Regional Implementation Plan for Smart Growth Development Strategies in the Monterey Bay Area

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Association of Monterey Bay Area Governments

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Project Summary & Goals

In the Regional Blueprint planning process for the Monterey Bay Area, AMBAG staff and local planning staff identified areas around the region called "Blueprint Priority Areas." These Priority Areas meet certain professionally accepted criteria for moderate to high residential densities and incorporate mixed use along with transit accessibility. The adoption of the Regional Blueprint for the Monterey Bay Area in February 2011 laid the foundation for the development of the Sustainable Communities Strategy for the Monterey Bay Area in that it invoked a thoughtful dialogue at the regional level about infill development and the types of policies that would help to support it.

The next step in moving the region towards smart growth development is to plan more strategically for where housing and development should go in the region and how to support and incentivize that development pattern. In order to begin this planning process AMBAG applied for and was awarded a Caltrans Community Based Transportation Planning Grant. There are three major components of the work conducted by AMBAG through this grant: 1) development of a scenario planning framework for the Sustainable Communities Strategy and a development potential analysis; 2) infill feasibility analysis; and 3) a political feasibility analysis of smart growth development strategies. Additionally, in 2011, AMBAG formed a Regional Advisory Committee which is central to the political feasibility analysis component of this project.

Ultimately, the goal of this project as stated in the scope of work is to help realize the Sustainable Communities Strategy development pattern. In doing so, the region will experience improved mobility and accessibility resulting from transit supportive density levels; a stimulated regional economy resulting from sustainable property development and more efficient movement of people and goods; more efficient utilization of existing transportation infrastructure resulting from an increase in modal choices; increased safety resulting from lively and well designed pedestrian oriented spaces; a diverse public engaged in the long-term sustainable growth of the region; and ultimately, a significant reduction of the region's environmental footprint through lowered VMT and GHG emissions and minimal greenfield development.

1. Base Case Scenario Development & Development Potential Analysis

The Metropolitan Transportation Plan (MTP) is now required to include a Sustainable Communities Strategy (SCS) per Senate Bill 375. The SCS is a scenario planning process that helps to measure the effects of changing land use patterns and transportation network characteristics on greenhouse gas (GHG) emissions. Measuring difference between scenarios requires a baseline, or a Base Case Scenario. A Base Case Scenario and future alternative scenarios necessitate a constructive approach to talking about land use across the region. While all jurisdictions have General Plan designations that describe land use, those descriptions vary from one to the next. In order to address this, AMBAG developed a typology matrix using a place based planning approach that would allow staff to conduct a scenario planning process using a cohesive approach to land use patterns. The typology matrix describes various land use typologies based on density/intensity, character of use and transportation characteristics. These typologies were then applied to all of the jurisdictions in a manner that reflected the general plans of the region. This became the land use component of the Base Case Scenario for the region as it is indicative of what would happen if the region did nothing to target a reduction in GHGs. The scenario planning process for the MTP will move forward using this same typology matrix to develop alternative scenarios that will likely meet the regional GHG target reductions and these alternatives will be measured against the Base Case developed through this grant work.

The development of alternative scenarios will also draw on a GIS analysis conducted through this grant that identified parcels with development potential based on improvement value to land value ratio and a built to capacity ratio among other key criteria. This analysis utilized available county level assessor's parcel data, local general plans and zoning data, as well as building footprint and height data recently produced through AMBAG's regional LIDAR initiative. In coordination with local jurisdictions AMBAG will be able to identify areas that are prime for infill development and growth. This data and information will be used in the development of the alternative scenarios for the Sustainable Communities Strategy in that it will help to inform what land use patterns are actually feasible in the region.

2. Financial Feasibility Analysis of Infill

Another major component of this project consists of a financial feasibility analysis for infill typologies. Regional Blueprint coordination efforts in 2009-2010 have allowed AMBAG staff to survey over 700 members of the public as well as over 100 local planning staff on housing and neighborhood preferences. Results from these surveys suggest that a significant percentage of Monterey Bay Area residents think that the region needs more medium-density housing, such as townhouses. This analysis tested the financial feasibility of such housing in market sub-regions and provided recommendations on ways to make infill more attractive to developers such as reducing parking requirements and matching typologies to demographic needs. The results of this component will be used to inform the development of the alternative scenarios for the Sustainable Communities Strategy in that AMBAG will be able to propose land use typologies that are appropriate to each sub-region.

3. Political Feasibility Analysis of Smart Growth Development Strategies

Building on the Blueprint public participation efforts, AMBAG staff convened the Regional Advisory Committee (RAC) to participate in a series of surveys, discussions and interviews to analyze the feasibility of a range of policies that have the potential to most significantly improve the development potential of parcels as identified through this project. Over the course of nine months, over 30 RAC members provided insights into a wide range of stakeholder concerns for over forty strategies including transportation, economic development, and parking policies. Information from these surveys will be utilized to develop resources to assist with implementation of smart growth development strategies. AMBAG staff will continue to work with the RAC and planning directors to translate these policies into strategies that will help to support alternative scenarios for the Sustainable Communities Strategy.

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1. Base Case Scenario Development & Development Potential Analysis Deliverables

BASE CASE SCENARIO – TECHNICAL MEMORANDUM

This document describes the purpose of and process for AMBAG's creation of the "Base Case" scenario for development of the Monterey Bay region's Sustainable Communities Strategy (SCS).

1. Introduction

1.1 SB 375 AND THE SUSTAINABLE COMMUNITIES STRATEGY

In 2008, California enacted Senate Bill (SB) 375 to augment other greenhouse gas (GHG) emission reduction legislation by promoting efficient land-use patterns and curbing urban sprawl. SB 375 establishes emissions reduction goals that regions must plan to meet; encourages metropolitan planning organizations (MPOs) to integrate their housing, transportation, and regional land use plans with GHG reduction goals; and provides incentives for governments and developers to implement compact and efficient growth patterns. Under SB 375, the 18 MPOs in California must prepare a "sustainable communities strategy" (SCS) to reduce the vehicle miles traveled (VMT) in their regions and demonstrate their ability to reach the future GHG emissions targets. SB 375 also includes incentives to create walkable and attractive communities and to revitalize existing communities. The legislation also allows developers to streamline environmental reviews under CEQA if they build projects consistent with the new Sustainable Communities Strategies. The Association of Monterey Bay Area Governments (AMBAG) is the MPO for the Monterey Bay region, which includes Monterey, San Benito, and Santa Cruz counties. As the MPO, AMBAG is charged with developing a SCS for the Monterey Bay region which incorporates land use and transportation planning.

1.2 PURPOSE OF THE PLACE TYPE ANALYSIS

The Base Case scenario provides a basis for both the consideration of alternative future land use scenarios and future modeling work in regard to regional VMT and GHG emissions. As the SCS process continues, AMBAG and its member jurisdictions will consider alternatives scenarios, which envision different land-use configurations that may aid the achievement of various sustainability goals—most notably the GHG emission reduction targets of SB 375. The place type designations will, in part, act as a common "language" for land uses within the region, providing a categorization framework that is not only standardized, but offers more information than existing land-use designations alone. Using the place type categories and starting from the Base Case scenario, planners and the public can consider future development in the region in a manner that is more efficient, more descriptive, and more readily translated into region-wide quantitative modeling.

2. *Methodology*

2.1 PRELIMINARY PLACE TYPE DESIGNATIONS, PLACE TYPE MATRIX, AND MAPS

The place type categorization schema is based upon a combination of factors, including both density and a variety of characteristics relating to setting, transportation, and built form. The place type categories are meant to act as a common "language" so that the diverse general and specific plans across the Monterey Bay region may be compared in a consistent and standard manner. The "Place Type Menu" is the primary document for communicating the place categories used for the Base Case scenario to planners and the public. The Place Type Menu includes illustrative photos, descriptions of various characteristics, and regional examples for each place type.

Prior to development of the discrete place type categories, it was determined which geographic areas in the region should be assigned place types. In consultation with AMBAG, and with consideration of regional development patterns and land use plans, it was initially determined that place types would be applied in the following manner:

- Monterey County: For all incorporated jurisdictions, place types would be applied within each jurisdiction's LAFCO-designated Sphere of Influence (SOI). For unincorporated areas subject to a Community Plan, place types would be applied to the Community Plan Area. For unincorporated jurisdictions not currently subject to a Community Plan, place types would be applied within the Census Designated Place boundary for the area.
- San Benito County: Place types would be applied within the SOIs of the county's only two incorporated jurisdictions, Hollister and San Juan Bautista.[1]
- Santa Cruz County: Place types would be applied within the Urban Service Boundary for the county, which includes both incorporated areas and certain urbanized unincorporated areas.[2]

Development of the place types began with a review of the predominant land uses and development patterns in the Monterey Bay region, leading to the creation of initial place type categories and a preliminary place type matrix. In consultation with AMBAG, it was established that the following metrics and characteristics would be the primary determinants of place type designations:

- Density – The general density of a particular land use, expressed as FAR and/or as dwelling units per acre
- Setting – The surrounding land-use and development context
- Character – The urban and built form, including building placement, street pattern, and pedestrian- or auto-orientation

[1] The geographic areas of San Benito County to which place types were applied underwent changes later in the process. For an explanation of these changes, see Section 3.

[2] The geographic areas of Santa Cruz County to which place types were applied underwent changes later in the process. For an explanation of these changes, see Section 3.

- Transportation – The level of transit access, quality of the pedestrian environment, and/or presence of bicycle infrastructure

Based on these characteristics, the preliminary place type matrix was created and presented to AMBAG, which provided changes, refinements, and other feedback on the initial place type designations and their presentation in the place type matrix.[3] Once initial place type categories were finalized, the process of applying the place type categories to land uses in the Monterey Bay Region began.

Place type designation assignments were made through the use of Geographic Information Systems (GIS)—specifically, by using shapefiles in ESRI's ArcMap 10.1 software. The availability of recent geospatial data varied by jurisdiction, and the base shapefiles to which place types were assigned included land-use and parcel data provided by a combination of local jurisdictions, county governments, and AMBAG itself. In the event that pre-made geospatial data were not available for a particular plan or area, digital data were created and place types were assigned based on physical or PDF maps, and/or direction from county governments and local jurisdictions.[4]

The initial assignment of place types was based primarily on existing land use designations, but also relied upon other information in consideration of the key characteristics described above. Underlying existing land uses were ascertained based upon current general plans, as well as any applicable specific, area, or master plans. To further evaluate land-use and other characteristics, plan information was supplemented using: examination of aerial imagery and Google's Streetview; limited field reconnaissance; and assessment of levels of transit service and access. These additional evaluative methods enabled the appraisal of factors such as setting, urban form, transit access, and the viability of future re-development. As the place type assignments were completed for the areas in each county, PDF maps were created to illustrate the assigned place type types.

PLACE TYPES' RELATION TO UPLAN CATEGORIES

The availability of previous UPlan designations and their degree of fidelity or "match" to the adopted place type designations varies both between jurisdictions and at the level of individual blocks or parcels. In many cases, recently updated land-use GIS data were received from counties or local jurisdictions. These data did not carry UPlan designations, therefore the final GIS data relating to place types for these jurisdictions do not include original UPlan designations. In certain jurisdictions, the land-use data provided by AMBAG represented the most recently available, GIS-based land-use data at the time initial place types were assigned. Since these data carried a UPlan designation, the resulting place type GIS data likewise carry the original UPlan designation.

It is important to note that in many cases, original UPlan designations may no longer be accurate, due to recent revisions to land uses or other factors. Additionally, despite the presence of original UPlan designations for certain areas, the UPlan categorization schema is fundamentally different from that of the place type analysis. The UPlan categories capture only basic land use and density parameters, and do not reflect the other characteristics of the place types, including setting, character, and transit access. Moreover, UPlan contains a broad category "Planned

[3] As development of the Base Case scenario proceeded, multiple changes were made to the content and presentation of the place type categories. The resulting Place Type Menu is attached to this memorandum as Appendix A, and includes the final place types and their descriptions.

[4] Final GIS data for the place type designations include descriptive metadata. The narrative content of the metadata is attached as Appendix B.

development," whereas the place type analysis categorized planned developments by their anticipated land uses and other characteristics. For these reasons, the overall correlation between assigned place types and prior UPlan designations is low. For example, in the City of Marina, most of the commercial uses along Del Monte Boulevard and Reservation Road were identified in the past as belonging to the "High density commercial" UPlan category. However, most of these areas feature low FARs and were subsequently placed into the relatively low-density Neighborhood Commercial place type. Another example of this mismatch, which occurs throughout the region, is that of the Employment Center place type. There is no UPlan category which precisely reflects this sort of land use, and areas which were identified as Employment Center are variously identified by UPlan category as high or low density commercial uses, or even as "mixed uses." Although UPlan designations could be reapplied based on the place type categories, doing so would necessarily "collapse" certain distinct place types into single categories, thereby decreasing the overall level of detail.

2.2 REVIEW PROCESS

Place type categories were developed in coordination with AMBAG staff, and AMBAG performed additional ongoing review of the place type categories; place type designations; place type maps; and the place type menu. Additionally, all of these items were discussed at a series of meetings that offered opportunities to inform, engage with, and solicit input from: local jurisdiction and county staff; county, regional, and state agency representatives; and the general public. All meetings included a brief presentation with information on the Base Case scenario process, product status, and recent notable changes. Meeting attendees then had the opportunity to ask questions and offer feedback regarding the Base Case scenario and place type designation process. The following is a comprehensive list of these meetings and their respective dates:

- San Benito County COG Technical Advisory Committee (TAC) Meeting #1 — January 3, 2013
- Transportation Agency for Monterey County TAC Meeting #1 — January 10, 2013
- Santa Cruz County Regional Transportation Commission TAC Meeting #1 — January 17, 2013
- Monterey Bay Region Planning Directors' Forum — January 31, 2013
- San Benito Council of Governments TAC Meeting #2 — February 7, 2013
- Transportation Agency for Monterey County TAC Meeting #2 — February 7, 2013
- Santa Cruz County Regional Transportation Commission TAC Meeting #2 — February 21, 2013

In addition to the meetings above, local jurisdiction and county staff were provided with electronic versions of all materials and given opportunities to comment throughout the process of developing the Base Case scenario.

3. Significant Changes and Amendments

The feedback received from local, county, regional, and agency staff, both at in-person meetings and through personal communications, served as the basis for a variety of revisions to the place type categories, place type designations, place type maps, and the place type menu. Significant changes or additions to these data and products are discussed below.

3.1 PLACE TYPE CATEGORIES

The following are major revisions made to the place type categorization scheme:

- Removal of prior Downtown Office place type – Upon completion of preliminary place type assignment, it was concluded that there was an insufficient amount of single-use offices in core commercial areas to justify this particular place type. It was instead determined that areas characterized by dense employment would be better described through a new place type, discussed below.
- Addition of Employment Center place type – Office and office park uses had previously been assigned to the Downtown Office, Neighborhood Commercial, or Industrial/Manufacturing place types. Given the unique characteristics of major employment uses, it was decided that a separate place type was merited. To apply the changes, place type assignments were subsequently reviewed in all jurisdictions and areas.
- Revision of prior Airport/Transportation place type – Given the unique characteristics of airport land uses, this particular place type was changed to reflect airports exclusively. Given that the area dedicated to other transportation-related land uses is extremely limited, such uses were subsequently assigned to other place types.
- Changes to Agricultural, Rural Residential, and Exurban Residential place types – Based on input received at the Planning Directors' Forum, as well as from multiple jurisdictions, rural residential uses were moved from the prior Agricultural/Rural Residential place type to the prior Exurban Residential place type, to create the new Exurban and Rural Residential place type. It was agreed that the unique characteristics of agricultural uses merited a stand-alone Agriculture place type, and that rural and exurban residential uses shared key qualities which merited their combination into a single place type.

3.2 PLACE TYPE DESIGNATIONS

The following are major revisions in regard to the actual application of place type designations:

- **Jurisdiction-directed place type designation changes** – During meetings and through correspondence with county and local jurisdiction staff, numerous specific changes for place type designations were received. In the majority of cases, the changes were agreed upon and the GIS data were subsequently modified. These minor changes are too numerous and too detailed for inclusion in this document
- **Reassignment of large parking lots to other, non-transportation place types** – Parking lots were assigned to Institutional or to other place types, rather than the prior Airport/Transportation place type, based on ownership, context, and input from local jurisdictions
- **Modification of the areas to which place types were applied** – Certain jurisdictions indicated that Spheres of Influence and/or Urban Service Boundaries for their area were out of date or otherwise incorrect. The boundaries were modified, per direction from these jurisdictions, and areas where place types were applied were altered accordingly.

- **Application of place types in additional areas** – Per request from the County of Santa Cruz, the application of place type designations was extended to include communities along the Highway 9 corridor, including Ben Lomond, Boulder Creek, Brookdale, and Felton.
- **Expanded application of "urban" setting place types** – Based on feedback received from particular jurisdictions, specific areas were converted to "urban" place types (e.g., Urban Mixed Use, Urban Single Family Residential, etc.), primarily from "town" place types. This change was made to reflect anticipated growth and development, which was expected to change the character of these areas and improve the surrounding neighborhoods' access to urban amenities.
- **Expanded application of "town" setting place types** – Based upon feedback received from particular jurisdictions, specific areas were converted to "town" place types, (e.g., Town Single-Family Residential, Town Multi-Family Residential, etc.), primarily from "suburban" place types. This change was made to better reflect the expected mixed-use or transit-oriented character of planned development projects in these areas.

