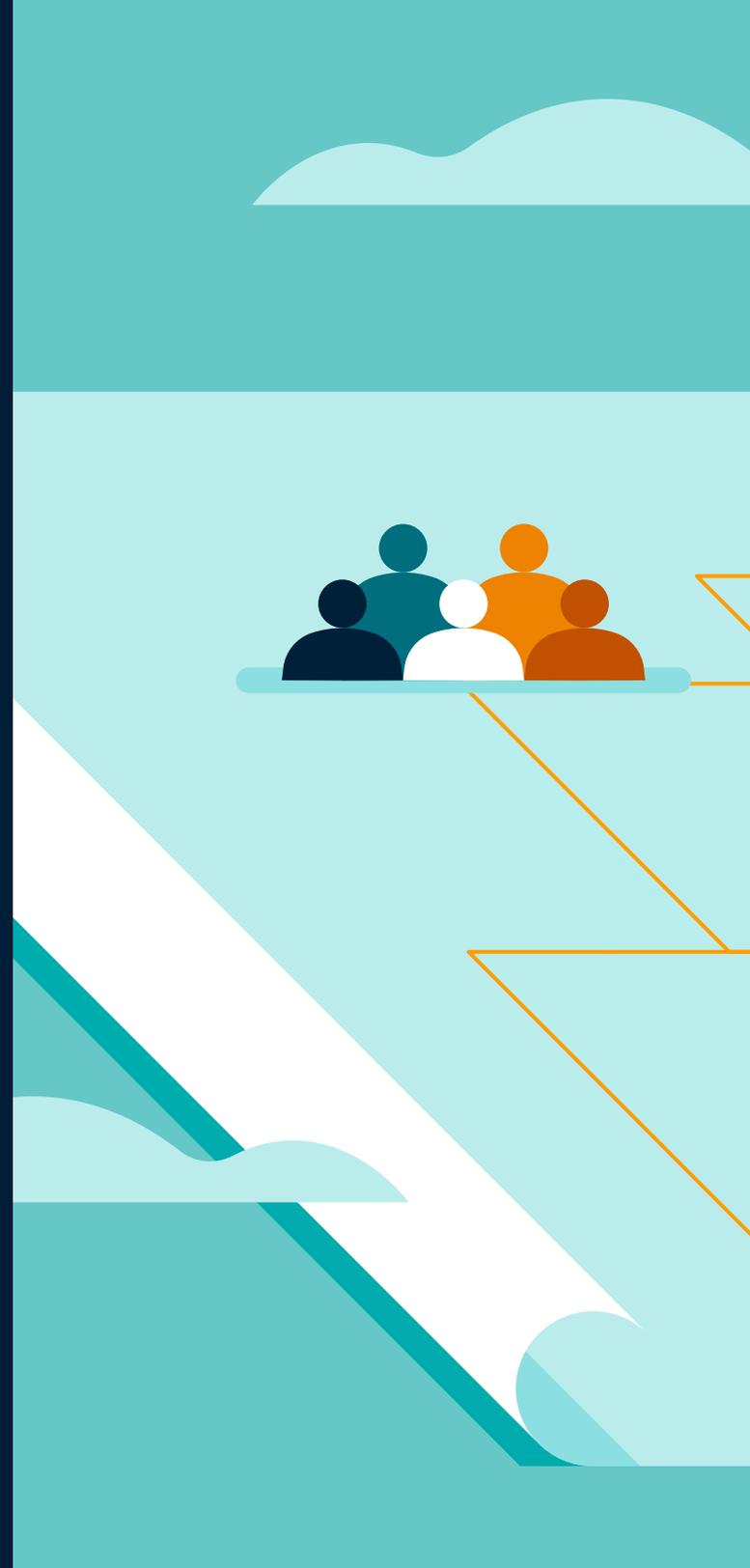


# 3

## The Plan

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Connect SoCal 2024 provides a comprehensive plan for moving the region toward a better future. Planning for a region as vast and complex as Southern California requires a continuing, cooperative and comprehensive approach that is performance-driven and outcome-based.



# 3.1

## Purpose

The Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS) development process assesses regional alignment.

Since SCAG's first joint RTP/SCS in 2012, the region has nurtured strategies like Complete Streets, Transportation Demand Management and Sustainable Development. The region has also developed new ideas like Mobility-as-a-Service (MaaS) and Universal Basic Mobility.

Connect SoCal 2024 carries forward policy direction established in Connect SoCal 2020, as well as more recent Regional Council actions that address emerging issues facing the region. Connect SoCal is an important planning document for the region, allowing public agencies to implement transportation projects in a coordinated manner while qualifying for federal and state funding. Connect SoCal also supports local jurisdictions in making informed land use planning and housing development decisions.

# PLAN STRUCTURE

## Key Elements

The Plan represents the vision for the region and the planned transportation investments, policies and strategies that will integrate with the forecasted development pattern to achieve the Plan’s goals. The Plan includes robust financial analysis that considers operations and maintenance costs to ensure our existing transportation system’s reliability, longevity, resilience and cost-effectiveness. It includes information collected from local agencies, like project lists from County Transportation Commissions (CTCs), and future land use and growth information from local jurisdictions. These provide the foundation for the Plan elements and the shape of where we’re headed. However, there is a gap between what we can achieve from this bottom-up process and what we must achieve to meet our performance requirements or reach our goals. This gap is addressed through a set of Regional Strategic Investments, supported by Regional Planning Policies and Implementation Strategies.

### Elements of the Plan include:

**Requirements:** Connect SoCal meets both federal and state requirements for developing an RTP/SCS. For a full outline of the requirements of the Plan, see the Supplementals section.

**Vision and Goals:** The vision and goals of the Plan articulate where we want to be in the future, based on input from stakeholders and the public.

**Regional Planning Policies:** These policies provide guidance for integrating land use and transportation planning to realize the vision of Connect SoCal. They offer a resource by which CTCs or local jurisdictions, when seeking resources from state or federal programs, can refer to specific policies to demonstrate alignment with the RTP/SCS.

**Project List:** The project list details every Plan investment. This includes key input from CTCs on their planned near-term and long-term projects.

**Forecasted Regional Development Pattern:** SCAG develops a forecasted development pattern that details where future jobs and housing are projected to be located, based on expert projection, existing planning documents, regional policies, and review and input by local jurisdictions.

**Regional Strategic Investments:** These investments, which are funded by new revenues, are necessary to supplement the local input received from CTCs and local jurisdictions in order to reach performance targets and goals.

**Implementation Strategies:** These strategies include areas where SCAG will lead, partner or support other responsible parties. SCAG’s methods of implementation can vary from convening, research or resource roles, depending on the specific strategy.

**CONNECT SOCAL 2024:  
HOW IT WORKS**

**Connect SoCal  
Performance-Based  
Planning**

# VISION AND GOALS

SCAG leads the region by defining where we want to go and outlining strategies to get us there.

## Leadership

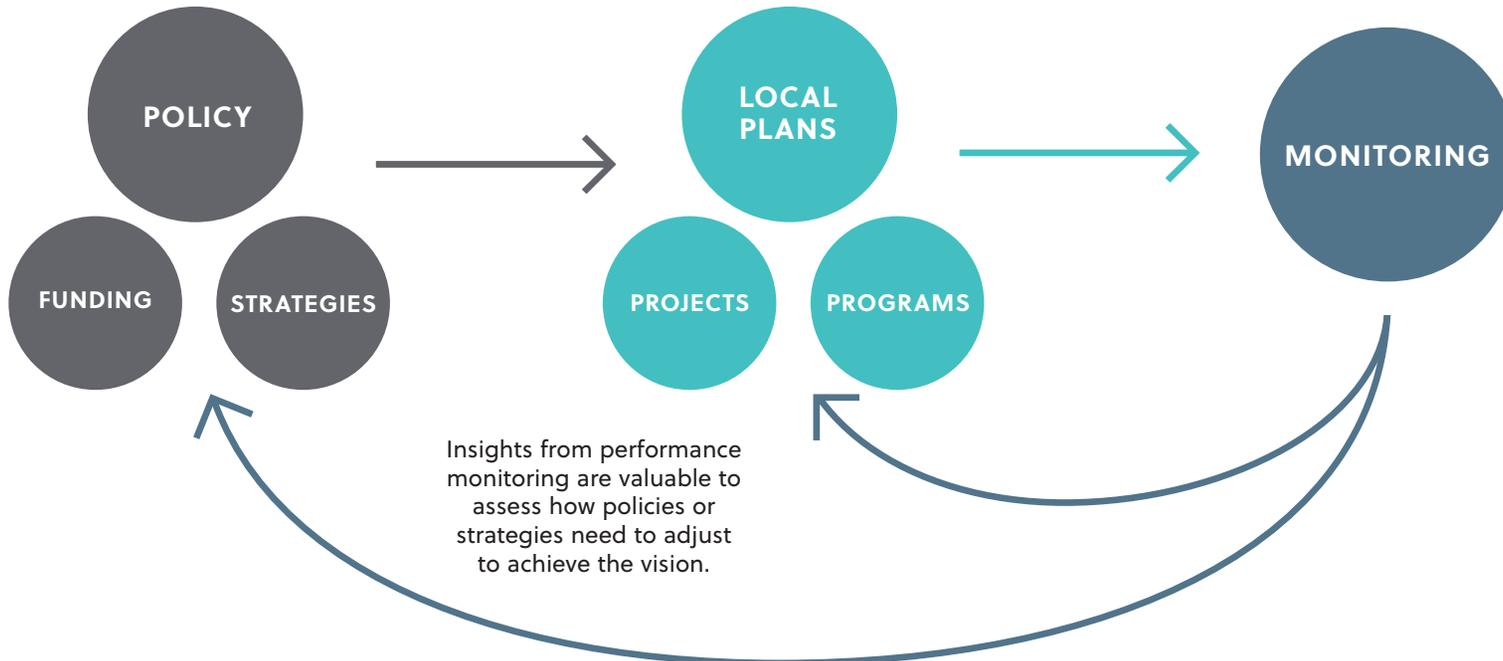
SCAG works with local jurisdictions, transportation commissions, state and federal agencies and various stakeholder groups to identify how we will work together to achieve the regional vision.

## Implementation

Jurisdictions take action at the local level that may move toward achieving this regional vision. SCAG can support implementation by providing policy leadership, research or targeted resources.

## Evaluation

Measurement of implementation work and outcomes acts as a benchmark on progress toward achieving the vision.



# PLAN DEVELOPMENT

## It's About Collaboration

SCAG develops Connect SoCal in collaboration with hundreds of stakeholders, input from thousands of Southern Californians, and leadership from 149 Policy Committee members and Regional Council members. The transportation projects and investments included in Connect SoCal are sourced primarily from project lists submitted from County Transportation Commissions and supplemented by a set of regional strategic investments. To understand the existing and potential future development pattern of the region, SCAG reached out to all 197 jurisdictions in Southern California to understand their land uses, plan designations and growth outlooks. Throughout the development of the Plan policies, strategies, and technical and analytical elements, SCAG staff met with various public agency staff and other stakeholders through regular Technical Advisory Committees and Working Groups.

**Consistency and consultation:** During the development of the Plan, SCAG reviewed thousands of planning documents. These documents were developed by cities, counties and transportation agencies and were reviewed by SCAG to promote consistency between local plans, the Regional Transportation Plan, and federal and state documents like the California Transportation Plan. The development process included engaging with each County Transportation Commission to develop the Project List and consulting with local jurisdictions on the forecasted regional development pattern during the Local Data Exchange process.

**Stakeholder and public engagement:** Throughout Plan development, SCAG engaged hundreds of stakeholders through Regional Planning Working Groups and Technical Advisory Committees. These groups, consisting of representatives from state, federal and local governments, plus subject-matter experts, helped provide input and advice on many elements of Plan development. In spring 2023, SCAG hosted 20 in-

person and seven virtual open-house style workshops. SCAG partnered with 16 community based organizations, attended 20 pop-up events and collected over 3,600 unique completed surveys.

## Policy Leadership:

SCAG's Regional Council and Policy Committees meet regularly to provide direction for SCAG's work. In June 2022, the Regional Council adopted a Policy Development Framework to articulate an approach for Connect SoCal 2024 development, including the creation of three special Regional Council subcommittees to dive deeper into key issues areas for Connect SoCal:

- **Racial Equity and Regional Planning:** Identify opportunities to advance racial equity through the policies and strategies in Connect SoCal, and guide how planning and investments over the next 30 years can address and rectify the effects of racially discriminatory policies in the SCAG region.
- **Resilience and Conservation:** Advance the direction set forth in the SCAG Regional Council Resolution on Climate Change Action and Water Action. Consider opportunities for enhanced resilience and resource conservation— and develop recommendations on how Connect SoCal can support our communities in adapting to changing conditions or mitigating risks to become more resilient.
- **Next Generation Infrastructure:** Build on Connect SoCal 2020 and provide guidance on the priorities and strategies for Connect SoCal 2024, reflecting the rapidly evolving developments across the region specific to the future of mobility and associated implications for public policy.



### LET'S GET TECHNICAL

*Refer to the Public Participation and Consultation Technical Report for more information on Plan development and stakeholder involvement. Information can also be found in the Supplementals section.*

# THOSE WHO BENEFIT

## Demographics of Change

As of the Connect SoCal 2024 planning base year of 2019, the SCAG region was home to 18,827,000 people; 6,193,000 households; and 8,976,000 jobs. A beginning step for the regional planning process is understanding who we are planning for in the future. The regional and county growth forecasts (Table 3.1) reflect recent and past trends and expert-derived demographic and economic assumptions. In contrast to short-range forecasts, which focus on business cycles and market trends, a 30-year time horizon relies more heavily on births, deaths, migration and the strength of a region's economic base compared to the nation as a whole. Connect SoCal is also required to project household and employment growth alongside population growth and to consider balance among these three factors, which may contrast with other projections of population alone. Due to changes in these trends and assumptions, SCAG is projecting just over half the level of population growth over this Plan's horizon as was anticipated in Connect SoCal 2020.



### LET'S GET TECHNICAL

*For more information of the changing demographics in the SCAG region, review the Demographics and Growth Forecast Technical Report.*

Consistent with global trends, the older-age population of the SCAG region is steadily growing. Understanding this demographic shift is vital for planning for the future. We want to better comprehend how an older population will live and travel—and how we can ensure they continue to fully engage in their communities. One of the clearest ramifications is in housing demand. Older people tend to live alone or in smaller households. Other major implications include declining transportation revenue, as spending patterns differ, and reduced participation in the labor force. Due to a strong mix of industries and low unemployment, the Southern California economy will likely need to rely even more heavily on in-migrants and immigrants over the longrun.

**SCAG is projecting just over half the level of population growth over this Plan's horizon as was anticipated in Connect SoCal 2020. Consistent with global trends, the older-age population in the SCAG region is steadily growing. Understanding this demographic shift is vital for planning for the future.**

**TABLE 3.1 Comparing 30 Years of Growth: Past and Future**

TOTAL POPULATION	1990	2019	2035	2050	1990–2019	2019–2050
					PAST GROWTH	FUTURE GROWTH
Imperial	109,000	181,000	198,000	210,000	72,000	29,000
Los Angeles	8,863,000	10,046,000	10,449,000	10,793,000	1,183,000	747,000
Orange	2,411,000	3,191,000	3,299,000	3,439,000	780,000	248,000
Riverside	1,170,000	2,386,000	2,784,000	2,992,000	1,216,000	606,000
San Bernardino	1,418,000	2,175,000	2,357,000	2,623,000	757,000	448,000
Ventura	669,000	849,000	858,000	852,000	180,000	3,000
SCAG	14,641,000	18,827,000	19,946,000	20,909,000	4,186,000	2,082,000

TOTAL HOUSEHOLDS	1990	2019	2035	2050	1990–2019	2019–2050
					PAST GROWTH	FUTURE GROWTH
Imperial	33,000	52,000	65,000	72,000	19,000	20,000
Los Angeles	2,990,000	3,393,000	3,933,000	4,155,000	403,000	762,000
Orange	827,000	1,069,000	1,196,000	1,253,000	242,000	184,000
Riverside	402,000	744,000	965,000	1,062,000	342,000	318,000
San Bernardino	465,000	657,000	835,000	953,000	192,000	296,000
Ventura	217,000	278,000	318,000	318,000	61,000	40,000
SCAG	4,934,000	6,193,000	7,311,000	7,814,000	1,259,000	1,621,000

TOTAL EMPLOYMENT	1990	2019	2035	2050	1990–2019	2019–2050
					PAST GROWTH	FUTURE GROWTH
Imperial	49,000	69,000	82,000	91,000	20,000	22,000
Los Angeles	4,562,000	5,031,000	5,386,000	5,461,000	469,000	430,000
Orange	1,288,000	1,805,000	1,942,000	2,019,000	517,000	214,000
Riverside	358,000	847,000	1,057,000	1,185,000	489,000	338,000
San Bernardino	450,000	860,000	1,035,000	1,145,000	410,000	285,000
Ventura	274,000	363,000	384,000	376,000	89,000	13,000
SCAG	6,980,000	8,976,000	9,885,000	10,276,000	1,996,000	1,300,000

Notes: Data reflect July 1. Projections rounded to the nearest 1,000; totals might not sum due to rounding. Population projections based on SCAG modeling plus household totals provided by local jurisdictions.

