Coordinate with the Chief Executive Officer and other departments, including real estate development and building industry experts in the potential advisory committee and outreach for the Equitable Development Work Program. **Completed.**

Include the following in the report back to the Board: An explanation of AB 2222 and the “no net loss” policy; whether density bonuses are ministerial or require a public hearing; whether density bonuses are usually met with community opposition because additional California Environmental Quality Act analysis is not required, but create additional traffic; whether density bonuses are subject to the same parking requirements as market rate units; the definition of a linkage fee; the necessary analysis to determine the impact a linkage fee will have on housing development; the reason for joining with the City of Los Angeles on a linkage fee study and how the revenue would be split between them; whether the

Department has the resources to deal with proposed linkage fees; the number of units necessary to have a mandatory affordable housing program; the definition of a community land trust; examples of other shared equity models; the definition of equity scorecards and how they can be used for or against new development; whether the objectives can be accomplished in an individual Community Standards District or Countywide; and whether to include representatives from the development community, including builders, engineers and architects on the advisory council. **Completed.**

This report provides an overview of County efforts since the last report submitted on April 27, 2022.

## **AFFORDABLE HOUSING**

### **Linkage Fee, Inclusionary Housing, Community Land Trusts, and Other Shared Equity Models**

On May 17, 2022, the Board adopted the 2021-2029 Housing Element, which was certified by the California Department of Housing and Community Development on May 27, 2022. The Housing Element includes implementation programs related to inclusionary housing and community land trusts.

The Department recently initiated an update to the inclusionary housing economic feasibility study for all submarket areas and project types, and a consultant team is currently incorporating 2022 (January through August) entitlement activities for new market-rate multifamily rental housing into the study. The updated feasibility study is anticipated to be completed by June 2023, whereupon the Department will amend the Inclusionary Housing Ordinance to include additional project types and/or submarket areas, if supported by the feasibility analysis. The public hearing for the ordinance update will be initiated thereafter in early 2024.

In addition to the inclusion of entitlement activities, the economic feasibility study will include guidance from the Department of Economic Opportunity. This coordination will ensure that the IHO works in conjunction with the Federal Opportunity Zone and Economic Development Projects Policy adopted by the Board on August 30, 2022, which includes guidelines for inclusionary housing requirements. The Department will also consider the impact of the Housing Element Law, which requires a 20 percent affordable housing set-aside for projects on sites that were either identified to accommodate lower income units in previous housing elements or in the Housing Element rezoning program.

## **ENVIRONMENTAL JUSTICE/EQUITY TOOLS**

### **Equity Indicators Tool Update**

The Department partnered with the Internal Services Department to initiate an update of the Equity Indicators Tool, which was originally completed in November 2018. The work includes

updates to map layers to use the most currently available data sources, app widgets, and formatting, and the existing custom report based on the data. New data layers from the Anti-Racism, Diversity, and Inclusion Initiative and PW will also be added to the Equity Indicators Tool. Additionally, this effort includes the creation of an Equity Hub proof of concept in ArcGIS Online, focusing on the built environment. The Equity Hub and related apps are expected to be ready for internal preview in November 2022.

### **Green Zones Program**

On June 14, 2022, the Board adopted the Green Zones Ordinance Program. The Green Zones Program promotes environmental justice by establishing 11 Green Zones Districts in communities that have been disproportionately affected by pollution generated by various land uses over time. The Program includes amendments to Title 22 as well as the rezoning some industrial properties adjacent to sensitive uses. The ordinance regulates industrial uses within 500-feet of sensitive uses, and also includes new countywide definitions, permitting pathways, and development standards for recycling and solid waste facilities.

The next report will be provided to you no later than June 30, 2023. If you have any questions about this report, please contact Patricia Hachiya, Section Head, General Plan/Transit-Oriented Communities Section at [phachiya@planning.lacounty.gov](mailto:phachiya@planning.lacounty.gov).