3.3 PLACE TYPE MAPS

All place type maps underwent visual changes as place type designations were updated to reflect feedback from AMBAG and participating jurisdictions; minor cosmetic changes were also made throughout the process. The following are major global map changes that were made over the course of the review process:

- **Upgraded place type symbology** – The symbology (i.e., the color scheme) for place types underwent a major revision following feedback received at the Planning Directors' Forum. This change resulted in a color scheme wherein different colors were made more readily distinguishable from one another in both screen and print versions of the maps.
- **Enhanced railroad features** – Per feedback received at the Planning Directors' Forum, the visibility of railways on the maps was improved.
- **Added place type abbreviation labels to map legends** – Per feedback received at the second San Benito COG TAC meeting, labels were added to the map legends indicating the place type abbreviation as included in the Place Type Menu. This was done in order to better integrate the final products and to provide additional visual cues to help associate place type descriptions with their areas on the maps.

3.4 PLACE TYPE MENU

The following are major revisions in regard to the presentation of the place type categories in the Place Type Menu:

- **Improved place type descriptions** – The information presented in the original matrix of place types was simplified to improve the accessibility and understandability of the place type categorization.

- **Revamped graphical presentation** – The matrix of place types was redesigned completely to create the final place type menu, which included photos, as well as additional graphical elements to improve the appearance, organization, and intuitiveness of the place type categorization.
- **Coordinated colors with place type mapping** – Based on feedback received at the Planning Directors' Forum, the colors in the headers in the Place Type Menu were coordinated with the final, improved colors used in the place type mapping. This was done in order to better integrate the final products and to provide additional visual cues to help associate place type descriptions with their areas on the maps.

4. *Next Steps*

Following completion of the Base Case scenario AMBAG will begin development of the alternatives scenarios. By considering different ways in which the place type designations of the Base Case may evolve in the future, the formulation of the alternatives scenarios will build upon the Base Case to envision potential development and transportation patterns in the Monterey Bay Region. The development of these scenarios will occur under the direction of AMBAG, with an emphasis on participation from the public, as well as from local and regional jurisdictions and agencies. Once complete, these alternatives scenarios will help guide land use and transportation decision making in the Monterey Bay region.

The Base Case scenario will also serve as a foundation for technical modeling of key indicators, including VMT and GHG emissions, for gaging achievement of key sustainability goals in compliance with AB 32 and SB 375. By using the characteristics of the place types, in conjunction with transportation information at the level of Transportation Analysis Zones (TAZs), the models will be able to calculate detailed outputs for VMT and other key indicators.

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APPENDIX B

AMBAG BASE CASE SCENARIO PLACE TYPE GIS DATA METADATA NARRATIVE

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AMBAG BASE CASE SCENARIO PLACE TYPE GIS DATA METADATA NARRATIVE

Tags: Association of Monterey Bay Area Governments, AMBAG, Sustainable Communities Strategy, SCS, Place Types, Metropolitan Transportation Plan, MTP, Base Case, Development Alternatives Scenarios, Monterey County, San Benito County, Santa Cruz County, Land Use, Transportation, General Plans

Summary: Association of Monterey Bay Area Governments (AMBAG) Place Type Designations for the development of the regional Sustainable Communities Strategy (SCS), the Metropolitan Transportation Plan (MTP), and all associated development alternatives scenarios.

Description: Place types are intended as a general and readily understandable categorization of the built environment in the Monterey Bay region. The place type categories are designed to be used for both engagement of the public in the consideration of alternative approaches to future development, as well as for future technical modeling of greenhouse gas emissions. The place type categorization schema is based upon a combination of factors, including density, and a variety of characteristics relating to setting, transportation, and built form. The place type categories are meant to act as a common "language" so that the diverse general and specific plans across the Monterey Bay region may be compared in a consistent and standard manner.

As a first step in the development of the SCS, MTP, and development alternatives scenarios, these place types were applied to various municipalities, communities, and other jurisdiction-types within the three-county region which comprises AMBAG's jurisdiction. In San Benito County, the place types were applied to all areas within the Spheres of Influence of the county's two cities. In Monterey County, the place types were applied both within all Spheres of Influence, as well as within the boundaries of applicable community plan areas and selected Census Designated Places (CDP). In Santa Cruz County, place types were applied to all urbanized areas within the County's Urban Service Boundary (USB)--except in Watsonville, where the City-delineated SOI was used--as well as along the Highway 9 corridor.

The place types in this shapefile are representatives of AMBAG's adopted "Base Case." The Base Case is intended to show what sort of development is likely to exist after full buildout of existing land uses. The assignment of Base Case place types drew upon multiple factors, with applicable general plan, master plan, and specific plan land uses forming the basis of the place type assignments. These land-use based assignments were then checked against existing, on-the-ground, development to verify the likelihood of future buildout for the assigned land use, as well as to clarify how each individual jurisdiction had applied various land use categories in practice. Additionally, place type assignments were further refined on the basis of community character, adjacent uses, built form, and transportation characteristics. In this way, similar land uses were assigned different place types, depending on their setting. For example, a low-density residential use may be assigned a "suburban," a "town," or an "urban" place type, depending on its street pattern, its public transit access, and/or its proximity to other uses or a core commercial district. For

a more complete description of place types and their various characteristics, please refer to the graphical place type "menu" associated with this analysis.

After their initial assignment, place types were reviewed by planning staff at both the level of the individual jurisdictions, as well as at the county and regional levels. Revisions to the place types were undertaken as part of an iterative process that relied on both electronically distributed maps and face-to-face meetings which were open to the public. The review period for revisions to the Base Case scenario closed on February 25, 2013; however, additional revisions to the Base Case and these shapefiles may occur during the development process for the development alternatives scenarios. Anyone who utilizes these shapefiles is encouraged to create new versions for any revisions, and to document these revisions in the metadata.

For a full discussion of all shapefile attributes, please see below.

Field Descriptions:

County: County - The County in which the place type polygon is located.

Jrsdctn: Jurisdiction - The jurisdiction in which the place type polygon is located. This includes cities, unincorporated areas, and Census Designated places, where applicable.

FnlMenuPTC: Final Place Type Menu Code - The final Base Case place type designation as per the graphical place type menu.

FnlGISPTC: Final GIS Place Type Abbreviation - The final Base Case place type designation as per the GIS data and GIS-generated legends.

OrigGISPTC: Original GIS Place Type Abbreviation - The initial place type designation assigned to the polygon. In cases where the polygon underwent no change in place type designation, this field may or may not have a value. In cases where new areas were added to the place type analysis, this field may also be without a value.

IntmGISPTC: Interim GIS Place Type Abbreviation - Interim place type designation. In some cases, particular areas or polygons underwent multiple changes. This records interim place type designations which may or may not have been different from the initial and final place type designations.

APN_Text: APN - The APN of the parcel in which the polygon falls. In many cases, parcels have been split to show multiple place types within the parcel. These divisions may, in some cases, potentially correspond to new parcel divisions. APNs are based off a combination of County- and City-provided data. Parcel boundaries are subject to frequent changes and these should be regarded as for informational purposes only.

OutSOI_USB: Outside SOI/USB - Indicator for polygons which happen to fall outside current Spheres of Influence or Urban Service Boundaries. These polygons may have had a place type designation at some point in the process, or may be considered for future, and were therefore retained for informational purposes.

ExGPLU: Existing General Plan Land Use (if applicable) - Indicator for existing general plan land use, as provided by jurisdiction, County, and/or AMBAG. Not all parcels have this attribute. This is because not all land use data received included this information; or, in some cases, land use data were originally incomplete and were supplemented later in the process.

ExGPLU_Dsc: Existing General Plan Land Use Description (if applicable) - Indicator for existing general plan land use description, as provided by jurisdiction, County, and/or AMBAG. Not all parcels have this attribute. This is because not all land use data received included this information; or, in some cases, land use data were originally incomplete and were supplemented later in the process.

ExZoneExisting: Zoning (if applicable) - Indicator for existing local zoning, as provided by jurisdiction, County, and/or AMBAG. Not all parcels have this attribute. This is because not all land use data received included this information; or, in some cases, land use data were originally incomplete and were supplemented later in the process.

UPLAN_orig: Uplan (if applicable) - Old land-use attribute for previous UPLAN schema. Not all parcels have this attribute. This is because not all land use data received included this information; or, in some cases, land use data were originally incomplete and were supplemented later in the process.

GIS_Acres: Acres - Area of polygon in acres.

GIS_PrmFt: Perimeter (Feet) - Perimeter of polygon in feet.

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APPENDIX A

PLACE TYPE MENU FOR AMBAG BASE CASE SCENARIO

Urban Place Types

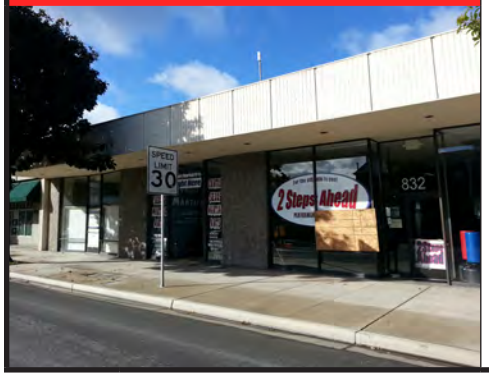
	Intensity	General Characteristics		Examples
		Land Use	Transportation	
U-1 Urban Single-Family Residential	Low to Medium Intensity (6 to 18 units per acre)	Single-family homes in close proximity to urban centers, typically laid out in a grid block pattern. Includes occasional duplexes, accessory units, and/or small multi-unit buildings. Compact development pattern with small lots, limited setbacks, and close proximity of structures.	Short blocks, grid street pattern, and proximity to destinations support non-motorized modes of transportation. Complete sidewalks and bicycle infrastructure typically present. Neighborhoods served by bus service with typical 30-minute headways; occasional proximity to multi-modal, regional, or intercity transit stations.	Chestnut Street, Santa Cruz Hellam Street, Monterey
U-2 Urban Multi-Family Residential	Medium Intensity (12 to 30 units per acre)	Small and large apartment buildings, duplexes, accessory units, and limited single-family homes in close proximity to urban centers. Well-integrated into the surrounding urban fabric. One- to five-story residential buildings on small to medium lots with minimal setbacks from property lines and adjacent structures. Building entrances typically oriented to the street.	Short blocks, grid street pattern, land-use diversity, and proximity of destinations support non-motorized modes of transportation. Complete sidewalks and bicycle infrastructure typically present. Neighborhoods served by bus service with typical 30-minute headways; occasional proximity to multi-modal, regional or intercity transit stations.	Clay Street, Monterey 3rd Street, Santa Cruz
U-3 Urban Commercial	Low Intensity (FAR 1.0 or less)	A high concentration of retail, service, and office uses organized in a grid block pattern. A pedestrian-friendly environment supported by active ground floor building frontages, entrances oriented to the street, parking located to the rear of lots, and buildings placed at or near property lines.	Short blocks, grid street pattern, land-use diversity, and proximity of destinations support non-motorized modes of transportation. Wide sidewalks support pedestrian circulation; motorists frequently park once to visit multiple destinations. Multiple bus routes typically with 30-minute headways; occasional presence of multi-modal, regional or intercity transit stations.	Downtown Santa Cruz Downtown Monterey

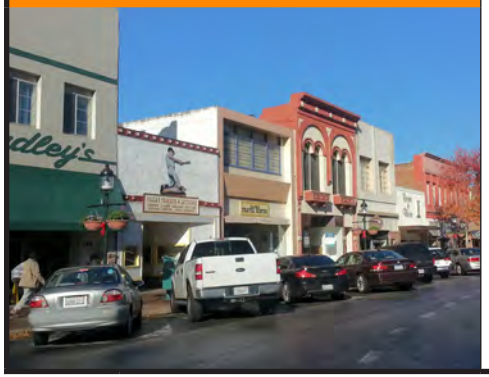
U-4 Urban Mixed Use	Medium to High Intensity (FAR greater than 2.0)	Commercial, office, and residential uses in medium- to large-scale buildings. Vertical mixed use with residential or office above ground floor retail is typical. A pedestrian-friendly environment supported by active ground floor building frontages, entrances oriented to the street, parking located to the rear of lots, and buildings placed at or near property lines.	High-quality pedestrian infrastructure supports pedestrian circulation. Short blocks, grid street pattern, land-use diversity, and proximity of destinations support non-motorized modes of transportation; motorists frequently park once to visit multiple destinations. Transit typically includes modest to robust bus service, with headways averaging 15 to 30 minutes.	Downtown Santa Cruz Downtown Monterey

Suburban Place Types				
	Intensity	General Characteristics		Examples
		Land Use	Transportation	
S-1 Single-Family Residential	Low Intensity (3 to 8 units per acre)	Single-family homes in self-contained residential neighborhoods. One- to two-story buildings typically on 5,000 to 15,000 square foot lots with moderate to large setbacks.	Automobile-oriented with resident-serving local, collector, and occasionally arterial streets. Limited local transit service and park-and-ride lots. Sidewalks and bicycle facilities for recreational use.	Cliffwood Heights neighborhood, Capitola Deer Flats neighborhood, Monterey Hillcrest neighborhood, Hollister
S-2 Multi-Family Residential	Low to Medium Intensity (10 to 25 units per acre)	Duplexes, apartment complexes, subdivided houses, and mobile home parks in a generally low-density setting. Generally one- to four-story buildings on lots of varying sizes, often inward-oriented.	Automobile-oriented, most often found along collector or arterial streets. Limited local transit service and park-and-ride lots. Sidewalks and bicycle facilities for recreational use.	Bay Tree Apartments, Scotts Valley Caputo Court, Hollister Footprints on the Bay, Monterey

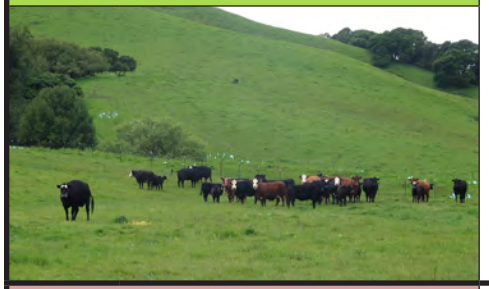
S-3 Neighborhood Commercial	Low Intensity (FAR less than 0.5)	Stand-alone retail buildings, strip malls, local-serving big-box stores, and smaller-scale offices or office parks. Usually one story buildings occupying low proportion of total lot area; offices in some instances are multi-story. Typically set far back from street.	Automobile-oriented with large parking areas and limited pedestrian access; usually found along arterial streets. Limited local or, in rare instances, intercity transit service. Sidewalks and bicycle facilities usually absent or limited.	Forest Ave-Fairway Shopping Center, Pacific Grove McCray-Meridian Shopping Center, Hollister Kings Village Shopping Center, Scotts Valley
S-4 Regional Commercial	Low Intensity (FAR less than 0.5) or occasionally Moderate Intensity (FAR 1.0 to 2.0)	Large-scale retail or entertainment uses with a regional draw, including shopping malls, big-box stores, and tourist destinations. Most frequently occurs as large retail stores with substantial surrounding parking areas, but may also include more pedestrian-oriented or urban forms, especially for tourist destinations.	Automobile oriented, with most shoppers or visitors arriving by car; usually found along arterial streets or in core commercial areas. Transit access varies by setting, but in most instances includes only limited local or, in rare instances, intercity transit service. Except when located in core commercial areas, pedestrian and bicycle access and amenities tend to be limited or absent.	Capitola Mall Cannery Row, Monterey Airline Highway Shopping Center, Hollister Sand Dollar Shopping Center, Sand City
S-5 Employment Center	Low to Medium Intensity (FAR from less than 1.0 to 2.0)	Office and research-oriented industrial land uses with medium to high employment densities. Buildings typically have low to moderate lot coverage; may have multiple stories or higher lot coverage. Suburban-style office parks, with multi-story office buildings and large parking lots are typical, as are stand-alone office buildings with surrounding parking.	Usually auto-oriented with large areas of surface parking, or occasionally parking garages. May in limited instances include internal pedestrian-oriented features. Transit service is reflective of surrounding place types, but is typically similar to other suburban place types, with limited service and frequency. Larger employment centers may feature private shuttle services.	Tres Pinos Road and Rancho Drive, Hollister Ryan Ranch Office Park, Monterey
S-6 Neighborhood Mixed Use	Medium Intensity (25 or more units per acre; FAR usually 2.0 or greater)	Multi-family, mixed-use developments with ground-floor, neighborhood-serving retail or office uses. Usually found in newly built traditional neighborhood developments or as infill along existing commercial corridors. Buildings usually have high lot-coverage, with no setbacks and pedestrian-oriented entrances directly fronting the street.	Pedestrian, bicycle, and transit oriented with bicycle parking, limited or tucked-away car parking, and pedestrian amenities. Transit service typically similar to other suburban place types, but with greater potential for increased transit service and facilities.	Capitola Beach Villas Greenfield Village

Town Place Types

	Intensity	General Characteristics		Examples
		Land Use	Transportation	
T-1 Town Single-Family Residential	Low to Medium Intensity (6 to 15 units per acre)	Single-family homes in close proximity to town centers or pedestrian-oriented commercial corridors, typically laid out in a grid block pattern. Includes some duplexes, accessory units, or small multi-unit buildings. Compact development pattern with small lots, limited setbacks, and close proximity of structures.	Short blocks, grid street pattern, and proximity to destinations support non-motorized modes of transportation. Complete sidewalks often present; bicycle infrastructure typically limited. Neighborhoods served by bus service with 30-minute or more headways; occasional proximity to regional or intercity transit service.	Jewel Box, Capitola Maple Street, Salinas 6th Street, Hollister
T-2 Town Multi-Family Residential	Medium Intensity (12 to 30 units per acre)	Combination of apartment buildings, duplexes, accessory units, and some single-family homes. Usually located in areas with traditional street patterns. One- to three-story residential buildings, typically with small setbacks from the street and property lines.	Short blocks, grid street pattern, and proximity to destinations support non-motorized modes of transportation. Complete sidewalks often present; bicycle infrastructure typically limited. Neighborhoods served by bus service with 30-minute or more headways; occasional proximity to regional or intercity transit service.	Laine Street, New Monterey Neighborhood East Riverside Drive, Watsonville
T-3 Town Commercial 	Low intensity (FAR 1.0 or less)	Pedestrian-oriented commercial uses in town core commercial areas or along commercial corridors. Usually in areas with traditional street patterns. One-story buildings, often with no setbacks and sometimes with full lot coverage. Entrances usually face the street. Lots occasionally include parking, usually located at rear.	Short blocks, grid street pattern, and nearby residential uses support non-motorized modes of transportation. Complete sidewalks often present; bicycle infrastructure typically limited. Transit typically includes limited local service, with headways as short as 30 minutes. Many visitors arrive by car, particularly when traveling long distances.	Bay and Misstion Street, Santa Cruz Downtown Carmel