## CONNECT SOCAL 2024: LOOKING FORWARD

### Creating an Equitable Future

SCAG has made a commitment and, in some cases, has the legal obligation to analyze and address the inequities that the government and planning profession, and others have created by systemically driving and perpetuating societal differences along racial lines. These inequities have resulted in vastly different living and social conditions, as well as reduced access to opportunities.



As part of Connect SoCal development, SCAG convened the Racial Equity & Regional Planning Subcommittee, which recommended that Connect SoCal 2024 function as a vehicle to promote racial equity. In this way, it can serve to address the historic impacts of systemic racism and coordinate and implement equity-centered activities across the region. SCAG aimed to consistently apply an equity lens while developing the Plan—and the Technical Reports, too, which address specific equity issues relevant to their respective topics.

While SCAG considers potential impacts on people of color and low-income households in our regional growth, transportation and economic development planning and analysis, SCAG recognizes that more affirmative approaches that seek to counter the effects of historic practices are needed to advance equity and social justice across the region. It is imperative that SCAG approach this work with a keen understanding of the diversity of the region—including sovereign Tribal Governments and Communities—to ensure that efforts to advance racial equity are inclusive and responsive to the needs across the region. Some key strategies for improving equity in the region include:

#### **Priority for Equity Communities:**

Prioritization of historically marginalized communities is a key focus for SCAG and

state and federal funding programs, which is why it was elevated as a priority by the Subcommittee. Prioritized capacity-building and funding efforts support historically marginalized communities—often communities of color—to develop programs that respond to community-identified needs and advance community-driven solutions.

**Reconnecting Communities:** Historic physical and economic segregation was caused by some U.S. housing and transportation policies and led to decades of inequalities. We are now planning policies and projects that involve removing, retrofitting or mitigating highways or other transportation facilities that create barriers to community connectivity, including mobility, access or economic development.

**Affirmatively Furthering Fair Housing:** Our goal is to take meaningful actions that address significant disparities in housing needs and access to opportunity, replace segregated living patterns with truly integrated and balanced living patterns, transform racially and ethnically concentrated areas of poverty into areas of opportunity, and foster and maintain compliance with civil rights and fair housing laws.

To further these strategies, SCAG develops studies and programs focused on creating more equitable outcomes for the region, including the following examples:

**Mobility Innovations and Pricing Study:**

This study focused on the potential equity implications of road pricing and other innovative transportation policies in the region. The project served as a foundational step toward understanding the equity implications of these strategies and calls for increasing community participation in policymaking processes.

**Go Human Program:** SCAG staff provides traffic safety resources to local jurisdictions and community organizations, including co-branded safety advertisements and the Kit of Parts Lending Library, which creates temporary demonstrations of street treatments. Additionally, in three funding rounds since 2020, the *Go Human* Mini-Grant program awarded more than \$845,000 to 85 projects developed and led by community-based organizations, engaging more than 400,000 people on traffic safety. This program builds street-level community resilience and increases the safety of populations that have historically been and/or are currently most harmed by

**LET'S GET TECHNICAL**

*See the Mobility and Equity Analysis Technical Reports for more details.*

traffic injuries and fatalities, including Black, Indigenous and People of Color; people with disabilities; and frontline workers, particularly those walking and biking.

**Inclusive Economic Recovery Strategy**

**(IERS):** This report was developed to address the long-standing social and economic challenges heightened by the responses to the COVID-19 pandemic. With over 50 recommendations in the areas of housing, transportation, and workforce and economic development, the IERS reflects priorities and needs raised during stakeholder convenings and sets forth strategies for SCAG's role in advancing equitable regional recovery and growth. Strategy development was guided by five core principles, with the primary intent of fostering greater economic opportunity for women and communities of color and narrowing the economic disparities existing in our local and regional economies today. SCAG received one-time state grant funding to implement several high-impact recommendations from the IERS.

**Sustainable Communities Program Call for Applications for Civic Engagement, Equity and Environmental Justice:**

This funding opportunity prioritizes awards to Priority Populations that are disadvantaged and historically underserved to accelerate infill development, provide housing for

all incomes, reduce vehicle miles traveled (VMT) and greenhouse gas (GHG) emissions, affirmatively further fair housing and implement Connect SoCal. This program includes a co-applicant structure and encourages partnerships between local agencies and community-based organizations (CBOs).

Equitable engagement and decision-making are the foundation of a more equitable future—increasing inclusive and meaningful representation of community-centered solutions. Using an equity lens, SCAG developed the 2022 Public Participation Plan to guide all of SCAG's public participation activities. This plan influenced the strategies used during the Connect SoCal 2024 outreach conducted in spring 2023. The strategies aimed to provide more opportunities to reach underrepresented communities, such as partnering with CBOs, participating in existing community events, and holding in-person and virtual workshops at varied times of the day. SCAG will carry the take-aways and lessons learned from the Connect SoCal 2024 outreach process into future work efforts, aiming to reflect the region's needs and vision for a more equitable future in every aspect of regional planning.

# 3.2

## The Heart of the Plan

Connect SoCal 2024 is a plan that includes projects, investments, policies and strategies to help the region achieve its vision for a better future. This section details the Plan's goals and the various elements necessary to bring this vision to fruition.

Though these elements are organized within the pillars of Mobility, Communities, Environment and Economy, the conditions of our region and impacts of our decisions are all intertwined.

Investment decisions for our transportation system impact the quality of our environment and the resilience of our economy, while our decisions about how to develop our communities impact demands on our transportation system and our residents' access to opportunities.

# A VISION FOR 2050

## Looking Toward the Future

The Vision and Goals for Connect SoCal 2024 are rooted in the direction set forth by Connect SoCal 2020, reflecting both SCAG's statutory requirements and the emerging trends and persistent challenges facing the region. SCAG then engaged with stakeholders and members of the public on a draft vision for Connect SoCal in 2050 and a set of draft goals. Reflecting that input, SCAG's vision for Southern California in the year 2050 is "A healthy, prosperous, accessible and connected region for a more resilient and equitable future." The following goals and subgoals will help the SCAG region to achieve this vision:

### **Mobility: Build and maintain an integrated multimodal transportation network**

- Support investments that are well-maintained and operated, coordinated, resilient and result in improved safety, improved air quality and minimized greenhouse gas emissions
- Ensure that reliable, accessible, affordable and appealing travel options are readily available, while striving to enhance equity in the offerings in high-need communities
- Support planning for people of all ages, abilities and backgrounds

### **Communities: Develop, connect and sustain livable and thriving communities**

- Create human-centered communities in urban, suburban and rural settings to increase mobility options and reduce travel distances
- Produce and preserve diverse housing types in an effort to improve affordability, accessibility and opportunities for all households

### **Environment: Create a healthy region for the people of today and tomorrow**

- Develop communities that are resilient and can mitigate, adapt to and respond to chronic and acute stresses and disruptions, such as climate change
- Integrate the region's development pattern and transportation network to improve air quality, reduce greenhouse gas emissions and enable more sustainable use of energy and water
- Conserve the region's resources

### **Economy: Support a sustainable, efficient and productive regional economic environment that provides opportunities for all people in the region**

- Improve access to jobs and educational resources
- Advance a resilient and efficient goods movement system that supports the economic vitality of the region, attainment of clean air and quality of life for our communities

**SCAG's vision for Southern California in the year 2050: A healthy, prosperous, accessible and connected region for a more resilient and equitable future.**

## Regional Planning Policies

SCAG developed a set of Regional Planning Policies to guide decision-making in the region that aligns with the Plan’s vision and achievement of our goals. These policies carry forward priorities that have been refined over several planning cycles to promote a multimodal transportation system and sustainable land use and development. The policies listed in the Regional Planning Policies section near the end of this chapter incorporate recent discussions and direction from SCAG’s Regional Council, Policy Committees and special subcommittees. The categories covered by these policies are detailed in each of the following sections.



**Connect SoCal 2024 represents our most up-to-date understanding of the region, along with the policies, strategies and projects to advance the region’s mobility, economy and sustainability through 2050.**

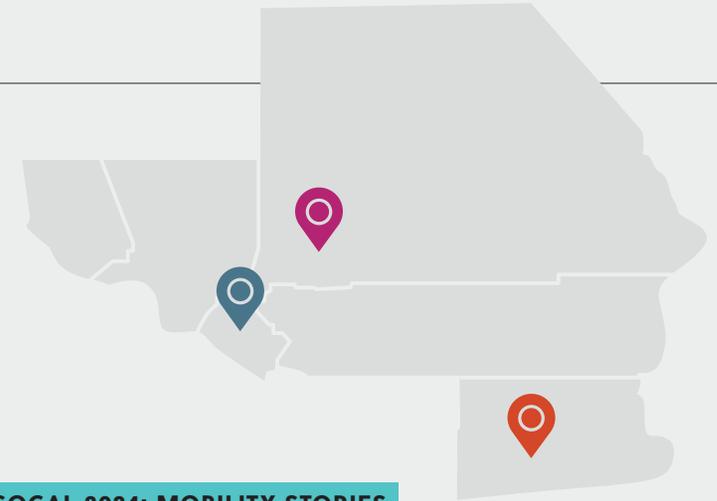
# MOBILITY IN 2050

## The Future of Movement

How will we move and increase access to opportunities in 2050? Transportation and its corresponding technologies connect us to places and allow us to move between home and important destinations like work, school or the grocery store. Our community’s land use pattern determines the distribution of these destinations which, when combined with available transportation options, either support or negatively impact our ability to meet our needs. Historically, patterns such as racial segregation, gentrification and displacement have limited mobility and access for communities of color. These historic inequities have present-day impacts that surface in a variety of ways, including increased exposure to air pollution, noise and traffic collisions. Ensuring mobility and accessibility is important, especially in the region’s Priority Equity Communities, which are census tracts with a greater concentration of populations that have been historically marginalized and are susceptible to inequitable outcomes based on several socioeconomic factors. Additionally, it is critical that SCAG and our partner transportation agencies work in collaboration with communities most impacted by socioeconomic, environmental and transportation burdens. For people across the region to thrive, a healthy mobility ecosystem needs to exist, one where various modes of transportation work in tandem to meet the needs of the community.

In spring 2023 public outreach survey, SCAG asked thousands of people across the region what would be the ideal mode to access various activities. About 30 percent or more of respondents would prefer to walk/bike/roll when traveling to school or childcare, for errands and to social activities. In contrast, for work trips, about 25 percent would prefer to take transit and 25 percent would prefer to drive alone. The mismatch between the expressed preference of these survey respondents and the data on how we move today in Chapter 2—where 66 percent of commute trips are made by driving alone—indicates that there is pent-up demand for more options.

Connect SoCal 2024 includes investments, policies and programs for improving access to a robust multimodal transportation system that is reliable and safe for all users. Achieving the Plan vision requires ensuring that the current network is well-maintained and that policies are in place to support an efficient and coordinated operation of the system. This section highlights the investments and areas of focus for ensuring a robust transportation network in the region.



### CONNECT SOCAL 2024: MOBILITY STORIES

## Traveling in the Region Tomorrow

**Santa Ana, CA:** A freshman at Santa Ana College rents a room close to school so that she can walk to class. When she needs to get to her internship in Corona, she takes Metrolink. For other trips, she relies on her Mobility Wallet to make the best choice, depending on cost and speed. Sometimes this means taking the OC Streetcar for local trips, a dockless shared bike for some extra exercise or renting a shared electric vehicle to make a longer trip.

**San Bernardino, CA:** A senior citizen lives in an assisted living facility. He can no longer safely operate a vehicle but still maintains an active social and civic life. He uses an app to reserve paratransit rides that transport him to appointments and community meetings. For shorter trips, he uses his motorized scooter on neighborhood sidewalks but plans his routes through streets with the most trees to keep cool in the shade.

**El Centro, CA:** A mom uses her electric car to drive her son to daycare and to get to work. She lives in an apartment that only has one charger, but she is able to rely on the robust public charging infrastructure to always have enough charge to get where she needs to go. She likes to ride her bike with her son to visit family on the weekends and feels safe doing so, thanks to the new bike paths.

## Mobility Policies and Strategies

The following list provides a brief description of the categories that Connect SoCal 2024 uses to frame the Regional Planning Policies and Implementation Strategies detailed below.

- System Preservation and Resilience:** Maintaining the operational efficiency of our transportation system is crucial. Unfortunately, demand on the system has increased over the decades without sufficient maintenance reinvestment. This has greatly influenced the number of roadways and bridges that have fallen into an unacceptable state of disrepair. Part of the challenge is to ensure that projects in the Plan follow a “fix-it-first” principle and that life-cycle costs, such as maintenance and preservation expenses, are considered and planned for during the development of infrastructure projects. Another part of the challenge is securing sufficient revenue to maintain both existing and new infrastructure in a state of good repair. This is a significant concern for our local streets and roads because every trip begins with them and, regardless of mode, we all rely upon a well-maintained local street and road system to support other critical mobility and safety goals.
- Complete Streets:** Complete Streets are roadways designed to support the safety, comfort and mobility for all road users. They are accessible to people of all ages and abilities, regardless of whether they are driving, walking, bicycling, using micromobility devices, or riding transit/rail.
- Transit and Multimodal Integration:** Strategies for improving the transportation system are dependent on integration with our growth and land use patterns. The availability, access and efficiency of different modes, including transit/rail, walking, bicycling and other forms of active transportation—including driving—all depend on a close relationship with how our region uses land and how we grow. This is particularly true when it comes to improving and building a transit/rail system that can best serve people in communities throughout our region. Encouraging shifts in the modes people use

also depends on the implementation of strategies supporting more seamless connections across modes, especially via first/last mile connection, those occurring between transit/rail and biking, walking, or rolling, and ensuring platforms exist to facilitate trip planning and payments.

- Transportation Systems Management (TSM):** TSM is a series of techniques, including transportation demand management, designed to maximize the functional capacity and efficiency of the existing transportation system. Effective TSM strategies reduce traffic congestion, improve air quality and safety, and reduce or eliminate the need to construct new and expensive transportation infrastructure. Many TSM strategies seek to optimize the operation of the existing transportation system through use of Intelligent Transportation Systems (ITS). An example of this would be transit signal prioritization or advanced technologies that can anticipate changing traffic conditions and provide real-time information to drivers, allowing them to make more informed decisions.
- Transportation Demand Management (TDM):** TDM strategies and investments can reduce the demand for roadway travel, particularly during peak times or on congested routes. Shifting trips to less congested times, such as through congestion pricing, can optimize the use of existing roadway capacity. Shifting trips from single occupancy vehicles (SOVs) to other modes often costs significantly less than roadway or transit capital expansion projects. TDM strategies add transportation choices that improve sustainability, public health and quality of life by reducing congestion, air pollution and GHG emissions. When transit ridership, carpooling, bicycling and walking increase, the efficiency of the entire transportation system improves, bringing many benefits to the region.

- **Technology Integration:** Emerging technology has the potential to expand transportation choices and equity throughout the region. By providing more options for local and regional trips, emerging technologies may shift trips to less environmentally damaging modes, minimize negative environmental impacts associated with current vehicle use, increase system efficiency, improve safety and reduce auto-related collisions and fatalities. However, realizing these potential benefits (and avoiding potential negative impacts) is dependent on the rate of technology development and adoption of a wide range of public and private sector innovations. Some of these technologies, such as alternative fuel and powered vehicles, micro-mobility, bike sharing and microtransit, have a mitigating influence on GHG emissions. Others, such as ride-hailing and automated vehicles, will likely increase VMT and GHG emissions if their business models do not adapt to eliminate or reduce single-passenger rides and “deadheading,” where vehicles are driven with zero passengers. Therefore, it is vitally important to adopt strategies and policies that encourage shared rides.
- **Safety:** Maintaining the safety of all people who travel in our region is important at the local, regional, state and federal level. SCAG develops targets for safety that are updated every two years. Improving safety directly impacts the well-being and confidence of people who are walking, biking and rolling, as well as their willingness to choose active transportation. This is particularly pronounced for certain groups, such as children, older adults and individuals with disabilities who may need extra time and specific information to navigate and cross roads safely and securely. Additionally, returning transit/rail riders may be more likely to resume using transit/rail services in a safe and secure environment.

- **Funding the System/User Fees:** The cost of a multimodal transportation system that will serve the region’s projected growth in population, employment and demand for travel surpasses the projected revenues expected from existing sources, including the gas tax, our historic source of transportation funding. The purchasing power of our gas tax revenues is decreasing and will continue on a downward trajectory while transportation costs escalate. Projected revenues will continue to decline as fuel efficiency improves and the number of alternative-fuel and alternative-powered vehicles continues to grow. To backfill limited state and federal gas tax revenues, our region has continued to rely on local revenues to meet transportation needs. In fact, 61 percent of the region’s core revenues are from local sources. Efforts are underway to explore how we can transition from our current system based on fuel taxes to a more direct system based on user fees. In addition to generating revenues, user fees are among the most impactful VMT and GHG reduction strategies for the transportation sector. However, a sensible system of user fees must be designed with policies that address fairness and equity concerns.