AJB:CC:PH:RDM:ar

c: Executive Office, Board of Supervisors  
Chief Executive Office  
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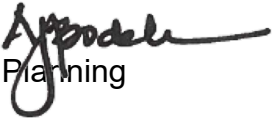
DAVID DE GRAZIA  
Deputy Director,  
Current Planning

JON SANABRIA  
Deputy Director,  
Land Use Regulations

JOSEPH HORVATH  
Administrative Deputy,  
Administration

June 6, 2023

TO: Supervisor Janich Hahn, Chair  
Supervisor Hilda L. Solis  
Supervisor Holly J. Mitchell  
Supervisor Lindsey P. Horvath  
Supervisor Kathryn Barger

FROM: Amy J. Bodek, AICP   
Director of Regional Planning

## REPORT ON BOARD MOTION REGARDING THE EQUITABLE DEVELOPMENT WORK PROGRAM (AGENDA ITEM NO. 2, December 8, 2015)

On December 8, 2015, your Board instructed the Director of the Department of Regional Planning (Department), in conjunction with the directors of Public Works, Public Health, Parks and Recreation, Los Angeles County Development Authority, County Counsel, Fire Department, and other departments, to initiate an Equitable Development Work Program consisting of the following:

Update the Density Bonus Ordinance to further ease and incentivize the development of affordable housing. The update should reflect state law changes effected by Assembly Bill (AB) 2222 and AB 744, including the incorporation of a “no net loss” policy and parking requirement revisions; establish targets for deeper and higher levels of affordability, including a category for extremely low-income households; and other changes to strengthen the effectiveness of the ordinance. **Completed.**

Initiate discussions with the City of Los Angeles on a nexus study for the creation of a linkage fee. **Completed.**

Provide a menu of options for the implementation of an inclusionary housing program. The program should consider on-site affordable units as a mandatory component of for-sale housing projects and propose approaches to requiring rental projects to provide on-site affordable units in exchange for discretionary entitlements, public subsidy, and other public concessions. **Completed.**

Review the regulatory barriers to the establishment and expansion of community land trusts and other shared equity models, and potential incentives to provide their greater adoption.

**Completed.**

Propose additional strategies to preserve existing affordable housing and incentivize the protection of new affordable housing; identify any necessary procedural, state and local legislative adjustments. **Completed.**

Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents.

**Completed.**

Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis. **In progress.**

Develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include the establishment of an advisory committee. **In progress.**

Develop the Equitable Development Work Program in consultation with the Healthy Design Workgroup, the Homeless Initiative, and the Affordable Housing Steering Committee, to ensure efficiencies and coordination, and report back to the Board in writing quarterly with an update on the status of implementation and a timeline for the advancement of ongoing initiatives. **In progress.**

Coordinate with the Chief Executive Officer and other departments, including real estate development and building industry experts in the potential advisory committee and outreach for the Equitable Development Work Program. **Completed.**

Include the following in the report back to the Board: An explanation of AB 2222 and the “no net loss” policy; whether density bonuses are ministerial or require a public hearing; whether density bonuses are usually met with community opposition because additional California Environmental Quality Act analysis is not required, but create additional traffic; whether density bonuses are subject to the same parking requirements as market rate units; the definition of a linkage fee; the necessary analysis to determine the impact a linkage fee will have on housing development; the reason for joining with the City of Los Angeles on a linkage

fee study and how the revenue would be split between them; whether the Department has the resources to deal with proposed linkage fees; the number of units necessary to have a mandatory affordable housing program; the definition of a community land trust; examples of other shared equity models; the definition of equity scorecards and how they can be used for or against new development; whether the objectives can be accomplished in an individual Community Standards District or Countywide; and whether to include representatives from the development community, including builders, engineers and architects on the advisory council. **Completed.**

This report provides an overview of County efforts since the last report submitted on October 24, 2022.

## **AFFORDABLE HOUSING**

### **Linkage Fee, Inclusionary Housing, Community Land Trusts, and Other Shared Equity Models**

On May 17, 2022, the Board adopted the 2021-2029 Housing Element, which was certified by the California Department of Housing and Community Development on May 27, 2022. The Housing Element includes implementation programs related to inclusionary housing and community land trusts.

The Department recently initiated an update to the inclusionary housing economic feasibility study for all submarket areas and project types. The updated feasibility study is anticipated to be completed by June 2023, whereupon the Department will amend the Inclusionary Housing Ordinance (IHO) to include additional project types and/or submarket areas, if supported by the feasibility analysis. The public hearing for the ordinance update will be initiated thereafter in late 2023.