T-4 Town Mixed Use 	Low to Medium Intensity (FAR 1.0 to 3.0)	Small-scale, mixed-use buildings typically in core commercial areas or along commercial corridors. Usually in areas with traditional street patterns. Vertical mixed use buildings common with residential and office above ground-floor commercial. Buildings typically built to property lines; parking may be included, usually to the rear of buildings.	Short blocks, grid street pattern, and nearby residential uses support non-motorized modes of transportation. Complete sidewalks often present; bicycle infrastructure typically limited. Transit typically includes limited local service, with headways as short as 30 minutes. Many visitors arrive by car, particularly when traveling long distances.	Capitola Village 5th Street, Hollister Lighthouse Avenue, Pacific Grove

Non-Urban Place Types

	Intensity	General Characteristics		Examples
		Land Use	Transportation	
NU-1 Agriculture 	Very Low Intensity (1 unit per acre or less)	Isolated single-family homes, farm houses, and other agriculture-related structures in an agricultural or rural setting. Various building heights and sizes, frequently 2-stories or less, often with expansive setbacks from roads and property lines.	Automobile dependent with widely-spaced, generally rectilinear road patterns. Transit absent or restricted to limited and infrequent regional or inter-city service. Sidewalks and other pedestrian/bicycle infrastructure usually absent.	Outlying portions of Greenfield Outlying portions of San Juan Bautista
NU-2 Rural-Town Commercial	Low Intensity (FAR usually less than 1.0, up to 2.0 in rare instances)	Variety of small commercial buildings usually located in centers of compact, rural towns. Buildings usually one-story with parking at front or rear. In some cases may not include parking and may include second story with upstairs use.	Mixture of pedestrian- and automobile-oriented. Short blocks, grid street pattern, and nearby residential uses support non-motorized modes of transportation; however, cars may be more commonly used, especially by visitors traveling regionally. Transit absent or restricted to limited and/or infrequent regional or inter-city service. Sidewalks generally present, but may be absent in some cases. Dedicated bicycle infrastructure usually absent.	3rd Street, San Juan Bautista Merritt Street, Castroville Alta Street, Gonzales

NU-3 Rural-Town Residential	Low Intensity (3 to 8 units per acre)	Single-family homes in areas with grid street patterns; close proximity to central areas of compact, rural towns. May include-small multi-family buildings such as duplexes or homes with accessory units. One- or two-story buildings on small- to medium-sized lots. Homes have variable setbacks from property lines and other buildings.	Short blocks, grid street pattern, and proximity to local destinations support non-motorized modes of transportation for intracity trips; however, cars may be more commonly used, especially for regional trips. Transit absent or restricted to limited and infrequent regional or inter-city service. Sidewalks may be absent, but generally low traffic may promote non-motorized transportation. Dedicated bicycle infrastructure usually absent.	6th Street, San Juan Bautista Scott Street, Chualar 9th Street, Gonzales
NU-4 Exurban and Rural Residential	Very Low to Low Intensity (usually 1 unit per acre or less, on rare occasions up to 6 units per acre)	Single-family homes located in neighborhoods on urban fringe. Frequently characterized by non-grid street patterns and relatively long distances to noncontiguous urban or town centers. One or two story buildings on large lots with deep setbacks. In rare instances may include smaller "suburban" style lots located far from central areas of towns or cities.	Automobile oriented, often with long distances separating different land uses. Non-grid, typically low-connectivity street patterns discourage non-motirized transportation for non-recreational trips. Transit absent or restricted to limited and infrequent express or regional service; park-and-rides occasionally present. Sidewalks and dedicated bike paths typically for recreational use.	Pasadera Neighborhood, Monterey Fairview Road, Hollister Crescent Drive, Scotts Valley

Other Place Types

	Intensity	General Characteristics		Examples
		Land Use	Transportation	
IND Industrial and Manufacturing	Various Intensities (FAR from less than 1.0 to 4.0 or higher)	Various industrial and manufacturing uses, including factories, storage facilities, industrial and commercial suppliers, and some research and development uses. Street patterns and building forms vary, ranging from traditional blocks and pedestrian-oriented configurations to isolated facilities inaccessible by non-motorized transportation.	Transportation characteristics vary, with both pedestrian- and auto-oriented development patterns Availability of transit, pedestrian access, and bicycle infrastructure vary depending upon setting.	Industrial Drive, Hollister Los Coches Road, Soledad Estates Drive, Aptos

AT Airport	N/A	Airports.	Transportation characteristics vary.	Monterey Peninsula Airport Hollister Municipal Airport
INS Institutional	Various Intensities (FAR from less than 1.0 to 4.0 or higher)	Various institutional, civic, public, educational, hospital, and utilities uses located in various settings. Built forms vary by specific use and location.	Transportation characteristics vary, with both pedestrian- and auto-oriented development patterns Availability of transit, pedestrian access, and bicycle infrastructure are all variable, depending upon setting.	UC Santa Cruz Salinas High School Public Libraries Wastewater Treatment Plants
OSR Open Space / Recreation	N/A	Open space and recreational uses, including local and regional parks, nature preserves, and beaches.	Transit characteristics highly variable. Isolated regional parks or wilderness areas may lack transit connections and pedestrian/bicycle access. Parks in urban centers may have frequent transit service and complete bicycle/ pedestrian infrastructure.	Village Green, Greenfield Ramsay Park, Watsonville Calaveras Park, Hollister

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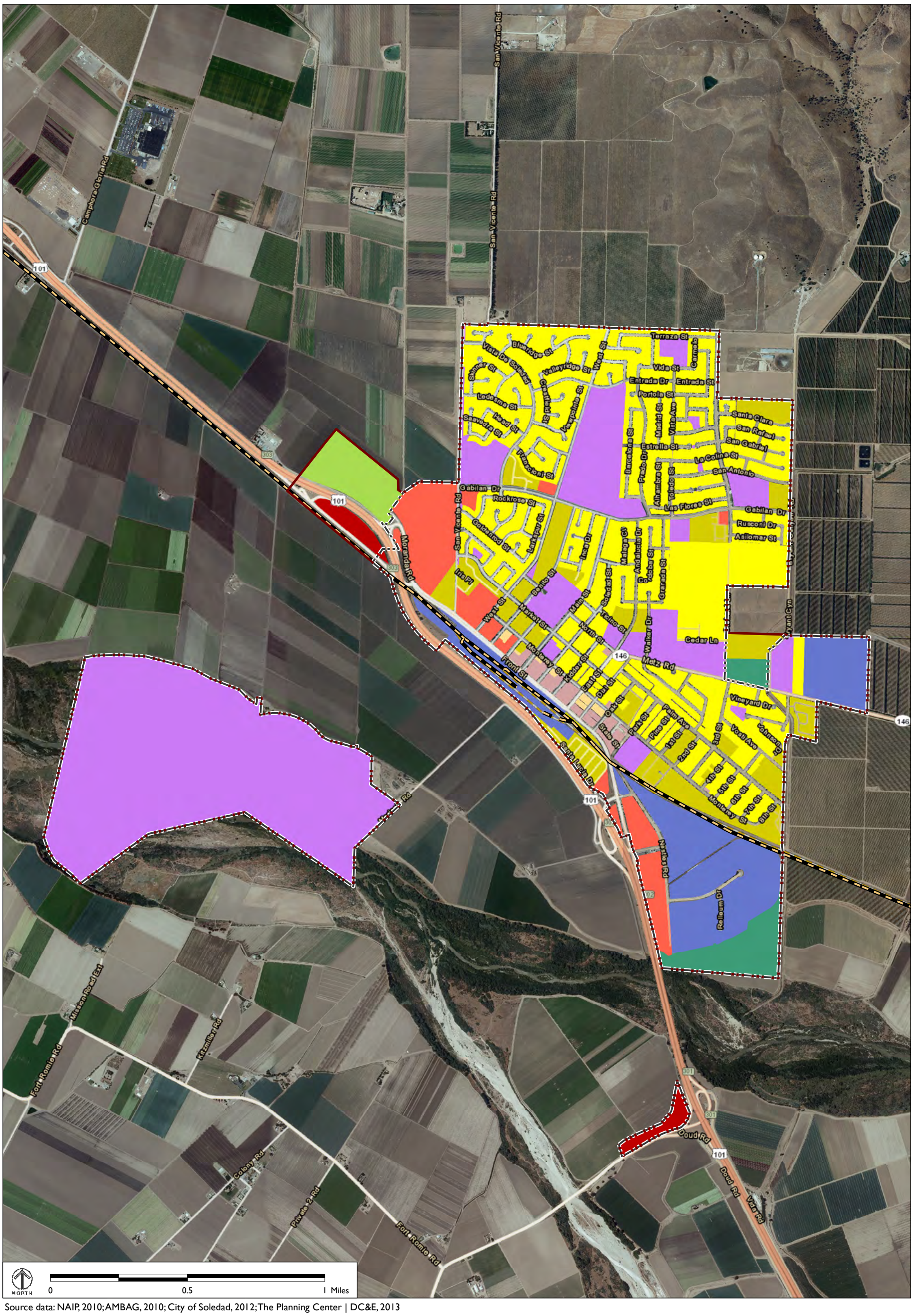


Source data: NAIP, 2010; AMBAG, 2010; City of Soledad, 2012; The Planning Center | DC&E, 2013

BASE CASE SOLEDAD PLACE TYPES

Suburban Place Types

- S-1 Suburban Single-Family Residential
- S-2 Suburban Multi-Family Residential
- S-3 Neighborhood Commercial
- S-4 Regional Commercial

Non-Urban Place Types

- NU-1 Agriculture
- NU-2 Rural Town Commercial
- NU-3 Rural Town Residential

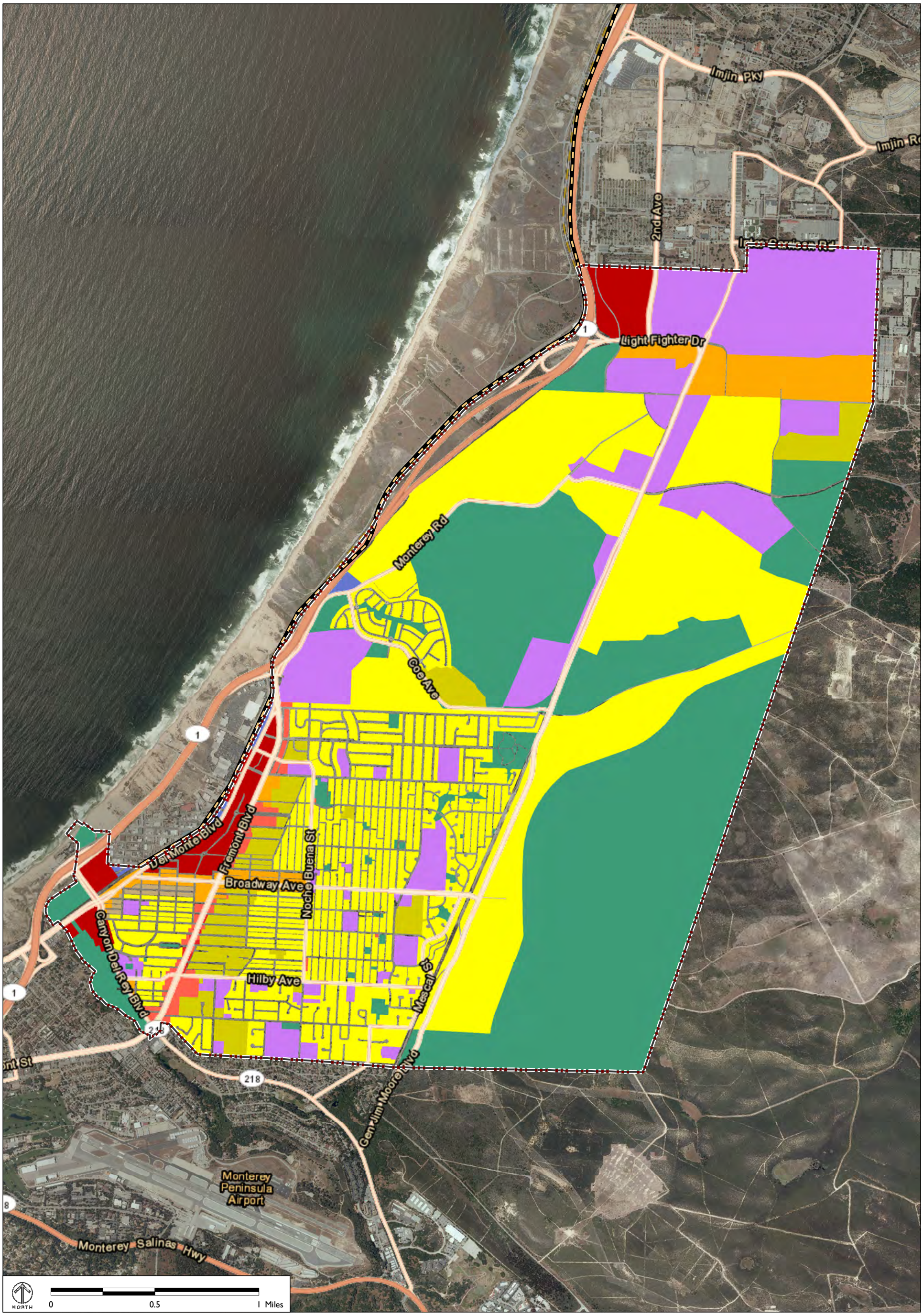
Other

- IND Industrial/Manufacturing
- INS Institutional/Civic
- OSR Open Space/Recreational

- City Limits
- Sphere of Influence
- Railroads

SOLEDAD

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; City of Seaside, 2012; The Planning Center | DC&E, 2013

BASE CASE SEASIDE PLACE TYPES

Suburban Place Types

- S-1 Suburban Single-Family Residential
- S-2 Suburban Multi-Family Residential
- S-3 Neighborhood Commercial
- S-4 Regional Commercial
- S-5 Employment Center
- S-6 Neighborhood Mixed-Use

Town Place Types

- T-2 Town Multi-Family Residential
- T-3 Town Commercial

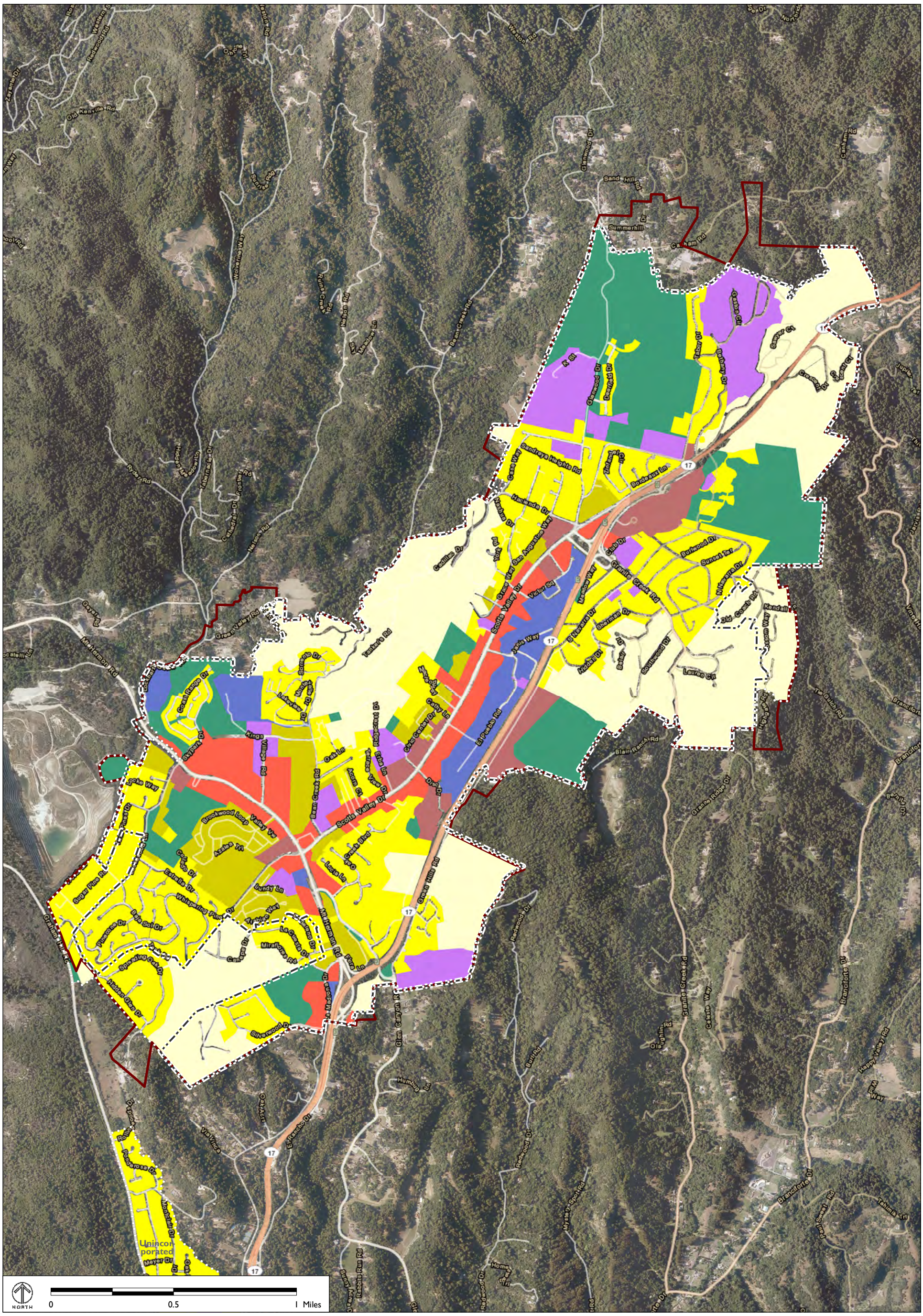
Other

- IND Industrial/Manufacturing
- INS Institutional/Civic
- OSR Open Space/Recreational