#### LET’S GET TECHNICAL

*Review the Mobility, Congestion Management and Transportation Finance Technical Reports for further discussion of these critical aspects of transportation planning.*

## Project List

Connect SoCal includes \$751.7 billion of investment in our regional transportation system. SCAG collects projects submitted by County Transportation Commissions (CTCs) based on their county-level or district-level needs and goals that align with the Regional Goals. Working with the project-level data provided by the CTCs, SCAG assesses transportation performance at the system level. (See Chapter 5 for more details.) The Connect SoCal Project List includes both near-term and long-term investments. The Federal Transportation Improvement Program (FTIP) reflects near-term investments that form the foundation of the RTP project investment strategy and represents the first six years of already-committed funding for projects requiring federal approval or those that are regionally significant. The RTP reflects long-term investments and contains a financially constrained set of transportation projects above and beyond the FTIP, including projects submitted from the CTCs and additional Regional Strategic Investments needed to achieve our goals and performance targets.

The projects submitted by each CTC reflect the needs and goals of each county, but they also align with the Regional Goals. Many projects are the result of performance-based planning decisions at the county or district level, such as through the State Highway Operation and Protection Program (SHOPP). Additionally, the CTCs provide performance details on projects that assist in SCAG's performance monitoring and target setting process. As mentioned above, when SCAG evaluates performance of the Plan, it does so at the regional, or system, level to consider the impacts of strategies and policies that support planned investments. See Map 3.1 Planned Transit Network and Map 3.2 Regional Express Lane Network for an illustration of select planned projects.



### LET'S GET TECHNICAL

*You can read more about regional analysis in the Performance Monitoring Technical Report and in Chapter 5 of this book.*

**The Connect SoCal Project List includes both near-term and long-term investments. These projects reflect the needs and goals of each county as well as additional Regional Strategic Investments to achieve our goals and performance targets.**

## CONNECT SOCAL 2024: TAKE A CLOSER LOOK

### Focusing on System Efficiency

In the face of declining transportation revenues and escalating costs, the solution is to better manage our transportation system. We will continue to make substantial investment in infrastructure to improve mobility and accessibility for travelers on all modes of transport. But capital investment alone is not sufficient to achieve our vision for the region's future or meet our greenhouse gas (GHG) emission reduction target set by the California Air Resources Board (CARB). Instead, Connect SoCal includes programs and technologies that leverage the existing transportation system in more sustainable ways, including investments that help manage the system, address mobility inequities, improve travel choices and reliability, and provide travel incentives for the region to meet Plan goals.

Connect SoCal includes innovative and interconnected mobility strategies at the intersection of land use, transportation and technology that further enhance SCAG's commitment to address key issues and emerging challenges through various regional strategic investments. These strategies leverage existing transportation infrastructure in more sustainable ways to improve multi-modal and Complete Streets planning, support implementation of innovative technology and exercise demand management through pricing and incentives.

These strategies can improve the traveler experience through dedicated lanes and mobility hubs—and support seamless trip planning and increase access to information through Intelligent Transportation Systems (ITS) strategies, including Mobility as a Service and Smart Cities innovations. Connect SoCal supports the integration of pricing strategies to manage demand, while also investing in Universal Basic Mobility to address potential equity implications.

Taken together, Connect SoCal 2024's strategies and investments optimize system performance while realizing GHG emission reductions.

### Regional Strategic Investments

These Regional Strategic Investments reflect what is necessary to maintain a state of good repair of our existing network, support a multimodal network and fund system improvements and maintenance. These investments go beyond the projects submitted directly from County Transportation Commissions and are necessary to meet our targets, requirements and goals, including but not limited to GHG reduction, safety and asset management.

#### System Preservation and Resilience: Highways, Local Streets and Roads

Operations and maintenance (including for transit) is the largest cost category in Connect SoCal 2024. This refers to the cost of providing preventative maintenance, rehabilitation and preservation of our current regional highways and local streets and roads over the life of the Plan. "Fix-it-First" has been a guiding principle for prioritizing transportation funding in SCAG's RTPs for the last decade. The cost of rebuilding roadways is 14 times greater than preventative maintenance. Preservation of the transportation system can extend pavement life in a cost-effective manner and can also improve safety. This Plan includes \$75.4 billion toward the preservation, operation and resilience needs of the state highway system and \$87.7 billion towards the preservation, operation and resiliency needs of regionally significant local streets and roads. These amounts reflect both the projected investments by each County Transportation Commission plus an additional Regional Strategic Investment to maintain existing asset conditions. However, there is not sufficient available revenue to significantly reduce the regional deferred maintenance backlog, especially for local streets and roads.

## Managing the System

Better management of the existing transportation system through demand management strategies and Intelligent Transportation Systems (ITS) yields significant mobility benefits in a cost-effective manner. Connect SoCal 2024 increases investment and strengthens policy levers to optimize system performance while realizing greenhouse gas reductions quickly and efficiently. Strategies from SCAG’s TDM Strategic Plan provide an objectives-driven, performance-based process to identify and promote TDM strategies and programs across the region. SCAG will pursue implementation of these strategies in coordination with regional and local partners.

**Regional Express Lanes Network: Concept of Operations and Buildout:** The regional express lane network integrates congestion pricing to optimize existing capacity on freeways and offer users greater travel-time reliability and choices. Express lanes, when appropriately priced to reflect demand, can outperform non-priced lanes in terms of throughput, especially during congested periods. Express lanes operate on the principle of congestion pricing—when more vehicles are using those lanes, the price increases accordingly to manage congestion in the lanes. Express lanes and toll roads also generate revenues that fund construction and operation of the facilities and can relieve air pollution and GHG emissions associated with congestion. The Concept of Operations is prepared to facilitate collaborative decision-making in identifying the policy, design and operational requirements of the regional express lane network. The privately financed toll roads in Orange County are interoperable with—but independent from—the regional express lanes network in the SCAG region.

**Intelligent Transportation System (ITS):** SCAG’s ITS program plans for transportation technology advancements and assesses potential impacts to the transportation system. It also supports the effective implementation of technology through the integration of ITS into common architecture via participation with regional partners in the implementation and maintenance of Regional ITS architecture. This includes, but is not limited to, continuing to maintain and update

the multi-county Regional ITS Architecture, incorporating revisions to existing projects and any proposed new projects as part of the RTP/SCS development, and participating in statewide and county Regional ITS Architecture update efforts.

**Smart Cities:** This program must evolve and adapt to the latest trends and technologies. SCAG will update the Smart Cities Vision Plan (by July 2026) and develop critical research reports focused on emerging technologies.

**Future Workplace:** This initiative focuses on the strategies, implementation and impacts of telework and tele-everything as the world shifts to post-pandemic behaviors—through the lens of smart cities and transportation demand management.

## Transit and Multimodal Integration: Regional Enhancements and Improvements

The region has ambitious goals to reduce greenhouse gas emissions in the transportation sector—the largest source of carbon dioxide emissions in California and a primary driver of climate change. We will do this, in part, by reducing single-occupancy vehicle trips and increasing transit/rail mode share. A key step toward meeting these goals, as well as local and county goals for mobility and equity, can come from improving the speed and reliability of transit/rail services throughout the region. Since 1991, the region has spent over \$196 billion on transit (in 2019 dollars). However, supporting the planned investment of the transit/rail agencies and County Transportation Commissions in the region requires additional investments. As with previous Plans, these investments include High Quality Transit Corridors identified in partnership with our regional transit agencies. Connect SoCal assumes additional regional strategic investment in transit service improvements on these corridors, contingent upon new revenue sources.

**Dedicated Transit Lanes:** SCAG’s Regional Dedicated Transit Lanes Study explored the opportunities, needs, challenges and best practices

for developing a regional network of dedicated bus lanes and other transit priority treatments. The regional transit priority network is intended to enable enhanced transit services, improved mobility, accessibility and sustainability.

**Zero-Emission Bus Acceleration:** All transit agencies are required to transition to 100 percent zero-emission bus fleets by 2040 (Innovative Clean Transit regulation), a decade before the horizon year of Connect SoCal. Many agencies have already begun to transition their fleets, including the Antelope Valley Transit Authority, which became the first all-electric transit agency in North America in 2022. Due to this significant undertaking and given both the higher upfront costs and supportive infrastructure, additional funding is needed to support the transition.

**Mobility Hubs:** Mobility hubs are places where we can seamlessly connect with multiple modes of transportation in a safe, comfortable and accessible environment. Mobility hubs include a range of transportation options—but, typically, at least two—that connect and interact with one another (e.g., transit/rail, car share, bike share, etc.). They typically improve connectivity to transit/rail and are the infrastructure foundation for multimodal trip planning and promoting mode-shift. They are considered essential for a safe and convenient transfer between transportation modes. SCAG’s strategy is to focus targeted investments in a set of prioritized mobility hubs distributed across the region.

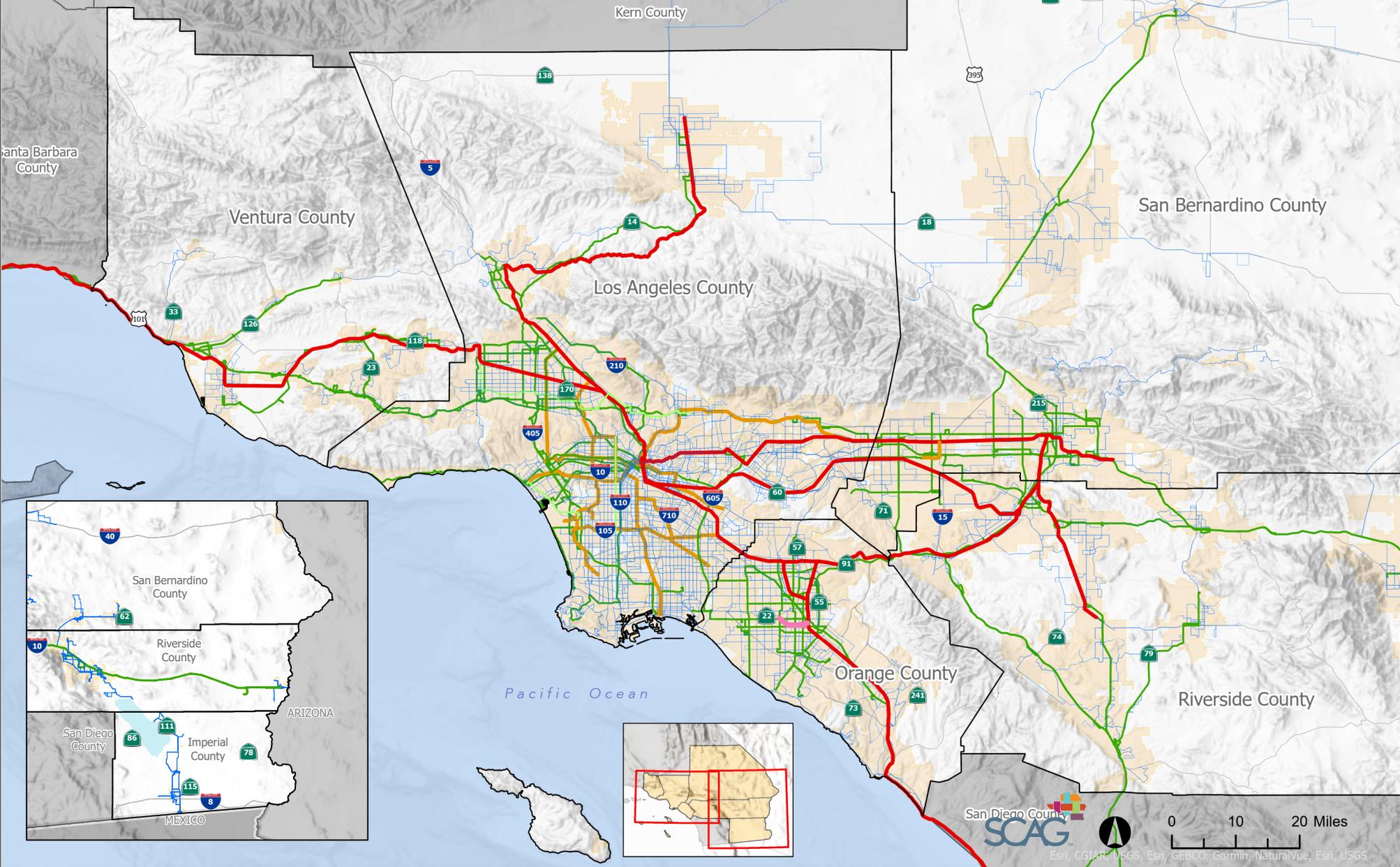
**Metrolink SCORE Buildout:** This transformation of Metrolink, from a service profile primarily oriented to downtown Los Angeles peak-period commuters, to one that also serves a broader set of trips with more options to better align with changing travel patterns, such as more trips to activity centers throughout Southern California (including medical facilities, educational institutions and cultural centers), more non-work trips, and fewer peak-hour commuters due to work-from-home and hybrid work schedules.

## Complete Streets: Planning for All Users

Planning for a future where everyone has safe, affordable, reliable and sustainable transportation options requires additional transportation investments.

**Complete Streets:** These streets are designed to support safety, comfort and mobility for all road users. They are accessible to people of all ages and abilities, regardless of whether they are driving, walking, bicycling, rolling or riding transit/rail. The approaches vary based on community context, but elements often include comfortable sidewalks, bicycle lanes, transit priority lanes and signals, high-quality transit stops, frequent and safe crosswalks, median islands, accessible signals, curb extensions, modified vehicle travel lanes, streetscape and landscape treatments. They may also accommodate and optimize new technologies and micromobility devices, first mile/last mile connections to transit/rail and curbside management strategies including last-mile deliveries. SCAG’s strategy is to focus targeted investments on corridors on the High Injury Network (HIN), where safety issues are concentrated and improvements to eliminate these issues would encourage mode shift.

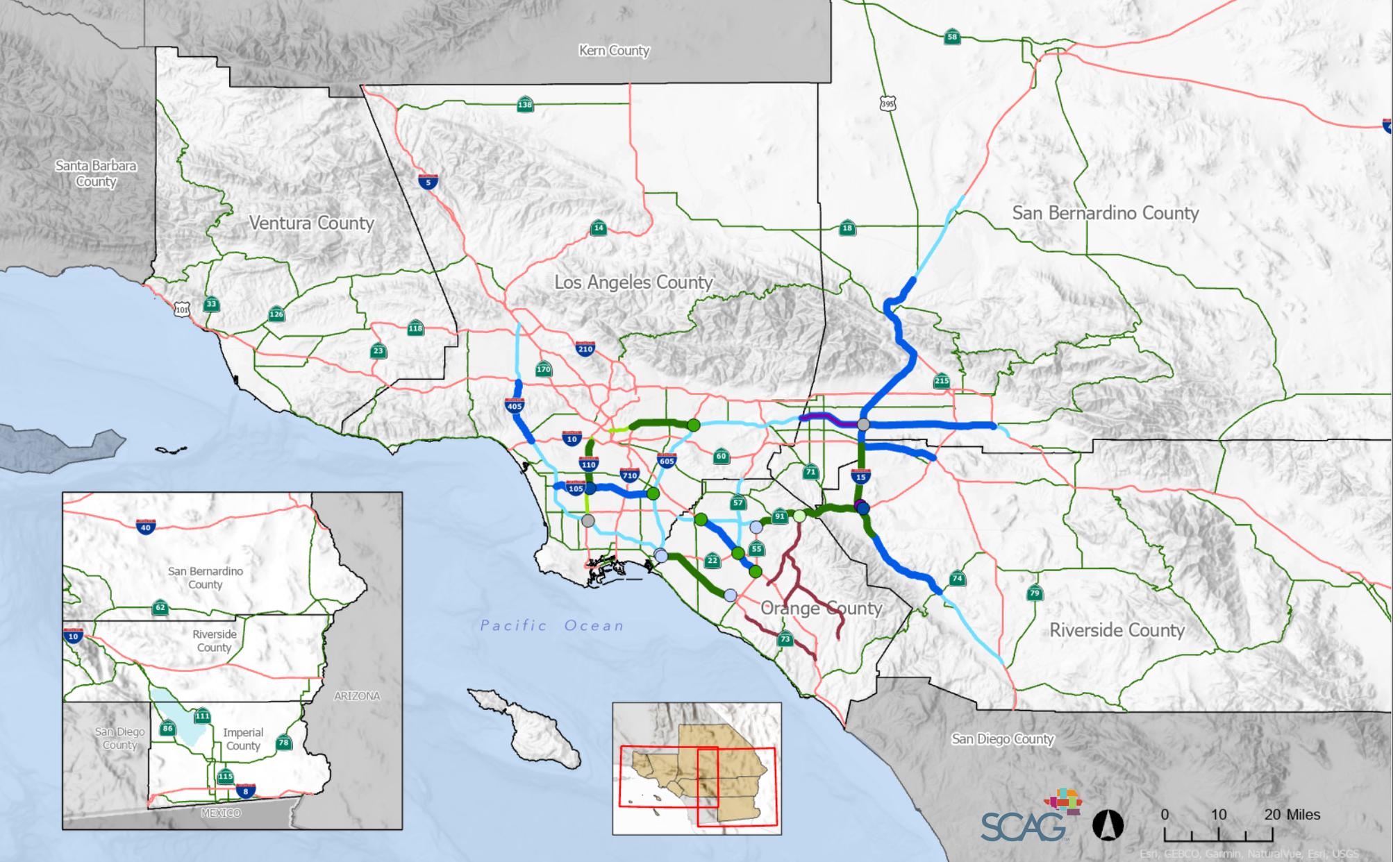
**Safe Routes to School (SRTS):** The primary goal of these programs is to encourage and facilitate active transportation options while enhancing the safety and accessibility of routes used by people walking, biking or rolling. These programs often involve a combination of infrastructure improvements, educational campaigns and policy changes to create safer environments for traveling via active transportation. SCAG’s strategy is to focus targeted investments on corridors within the High Injury Network (HIN) and located in close proximity to K–12 schools.