In addition to the inclusion of entitlement activities, the economic feasibility study will be informed by input from the Department of Economic Opportunity. This coordination will ensure that the IHO works in conjunction with the Federal Opportunity Zone and Economic Development Projects Policy adopted by the Board on August 30, 2022, which includes guidelines for inclusionary housing requirements. The Department will also consider the impact of the Housing Element Law, which requires a 20 percent affordable housing set-aside for projects on sites that were either identified to accommodate lower income units in previous housing elements or in the Housing Element rezoning program.

## **ENVIRONMENTAL JUSTICE/EQUITY TOOLS**

### **Equity Indicators Tool Update**

The Department partnered with the Internal Services Department to initiate an update of the Equity Indicators Tool (<https://apps.gis.lacounty.gov/drp/m/?viewer=Equity>), which was originally completed in November 2018. The work includes updates to map layers to use the most currently available data sources, app widgets, and formatting, and the existing custom report based on the data. New data layers from the Anti-Racism, Diversity, and Inclusion Initiative, CalEnviroScreen 4.0, Justice40, Public Works, and many other layers are shown in this new version of the Equity Indicators Tool. Additionally, this effort includes the creation of a “GIS for Equity” Hub, available online, that hosts the vast array of data, web applications and other resources from multiple departments. The “GIS for Equity” Hub (<https://equity-lacounty.hub.arcgis.com/>) and related apps are live as of May 2023.

### **Green Zones Program**

On June 14, 2022, the Board adopted the Green Zones Ordinance Program (GZOP). The GZOP promotes environmental justice by establishing 11 Green Zones Districts in communities that have been disproportionately affected by pollution generated by various land uses over time. The Ordinance regulates industrial uses within 500-feet of sensitive uses, and also includes new countywide definitions, permitting pathways, and development and performance standards for pallet yards, outdoor storage uses, auto related uses and recycling and solid waste facilities. Existing uses are subject to the Schedule of Compliance, which requires that development and performance standards be satisfied between three to seven years. The implementation of the GZOP has been merged with the existing Industrial Use Task Force.

The Department is working on an update to the GZOP to simplify the code language, correct errors and omissions, and remove obsolete and redundant regulations in the Green Zones Ordinance for clarity and ease of use. It also includes a zone change program to add a new Green Zone (-GZ) Combing Zone suffix on industrially-zoned parcels that are currently subject to the Green Zones Ordinance, for easier identification. The technical update was recommended for approval by the Regional Planning Commission on May 24, 2023, and will come to the Board for public hearing on September 19, 2023.

The next report will be provided to you no later than December 29, 2023. If you have any questions about this report, please contact Patricia Hachiya, Section Head, General Plan/ Transit-Oriented Communities Section at [phachiya@planning.lacounty.gov](mailto:phachiya@planning.lacounty.gov).

AJB:CC:PH:JY:ar

- c: Executive Office, Board of Supervisors
- Chief Executive Office
- Arts and Culture
- County Counsel
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- Fire
- Internal Services
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- Parks and Recreation
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Deputy Director,  
Advance Planning

DAVID DE GRAZIA  
Deputy Director,  
Current Planning

JON SANABRIA  
Deputy Director,  
Land Use Regulations

JOSEPH HORVATH  
Administrative Deputy,  
Administration

December 29, 2023

TO: Supervisor Lindsey P. Horvath, Chair  
Supervisor Hilda L. Solis  
Supervisor Holly J. Mitchell  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

FROM: Amy J. Bodek, AICP  
Director of Regional Planning



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Coordinate with the Chief Executive Officer and other departments, including real estate development and building industry experts in the potential advisory committee and outreach for the Equitable Development Work Program. **Completed.**

Include the following in the report back to the Board: An explanation of AB 2222 and the “no net loss” policy; whether density bonuses are ministerial or require a public hearing; whether density bonuses are usually met with community opposition because additional California Environmental Quality Act analysis is not required, but create additional traffic; whether density bonuses are subject to the same parking requirements as market rate units; the definition of a linkage fee; the necessary analysis to determine the impact a linkage fee will have on housing development; the reason for joining with the City of Los Angeles on a linkage fee study and how the revenue would be split between them; whether the Department has the resources to deal with proposed linkage fees; the number of units necessary to have a mandatory affordable housing program; the definition of a community land trust; examples of other shared equity models; the definition of equity scorecards and how they can be used for or against new development; whether the objectives can be accomplished in an individual Community Standards District or Countywide; and whether to include representatives from the development community, including builders, engineers and architects on the advisory council. **Completed.**

This report provides an overview of County efforts since the last report submitted on June 27, 2023.