- City Limits
- Sphere of Influence
- Railroads

SEASIDE

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; City of Scotts Valley, 2012; County of Santa Cruz, 2012; The Planning Center | DC&E, 2013

BASE CASE SCOTTS VALLEY PLACE TYPES

Suburban Place Types

- S-1 Suburban Single-Family Residential
- S-2 Suburban Multi-Family Residential
- S-3 Neighborhood Commercial
- S-5 Employment Center

Non-Urban Place Types

- S-5 Exurban and Rural Residential

Other

- IND Industrial/Manufacturing
- INS Institutional/Civic
- OSR Open Space/Recreational

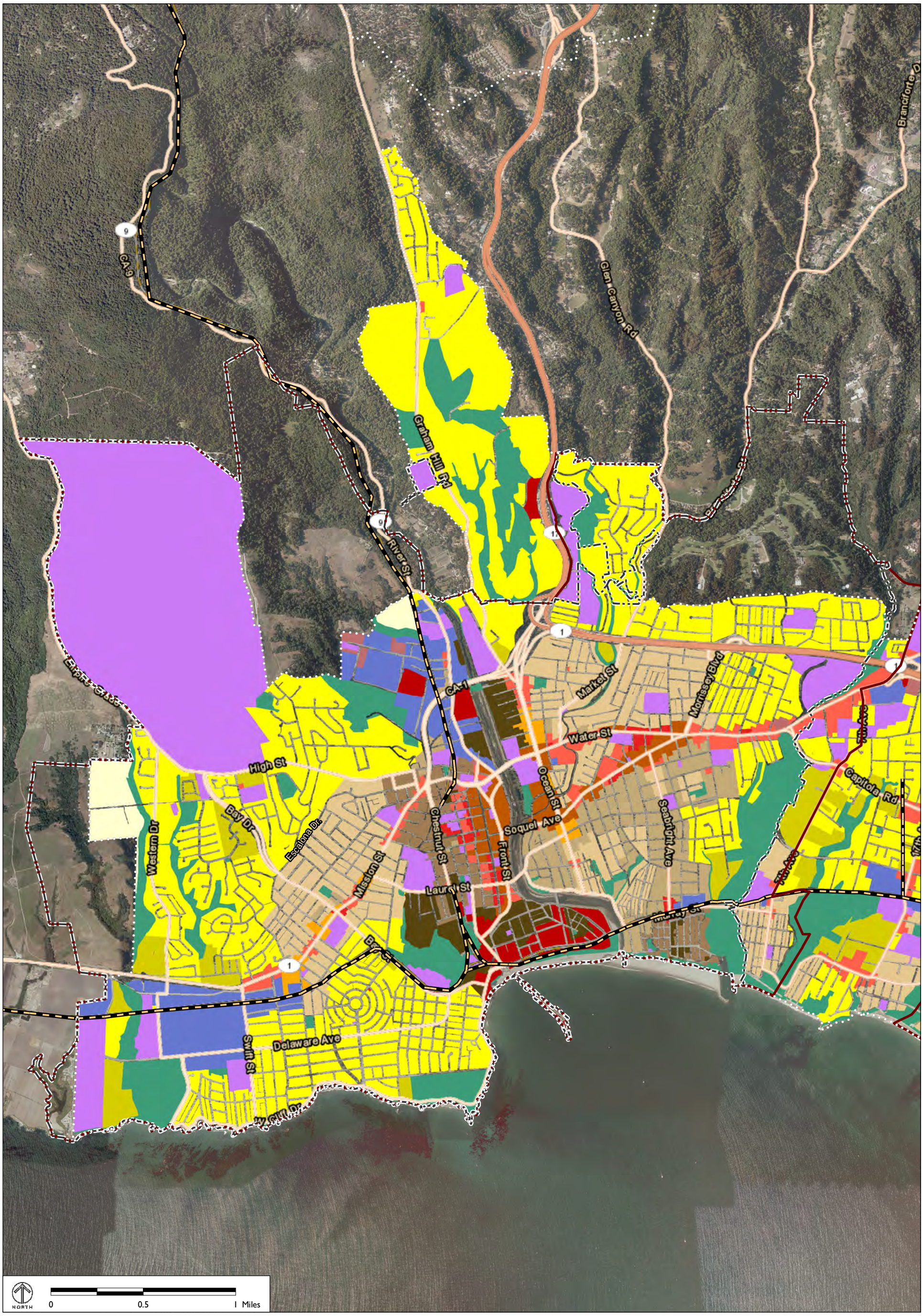
Sphere of Influence

City Limits

Urban Service Boundary

SCOTTS VALLEY

BASE CASE SCENARIO INCLUDES SURROUNDING UNINCORPORATED URBAN AREAS



Source data: NAIP, 2010; AMBAG, 2010; City of Santa Cruz, 2012; County of Santa Cruz, 2012; The Planning Center | DC&E, 2013

BASE CASE SANTA CRUZ PLACE TYPES

Urban Place Types

- U-1 Urban Single-Family Residential
- U-2 Urban Multi-Family Residential
- U-3 Urban Mixed Use

Suburban Place Types

- S-1 Suburban Single-Family Residential
- S-2 Suburban Multi-Family Residential
- S-3 Neighborhood Commercial
- S-4 Regional Commercial
- S-5 Employment Center
- S-6 Neighborhood Mixed-Use

Town Place Types

- T-1 Town Single-Family Residential
- T-2 Town Multi-Family Residential
- T-3 Town Commercial

Non-Urban Place Types

- NU-4 Exurban and Rural Residential

Other

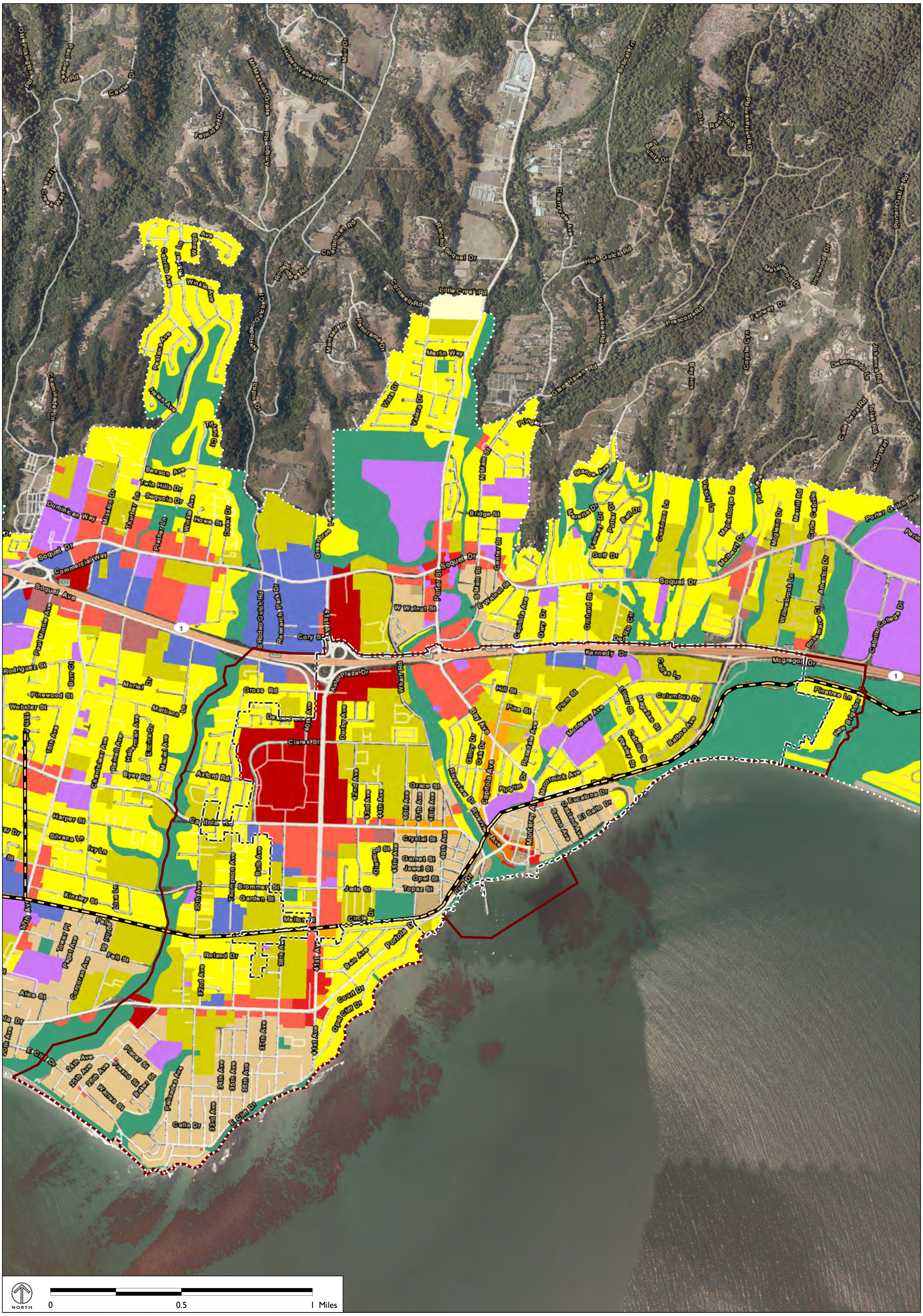
- IND Industrial/Manufacturing
- INS Institutional/Civic
- OSR Open Space/Recreational

*Includes passive and active open space.

Sphere of Influence | City Limits | Urban Service Boundary | Railroads

SANTA CRUZ

BASE CASE SCENARIO
INCLUDES SURROUNDING
UNINCORPORATED URBAN AREAS



Source data: NAIP, 2010; AMBAG, 2010; City of Capitola, 2012; County of Santa Cruz, 2012; The Planning Center | DC&E, 2013

BASE CASE CAPITOLA, LIVE OAK, AND SOQUEL PLACE TYPES

Suburban Place Types
- S-1 Suburban Single-Family Residential
- S-2 Suburban Multi-Family Residential
- S-3 Neighborhood Commercial
- S-4 Regional Commercial
- S-5 Employment Center
- S-6 Neighborhood Mixed-Use

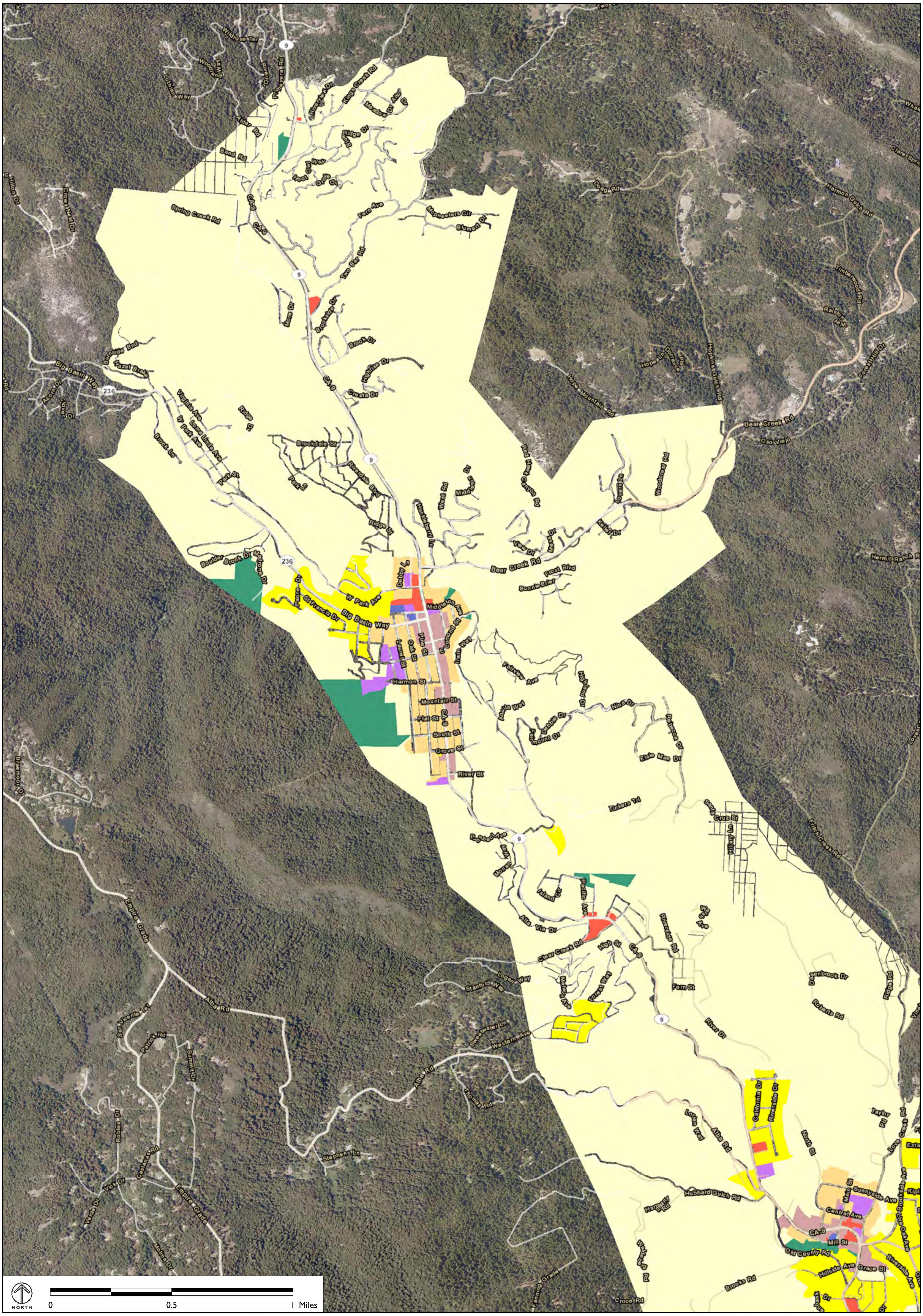
Town Place Types
- T-1 Town Single-Family Residential
- T-2 Town Multi-Family Residential
- T-3 Town Commercial
- T-4 Town Mixed-Use

Other
- IND Industrial/Manufacturing
- INS Institutional/Civic
- OSR Open Space/Recreational

Sphere of Influence
City Limits
Urban Service Boundary
Railroads

CAPITOLA, LIVE OAK, AND SOQUEL

BASE CASE SCENARIO
INCLUDES SURROUNDING UNINCORPORATED URBAN AREAS



Source data: NAIP, 2010; Census, 2010; AMBAG, 2010; County of Santa Cruz, 2012; The Planning Center | DC&E, 2013

BASE CASE BOULDER CREEK AND BROOKDALE PLACE TYPES

Suburban Place Types

- S-1 Suburban Single-Family Residential
- S-3 Neighborhood Commercial

Non-Urban Place Types

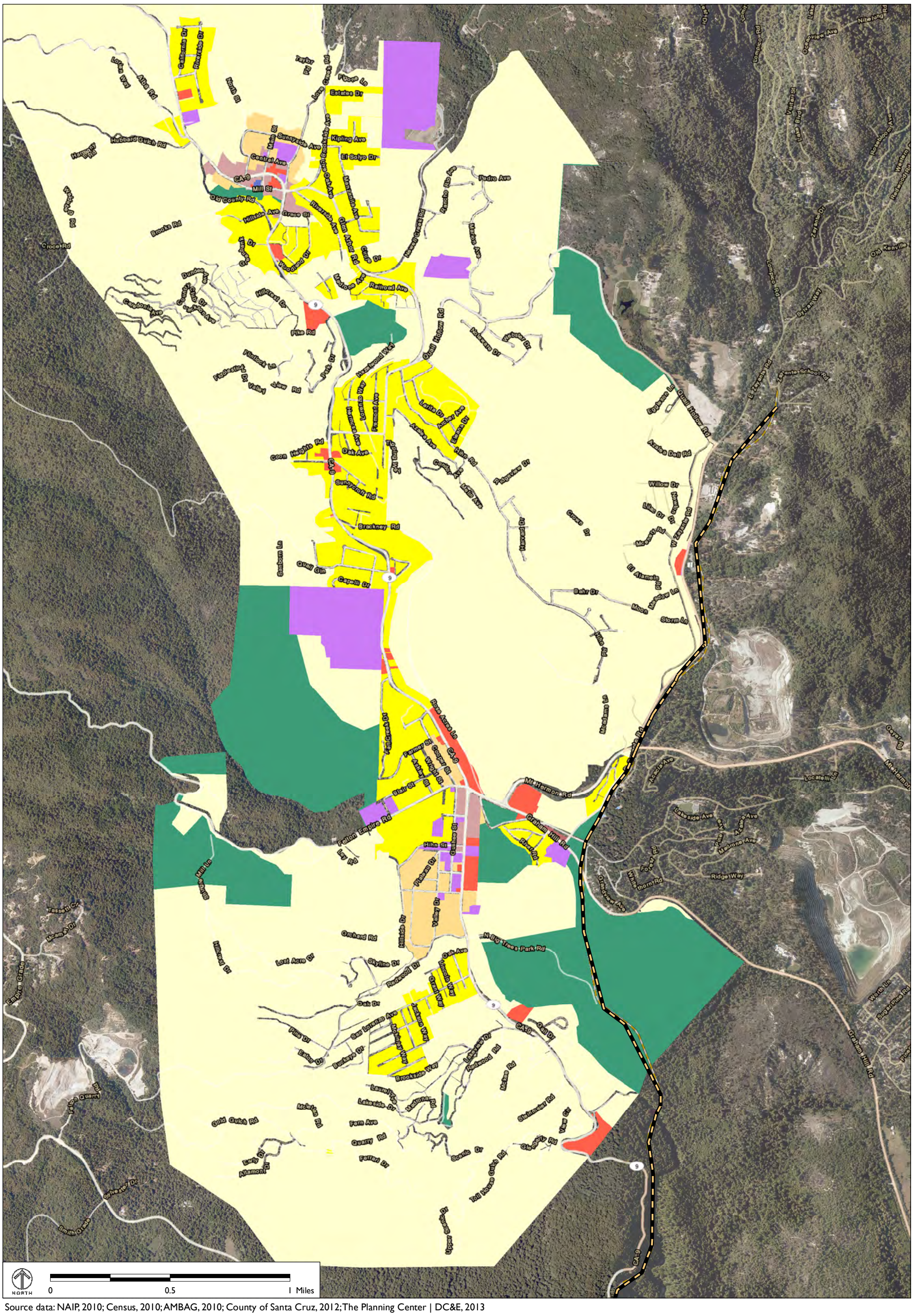
- NU-2 Rural Town Commercial
- NU-3 Rural Town Residential
- NU-4 Exurban and Rural Residential