SCAG: Connect SoCal 2024 **MAP 3.1 Planned Transit Network (2050)**

- SCAG Counties
- City Boundaries
- OC Streetcar
- Urban Rail
- Rapid, Commuter, and Express Bus
- Bus Routes

Source: SCAG 2023



SCAG: Connect SoCal 2024 **MAP 3.2 Regional Express Lane Network**

- Freeway
- Other State Highway
- Existing Dual-Lane Express Lane
- Existing Single Lane Express Lane
- Existing Toll Roads
- Planned Dual-Lane Segment
- Planned Express Lane Network
- Under Construction
- Existing Express Lane Direct Connector
- Existing HOV-to-Express Lane Direct Connector Conversion
- Planned Toll Road-to-Express Lane Direct Connector Conversion
- Planned/Proposed Express Lane Direct Connector
- Proposed HOV-to-Express Lane Direct Connector Conversion
- Under Construction General Purpose-to-Express Lane Direct Connector Conversion
- Under Construction Express Lane Direct Connector

Source: SCAG 2024 Note: The privately financed toll roads in Orange County are interoperable with - but independent from - the regional express lanes network in the SCAG region.

# COMMUNITIES IN 2050

## The Future of Development

**Where will we live?** Communities in the SCAG region range from dense urban cores to rural towns. The design and land use patterns of our communities impact where people live and work and how they get around. While most of the communities that we will have in 2050 exist today, our communities can evolve in ways that make them more inclusive, accessible and sustainable. This section highlights the process for developing a regional development pattern for 2050 and the policy and strategy areas that will help the region reach its goals and achieve our vision for 2050.

It is important to underscore that it takes time to change land use patterns. In the 2010 Census—just before SCAG adopted its first RTP/SCS in 2012—the region had 18,051,534 residents living in 5,847,909 households. In the following decade, these grew by 4.3 percent and 7.0 percent, respectively, sometimes as infill or in more location-efficient places than in decades prior. Nonetheless, by 2021, only 6.9 percent of the region’s total housing units had been built since 2010 (ACS 1-yr). This decade or so of increasingly sustainable growth is due to leadership at the local level. However, local jurisdictions need more support. In the survey to local jurisdictions included as part of the Local Data Exchange process for Connect SoCal development, over half of respondents noted budget limitations and limited staff capacity as the key barriers to updating their local plans. The same percentage of respondents stated that additional grant or budget funding would allow them to incorporate the regional Sustainable Communities Strategies into their General Plans.

The Regional Housing Needs Allocation plan tied RHNA’s regulatory requirement for cities and counties to the RTP/SCS by allocating units based on the region’s growth vision. While the ultimate oversight for this land-use law is the purview of the State Housing and Community Development Department, the allocation methodology was developed and adopted by SCAG’s Regional Council with a clear intent to align regional housing and the climate vision embedded in SCAG’s 2020 RTP/SCS. In contrast to past cycles when RHNA followed anticipated future population growth, the majority of the unit need target (836,857) was allocated to address existing housing need during the 6th cycle. The allocation was based on the jurisdictions’ levels of job access and transit access. This is nearly as much housing as the whole region produced in the last 20 years.

## Community Policies and Strategies

The following list provides a brief description of the categories that Connect SoCal 2024 uses to frame its Regional Planning Policies and Implementation Strategies.

- **Priority Development Areas (PDAs):** These geographies articulate the Plan vision and evaluate our progress toward locating new households and jobs where people have opportunities for alternative modes of transportation or to take short trips. See the Priority Development Areas section for more details.
- **Housing the Region:** Providing sufficient housing opportunities throughout the region will require a range of strategies and methods to increase both the production of and access to a wide range of housing types.

- **15-Minute Communities:** A 15-minute community is one in which you can access all of your basic, day-to-day needs, services and amenities within a 15-minute walk, bike or roll from your home. This is where people are able to make fewer and/or shorter trips due to the proximity of activity centers and destinations. For SCAG’s purposes, this represents a framework for making our jurisdictions more inclusive, more equitable and more efficient by providing a range of mobility options and overall reduction in single-occupant vehicle trips.
- **Equitable Engagement and Decision-Making:** Fostering strong and resilient communities depends not just on our built environment but also on our social networks. Striving for more equitable engagement and decision-making can ensure that our communities reflect the priorities of the people within them.

## Forecasted Regional Development Pattern

As part of developing a Sustainable Communities Strategy per Senate Bill 375 (SB 375), SCAG must include a “forecasted development pattern for the region, which, when integrated with the transportation network and other transportation measures and policies...” will enable SCAG to reach its per capita passenger vehicle GHG emission reduction target of 19 percent below 2005 levels by 2035, if feasible. This Forecasted Regional Development Pattern (see Map 3.3) details where people, households and employment will be located through 2050, the horizon year of the Plan.

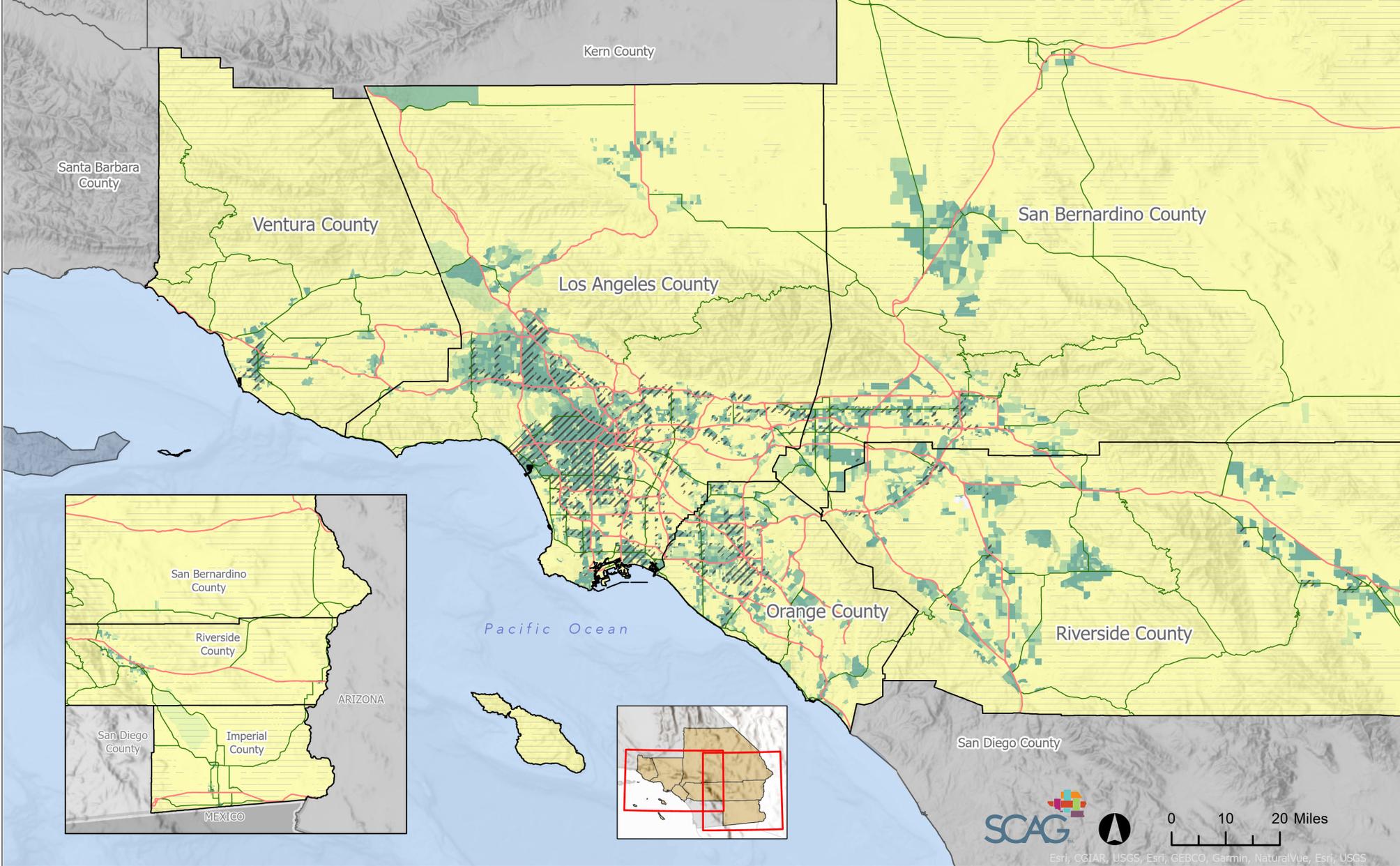


### LET’S GET TECHNICAL

*For further discussion of critical aspects of regional planning, review the Land Use and Communities Technical Report.*

To develop this forecast, SCAG first prepared a Regional Growth Forecast to understand how many people, households and jobs we needed to plan for. Then SCAG developed a preliminary Forecasted Regional Development Pattern based on local general plans and known development entitlement agreements. RHNA allocations, to the extent that they had been embedded into certified housing elements, were taken into account. In addition, regional sustainability strategies from the final, adopted Connect SoCal 2020, including priority growth and environmentally constrained areas, were embedded into the forecast. These are detailed further in the Priority Development Area and Green Region Resource Area sections. Then SCAG met with local jurisdictions across the region to verify that our understanding of the future matched with local planning efforts. This input from local jurisdictions was integrated into the Forecasted Regional Development Pattern for Connect SoCal 2024. Details about forecast data and consistency with the SCS can be found in the Supplementals section of this document.

The Regional Growth Forecast assumes the region is successful in alleviating much of the latent housing demand that has built up over past decades by projecting 30 percent higher household growth during the 2020s than Connect SoCal 2020. This reflects changes to state- and local-housing-supportive policy as well as stronger housing production numbers in recent years, including ADUs, which are historically undercounted. In contrast to past cycles in which local review usually yields lower household growth and higher job growth, the locally reviewed Connect SoCal 2024 household forecast was actually 2.3 percent higher than the preliminary version developed with a demographic panel of experts. This accelerated production reflects the optimism on the part of local jurisdictions to meet the housing needs of today and tomorrow. In addition to far more near-term household growth, the Forecasted Regional Development Pattern also demonstrates housing growth in generally more sustainable locations within the region than the prior Plan. The share of household growth in Connect SoCal 2024 in more than one priority area and outside environmental constraint areas is 39 percent compared to only 36 percent in Connect SoCal 2020.



SCAG: Connect SoCal 2024 **MAP 3.3 Forecasted Regional Development Pattern (Household Density Growth 2019-2050)**

- |                           |            |                  |                |                     |
|---------------------------|------------|------------------|----------------|---------------------|
| Less than or Equal to 100 | 201 to 300 | Greater than 500 | Priority Areas | Freeway/Toll Road   |
| 101 to 200                | 301 to 500 | SCAG Counties    | Resource Areas | Other State Highway |

Source: SCAG 2023. The map identifies Tier2 TAZ Household Density Growth between 2019 - 2050 (Households per Square Mile). Priority areas refer to an area more than one PDA and no GRRAs. Resource areas refer to two or more GRRAs. For more information on Transportation Analysis Zones, please visit Section 7.5 of the Land Use and Communities Technical Report. The development patterns shown are based on Transportation Analysis Zone (TAZ) level data. Household and employment growth projection data at the jurisdiction level or smaller geography, including TAZ, are utilized (i) to conduct required modeling analysis and (ii) to generally illustrate how regional policies and strategies may be reflected at the neighborhood level. As such these data and maps are advisory and non-binding.

**CONNECT SOCAL 2024:  
TAKE A CLOSER LOOK**

## Housing the Region

Housing in the SCAG region has long added to a higher cost of living than other areas of the country, due to the desirability of the region's natural amenities and strong, diversified economic base and past periods of housing underproduction compared to population growth.



The Regional Housing Needs Assessment process takes place every eight years, as required by state law, or every other RTP/SCS cycle. The most recent (6th cycle) RHNA allocation was adopted by SCAG's Regional Council in 2021 and relied on input data from Connect SoCal 2020. As part of the 6th cycle RHNA, the state department of Housing and Community Development (HCD) included explicit measures for existing housing needs—specifically, overcrowding and cost-burden rates—in their determination of the SCAG region's total housing need of 1,341,827. Put simply, the emphasis of RHNA shifted substantially toward addressing existing need, whereas in prior cycles it had focused almost entirely on need due to anticipated population growth.

### **RHNA and Connect SoCal**

In contrast to a housing-planning target that is required by state housing law in the RHNA process, SCAG's Connect SoCal forecast process is an expert-derived assessment of reasonably foreseeable future growth from 2019–2050 pursuant to federal and state statute. This includes assessing the possible impact of policy—the expectation is that SCAG and local jurisdictions take into account the increase in available sites

resulting from RHNA when developing the growth forecast. Despite a substantially reduced population projection compared to prior plans, it is expected that household growth over the Connect SoCal horizon will exceed the 6th cycle RHNA housing unit need. This is in part a reflection of changes to state and local housing-supportive policy and strong recent housing production. After local review of growth forecasts, the number of households projected for the region by 2050 actually increased by 2.3 percent. In contrast to past periods, SCAG projects household growth to dramatically exceed population growth, reflecting a gradual catch-up to past housing undersupply.

Ensuring that these homes can and will be built within the region calls for additional supportive policies and strategies.



### **LET'S GET TECHNICAL**

*For more information on how the RHNA relates to our demographic forecast, explore the [Demographic and Growth Forecast Technical Report](#). For more information on housing strategies, see the [Housing Technical Report](#).*

## Priority Development Areas

Priority Development Areas (PDAs) are areas within the SCAG region where future growth can be located to help the region reach Plan goals. Generally, this means that people in these areas have access to multiple modes of transportation or that trip origins and destinations are closer together, allowing for shorter trips. PDAs are a technical tool to facilitate Plan development and analysis, and are used for different purposes, such as growth visioning, performance measurement or grant applications. However, as a general principle, development in overlapping PDAs indicates a greater alignment with Plan goals. PDAs in Connect SoCal 2024 include Neighborhood Mobility Areas (NMAs), Transit Priority Areas (TPAs), Livable Corridors and Spheres of Influence (SOIs) (in unincorporated areas only), see Map 3.4 Priority Development Areas.

PDAs follow the principles of center-focused placemaking, providing locations where many Connect SoCal strategies can be fully realized. Additionally, PDAs assist with guiding the Forecasted Regional Development Pattern. Connect SoCal's PDAs—NMAs, TPAs, Livable Corridors and SOIs—account for 8.2 percent of the region's total land area. However, implementation of SCAG's recommended growth strategies will help these areas accommodate 66 percent of forecasted household growth and 54 percent of forecasted employment growth between 2019 and 2050. This more compact form of regional development, if fully realized, can reduce travel distances, increase mobility options, improve access to workplaces and conserve the region's resource areas.

From May to December 2022, jurisdictions were tasked with reviewing the PDA layers and the Forecasted Regional Development Pattern to ground regional strategies at the local level. This local feedback helps ensure our regional PDA strategies are best reflected at the local level and produce the strongest regional outcome.