## **AFFORDABLE HOUSING**

### **Linkage Fee, Inclusionary Housing, Community Land Trusts, and Other Shared Equity Models**

On May 17, 2022, the Board adopted the 2021-2029 Housing Element, which was certified by the California Department of Housing and Community Development on May 27, 2022. The Housing Element includes implementation programs related to inclusionary housing and community land trusts.

The Department initiated an update to the inclusionary housing economic feasibility study for all submarket areas and project types. The updated feasibility study, which uses residential entitlement and building permit data, as well as third-party data on rents, sales prices, and construction costs, was completed in June 2023.

Informed by the updated feasibility study, the Department prepared a preliminary draft amendment to the Inclusionary Housing Ordinance (IHO), which was released for public review on September 7, 2023. Since then, the Department has presented the preliminary draft IHO Update to developers, builders, and housing advocates. The Department is currently reviewing the comments received during public engagement, which will inform the refinement of the draft IHO Update. The public hearing for the IHO Update will be initiated in Spring 2024.

### **Engagement with Affordable Housing, Economic Development, and Environmental Justice Experts**

The Department established Community Advisory Committees (CAC) for the Metro Area Plan and the South Bay Area Plan to develop a framework for facilitating robust engagement with community advocates and local neighborhood leaders. For both Area Plans, the CAC was formed at the onset of the planning process. The CAC is comprised of 6-9 community leaders with at least one representative from each of the unincorporated communities. The formation of the CACs offers the Department an opportunity to educate local leaders on the planning process to encourage more meaningful and thoughtful conversations between staff and the local residents about the planning process and empower CAC members with planning knowledge. CAC members have provided expertise and guidance as community leaders throughout the development of projects. The CAC helps to disseminate information about outreach events and opportunities for public input, and advocates on behalf of their constituencies, and promotes the goals of the planning effort. CAC members serve as a two-way conduit of information and ideas, bridging the broader community and the planning process. This framework will be further considered for other community-based planning efforts.

## **ENVIRONMENTAL JUSTICE/EQUITY TOOLS**

### **Equity Indicators Tool Update**

The Department partnered with the Internal Services Department to initiate an update of the Equity Indicators Tool (<https://apps.gis.lacounty.gov/drp/m/?viewer=Equity>), which was originally completed in November 2018. The work includes updates to map layers to use the most currently available data sources, app widgets, and formatting, and the existing custom report based on the data. New data layers from the Anti-Racism, Diversity, and Inclusion Initiative, CalEnviroScreen 4.0, Justice40, Public Works, and many other layers are shown in this new version of the Equity

Indicators Tool. Additionally, this effort includes the creation of a “GIS for Equity” Hub, available online, that hosts the vast array of data, web applications and other resources from multiple departments. The “GIS for Equity” Hub (<https://equity-lacounty.hub.arcgis.com/>) and related apps are live as of May 2023.

### **Green Zones Program**

On June 14, 2022, the Board adopted the Green Zones Program (GZP). The GZP promotes environmental justice in communities that have been disproportionately affected by pollution generated by various land uses over time. The ordinance provides greater regulations for industrial uses within 500-feet of sensitive uses, like schools and parks. The GZP also includes new countywide definitions, permitting pathways, and development and performance standards for various industrial uses. Existing uses are subject to the Schedule of Compliance, which requires that development and performance standards be satisfied between three to seven years. The implementation of the GZP is carried out by the Industrial Use Task Force, which contains members from the three planning divisions of the Department.

The Board heard a technical update to the GZP on September 19, 2023, which will simplify the code language, correct errors and omissions, and remove obsolete and redundant regulations in the ordinance. The technical update also includes a zone change program to add a new Green Zone Combining Zone suffix on industrially zoned parcels that are currently subject to the Green Zones Ordinance, for easier identification. The Board has indicated its intent to approve the technical update pending the preparation of final documents. Meanwhile, the Department is working on a GZP Annual Report to provide code case, plan review, and GZP updates to the public.

All of the tasks requested from this Board motion have been completed and this is the final report of the Equitable Development Work Program. If you have any questions about this report, please contact Patricia Hachiya, Section Head, General Plan/ Transit-Oriented Communities Section at [phachiya@planning.lacounty.gov](mailto:phachiya@planning.lacounty.gov).

AJB:CC:PH:JY:ar

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