Other

- IND Industrial/Manufacturing
- INS Institutional/Civic
- OSR Open Space/Recreational

BOULDER CREEK AND BROOKDALE

BASE CASE SCENARIO



Source data: NAIP, 2010; Census, 2010; AMBAG, 2010; County of Santa Cruz, 2012; The Planning Center | DC&E, 2013

FELTON AND BEN LOMOND PLACE TYPES

Suburban Place Types

- S-1 Suburban Single-Family Residential
- S-3 Neighborhood Commercial
- S-5 Employment Center

Non-Urban Place Types

- NU-2 Rural Town Commercial
- NU-3 Rural Town Residential
- NU-4 Exurban and Rural Residential

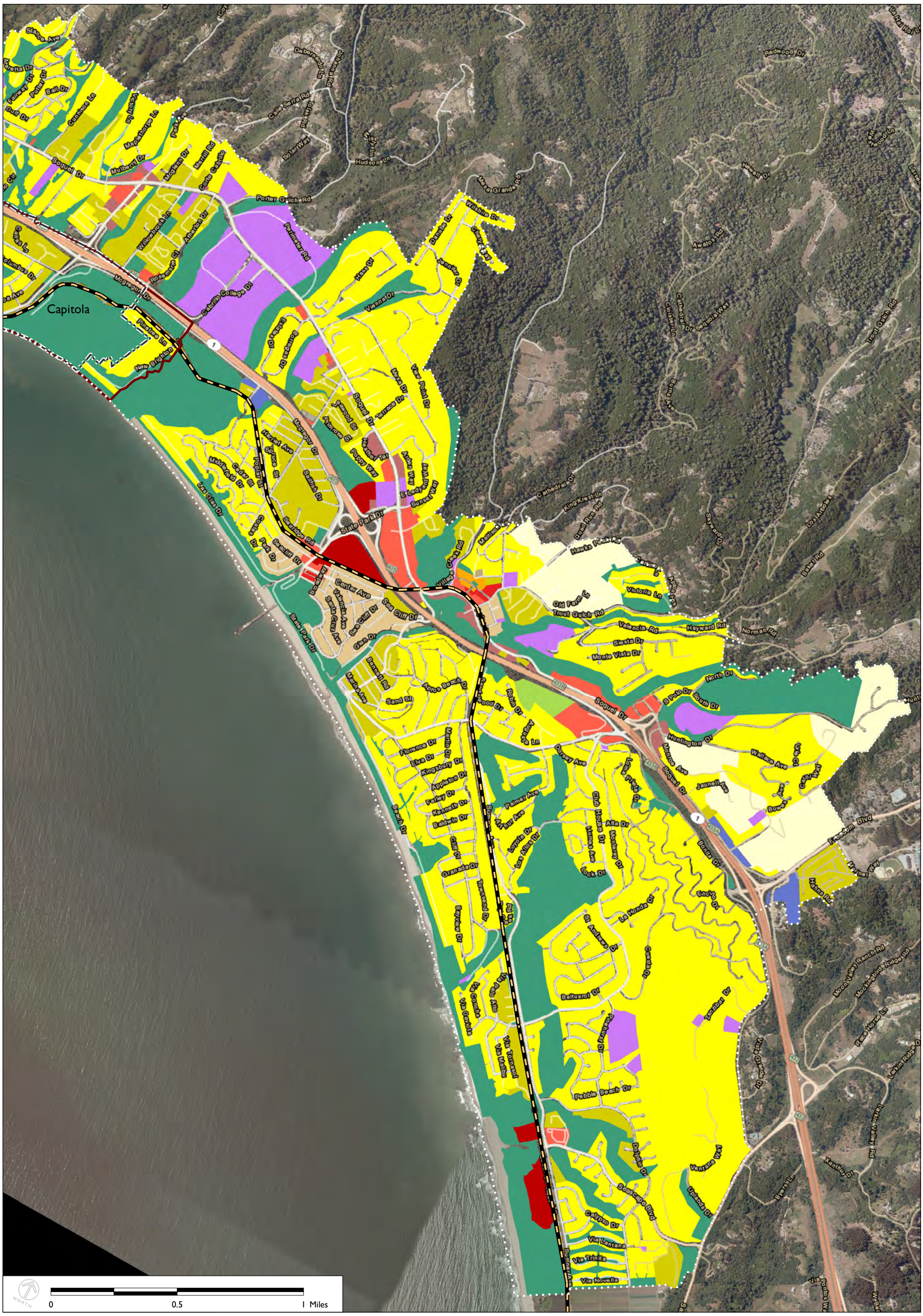
Other

- IND Industrial/Manufacturing
- INS Institutional/Civic
- OSR Open Space/Recreational

Railroads

BEN LOMOND AND FELTON

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; County of Santa Cruz, 2012; The Planning Center | DC&E, 2013

BASE CASE URBAN APTOS PLANNING AREA PLACE TYPES

Suburban Place Types

- S-1 Suburban Single-Family Residential
- S-2 Suburban Multi-Family Residential
- S-3 Neighborhood Commercial
- S-4 Regional Commercial
- S-5 Employment Center
- S-6 Neighborhood Mixed-Use

Town Place Types

- T-1 Town Single-Family Residential
- T-2 Town Multi-Family Residential
- T-3 Town Commercial

Non-Urban Place Types

- NU-1 Agriculture
- NU-4 Exurban and Rural Residential

Other

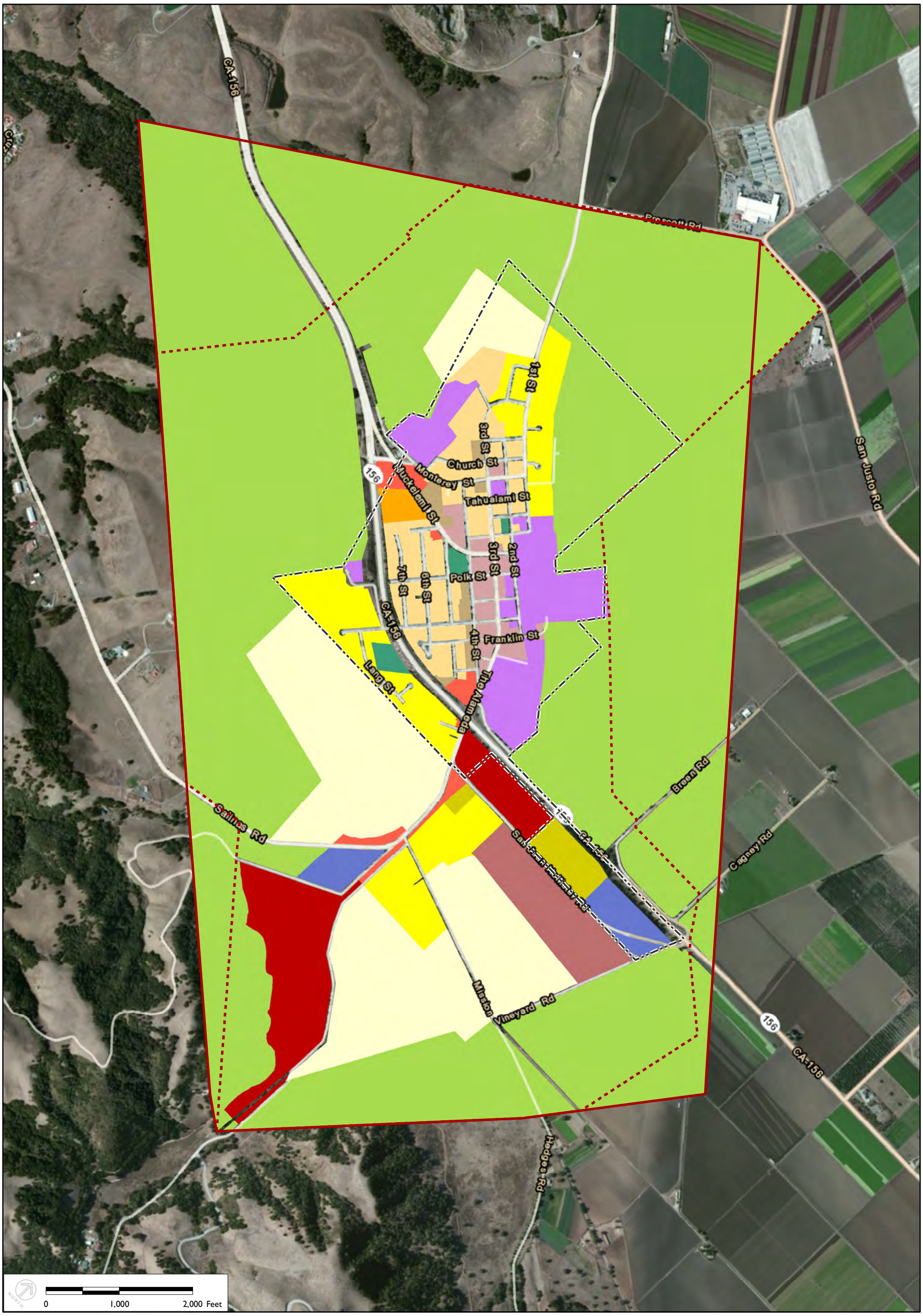
- IND Industrial/Manufacturing
- INS Institutional/Civic
- OSR Open Space/Recreational

Sphere of Influence | City Limits | Urban Service Boundary | Railroads

APTOS URBAN AREA

BASE CASE SCENARIO

INCLUDES ADJACENT INCORPORATED URBAN AREAS



Source data: NAIP, 2010; County of San Benito, 2012; The Planning Center | DC&E, 2013

BASE CASE SAN JUAN BAUTISTA PLACE TYPES

Suburban Place Types
- S-1 Suburban Single-Family Residential
- S-2 Suburban Multi-Family Residential
- S-3 Neighborhood Commercial
- S-4 Regional Commercial
- S-5 Employment Center
- S-6 Neighborhood Mixed-Use

Town Place Types
- T-2 Town Multi-Family Residential

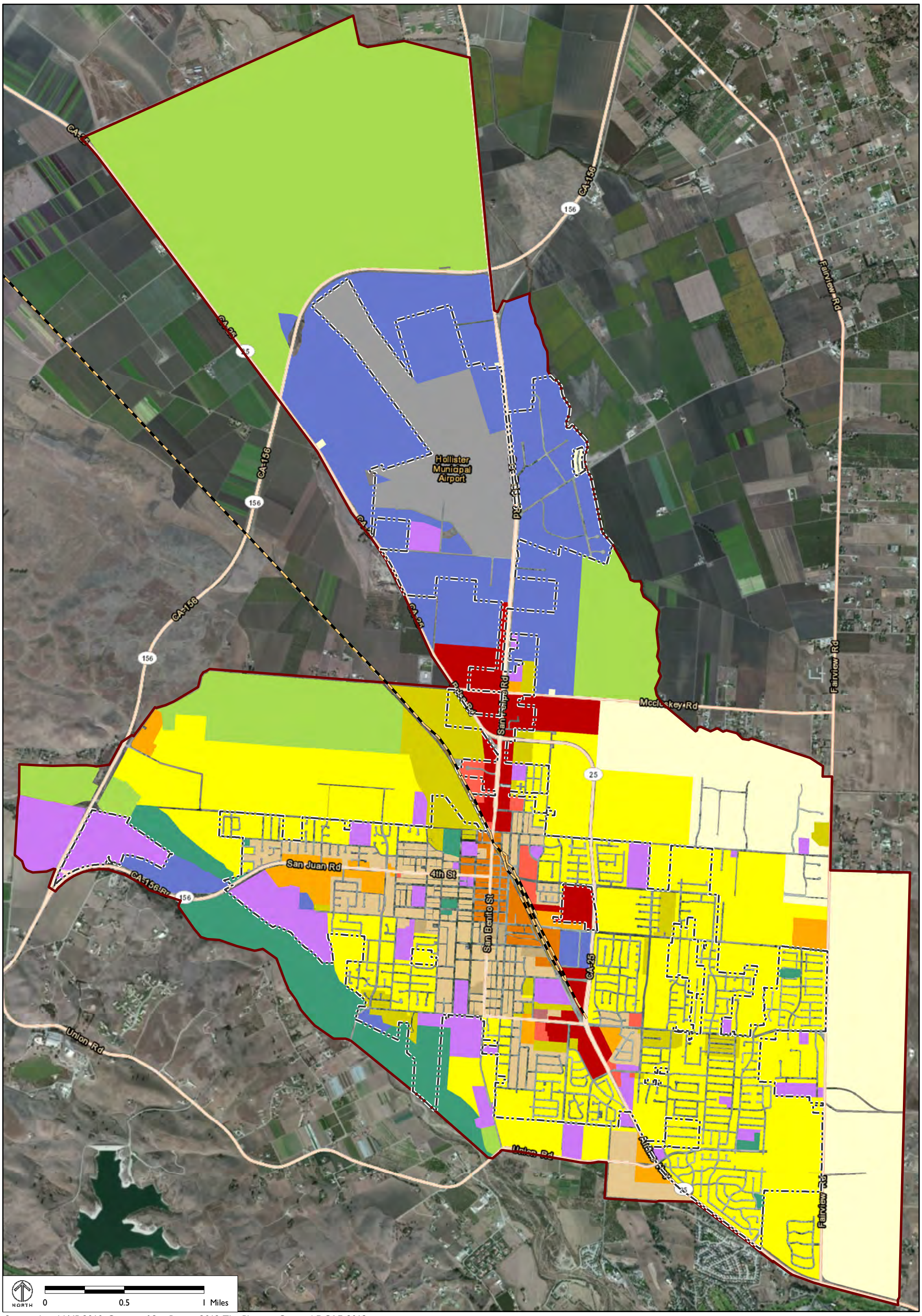
Non-Urban Place Types
- NU-1 Agriculture
- NU-2 Rural Town Commercial
- NU-3 Rural Town Residential
- NU-4 Exurban and Rural Residential

Other
- IND Industrial/Manufacturing
- INS Institutional/Civic
- OSR Open Space/Recreational

- City Limits
- Sphere of Influence
- Proposed Sphere of Influence (expected to contract)

SAN JUAN BAUTISTA

BASE CASE SCENARIO



Source data: NAIP, 2010; County of San Benito, 2012; The Planning Center | DC&E, 2013

BASE CASE HOLLISTER PLACE TYPES

Suburban Place Types

- S-1 Suburban Single-Family Residential
- S-2 Suburban Multi-Family Residential
- S-3 Neighborhood Commercial
- S-4 Regional Commercial
- S-5 Employment Center
- S-6 Neighborhood Mixed-Use

Town Place Types

- T-1 Town Single-Family Residential
- T-2 Town Multi-Family Residential
- T-4 Town Mixed-Use