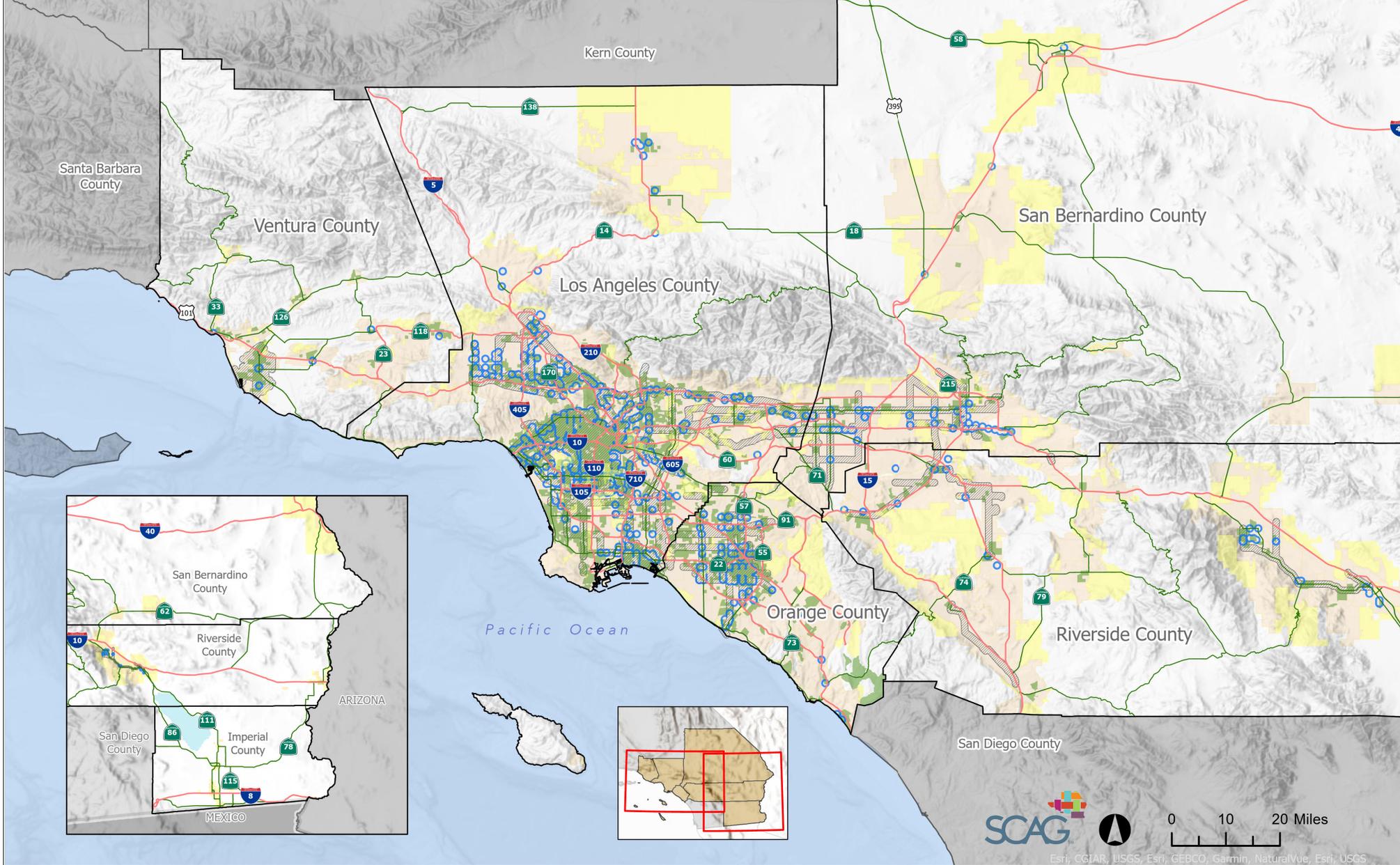
Although the region will see benefits from infill development, jurisdictions are encouraged to actively acknowledge and plan for potential impacts, including displacement for both residents and small businesses. Production and preservation of permanent affordable housing to complement infill strategies is essential for achieving equitable outcomes. These priorities are reflected in Regional Planning Policies.

- **Neighborhood Mobility Areas (NMAs)** include four elements that reflect potential to improve, restore and enhance safe and convenient connections to schools, hospitals, shopping, services, places of worship, parks, greenways and other destinations. The four elements of an NMA are: 1) intersection density, 2) low-speed streets, 3) land use diversity, and 4) accessibility to amenities within one-mile using street network distances. NMAs exist in each county and throughout the region, and can vary in their specific form, regardless of whether the NMA is located in a dense urban neighborhood or a historic business district. SCAG developed a region-wide map of neighborhood mobility to help further strategies and policies within Connect SoCal 2024.
- **Livable Corridors** are areas where local jurisdictions can plan and zone for increased density at nodes along key corridors and redevelop single-story underperforming retail with well-designed, higher-density housing and employment centers. Growth at strategic nodes along key corridors, many of which are within High Quality Transit Corridors (HQTCs), will make transit a more convenient and viable option. The Livable Corridors network is developed utilizing select variables from past plans like HQTCs and input from local jurisdictions during the Local Data Exchange process. Additionally, this strategy integrates certain transit improvements, including Bus Rapid Transit (BRT), other features improving bus performance and user experience, and certain active transportation improvements to support safe bicycling and walking.

- **Transit Priority Areas (TPAs)** are areas within one half mile of existing or planned major transit stops in the region. A major transit stop is defined in state statute as a site containing an existing or planned rail or bus rapid transit station, a ferry terminal served by either bus or rail transit service, or the intersection of two or more major bus routes with a frequency of service interval of 15 minutes or less during the morning and afternoon peak commute periods. TPAs are where transit-oriented development (TOD) can be realized—where people can live, work and play in higher-density, compact communities that are conducive to complete streets that facilitate access to high frequency transit with safe and comfortable walking and biking networks. Focusing regional growth in areas with planned or existing major transit stops is key to achieving equity, economic and environmental goals. Infill within TPAs can reinforce the assets of existing communities, efficiently leveraging existing infrastructure and potentially lessening impacts on natural and working lands.
- **Spheres of Influence (SOIs)** are existing or planned service areas within the planning boundary outside of an agency’s legal boundary. The intent of an SOI is to promote the efficient, effective and equitable delivery of local and regional services for existing and future residents and to encourage a collaborative process between agencies. A city will periodically annex parcels in an SOI into the city limits to include new developments or areas with infrastructure needs. Unlike the other three PDAs, spheres of influence are exclusively found in the unincorporated areas of SCAG’s six counties. Prioritizing unincorporated county growth within existing SOIs discourages urban sprawl and the premature conversion of agricultural and natural lands—and typically makes more efficient use of infrastructure that can reduce costs to taxpayers. As a result, less than 3 percent of the region’s future household growth from 2019 to 2050 will be located in unincorporated areas that are outside of SOIs.



**Priority Development Areas (PDAs) are areas within the SCAG region where future growth can be located to reach Plan goals. Generally, people in these areas will have access to multiple modes of transportation or trip origins and destinations will be closer together, allowing for shorter trips.**



SCAG: Connect SoCal 2024 **MAP 3.4 Priority Development Areas**

-  Livable Corridor (LC)
-  Sphere of Influence (SOI)
-  SCAG Counties
-  Freeway/Toll Road
-  Neighborhood Mobility Area (NMA)
-  Transit Priority Area (TPA)
-  City Boundaries
-  Other State Highway

Source: SCAG 2023

## Green Region/Resource Areas

Green Region/Resource Areas (GRRAs) derive from SB 375 statute and SCAG’s responsibility to “gather and consider the best practically available scientific information regarding resource areas and farmland in the region.” (See Map 3.5 Green Region Resource Areas.) The GRRAs depict the region’s natural assets—areas with acute risks from climate change—and highlight areas where future growth could result in negative environmental impacts if left unaddressed. These areas were considered alongside the Priority Development Areas in the preparation of SCAG’s Forecasted Regional Development Pattern. As the region faces unprecedented challenges in balancing housing and employment growth with resource conservation, it is important to coordinate regional land use and transportation strategies and seize opportunities to improve resilience, protect the SCAG region’s natural assets and reduce future risks from climate change.

To determine areas most sensitive to growth, SCAG staff identified locations in the region where these layers overlap to ascertain the overall intensity of these convergences. For instance, areas at risk for both flood and wildfire would be deemed more sensitive to growth than areas with only wildfire risk. An example is the Lake Matthews area in Riverside County, where portions of land fall in very high wildfire severity zones (as identified by the California Department of Forestry and Fire Protection, CAL FIRE) and also fall in 100-year flood hazard areas (as identified by the Federal Emergency Management Agency, FEMA).

Since projects that fall within GRRAs often must take actions to address environmental impacts, areas with multiple convergences of GRRRA topic areas will likely be more costly to develop due to more intense legal requirements. Therefore, SCAG’s approach of de-emphasizing growth in areas with the highest number of convergences is sensitive to market considerations, though some growth may still occur. Further, the preservation and restoration of GRRAs can reduce risks from climate change and promote future resilience in the region. For instance, preserving natural lands and open space areas helps to sequester climate pollution and also promotes groundwater recharge.

These data layers, or areas most sensitive to growth, were mapped and provided as an information resource during the review period by local jurisdictions alongside the Priority Development Areas. Growth was de-emphasized and prioritized elsewhere in the preliminary Forecasted Regional Development Pattern. In the Connect SoCal 2024 Forecasted Regional Development Pattern, household and employment growth in GRRAs has not been completely eliminated.

GRRAs consist of the following 10 topic areas:

**Flood Areas:** FEMA delineates areas that are subject to inundation by a flood with a 1 percent or greater chance of being equaled or exceeded during any given year. This type of flood is commonly referred to as the 100-year flood or base flood. The 100-year flood areas have a 26 percent chance of occurring during a 30-year period, the length of many mortgages.

**Coastal Inundation (Sea Level Rise):** Potential inundation of coastal areas resulting from a projected one meter rise in sea level above current Mean Higher High Water conditions.

**Wildfire Risk:** State law requires CAL FIRE to designate areas, or make recommendations for local agency designation of areas at risk from significant fire hazards based on fuels, terrain, weather and other relevant factors. These areas at risk of interface fire losses are referred to by law as “Fire Hazard Severity Zones”. Also included are areas along the edge of established communities, called “Wildland-Urban Interface,” as well as areas where human habitation is mixed with areas of flammable wildland vegetation (called “Wildland-Urban Intermix” zones).

**Open Space and Parks:** All publicly owned open space, including those with fee ownership, as identified in the California Protected Areas Database, the California Conservation Easement Database and the County of Ventura Save Our Agricultural Resources.

**Rare, Threatened and Endangered Species and Plants:** Location and condition of species of rare and sensitive plants, animals and natural communities in California.

**Sensitive Habitat Areas:** Areas with a high concentration of animals and plant life that are sensitive to growth, such as wetlands, habitat connectivity areas and areas rich with natural resources to support various species.

**Natural Community and Habitat Conservation Plans (NCCP and HCP):** These plans identify and provide for the regional protection of plants, animals and their habitats, while allowing compatible and appropriate economic activity that do not conflict with the natural resources and habitat areas identified for conservation. These plans have been used to mitigate the environmental impacts of transportation improvements in Southern California. In Southern California, there are many highly successful multispecies habitat conservation plans, combined NCCP/HCPs that provide long-term coverage for federal and state covered species, involving both federal and state wildlife agencies and streamlining environmental permitting for transportation and other projects, including the Orange County (Central/Coastal) NCCP/HCP (1996), Western Riverside Multiple Species Habitat Conservation Plan (2004), Coachella Valley Multiple Species Habitat Conservation Plan (2008), and Orange County Transportation Authority NCCP/HCP (2017).

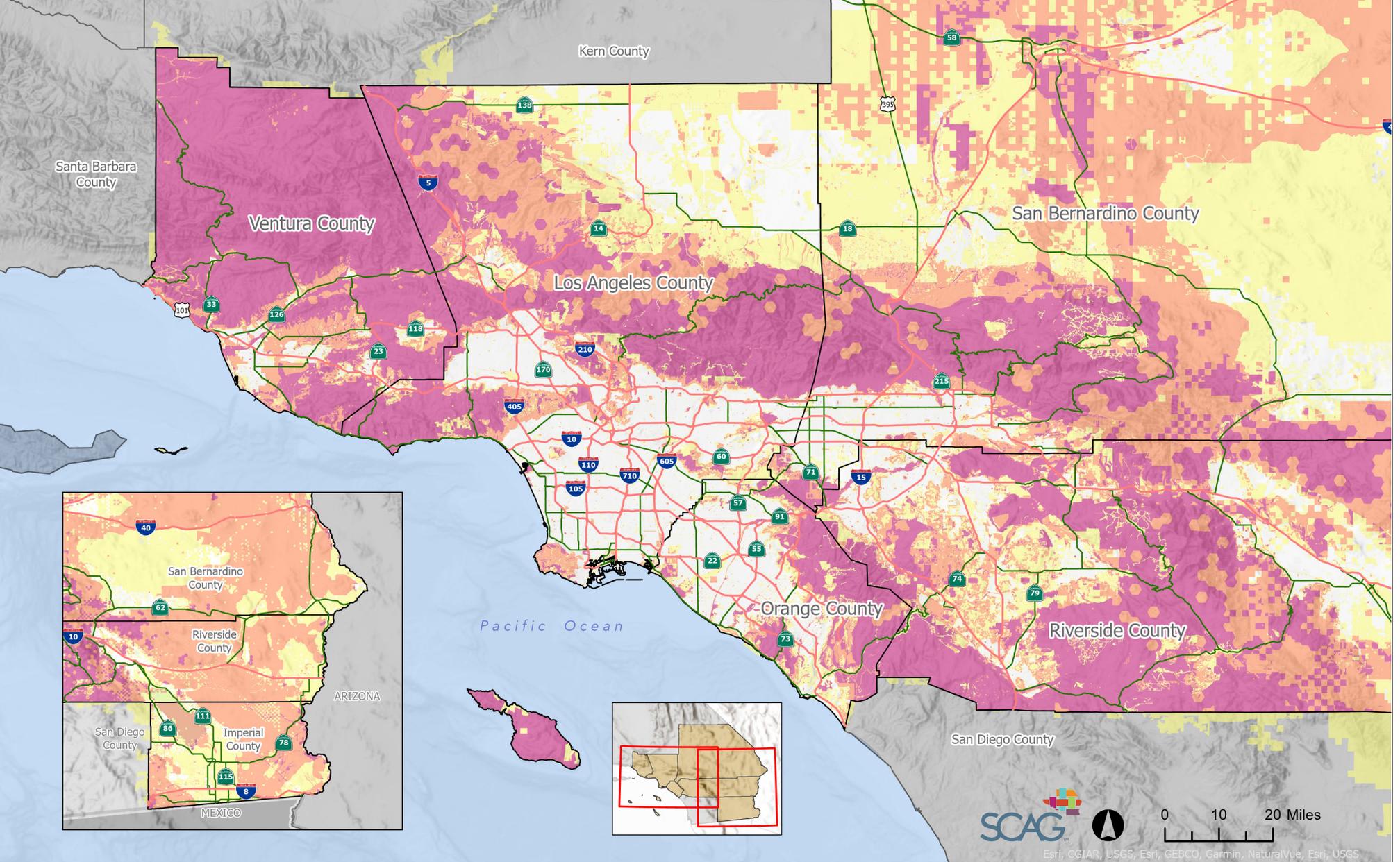
**Tribal Lands:** Locations of the 16 Federally Recognized Tribal entities in the SCAG region.

**Federally Managed Lands:** Military installations, national parks, and other U.S. Government managed lands.

**Farmlands:** Agricultural and working lands as defined by the Farmland Mapping & Monitoring Program (FMMP) in the Division of Land Resource Protection in the California Department of Conservation.



**Green Region/Resource Areas (GRRAs) derive from SB 375 statute and SCAG's responsibility to "gather and consider the best practically available scientific information regarding resource areas and farmland in the region." The GRRAs depict the region's natural assets—areas with acute risks from climate change—and highlight areas where future growth could result in negative environmental impacts if left unaddressed.**



SCAG: Connect SoCal 2024 **MAP 3.5 Green Region Resource Areas**

- 1 GRRAs
- 2 GRRAs
- 3+ GRRAs
- SCAG Counties
- Freeway/Toll Road
- Other State Highway

Source: SCAG 2023

## Regional Strategic Investments

Connect SoCal is a financially constrained plan in terms of transportation revenues and expenditures. This Plan includes Regional Strategic Investments to support community stabilization and provide supportive infrastructure for housing. However, alleviating the severity of the housing crisis requires a commensurate commitment of resources. Therefore, this Plan calls for the development of stable, dedicated funding streams to support local jurisdictions in implementing their housing elements.

### Housing the Region

The extraordinary cost of producing housing is a significant barrier to growth throughout Southern California, but also to achieving the level of infill and transit-oriented development anticipated in Connect SoCal. Additional support is needed to ensure that resources are available to support housing production, address displacement pressures and ensure sufficient supportive infrastructure is provided alongside housing.

**Resources for Community Stabilization:** Historically, investments in transportation infrastructure, including both roadways and transit, has resulted in displacement pressures on existing communities. More tools and resources are needed to address these issues and affirmatively further fair housing.

**Financing Mechanisms:** Tax Increment Financing and other tools are needed to fund supportive infrastructure, such as transit and sidewalks. These can be paired with investments in affordable housing, that may also include climate resilience and adaptation measures, to ensure that new and returning residents have connectivity to opportunities.

**Comprehensive and Dedicated Funding for Housing:** Since the last Plan, the region has seen the benefits of funding for housing through REAP 1. As noted, housing elements across the region demonstrate clear alignment with Connect SoCal and our growth vision—leading to this Plan’s projection of 30 percent higher household growth during the 2020s than Connect SoCal 2020. To further support the scale of housing production needed in the region, it is imperative to identify dedicated funding streams that can support tackling the barriers to housing production and affordable housing production, preservation and protections in the region.



**Alleviating the housing crisis requires commitment of resources. Support is needed to overcome significant cost barriers associated with producing housing, particularly in the infill and transit-oriented areas prioritized in Connect SoCal.**

# ENVIRONMENT IN 2050

## The Future of Sustainability

How will we improve our environment by 2050? The health of our region, both its land and the people living here, is interconnected with the choices we make in how we move and where we live and work. Preserving our natural resources and improving our air quality are dependent on how we travel and how our communities evolve. This section highlights the areas where additional focused policy and strategy are needed to improve our environment. It also includes a brief discussion of the Plan’s environmental mitigation.

## Environmental Policies and Strategies

The following list provides a brief description of the categories that Connect SoCal 2024 uses to frame the Regional Planning Policies and Implementation Strategies detailed later in this chapter. See the Land Use and Communities Technical Report for further discussion of these critical aspects of regional planning.

- **Sustainable Development:** Sustainable development supports quality of life and economic growth for the region’s present and future populations by ensuring that essential resources, such as water, energy and food supply, are responsibly managed. This enables current and future generations to thrive amidst both forecasted and unforeseen challenges.
- **Air Quality:** Transportation, especially the goods movement sector, contributes the overwhelming majority of air pollutant emissions that cause ozone pollution. A comprehensive and coordinated regional solution with integrated land use and transportation planning from all levels of governments will be required to achieve the needed emission reductions.
- **Clean Transportation:** Transitioning to cleaner vehicles, both transit fleets, trucks and passenger vehicles, is important for supporting cleaner air quality. This requires ensuring the availability of these new technologies but also a regional charging or refueling infrastructure to support cleaner vehicles.
- **Natural and Agricultural Land Preservation:** Preserving natural and agricultural lands can strengthen our communities, improve essential resources like our air, water and food, protect and enhance biodiversity, provide economic benefits and capture greenhouse gases instead of allowing them to concentrate in the atmosphere.
- **Climate Resilience:** The critical issues and challenges presented by climate change require planning beyond the borders of a single city or county. Effective emergency response to large wildfires, for example, requires coordination amongst multiple agencies and local jurisdictions. Climate change’s adverse impacts on the natural, social, economic and built environment—including transportation systems—can disrupt quality of life in an acute as well as steadily declining fashion. This issue can be most effectively addressed through regional coordination and solutions finding.

## CONNECT SOCAL 2024: TAKE A CLOSER LOOK

### Building a Resilient Region

Similar to equity, resilience requires comprehensive consideration in transportation planning efforts. Resilience refers to the capacity of the region’s built, social, economic and natural systems to anticipate and effectively respond to changing conditions, acute shocks and chronic stressors by creating multiple opportunities for a sustainable, thriving and equitable future. Shocks are sudden and acute events that threaten immediate safety and well-being, such as earthquakes and wildfires. Stressors are ongoing challenges, often known or foreseen, that weaken built, social, economic and natural systems, such as persistent air quality issues or transportation system disrepair. One major known challenge that contributes to the occurrence of acute shocks and chronic stressors is climate change. Actions that can reduce the impacts of these shocks or address chronic stressors can vary, depending on the particular challenge and its impact on the region’s systems.

### Steps Toward Resilience

Recognizing the importance of resilience, SCAG’s Regional Council adopted the Climate Change Action Resolution (Resolution No. 21-628-1) in January 2021 and resolved to develop a Regional Resilience Framework to “help the region plan and prepare for a changing climate, as well as potential near- and long-term disruptions to Southern California.”

SCAG formally affirmed the drought and water-shortage emergency in Southern California and called on local and regional partners to join together to adopt an “all of the above” approach to addressing the region’s water challenges and catalyzing opportunities across a six-county region that’s home to nearly 19 million people. Clean, safe, affordable and reliable water supply is central to Southern California’s people, economy and natural systems—and necessary to support the region’s projected growth. In an effort to support partners in tackling the region’s deepening water crisis, SCAG’s Regional Council unanimously adopted a Water Action Resolution (Resolution No. 22-647-3) in October 2022 to reduce water use; improve water conservation, reuse and efficiency; enhance water systems’ health and resilience; pursue and potentially implement new water supply and storage opportunities; and support

investments in water infrastructure and conservation practices that support the region’s economic and population growth and foster planning for the region’s housing needs. This resolution also called on SCAG to “identify, recommend and integrate into Connect SoCal 2024 policies and strategies to align investments in water infrastructure with housing needs and the adopted growth forecast and development pattern.”

Building on SCAG’s ongoing resilience efforts, staff used a lens of resilience in the development of Connect SoCal to consider and address the shocks and stressors facing the region, including those currently present and those expected up to 2050 and beyond.



#### LET’S GET TECHNICAL

*For more detailed information on water infrastructure and conservation practices, see the [Land Use and Communities Technical Report](#).*

*Discussions on how Connect SoCal strengthens regional resilience can be found in many [Technical Reports](#) and is included in the [Regional Planning Policies and Implementation Strategies of the Plan](#).*

## Regional Strategic Investments

Achieving the region’s environmental goals requires strategic investments to support the transition to clean transportation technologies and resources that facilitate the ability to leverage advance mitigation for project delivery. The state’s bold policy leadership requires the transition of our transit fleets, trucks and passenger vehicles to cleaner technology. The region must invest in adequate supporting infrastructure for all vehicle classes to facilitate this transition. (See the Mobility and Economy Regional Strategic Investments for a discussion of other clean transportation transitions.)

### Clean Transportation

In 2022, CARB adopted the Advanced Clean Cars II (ACC II) regulation. This regulation mandates that beginning in 2035, all new passenger cars, trucks and SUVs sold in California will be zero emissions. Zero-emission vehicles currently make up roughly 19 percent of new vehicles sold in California and comprise 2.8 percent of the light-duty vehicle fleet in the SCAG region. This represents an increase from one percent of vehicles sold in 2012. To meet the goals of ACC II, the California Energy Commission (CEC) estimates a need for 1.2 million chargers statewide. According to the CEC, there are currently approximately 27,000 Level 2 and 2,600 direct current fast-charging chargers in the region. However, financial, supply and infrastructure barriers are keeping many people in the region from transitioning to clean transportation.

**PEV rebate program:** Currently, both national (e.g., Inflation Reduction Act of 2022, Clean Vehicle Credit) and state rebate programs exist (e.g., CARB Clean Vehicle Rebate Project). However, the higher price of electric vehicles compared to conventional vehicles remains a barrier for many buyers. Low-income communities most affected by emissions from older vehicles could benefit significantly from an additional rebate program. Such a program would not only expedite the transition to cleaner vehicles but also ensure that SCAG’s Priority

Equity Communities receive the corresponding health benefits. SCAG is proposing a PEV rebate program that will provide additional funding to incentivize the purchase of electric vehicles.

### Natural and Agricultural Lands Preservation

**Advance Mitigation:** California state law allows agencies to establish voluntary advanced mitigation programs in selected areas, providing an opportunity for infrastructure project lead agencies (such as County Transportation Commissions) to identify potential impacts early in the planning stages and work with regulatory agencies to improve certainty, expedite project delivery and reduce permitting costs. Regional advance mitigation programs (RAMP) allow state and federal agencies to consider the environmental impacts and mitigation needs of multiple planned infrastructure projects and urban development all at once—and satisfy those mitigation requirements early in the project-planning and environmental-review process.\*

\*Note that the RAMP was previously a mitigation measure in the Connect SoCal 2020 PEIR (SMM BIO-2). In this cycle, the RAMP has been elevated to a plan feature, which reduces impacts. CEQA permits the incorporation of environmental considerations into the project design, thereby reducing environmental impacts and associated mitigation. See e.g., CEQA Guidelines 15070(b)(1) and CEQA Guidelines Appendix F: Energy Conservation. In the case of the adoption of a plan, policy, regulation or other public project, mitigation measures can be incorporated into the plan, policy, regulation or project design (CEQA Guidelines 15126.4(a)(2)).

## Environmental Mitigation

As previously discussed, Connect SoCal 2024 regional policies and implementation strategies may serve to mitigate potential environmental impacts in that they lead to sustainable development and improved environmental outcomes for air quality and GHG emissions.

In addition, as the lead agency for the Plan, SCAG prepares a Program Environmental Impact Report (PEIR) for Connect SoCal 2024 as required by the California Environmental Quality Act (CEQA). The PEIR evaluates potential environmental impacts of Connect SoCal 2024 when compared with existing conditions. It identifies mitigation measures at the program level to mitigate or avoid potentially significant adverse environmental impacts to the maximum extent feasible for those resource areas that would be affected by the Plan. The Connect SoCal 2024 PEIR analyzes all 20 environmental topics from Appendix G of the CEQA Guidelines.

SCAG's mitigation approach is consistent with the general role played by a metropolitan planning organization (MPO), including developing and sharing information, collaborating with partners and developing regional policies. SCAG does not have the land use or decision-making authority over individual transportation and land use projects—and cannot impose or implement project-level mitigation measures. Transportation project implementation and land use development decisions are subject to their own environmental review process by local lead agencies, and such agencies have the sole discretion as lead agencies to determine and impose the appropriate project-level mitigation measures. The Connect SoCal 2024 PEIR mitigation approach bifurcates mitigation measures into SCAG mitigation measures and project-level mitigation measures.

For example:

- SCAG mitigation measures are program-wide measures for implementation by SCAG to address potentially significant, adverse, large-scale and regional environmental impacts over the lifetime of the Plan.
- Project-level mitigation measures are example measures for lead agencies to consider for subsequent project- and site-specific environmental reviews to reduce identified impacts as appropriate and feasible.



### LOOKING FOR MORE?

*For a complete list of environmental mitigation measures and approaches, refer to the Connect SoCal 2024 PEIR website at: <https://scag.ca.gov/peir>*

# ECONOMY IN 2050

## The Future of Prosperity

**How will we support a robust economy?** The functioning of the regional economy is intertwined with the decisions and investments we make relative to our transportation network and communities. Our economy can be constrained if people can't afford to live here and if employers can't retain workers. Conversely, elements of our economy, such as the goods movement sector, can impact our ability to meet other goals—such as air quality. This section highlights areas where we need additional policies or strategies to ensure a robust regional economy. These strategies and investments improve the efficiency of the region's transportation network, which generates jobs by reducing the costs of getting to work and transporting goods.

## Economic Policies and Strategies

The categories for the Regional Planning Policies and Implementation Strategies detailed below are focused on the following critical aspects of ensuring a strong and fair economy:

- **Goods Movement:** Transporting goods involves a highly complex system of raw, semi-finished and finished materials and products used by businesses and residents that often relies upon multiple modes of transportation (e.g., ships, trucks, trains, planes, etc.). The efficient movement of these goods is a critical component of a strong economy. They support industries and activities that provide jobs, tax revenue and resources that bolster innovation and creativity, and access to local and world markets through trade. This movement



### LET'S GET TECHNICAL

For more details, review the *Economic Impact Analysis Technical Report*.

depends directly upon the physical infrastructure that comprises the transportation network, such as interstates and highways, rail lines and yards, ports and local roadway access that connects to industrial warehouses, distribution facilities and other facilities.

- **Broadband:** Broadband is a term that covers any high-speed internet access with minimum speeds of 25/3 megabits per second (Mbps). Broadband relies on a network of communications infrastructure, including middle-mile physical infrastructure to connect to global networks and last-mile connections by local carriers. The region relies on this digital infrastructure to support our transportation network and provide access to jobs, education and other vital daily needs, like commerce and healthcare.
- **Universal Basic Mobility:** Universal Basic Mobility (UBM) programs provide qualified residents with subsidies for transit and other mobility services. UBM aims to address existing inequities in the transportation system and improve accessibility to jobs and services.
- **Workforce Development:** These initiatives educate and train individuals to meet the needs of current and future businesses and industry in order to maintain a sustainable and competitive economic environment.
- **Tourism:** This relates to the travel of not just those visiting from outside the region but also from within the region to reach the region's many destinations and attractions. This sector of the economy employs nearly 500,000 people and generates over \$2 billion in local tax revenues.

## Regional Strategic Investments

There are several strategic investments that are necessary to support a sustainable, efficient and productive regional economy. By investing in a more efficient goods movement network, Universal Basic Mobility and improved access to recreational trails, the SCAG region is not only making broad improvements to the general regional economy but is focusing specifically on areas of disparity—and making it possible to improve the health and access of under-resourced communities.

## Goods Movement

The efficient movement of goods is critical to a strong economy and improves quality of life in the SCAG region by providing essential goods and supplies to residents and businesses, generating employment opportunities and providing access to markets through trade. However, increased volumes of goods moving across the transportation system also contribute to greater congestion, safety concerns and harmful emissions. It is critical to integrate land use decisions and technological advancements to minimize environmental and health impacts while fostering continued growth in trade and commerce.

**Bottleneck Relief:** As part of Connect SoCal and SCAG's comprehensive regional goods movement planning, bottleneck relief analysis and implementation strategy development has served to identify areas with the worst congestion and delay characteristics. Targeted regional investments will implement a menu of improvement strategies focused on freight corridors to improve the flow of people and goods.

**ITS Strategy, Technology Initiatives:** Goods movement Intelligent Transportation Systems and technology components of equipment, facilities and systems are increasingly shifting to automation, routing platforms and app-developed platforms. As part of SCAG's comprehensive regional goods movement planning, targeted regional investments will implement a menu of improvement strategies focused on newer technologies that can optimize how goods flow throughout the region.

**Arterial O&M, Pavement Management, First/Last Mile Delivery:** Through SCAG's comprehensive regional goods movement planning and Last Mile Freight Delivery Study, SCAG identifies numerous changes with respect to technologies, shifting supply chains and increasing deliveries of goods directly to residents and businesses. SCAG also highlights the importance of addressing local pavement conditions along critical goods movement routes throughout the region. Targeted regional investments will implement a menu of improvement strategies focusing on preserving and managing pavement systems from goods movement impacts.

**Zero-Emission:** SCAG's Last Mile Freight Program (LMFP) and Zero-Emission Truck Infrastructure Roadmap Study are providing planning and implementation support to facilitate the region's transition to a zero-emission goods movement system. Targeted regional investments will support zero-emission vehicles and infrastructure to realize the regions' goods movement industries' transition to clean technologies.

## Universal Basic Mobility

Universal Basic Mobility (UBM) programs provide qualified residents with subsidies for transit and other mobility services. In doing so, they aim to address existing inequities in the transportation system and improve accessibility to jobs and services. At its core, UBM combines a mix of partnerships and policies to support safe and efficient access to a range of mobility services. UBM program participants are typically provided with monthly subscriptions of prepaid cards to access mobility services. UBM can also help disadvantaged community members gain payment credentials by waiving annual fees on debit cards and transition cash users into digital payment users. In this way, UBM can help address payment barriers that technologies can impose upon disadvantaged communities while also making broader access to shared mobility options possible beyond traditional, fixed-route transit. SCAG anticipates focusing on partnerships with affordable housing developers throughout the region to subsidize a range of transportation services, improve livability and lower the cost burden of travel. These efforts will also need to be complemented by efforts to expand travel choices and access to opportunity for low-income households.

## Tourism: Access to Recreational Trails and Scenic Byways

This initiative provides funds to develop non-motorized recreational trails and related facilities, including trails and pathways that provide access to local and regional parks. This includes considering transit-oriented accessibility to offer more options for people to reach open space. The recreational trails and scenic byways component is similar to the Recreational Trails Program Non-Motorized.

# 3.3

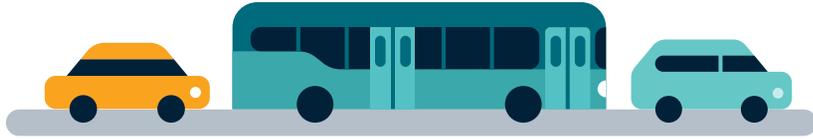
## Regional Planning Policies

The Regional Planning Policies provide guidance for integrating land use and transportation planning to realize the vision of Connect SoCal.

The policies have been refined over several planning cycles to promote multimodal transportation investments and local development that align with the regional growth vision. The policies also incorporate recent direction from SCAG's Regional Council, Policy Committees and special subcommittees.

The Regional Planning Policies are a resource for County Transportation Commissions (CTCs) and local jurisdictions, who can refer to specific policies to demonstrate alignment with the Regional Transportation Plan/Sustainable Communities Strategy when seeking resources from state or federal programs. However, there are no one-size-fits-all solutions in such a diverse region, so it is up to local agencies to identify which are the most applicable Regional Planning Policies.