Non-Urban Place Types

- NU-1 Agriculture
- NU-4 Exurban and Rural Residential

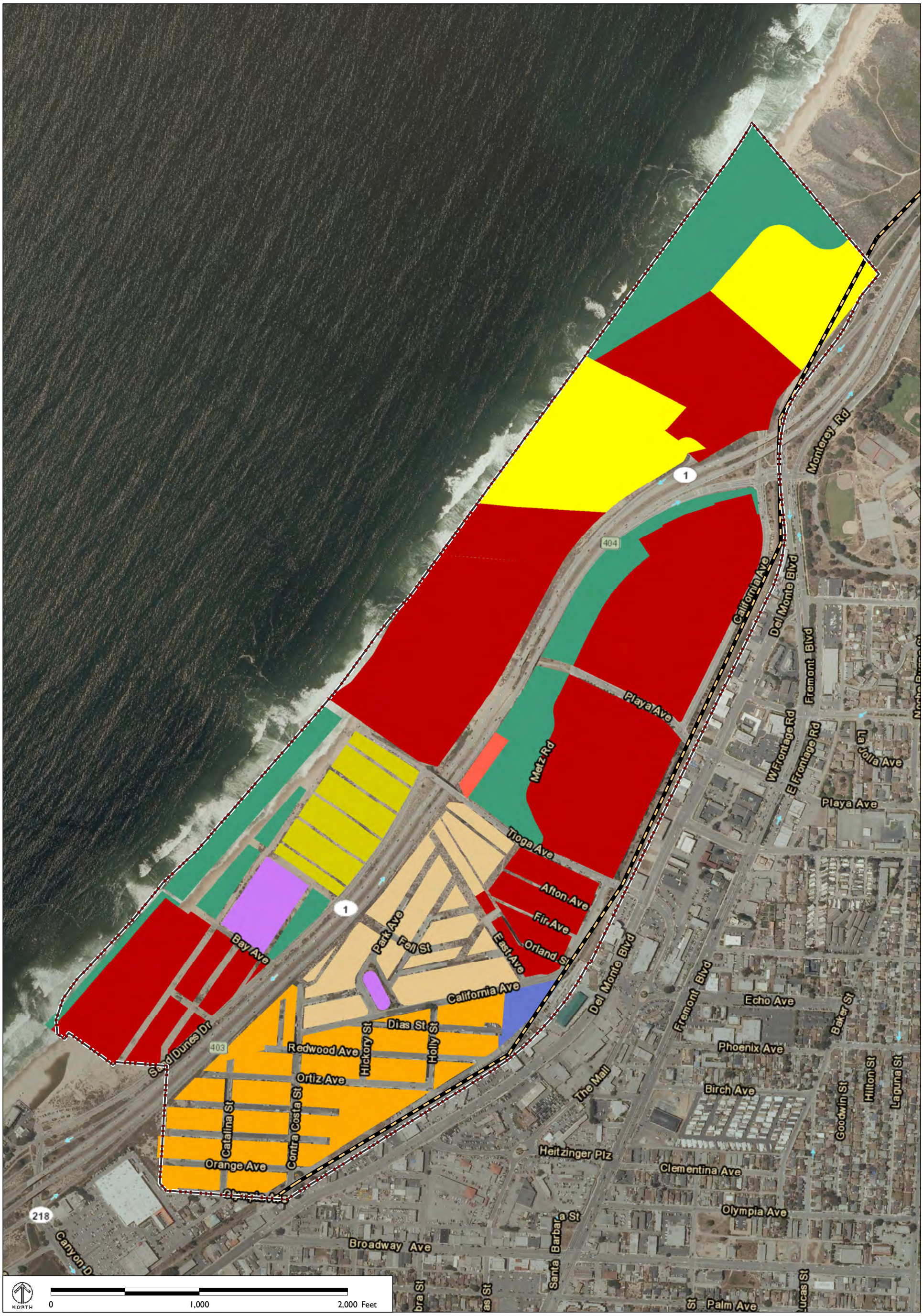
Other

- IND Industrial/Manufacturing
- AT Airport
- INS Institutional/Civic
- OSR Open Space/Recreational

- City Limits
- Sphere of Influence
- Railroads

HOLLISTER

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; City of Sand City, 2012; The Planning Center | DC&E, 2013

BASE CASE SAND CITY PLACE TYPES

Suburban Place Types

- S-1 Suburban Single-Family Residential
- S-2 Suburban Multi-Family Residential
- S-3 Neighborhood Commercial
- S-4 Regional Commercial
- S-6 Neighborhood Mixed-Use

Town Place Types

- T-1 Town Single-Family Residential

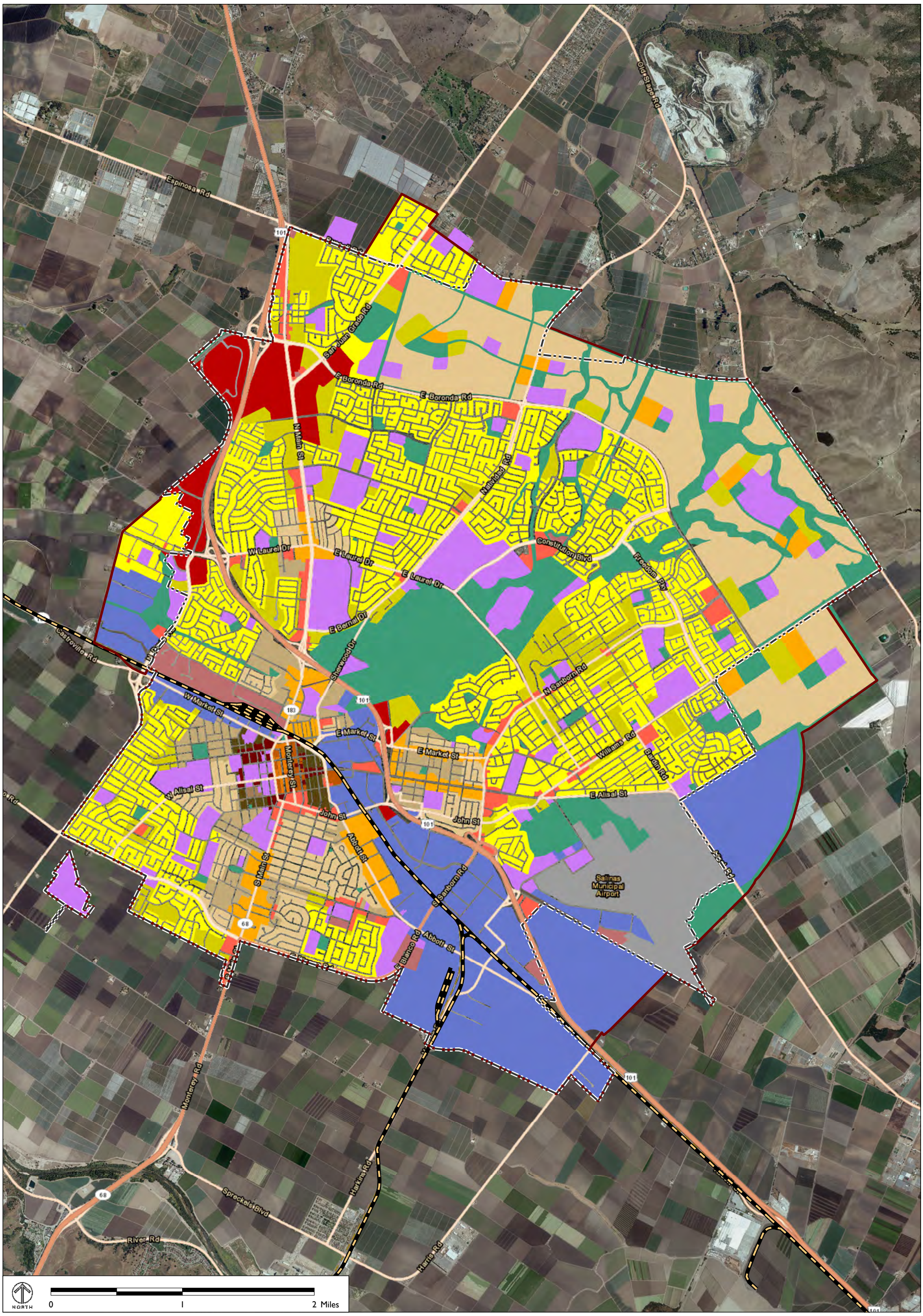
Other

- IND Industrial/Manufacturing
- INS Institutional/Civic
- OSR Open Space/Recreational

- City Limits
- Sphere of Influence
- Railroads

SAND CITY

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; City of Salinas, 2012; County of Monterey, 2012; The Planning Center | DC&E, 2013

BASE CASE SALINAS PLACE TYPES

Urban Place Types

- U-1 Urban Single-Family Residential
- U-2 Urban Multi-Family Residential
- U-3 Urban Commercial
- U-4 Urban Mixed Use

Suburban Place Types

- S-1 Suburban Single-Family Residential
- S-2 Suburban Multi-Family Residential
- S-3 Neighborhood Commercial
- S-4 Regional Commercial
- S-5 Employment Center
- S-6 Neighborhood Mixed-Use

Town Place Types

- T-1 Town Single-Family Residential
- T-2 Town Multi-Family Residential
- T-3 Town Commercial
- T-4 Town Mixed-Use

Other

- IND Industrial/Manufacturing
- AT Airport
- INS Institutional/Civic
- OSR Open Space/Recreational

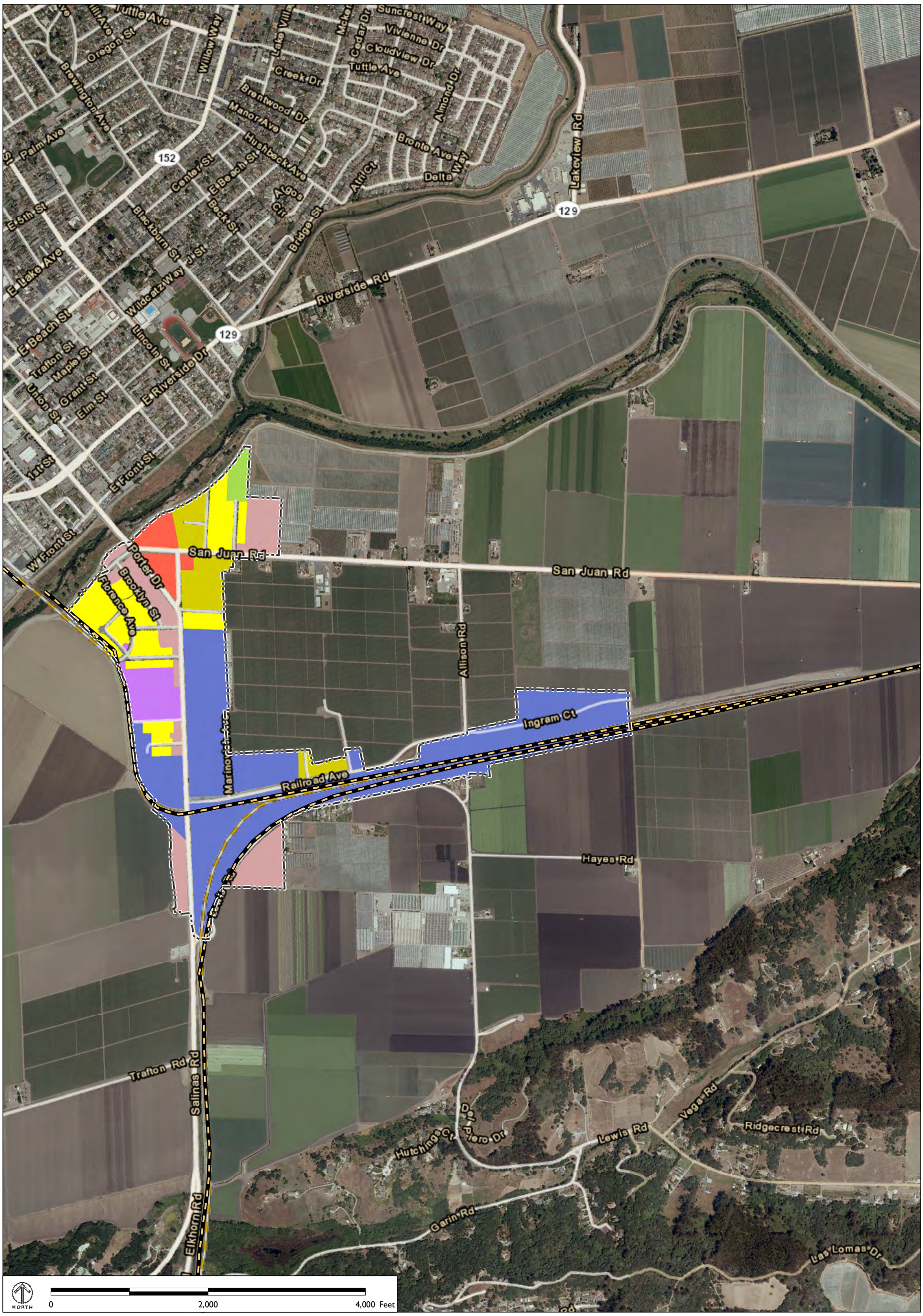
City Limits

Sphere of Influence

Railroads

SALINAS

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; Monterey County, 2012; The Planning Center | DC&E, 2013

BASE CASE PAJARO PLACE TYPES

Suburban Place Types

- S-1 Suburban Single-Family Residential
- S-2 Suburban Multi-Family Residential
- S-3 Neighborhood Commercial

Non-Urban Place Types

- NU-1 Agriculture
- NU-2 Rural Town Commercial

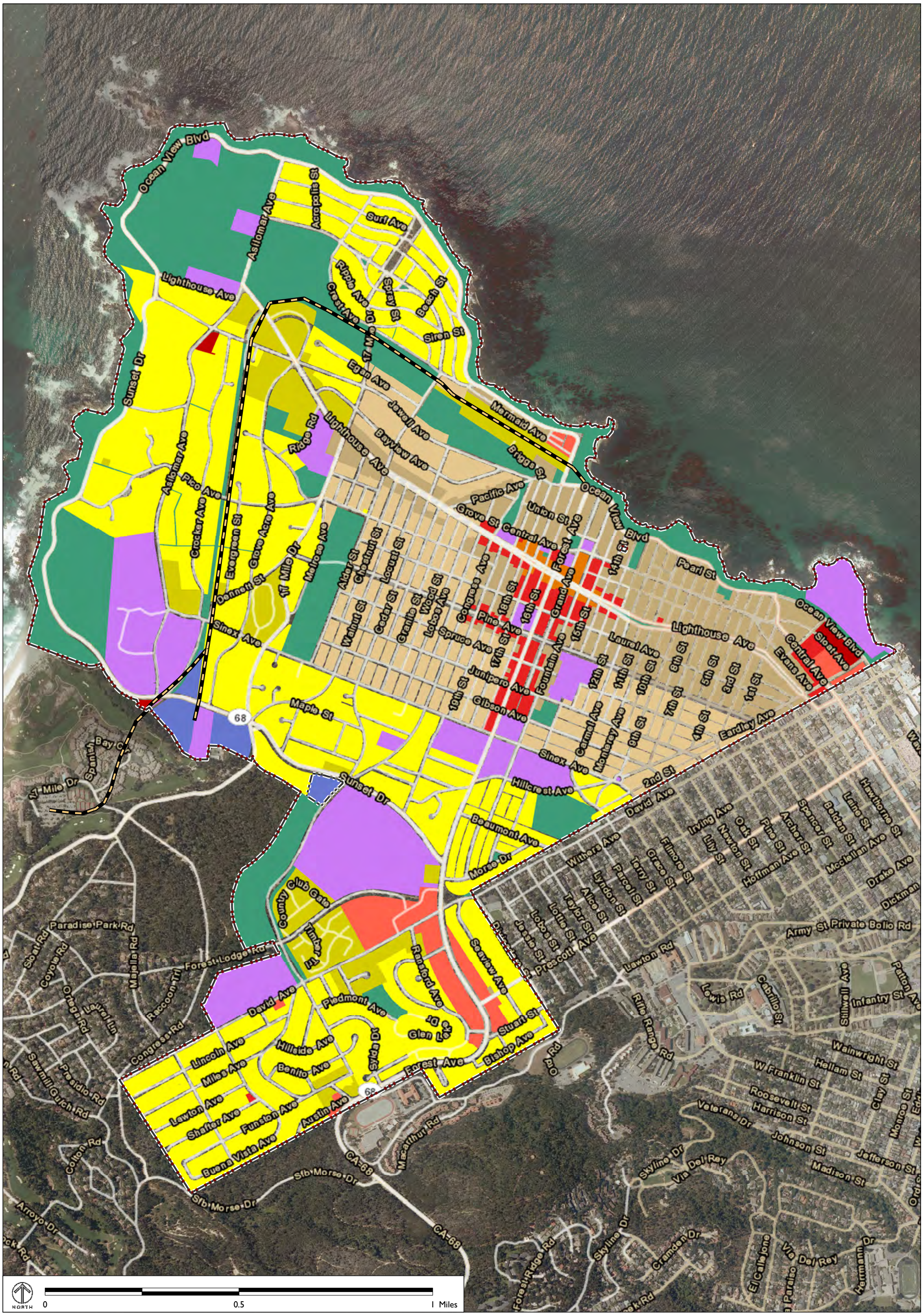
Other

- IND Industrial/Manufacturing
- INS Institutional/Civic

- Community Area
- Railroads

PAJARO

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; City of Pacific Grove, 2012; The Planning Center | DC&E, 2013

BASE CASE PACIFIC GROVE PLACE TYPES

Suburban Place Types

- S-1 Suburban Single-Family Residential
- S-2 Suburban Multi-Family Residential
- S-3 Neighborhood Commercial
- S-4 Regional Commercial

Town Place Types

- T-1 Town Single-Family Residential
- T-2 Town Multi-Family Residential
- T-3 Town Commercial
- T-4 Town Mixed-Use