# MOBILITY



## System Preservation and Resilience

01. Prioritize repair, maintenance and preservation of the SCAG region's existing transportation assets, following a "Fix-It-First" principle
02. Promote transportation investments that advance progress toward the achievement of asset management targets, including the condition of the National Highway System pavement and bridges and transit assets (rolling stock, equipment, facilities and infrastructure)

## Complete Streets

03. Pursue the development of Complete Streets that comprise a safe, multimodal network with flexible use of public rights-of-way for people of all ages and abilities using a variety of modes (e.g., people walking, biking, rolling, driving, taking transit)
04. Ensure the implementation of Complete Streets that are sensitive to urban, suburban or rural contexts and improve transportation safety for all, but especially for vulnerable road users (e.g., people, especially older adults and children, walking and biking)

05. Facilitate the implementation of Complete Streets and curb space management strategies that accommodate and optimize new technologies, micromobility devices and first/last mile connections to transit and last-mile delivery
06. Support implementation of Complete Streets improvements in Priority Equity Communities, particularly with respect to Transportation Equity Zones, as a way to enhance mobility, safety and access to opportunities

## Transit and Multimodal Integration

07. Encourage and support the implementation of projects, both physical and digital, that facilitate multimodal connectivity, prioritize transit and shared mobility, and result in improved mobility, accessibility and safety
08. Support connections across the public, private and nonprofit sectors to develop transportation projects and programs that result in improved connectivity
09. Encourage residential and employment development in areas surrounding existing and planned transit/rail stations
10. Support the implementation of transportation projects in Priority Equity Communities, particularly with respect to Transportation Equity Zones, as a way to enhance mobility, safety and access to opportunities
11. Create a resilient transportation system by preparing for emergencies and the impacts of climate change

## Transportation System Management

- 12. Pursue efficient use of the transportation system using a set of operational improvement strategies that maintain the performance of the existing transportation system instead of adding roadway capacity, where possible
- 13. Prioritize transportation investments that increase travel time reliability, including build-out of the regional express lanes network

## Transportation Demand Management

- 14. Encourage the development of transportation projects that provide convenient, cost-effective and safe alternatives to single-occupancy vehicle travel (e.g., trips made by foot, on bikes, via transit, etc.)
- 15. Encourage jurisdictions and TDM practitioners to develop and expand local plans and policies to promote alternatives to single occupancy vehicle travel for residents, workers and visitors
- 16. Encourage municipalities to update existing (legacy) TDM ordinances by incorporating new travel modes and new technology and by incorporating employment and residential sites of certain populations—for example, employers who have less than 250 employees (below the 250 or more employees threshold identified in AQMD’s Rule 2202)

## Technology Integration

- 17. Support the implementation of technology designed to provide equal access to mobility, employment, economic opportunity, education, health and other quality-of-life opportunities for all residents within the SCAG region
- 18. Advocate for data sharing between the public and private sectors to effectively evaluate the services’ benefits and impacts on communities while protecting data security and privacy

- 19. Advocate for technology that is adaptive and responsive to ensure it remains up to date and meets the evolving needs of users and stakeholders
- 20. Promote technology that has the capacity to facilitate economic growth, improve workforce development opportunities, and enhance safety and security
- 21. Proactively monitor and plan for the development, deployment and commercialization of new technology as it relates to integration with transportation infrastructure

## Safety

- 22. Eliminate transportation-related fatalities and serious injuries (especially those involving vulnerable road users, such as people, especially older adults and children, walking and biking) on the regional multimodal transportation system
- 23. Integrate the assessment of equity into the regional transportation safety and security planning process, focusing on the analysis and mitigation of disproportionate impacts on disadvantaged communities
- 24. Support innovative approaches for addressing transit safety and security issues so that impacts to transit employees and the public are minimized and those experiencing issues (e.g., unhoused persons) are supported
- 25. Support the use of transportation safety and system security data in investment decision-making, including consideration of new highway and transit/rail investments that would address safety and security needs

## Funding the System/User Fees

- 26. Promote stability and sustainability for core state and federal transportation funding sources
- 27. Establish a user fee-based system that better reflects the true cost of transportation, provides firewall protection for new and existing transportation funds, and represents equitable distribution of costs and benefits
- 28. Pursue funding tools that promote access to opportunity and support economic development through innovative mobility programs
- 29. Promote national and state programs that include return-to-source guarantees while maintaining the flexibility to reward regions that continue to commit substantial local resources
- 30. Leverage locally available funding with innovative financing tools to attract private capital and accelerate project delivery
- 31. Promote local funding strategies that maximize the value of public assets while improving mobility, sustainability and resilience

# COMMUNITIES



## Priority Development Areas

- 32. Promote the growth of origins and destinations, with a focus on future housing and population growth, in areas with existing and planned urban infrastructure that includes transit and utilities
- 33. Promote the growth of origins and destinations, in areas with a proclivity toward multimodal options like transit and active transportation, to reduce single occupant vehicle (SOV) dependency and vehicle miles traveled
- 34. Seek to realize scale economies or a critical mass of jobs and destinations in areas across the region that can support non-SOV options and shorter trip distances, combined trips and reduced vehicle miles traveled

## Housing the Region

- 35. Encourage housing development in areas with access to important resources and amenities (economic, educational, health, social and similar) to further fair housing access and equity across the region
- 36. Encourage housing development in transit-supportive and walkable areas to create more interconnected and resilient communities

- 37. Support local, regional, state and federal efforts to produce and preserve affordable housing while meeting additional housing needs across the region
- 38. Prioritize communities that are vulnerable to displacement pressures by supporting community stabilization and increasing access to housing that meets the needs of the region
- 39. Promote innovative strategies and partnerships to increase homeownership opportunities across the region with an emphasis on communities that have been historically impacted by redlining and other systemic barriers to homeownership for people of color and other marginalized groups
- 40. Advocate for and support programs that emphasize reducing housing cost burden (for renters and homeowners), with a focus on the communities with the greatest needs and vulnerabilities
- 41. Support efforts to increase housing and services for people experiencing homelessness across the region

## 15-Minute Communities

- 42. Promote 15-minute communities as places with a mix of complementary land uses and accessible mobility options that align with and support the diversity of places (or communities) across the region. These are communities where residents can either access their most basic, day-to-day needs within a 15-minute walk, bike ride or roll from their home or as places that result in fewer and shorter trips because of the proximity of complementary land uses
- 43. Support communities across the region to realize 15-minute communities through incremental changes that improve equity, quality of life, public health, mobility, sustainability, resilience and economic vitality
- 44. Encourage efforts that elevate innovative approaches to increasing access to neighborhood destinations and amenities through an array of people-centered mobility options

## Equitable Engagement and Decision-Making

- 45. Advance community-centered interventions, resources and programming that serve the most disadvantaged communities and people in the region, like Priority Equity Communities, with strategies that can be implemented in the short-to-long-term
- 46. Promote racial equity that is grounded in the recognition of the past and current harms of systemic racism and one that advances restorative justice
- 47. Increase equitable, inclusive, and meaningful representation and participation of people of color and disadvantaged communities in planning processes

# ENVIRONMENT



## Sustainable Development

- 48.** Promote sustainable development and best practices that enhance resource conservation, reduce resource consumption and promote resilience
- 49.** Support communities across the region to advance innovative sustainable development practices
- 50.** Recognize and support the diversity of communities across the region by promoting local place-making, planning and development efforts that advance equity, mobility, resilience and sustainability

## Air Quality

- 51.** Reduce hazardous air pollutants and greenhouse gas emissions and improve air quality throughout the region through planning and implementation efforts
- 52.** Support investments that reduce hazardous air pollutants and greenhouse gas emissions
- 53.** Reduce the exposure and impacts of emissions and pollutants and promote local and regional efforts that improve air quality for vulnerable populations, including but not limited to Priority Equity Communities and the AB 617 Communities

## Clean Transportation

- 54.** Accelerate the deployment of a zero-emission transportation system and use near-zero-emission technology to offer short-term benefits where zero-emissions solutions are not yet feasible or commercially viable
- 55.** Promote equitable use of and access to clean transportation technologies so that all may benefit from them
- 56.** Consider the full environmental life cycle of clean transportation technologies, including upstream production and end of life as an important part of meeting SCAG's objectives in economic development and recovery, resilience planning and achievement of equity
- 57.** Maintain a technology-neutral approach in the study of, advancement of and investment in clean transportation technology

## Natural and Agricultural Lands Preservation

- 58. Prioritize the climate mitigation, adaptation, resilience and economic benefits of natural and agricultural lands in the region
- 59. Support conservation of habitats that are prone to hazards exacerbated by climate change, such as wildfires and flooding
- 60. Support regional conservation planning and collaboration across the region
- 61. Encourage the protection and restoration of natural habitat and wildlife corridors
- 62. Encourage the conservation and viability of agricultural lands to protect the regional and local food supply and ensure the sustainability of local agriculture as a vital part of the region's economy
- 63. Encourage policy development of the link between natural and agricultural conservation with public health

## Climate Resilience

- 64. Prioritize the most vulnerable populations and communities subject to climate hazards to help the people, places and infrastructure that are most at risk for climate change impacts. In doing so, recognize that disadvantaged communities are often overburdened
- 65. Support local and regional climate and hazard planning and implementation efforts for transportation, land use, and other factors
- 66. Support nature-based solutions to increase regional resilience of the natural and built environment
- 67. Promote sustainable water use planning, practices and storage that improve regional water security and resilience in a drier environment
- 68. Support an integrated planning approach to help local jurisdictions meet housing production needs in a drier environment

**Regional Planning Policies provide guidance for integrating land use and transportation planning to realize the vision of Connect SoCal. The policies have been refined over several planning cycles to promote multimodal transportation investments and local development that align with the regional growth vision.**

# ECONOMY



## Goods Movement

- 69. Leverage and prioritize investments, particularly where there are mutual co-benefits to both freight and passenger/commuter rail
- 70. Prioritize community and environmental justice concerns, together with economic needs, and support workforce development opportunities, particularly around deployment of zero-emission and clean technologies and their supporting infrastructure
- 71. Explore and advance the transition toward zero-emission and clean technologies and other transformative technologies, where viable
- 72. Advance comprehensive, systems-level planning of corridor/supply chain operational strategies that is integrated with road and rail infrastructure and inland port concepts
- 73. Ensure continued, significant investment in a safe, secure, clean and efficient transportation system—including both highways and rail—to support the intermodal movement of goods across the region

## Broadband

- 74. Support ubiquitous regional broadband deployment and access to provide the necessary infrastructure and capability for Smart Cities strategies—to ensure the benefits of these strategies improve safety and are distributed equitably
- 75. Develop networks that are efficient, scalable, resilient and sustainable to support transportation systems management, operations services and “tele-everything” strategies that reduce vehicle miles traveled, optimize efficiency and accommodate future growth of regional economies
- 76. Encourage investments that provide access to digital activities that support educational, financial and economic growth
- 77. Advocate for current, accurate data to identify opportunity zones and solutions that support the development of broadband services to community anchor institutions and local businesses
- 78. Promote an atmosphere that allows for healthy competition and speed-driven innovative solutions while remaining technologically neutral
- 79. Use a bottom-up approach to identify and support a community’s broadband needs

## Universal Basic Mobility

- 80. Encourage partnerships and policies to broaden safe and efficient access to a range of mobility services that improve connections to jobs, education and basic services
- 81. Promote increased payment credentials for disadvantaged community members and the transition of cash users to digital payment technologies to address payment barriers

## Workforce Development

- 82. Foster a positive business climate by promoting regional collaboration in workforce and economic development between cities, counties, educational institutions and employers
- 83. Encourage inclusive workforce development that promotes upward economic mobility
- 84. Support entrepreneurial growth with a focus on underrepresented communities
- 85. Foster a resilient workforce that is poised to effectively respond to changing economic conditions (e.g., market dynamics, technological advances and climate change)
- 86. Inform and facilitate data-driven decision-making about the region's workforce

## Tourism

- 87. Consult and collaborate with state, county and local agencies within the region that are charged with promoting tourism and transportation
- 88. Encourage the reduced use of cars by visitors to the region by working with state, county and local agencies (e.g., park services, transportation agencies) to highlight and increase access to alternative options, including transit, passenger rail and active transportation

# 3.4

## Plan Fulfillment

SCAG is just one of many governments and public agencies that collectively plan, construct, operate and maintain the region's transportation system. However, SCAG has no authority to implement transportation projects.

Likewise, SCAG's work in developing a regional land use pattern helps to facilitate local development projects, but SCAG has no land use or decision-making authority.

This Plan allows public agencies that implement transportation projects to do so in a coordinated manner and charts a course for local governments to sustainably accommodate future development. SCAG can support these direct implementation efforts by providing policy leadership, research or targeted resources.



# IMPLEMENTATION

## Strategies at Work

The following set of Implementation Strategies articulate priorities for SCAG efforts in fulfilling or going beyond the Regional Planning Policies. This includes areas where SCAG will Lead, Partner or Support other responsible parties. SCAG’s methods of implementation can vary from collaborative policy leadership, research or resource roles like the examples discussed in Chapter 2.

Generally, successful implementation of Connect SoCal relies on many actors, including decision-makers beyond SCAG. These strategies represent near-term efforts to be undertaken by SCAG, in collaboration with other agencies and local jurisdictions, that will be further specified as part of SCAG’s Overall Work Program development process. The “Other Responsible Parties” listed on the following tables are not an exhaustive list and are subject to change. Details about each strategy will be further specified as part of SCAG’s Overall Work Program development process.

**To implement Connect SoCal 2024, SCAG will collaborate with local jurisdictions, transportation agencies and stakeholders to advance local planning efforts by providing resources, research and data, technical assistance and grant programs.**

## Mobility Implementation Strategies

STRATEGY	SCAG ROLE	OTHER RESPONSIBLE PARTIES
<b>System Preservation and Resilience</b>		
Per federal requirements, establish and monitor regional targets for pavement conditions, bridge conditions and transit/rail assets, in coordination with Caltrans	Lead	Support: Local jurisdictions, transit/rail agencies, CTCs
Repair, operate, maintain and preserve the SCAG region's transportation assets in a state of good repair	Support	Lead: Caltrans, local jurisdictions, transit/rail agencies, CTCs
Collaborate to work toward a regional asset management approach	Partner	Lead: Local jurisdictions, transit/rail agencies, CTCs
Evaluate projects submitted for inclusion in the FTIP and RTP/SCS according to contributions in achieving system-performance targets	Lead	Support: Caltrans, transit/rail agencies, CTCs
<b>Complete Streets</b>		
Support implementation of Complete Streets demonstrations (including those addressing curb space management) to accommodate and optimize new technologies and micromobility devices, first/last mile connections to transit and last-mile deliveries	Partner	Lead: Local jurisdictions, transit/rail agencies, CTCs
Support community-led Complete Streets plans and projects, including those that take into account how to mitigate or adapt to climate change impacts (e.g., extreme heat)	Partner	Lead: Local jurisdictions, transit/rail agencies, CTCs
Encourage data-driven approaches to inform Complete Streets policies	Lead	Support: Local jurisdictions, transit/rail agencies, CTCs
Develop a Complete Streets network and integrate Complete Streets into regional policies and plans, including consideration of their impacts on equity areas	Lead	Support: Local jurisdictions, transit/rail agencies, CTCs
Engage regional stakeholders in Complete Streets policy and plan development, implementation and evaluation	Lead	Support: Local jurisdictions, transit/rail agencies, CTCs
Provide leadership at the state and regional levels to promote Complete Streets, including involvement on the statewide Complete Streets Advisory Committee and the Active Transportation Technical Advisory Committee	Lead	n/a

## Mobility Implementation Strategies

STRATEGY	SCAG ROLE	OTHER RESPONSIBLE PARTIES
<b>Transit and Multimodal Integration</b>		
* All Modes. Increase multimodal connectivity (e.g., first/last mile transit and airport connections), which includes planning for and developing mobility hubs throughout the SCAG region	Support	Lead: Transit/rail agencies, local jurisdictions, CTCs
All Modes. Enable a more seamless mobility experience through the implementation of Mobility as a Service (MaaS). This may include leveraging Cal-ITP's support, initiate open-loop payment demonstrations, and test shared-product systems and post-payment solutions.	Support	Lead: Transit/rail agencies, local jurisdictions Support: Private sector companies
* All Modes. Test, deploy and scale new and shared mobility services, including micromobility (e.g., bike share, e-scooters, etc.) and microtransit pilot projects	Support	Lead: Local jurisdictions, CTCs, transit/rail agencies, private sector companies
*Transit/Rail. Expand the region's dedicated lanes network—including new bus rapid transit, dedicated bus lanes, express bus service on managed and express lanes—as well as the region's urban and passenger rail network and transit/rail signal priority treatments. Improve transit/rail frequency, reliability, and fare and scheduling integration across operators	Partner and Support	Lead: Transit/rail agencies, CTCs Partner and Support: Local jurisdictions
Transit/Rail. Improve transit/rail safety and security for riders, including promoting best practices through SCAG advisory committees and working groups	Support	Lead: Transit/rail agencies, CTCs, local jurisdictions
* Transit/Rail. Through land use planning, support residential development along high-frequency transit corridors and around transit/rail facilities and centers	Partner	Lead: Local jurisdictions Support: Transit/rail agencies, CTCs
* Active Transportation. Support community-led active transportation and safety plans, projects and programs (e.g., Safe Routes to Schools) Partner with local jurisdictions on demonstrations and quick-build projects through SCAG's <i>Go Human</i> initiative	Partner	Lead: Local jurisdictions, transit/rail agencies, CTCs
* Active Transportation. Expand the region's networks of bicycle and pedestrian facilities. This includes creating more low stress facilities, such as separated bikeways and bike paths, slow streets, and open streets	Partner and Support	Lead: Local jurisdictions Partner and Support: CTCs
Streets and Freeways. Reconnect communities by removing, retrofitting or mitigating transportation facilities such as highways or railways that create barriers to community connectivity	Partner	Partner: Local jurisdictions, CTCs, Caltrans

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## Mobility Implementation Strategies

STRATEGY	SCAG ROLE	OTHER RESPONSIBLE PARTIES
<b>Transportation System Management</b>		
Develop a regional Transportation System Management and Operations (TSMO) plan that integrates Intelligent Transportation System (ITS) strategies to maximize the efficiency of the existing and future transportation system	Lead	Support: Caltrans, CTCs, transit/rail agencies
Evaluate projects submitted for inclusion in RTP/SCS and FTIP for progress in achieving travel-time reliability in the SCAG region	Lead	Support: Caltrans, CTCs, transit/rail agencies
<b>Transportation Demand Management</b>		
Incentivize and promote the development of more Transportation Management Agencies/Organizations (TMAs/TMOs)	Support	Lead: CTCs
Facilitate partnerships and provide a forum between public and private sector TDM practitioners and stakeholders to develop and implement policies, plans and programs that encourage the use of transportation alternatives	Lead	Support: Local jurisdictions, CTCs, air district, TMAs/TMOs
Develop and promote the use of a regional TDM data clearinghouse. Leverage data and TDM Toolbox best practices to identify cost-effective strategies	Partner	Lead: Local jurisdictions, CTCs, TMAs/TMOs
Collaborate to develop regional and localized marketing campaigns that promote TDM modes such as transit, carpool, walking and biking to school	Support	Lead: Local jurisdictions, transit/rail agencies
<b>Technology Integration</b>		
Develop a Smart Cities Vision Plan, and periodically revise the Technology Guiding Principles to inventory existing policies, evaluate emerging technologies, recommend best practices, implement ITS priorities, assess current trends and research, identify pilot opportunities and improve transportation system safety and efficiency	Lead	Support: SCAG Policy committees, Caltrans, CTCs, local jurisdictions
Provide local technical assistance grants in support of innovative technology solutions that reduce VMT and GHG emissions. Pursue funding and partners to continue the testing and deployment of emerging technologies	Lead	Support: Local jurisdictions, CBOs, CTCs, SCAG policy committees

## Mobility Implementation Strategies

STRATEGY	SCAG ROLE	OTHER RESPONSIBLE PARTIES
<b>Technology Integration (continued)</b>		
Implement ITS priorities to improve the safety and efficiency of the current transportation system	Partner	Lead: CTCs Support: FHWA, Caltrans, local jurisdictions.
Further develop a Regional Configuration Management process among CTCs, Caltrans districts, ports and local governments to ensure consistent and compatible integration of ITS technologies and interoperable operations	Support	Lead: Caltrans, local jurisdictions, CTCs
Conduct regional assessment of current and planned Connected and Automated Vehicle (CAV) implementation in the SCAG region to determine opportunity zones for future deployments and develop toolkits and best practices for local jurisdictions	Lead	Support: CTCs, Caltrans, local jurisdictions
<b>Safety</b>		
Integrate equity into regional safety and security planning processes through analysis of the disproportionate impacts on disadvantaged communities and vulnerable roadway users, like pedestrians, bicyclists, older adults and young people	Partner	Partner: CTCs, Caltrans, local jurisdictions, CBOs, regional bike/pedestrian organizations
Promote implementation of data-driven approaches to guide transportation safety and security investment decision-making, including development of High Injury Networks and innovative safety modeling tools	Lead	Partner: Local jurisdictions Support: Caltrans, FHWA
Provide leadership at the state and regional levels to promote transportation safety and security planning, including involvement on the statewide Strategic Highway Safety Plan (SHSP) Steering Committee and Executive Leadership Committee	Lead	Partner: Caltrans, regional safety stakeholder groups
Evaluate projects submitted for inclusion in RTP/SCS and FTIP for their progress in achieving safety targets in the SCAG region	Lead	Partner: Caltrans, CTCs Support: Transit/rail agencies
Work with local, state and federal partners to advance safer roadways, including reduced speeds to achieve zero deaths and reduce GHGs	Partner	Partner: Local jurisdictions, Caltrans, FHWA

## Mobility Implementation Strategies

STRATEGY	SCAG ROLE	OTHER RESPONSIBLE PARTIES
<b>Funding the System/User Pricing</b>		
*Coordinate with local, regional, state and national partners to support transition to a mileage-based user fee	Support	Lead: Caltrans, FHWA Support: CTCs
*Support local and regional partners on implementation of dynamic and congestion-based pricing programs, including facilitation of regional coordination	Support	Lead: Caltrans, CTCs Support: Local jurisdictions, FHWA
*Continue development and support for job-center parking pricing, including through Smart Cities and the Mobility Innovations Sustainable Communities Program (SCP) grant program	Support	Lead: Local jurisdictions Support: CTCs
*Continue to coordinate with regional partners to support build-out of regional express lanes network	Support	Lead: Caltrans, CTCs Support: Local jurisdictions, transit/rail agencies
Study and pilot transportation user-fee programs and mitigation measures that increase equitable mobility	Lead	Support: Caltrans, CTCs, local jurisdictions, mobility service providers, CBOs, regional partners
Conduct education and outreach work to support the public acceptance of user fees	Lead	Support: Caltrans, CTCs, transit/rail agencies

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## Communities Implementation Strategies

STRATEGY	SCAG ROLE	OTHER RESPONSIBLE PARTIES
<b>Priority Development Areas</b>		
Support local jurisdictions and implementing agencies' strategies to promote plans and projects within PDAs by providing awards, grants and technical assistance	Support	Partner: Local jurisdictions, private developers, Strategic Growth Council (SGC), partner agencies
*Support the development of housing in areas with existing and planned infrastructure and availability of multimodal options, and where a critical mass of activity can promote location efficiency	Partner	Partner: Local jurisdictions
<b>Housing the Region</b>		
Provide technical assistance for jurisdictions to complete and implement their housing elements and support local governments and Tribal Entities to advance housing production	Partner	Partner: Local jurisdictions
Identify and pursue partnerships at the local, regional, state and federal levels to align utility, transit and infrastructure investments with housing development and equitable outcomes across the region	Partner	Partner: Local jurisdictions, partner agencies and infrastructure providers, such as utilities
Research and explore innovative homeownership models that can reduce costs and increase housing production in the region. Explore strategies to engage households of color and communities that are underrepresented as homeowners	Support	Partner: Local jurisdictions, partner agencies
Research community stabilization (anti-displacement) resources that can be utilized to address displacement pressures, such as preservation and tenant protections for communities across the region and Affirmatively Further Fair Housing	Support	Partner: Local jurisdictions, partner agencies
<b>15-Minute Communities</b>		
*Develop technical-assistance resources and research that support 15-minute communities across the SCAG region by deploying strategies that include, but are not limited to, redeveloping underutilized properties and increasing access to neighborhood amenities, open space and urban greening, job centers and multimodal mobility options	Lead	Partner: Local jurisdictions, private developers
*Identify and pursue funding programs and partnerships for local jurisdictions across the region to realize 15-minute communities	Partner	Partner: COGs, SGC, local jurisdictions

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## Communities Implementation Strategies

STRATEGY	SCAG ROLE	OTHER RESPONSIBLE PARTIES
<b>Equitable Engagement and Decision-Making</b>		
Develop an Equity Assessment Tool that can be utilized by SCAG in program development and delivery, and develop a complementary tool that can be incorporated into local assistance/subrecipient programming and delivery	Lead	Support: Local jurisdictions, CTCs
Develop an agency-wide Community Based Organization (CBO) Partnering Strategy that outlines tools and resources for partnering with CBOs to increase inclusive and equitable engagement opportunities	Lead	Support: Local jurisdictions, CTCs
Develop a pilot program that prioritizes comprehensive solutions, capacity building, engagement, planning and investment in the most underserved communities in the region (one in each county during the pilot phase)	Partner	Support: Local jurisdictions, CTCs
Develop a resource guide and training for equitable and culturally relevant stakeholder engagement for public agencies, including SCAG, that recognizes community contexts and histories, existing community resources and engagement opportunities	Lead	Support: Local jurisdictions, CTCs
Align with appropriate state and federal partners to identify and utilize equity-centered measures to track outcomes, progress and lessons learned from Connect SoCal implementation	Partner	Partner: State and federal agencies

## Environment Implementation Strategies

STRATEGY	SCAG ROLE	OTHER RESPONSIBLE PARTIES
<b>Sustainable Development</b>		
Monitor and pursue funding opportunities that can foster sustainable and equitable land use and development across the SCAG region. Explore the feasibility of creating a pilot grant program to support local planning and/or implementation	Lead	Partner: Local jurisdictions
Research the availability of resources that can support the development of water and energy-efficient building practices, including green infrastructure	Lead	Partner: Local jurisdictions, private sector companies, regional partners, state and federal agencies
<b>Air Quality</b>		
Coordinate with local, regional, state and federal partners to meet federal and state ambient air-quality standards and improve public health	Partner	Partner: Air districts, CARB, U.S. EPA, CTCs, local jurisdictions
Support local and regional partners by identifying funding opportunities that will help achieve greenhouse gas emission reduction and provide technical assistance and resources, when available	Support	Lead: Local jurisdictions, CBOs, regional partners
<b>Clean Transportation</b>		
Maintain a robust Clean Technology Program that focuses on planning, research, evaluation, stakeholder support and advocacy	Lead	Partner: CTCs, private sector companies
Share information and provide technical assistance to local jurisdictions and operators on opportunities to upgrade their fleets and accelerate deployment of supporting infrastructure	Lead	Partner: Local jurisdictions, transit/rail agencies, CTCs
Investigate how zero-emission vehicles can strengthen resilience through vehicle-to-grid technologies or other opportunities where batteries can be used to enhance capacity of renewable energy sources	Lead	Partner: Local jurisdictions, private sector companies, regional partners, state and federal agencies
Investigate opportunities to install charging stations that can be used by multi-unit dwellers that don't have the same opportunities for charging as single-family homeowners	Lead	Lead: Local jurisdictions

## Environment Implementation Strategies

STRATEGY	SCAG ROLE	OTHER RESPONSIBLE PARTIES
<b>Clean Transportation (continued)</b>		
Facilitate development of EV charging infrastructure through public-private partnerships	Support	Lead: Local jurisdictions, private sector companies, CTCs, federal and state agencies
Assist local jurisdictions in developing an incentive program to further adoption of zero-emission passenger vehicles	Lead	Partner and Support: Local jurisdictions, CTCs, federal and state agencies
Support the deployment of clean transit and technologies to reduce greenhouse gas emissions as part of the CARB innovative clean technology (ICT) rule	Partner and Support	Lead: Transit/rail agencies, CTCs Partner and Support: Local jurisdictions
<b>Natural and Agricultural Lands Preservation</b>		
Identify and leverage resources for research, policies and programs to conserve and restore natural and agricultural lands	Lead	Partner and Support: Local jurisdictions, CTCs, partner agencies, local universities, research institutions
Explore opportunities to increase and quantify the carbon sequestration potential and resilience benefits of natural and agricultural lands—and pursue funding for implementation and demonstration projects	Lead	Partner and Support: Local jurisdictions, CTCs, partner agencies, local universities, research institutions
Work with implementation agencies to support, establish or supplement voluntary regional advance mitigation programs (RAMP) for regionally significant transportation projects to mitigate environmental impacts, reduce per-capita VMT and provide mitigation opportunities through the Intergovernmental Review Process	Partner	Lead: Local jurisdictions, CTCs, partner agencies
Continue efforts to support partners in identifying priority conservation areas—including habitat, wildlife corridors, and natural and agricultural lands—for permanent protection	Partner	Lead: Local jurisdictions, CTCs, partner agencies, regional partners
Support the integration of nature-based solutions into implementing agency plans to address urban heat, organic waste reduction, protection of wetlands, habitat and wildlife corridor restoration, greenway connectivity and similar efforts	Support	Lead: Local jurisdictions, CTCs, partner agencies

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## Environment Implementation Strategies

STRATEGY	SCAG ROLE	OTHER RESPONSIBLE PARTIES
<b>Climate Resilience</b>		
Support use of systems-based risk-management methods and tools to help implementation agencies identify and reduce resilience risks for vulnerable communities	Support	Local jurisdictions, CTCs, partner agencies, regional partners
Develop partnerships and programs to support local and regional climate adaptation, mitigation and resilience initiatives	Lead	Partner and Support: Local jurisdictions, CTCs, partner agencies, CBOs, local universities
Provide local and regional partners with resources, education and trainings to identify and protect areas vulnerable to climate effects and other resilience shocks and stressors, particularly for low-income communities and communities of color	Support	Lead: Local jurisdictions, CTCs, partner agencies, CBOs
Support implementing agencies' efforts to include climate-ready home-hardening strategies in new construction as well as the retrofitting of existing structures to minimize the potential loss of housing units stemming from climate-related hazards	Support	Lead: Local jurisdictions, CTCs, partner agencies, business community, CBOs
Research existing and potential options to fund the climate resilience efforts of implementation agencies	Lead	Support: Local jurisdictions, CTCs, partner agencies, business community, CBOs
Support integration of climate vulnerability assessments into infrastructure planning and delivery for implementing agencies	Support	Lead: CTCs, transit/rail agencies
Collaborate with partners to foster adoption of systems and technologies that can reduce water demand and/or increase water supply, such as alternative groundwater recharge technologies, stormwater capture systems, urban cooling infrastructure and greywater usage systems	Partner	Lead: Local jurisdictions, CTCs, partner agencies, business community, CBOs

## Economy Implementation Strategies

STRATEGY	SCAG ROLE	OTHER RESPONSIBLE PARTIES
<b>Goods Movement</b>		
Leverage the Last Mile Freight Program to develop and implement operational concepts with a core focus on last-mile delivery strategies across urban and rural communities	Lead	Support: CTCs, local jurisdictions, CBOs, Caltrans
Manage the implementation and transition to near-zero and zero-emission technologies for medium- and heavy-duty vehicles and supporting infrastructure	Partner	Support: Mobile Source Air Pollution Reduction Review Committee (MSRC), CTCs, Caltrans, federal and state agencies, partner agencies, private sector companies, local jurisdictions
Facilitate the development of integrated rail partnerships between passenger/commuter rail, private rail operators and public agencies to advance investment opportunities	Lead	Support: Caltrans, federal and state agencies, ports, Class I Railroads, CTCs
Engage communities throughout the SCAG region on environmental justice concerns, economic needs and workforce development priorities	Lead	Support: Local jurisdictions, CBOs
Perform a complete update to the SCAG Comprehensive Regional Goods Movement Plan and Implementation Strategy, including assessment of innovative strategies and concepts	Lead	Support: Consultant
Continue to coordinate with federal and state partners on goods movement planning efforts, including the Last Mile Freight Program, to position the SCAG region for further funding opportunities	Lead	Support: U.S. DOT, Federal Railroad Administration, Maritime Administration, Caltrans, CTCs
<b>Broadband</b>		
Implement “Dig-Once Dig-Smart” policies to install broadband, EV charging stations and Smart Cities related infrastructure whenever highway/roadway improvements occur	Support	Lead: Local jurisdictions, CTCs/Caltrans
Promote the use of a regional or statewide universal permit, ordinance and fee for expedited broadband and Smart Cities infrastructure deployment	Lead	Support: CTCs, Caltrans, local jurisdictions

## Economy Implementation Strategies

STRATEGY	SCAG ROLE	OTHER RESPONSIBLE PARTIES
Secure grant funding for underserved local jurisdictions for broadband infrastructure development	Lead	Support: Local jurisdictions, regional broadband consortiums, state agencies
<b>Universal Basic Mobility</b>		
Form partnerships with affordable housing developers in the region to subsidize a range of transportation services that improve livability, lower transportation costs, and expand travel choices and access to opportunity for low-income households	Partner	Lead: Affordable housing developers, local jurisdictions, CTCs, transit/rail agencies, mobility providers
Continue to develop an understanding of low-income travel patterns and needs, and the impact of shocks (e.g., pandemic response and telework adoption) on low-income travel	Lead	Support: Caltrans, CTCs, transit/rail agencies
Pursue and encourage outreach opportunities with low-income populations, particularly drivers	Lead	Support: Caltrans, CTCs, local jurisdictions
<b>Workforce Development</b>		
Provide technical assistance to help local jurisdictions realize their economic and workforce-development goals	Partner	Lead: Local jurisdictions
Encourage the growth of, and equitable access to, living-wage jobs throughout the region	Partner	Lead: Local jurisdictions, employers, educational institutions
Develop resources for understanding, analyzing and communicating complex regional economic and workforce data	Lead	Partner: Workforce development boards, community colleges, local jurisdictions, employers
<b>Tourism</b>		
Initiate and organize regular meetings between agencies that manage travel and tourism in the region and state to better inform planning efforts and align with travel and tourism needs—particularly with upcoming, large-scale events that include the 2026 FIFA World Cup and 2028 Summer Olympics	Support	Lead: Travel and tourism agencies, FHWA, FTA, FLMAs, Caltrans, CTCs, transit/rail agencies, local jurisdictions