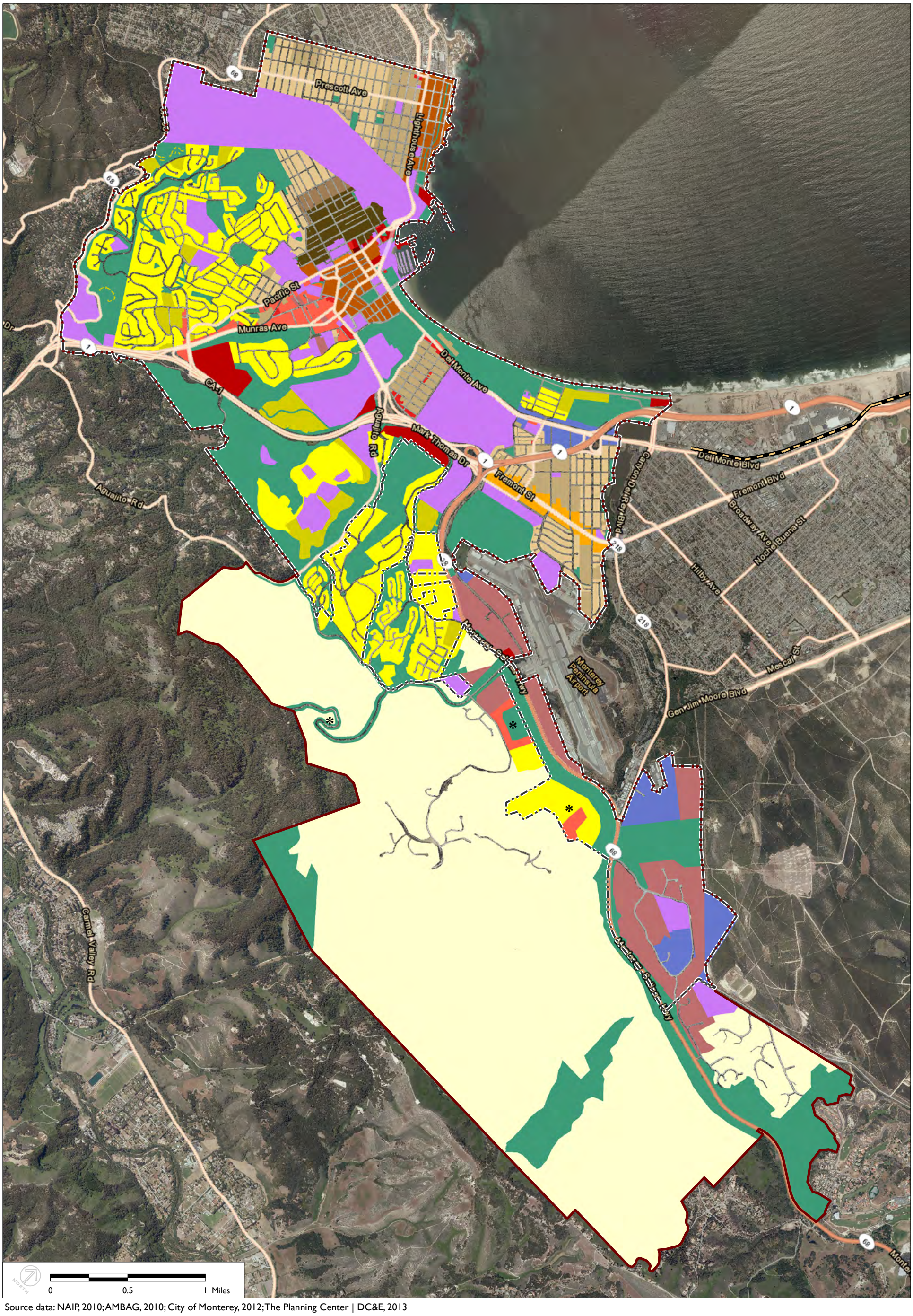
Other

- IND Industrial/Manufacturing
- INS Institutional/Civic
- OSR Open Space/Recreational

- City Limits
- Sphere of Influence
- Railroads

PACIFIC GROVE

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; City of Monterey, 2012; The Planning Center | DC&E, 2013

BASE CASE MONTEREY PLACE TYPES

Urban Place Types

- U-1 Urban Single-Family Residential
- U-2 Urban Multi-Family Residential
- U-3 Urban Commercial
- U-4 Urban Mixed Use

*These areas which fall under the voter-approved Highway 68 Plan have been assigned place types consistent with the direction of that plan.

Suburban Place Types

- S-1 Suburban Single-Family Residential
- S-2 Suburban Multi-Family Residential
- S-3 Neighborhood Commercial
- S-4 Regional Commercial
- S-5 Employment Center
- S-6 Neighborhood Mixed-Use

Town Place Types

- T-1 Town Single-Family Residential
- T-2 Town Multi-Family Residential
- T-3 Town Commercial
- T-4 Town Mixed-Use

Non-Urban Place Types

- NU-4 Exurban and Rural Residential

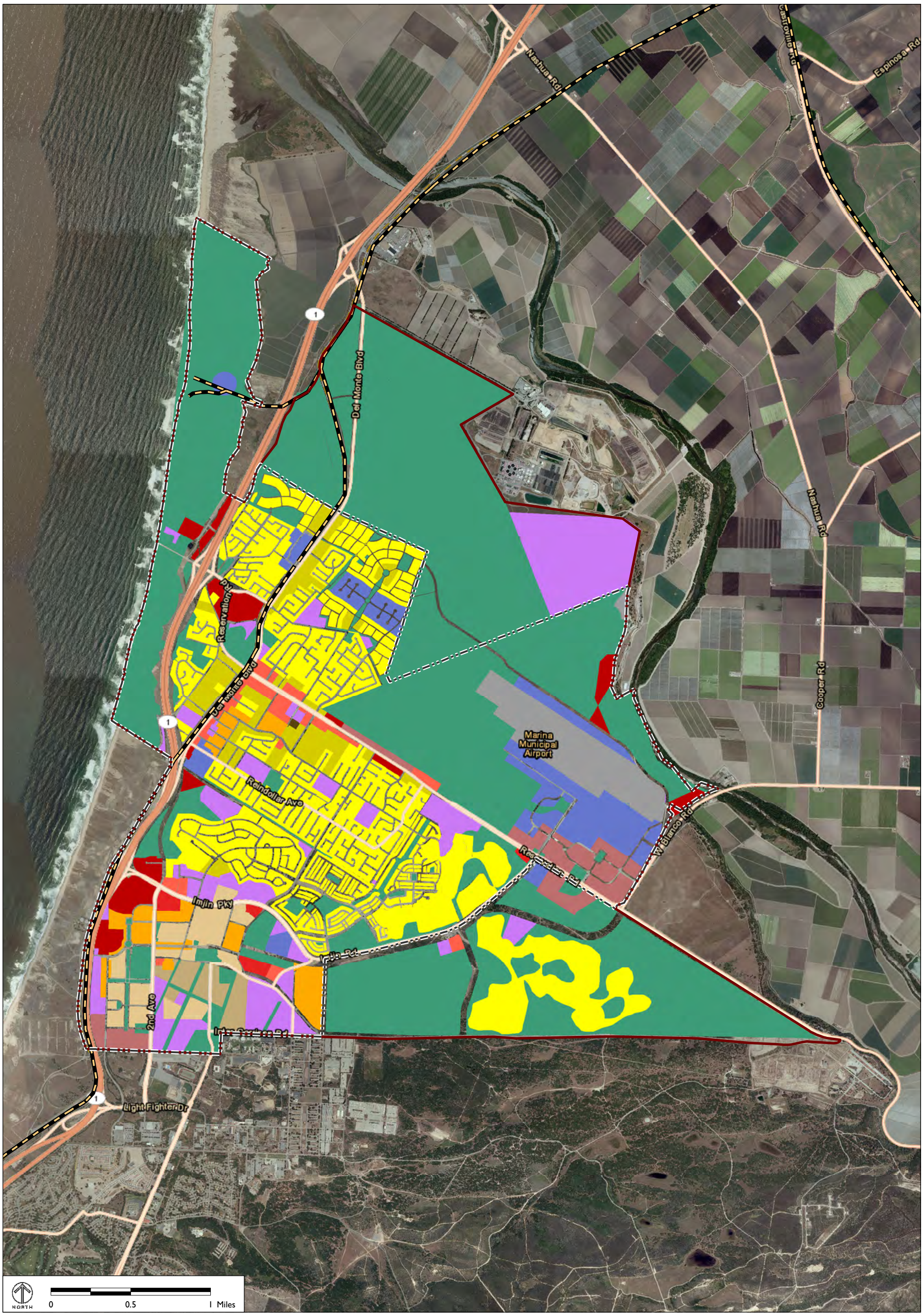
Other

- IND Industrial/Manufacturing
- INS Institutional/Civic
- OSR Open Space/Recreational

- City Limits
- Sphere of Influence
- Railroads

MONTEREY

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; City of Marina, 2012; The Planning Center | DC&E, 2013

BASE CASE MARINA PLACE TYPES

Urban Place Types

- U-2 Urban Multi-Family Residential

Suburban Place Types

- S-1 Suburban Single-Family Residential
- S-2 Suburban Multi-Family Residential
- S-3 Neighborhood Commercial
- S-4 Regional Commercial
- S-5 Employment Center
- S-6 Neighborhood Mixed-Use

Town Place Types

- T-1 Town Single-Family Residential
- T-2 Town Multi-Family Residential
- T-3 Town Commercial

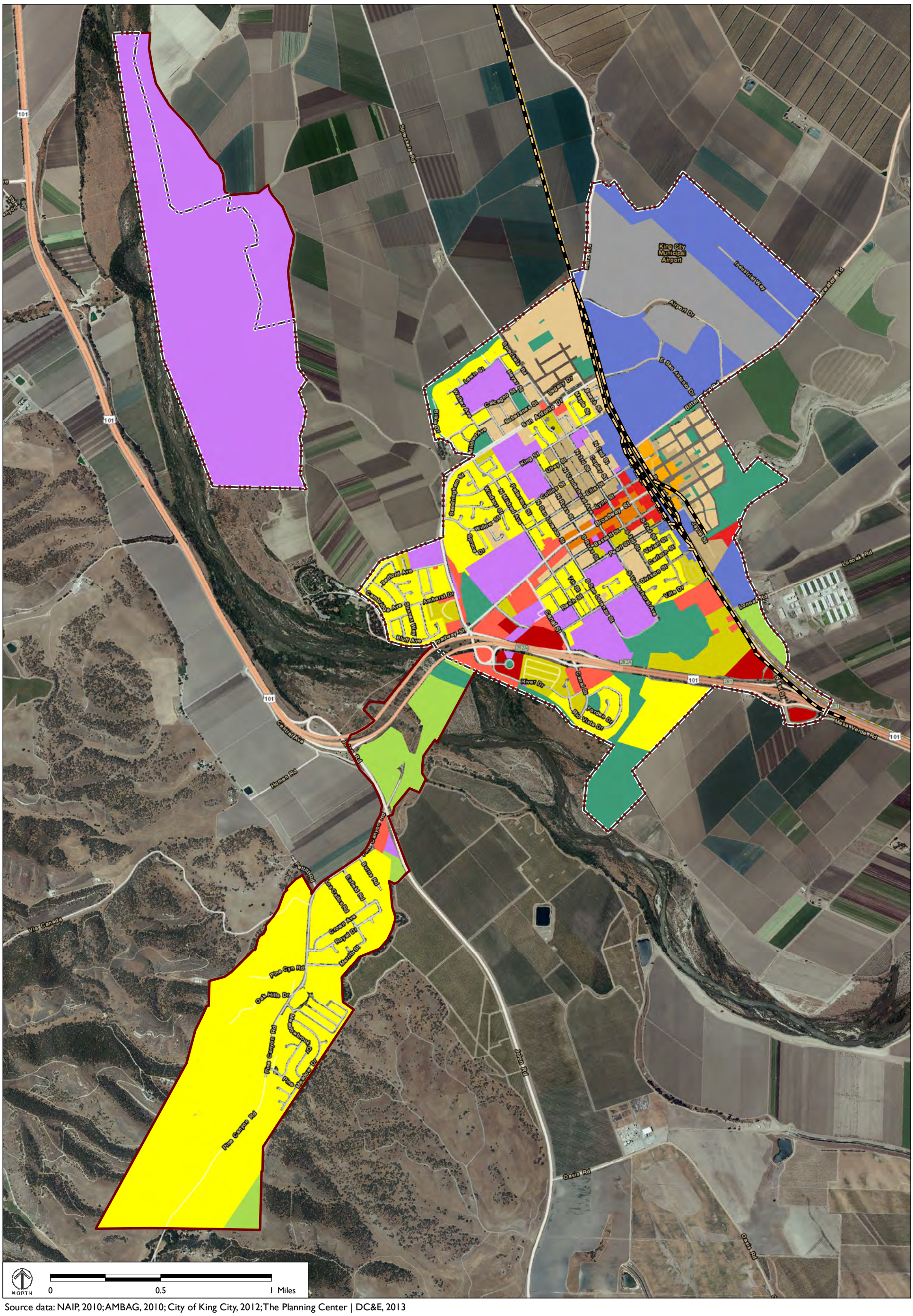
Other

- IND Industrial/Manufacturing
- AT Airport
- INS Institutional/Civic
- OSR Open Space/Recreational

- City Limits
- Sphere of Influence
- Railroads

MARINA

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; City of King City, 2012; The Planning Center | DC&E, 2013

BASE CASE KING CITY PLACE TYPES

Suburban Place Types

- S-1 Suburban Single-Family Residential
- S-2 Suburban Multi-Family Residential
- S-3 Neighborhood Commercial
- S-4 Regional Commercial
- S-5 Neighborhood Mixed-Use

Town Place Types

- T-1 Town Single-Family Residential
- T-2 Town Multi-Family Residential
- T-3 Town Commercial
- T-4 Town Mixed-Use

Non-Urban Place Types

- NU-1 Agriculture

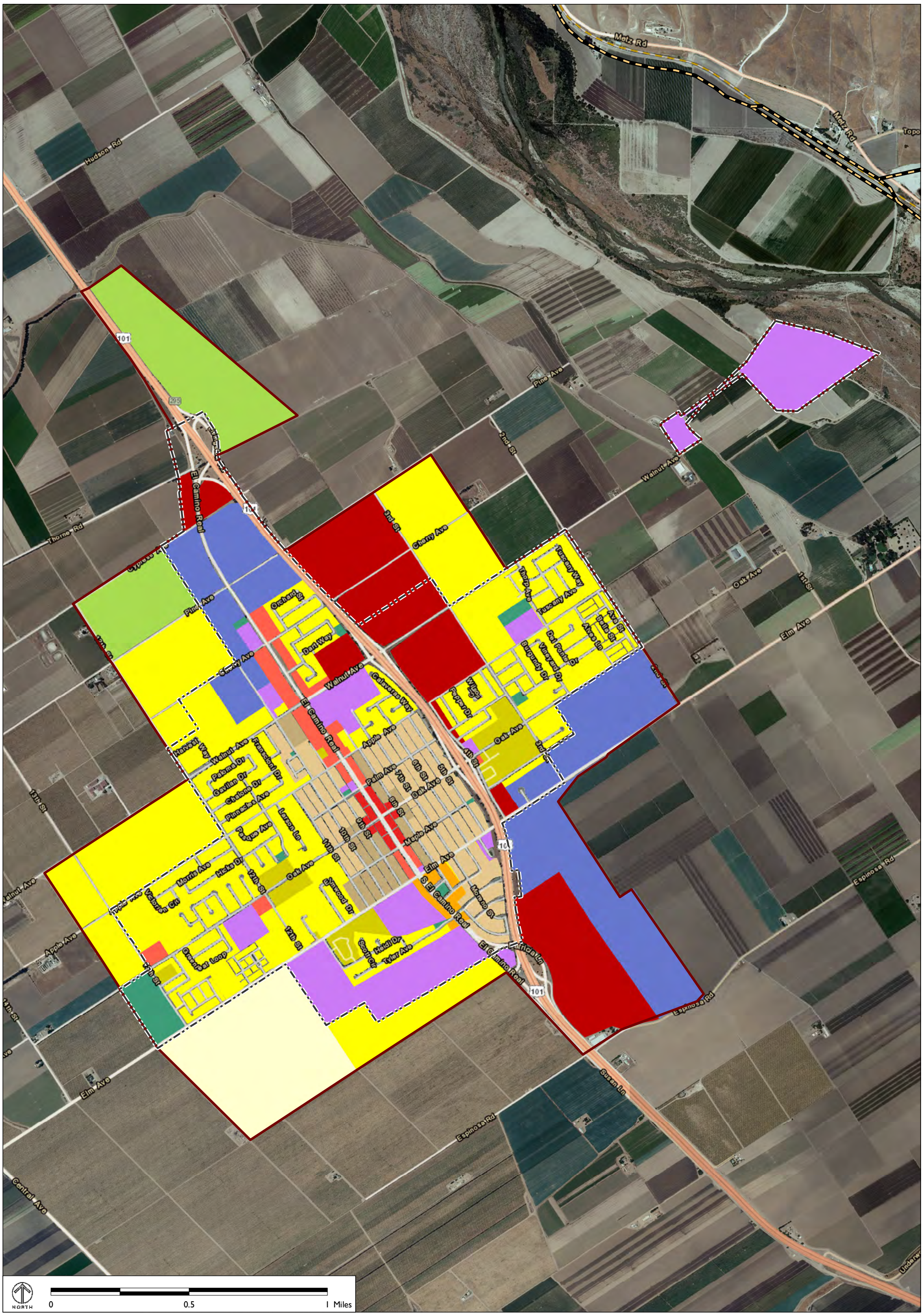
Other

- IND Industrial/Manufacturing
- AT Airport
- INS Institutional/Civic
- OSR Open Space/Recreational

- City Limits
- Sphere of Influence
- Railroads

KING CITY

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; City of Greenfield, 2012; The Planning Center | DC&E, 2013

BASE CASE GREENFIELD PLACE TYPES

Suburban Place Types

- S-1 Suburban Single-Family Residential
- S-2 Suburban Multi-Family Residential
- S-3 Neighborhood Commercial
- S-4 Regional Commercial
- S-6 Neighborhood Mixed-Use

Town Place Types

- T-1 Town Single-Family Residential
- T-2 Town Multi-Family Residential
- T-3 Town Commercial

Non-Urban Place Types

- NU-1 Agriculture
- NU-4 Exurban and Rural Residential

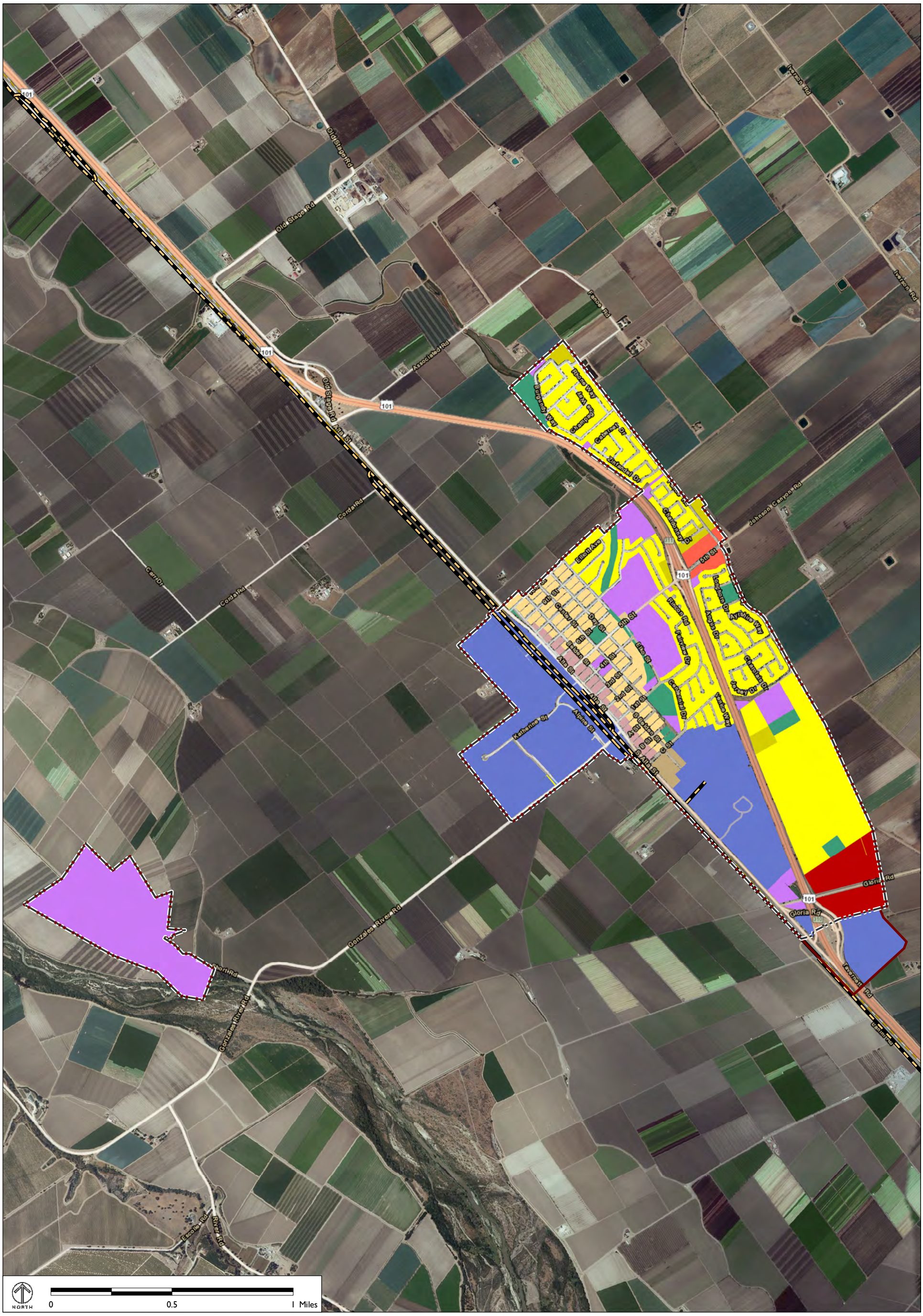
Other

- IND Industrial/Manufacturing
- INS Institutional/Civic
- OSR Open Space/Recreational

- City Limits
- Sphere of Influence
- Railroads

GREENFIELD

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; City of Gonzales, 2012; The Planning Center | DC&E, 2013

BASE CASE GONZALES PLACE TYPES

Suburban Place Types

- S-1 Suburban Single-Family Residential
- S-2 Suburban Multi-Family Residential
- S-3 Neighborhood Commercial
- S-4 Regional Commercial

Town Place Types

- T-1 Town Single-Family Residential
- T-2 Town Multi-Family Residential

Non-Urban Place Types

- NU-2 Rural Town Commercial
- NU-3 Rural Town Residential

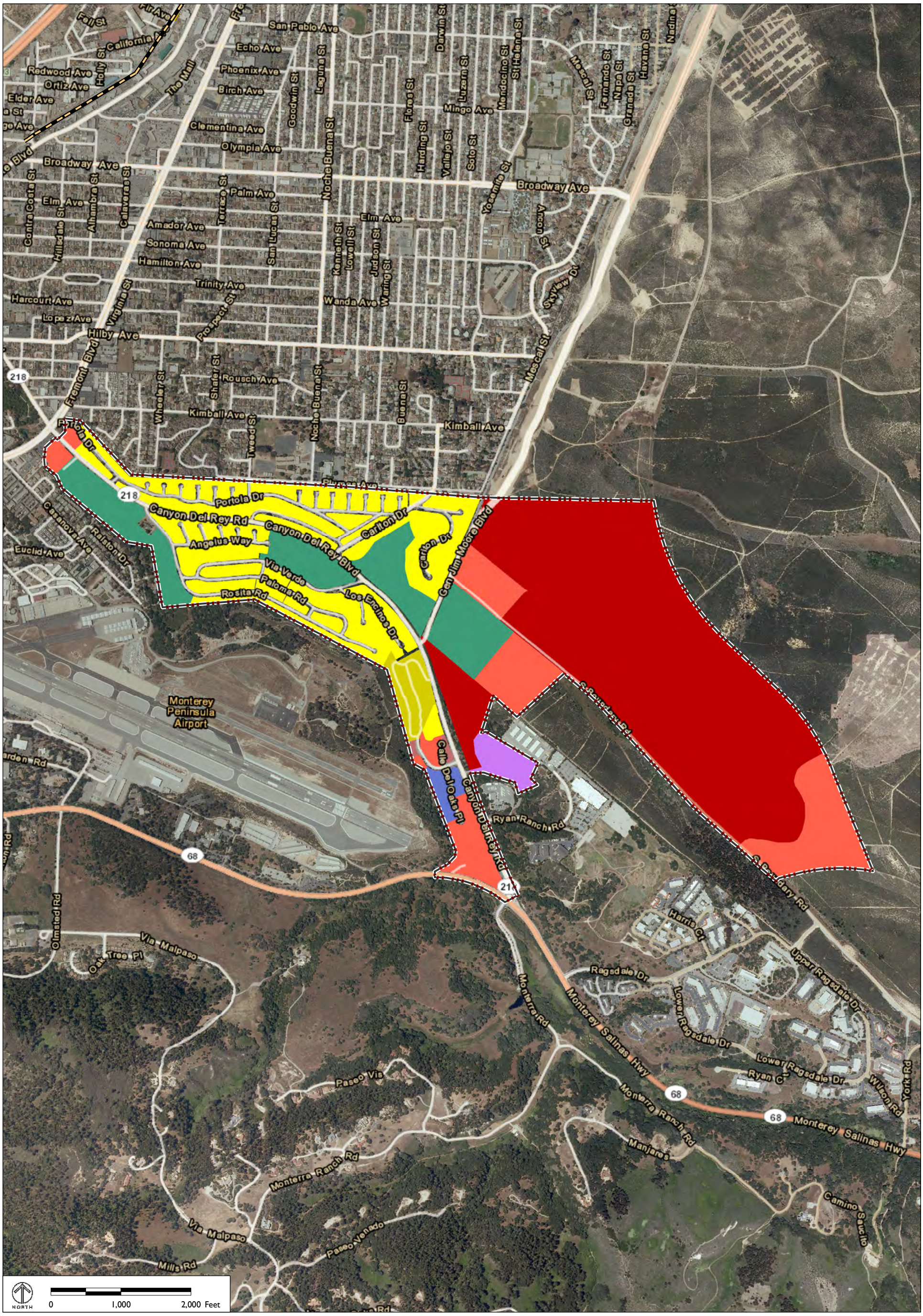
Other

- IND Industrial/Manufacturing
- INS Institutional/Civic
- OSR Open Space/Recreational

- City Limits
- Sphere of Influence
- Railroads

GONZALES

BASE CASE SCENARIO



NORTH 0 1,000 2,000 Feet

Source data: NAIP, 2010; AMBAG, 2010; City of Del Rey Oaks, 2012; The Planning Center | DC&E, 2013

BASE CASE DEL REY OAKS PLACE TYPES

Suburban Place Types

- S-1 Suburban Single-Family Residential
- S-2 Suburban Multi-Family Residential
- S-3 Neighborhood Commercial
- S-4 Regional Commercial
- S-5 Employment Center

Other

- IND Industrial/Manufacturing
- INS Institutional/Civic
- OSR Open Space/Recreational

- City Limits
- Sphere of Influence
- Railroads

DEL REY OAKS

BASE CASE SCENARIO

Source data: NAIP, 2010; AMBAG, 2010; Monterey County, 2012; The Planning Center | DC&E, 2013

BASE CASE CHUALAR PLACE TYPES

Non-Urban Place Types

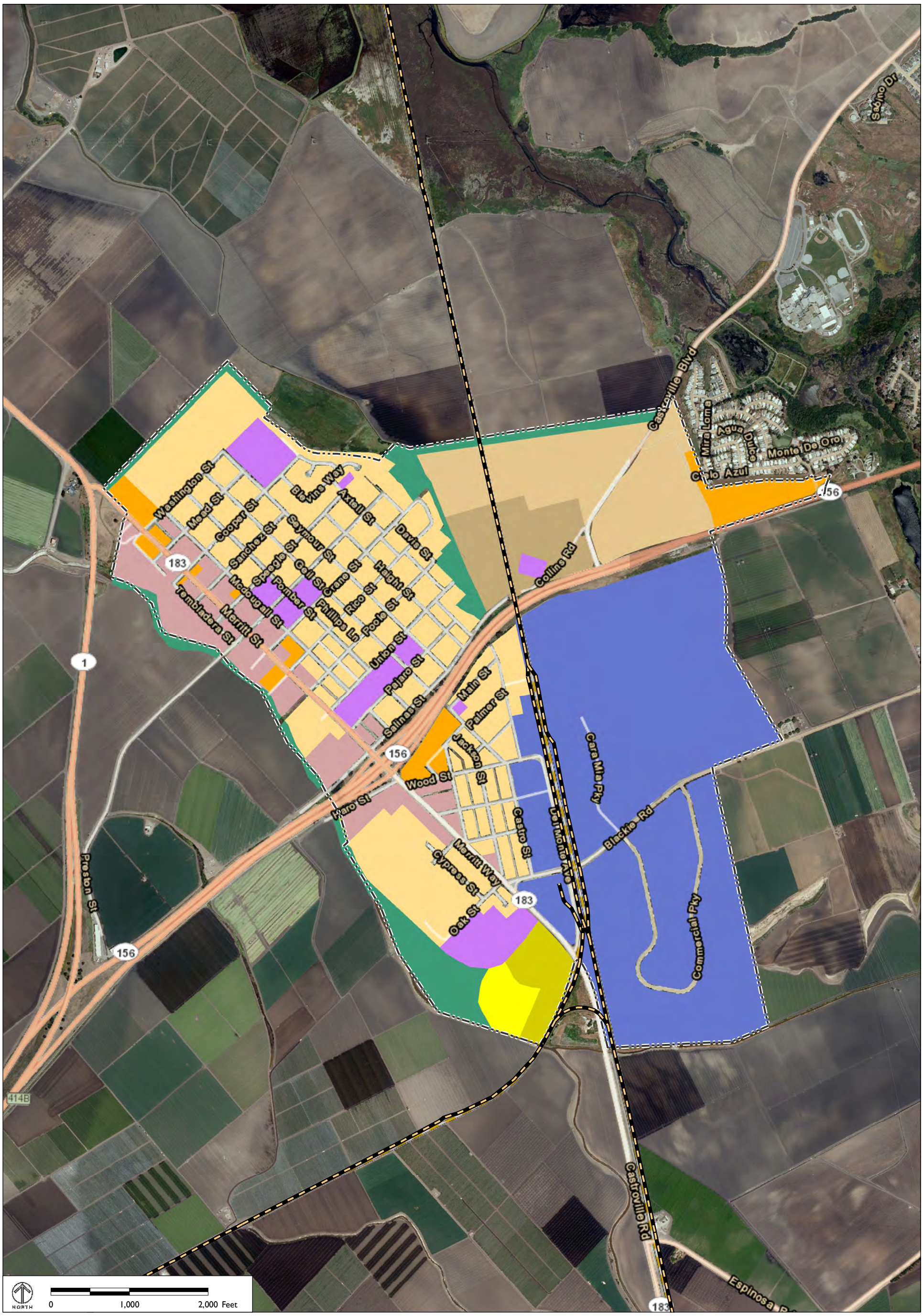
- NU-1 Agriculture
- NU-2 Rural Town Commercial
- NU-3 Rural Town Residential

Other

- INS Institutional/Civic
- Census Designated Place
- Railroads

CHUALAR

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; Monterey County, 2012; The Planning Center | DC&E, 2013

BASE CASE CASTROVILLE PLACE TYPES

Suburban Place Types

- S-1 Suburban Single-Family Residential
- S-2 Suburban Multi-Family Residential
- S-6 Neighborhood Mixed-Use

Town Place Types

- T-1 Town Single-Family Residential
- T-2 Town Multi-Family Residential

Non-Urban Place Types

- NU-1 Agriculture
- NU-2 Rural Town Commercial
- NU-3 Rural Town Residential

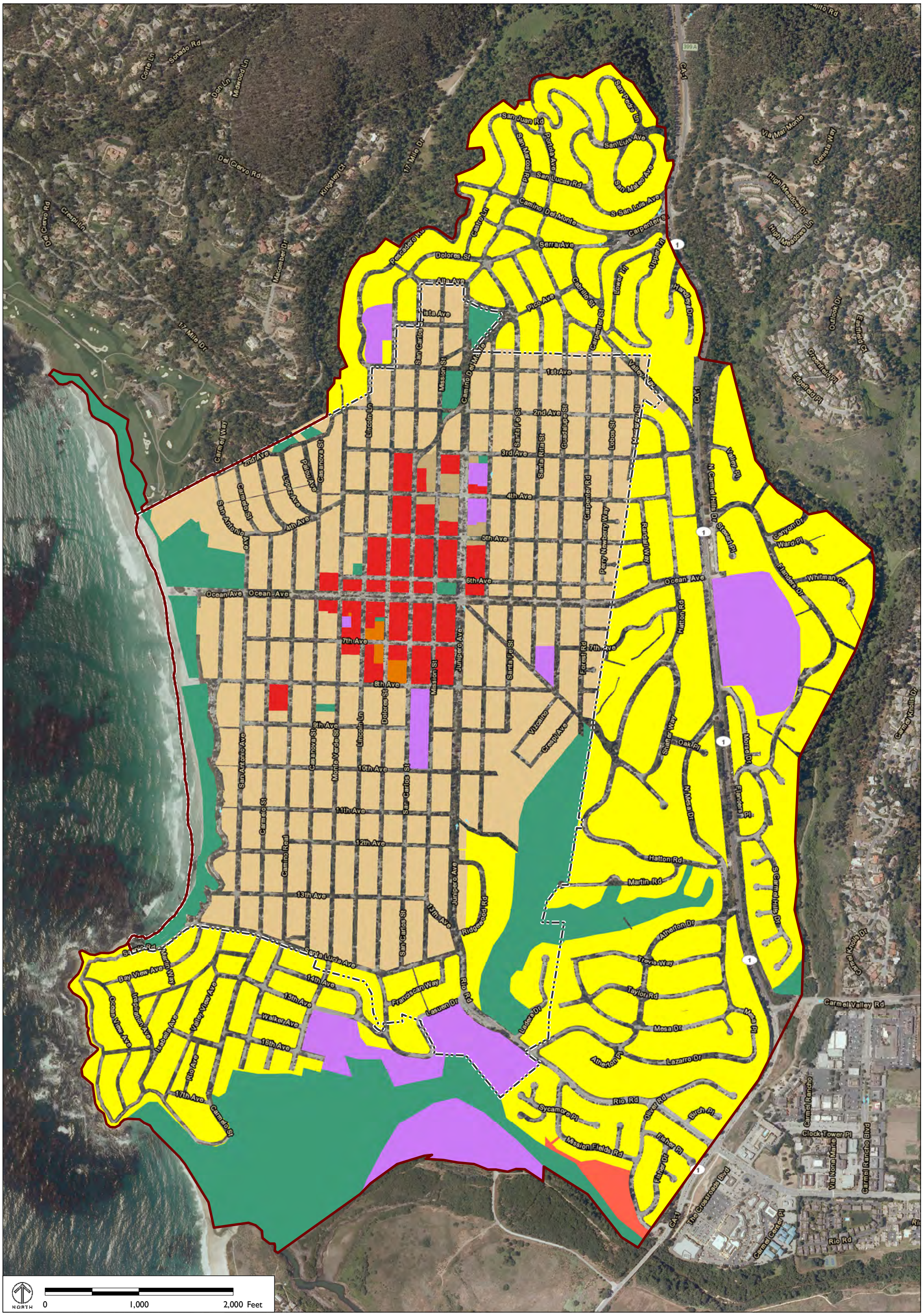
Other

- IND Industrial/Manufacturing
- INS Institutional/Civic
- OSR Open Space/Recreational

- Community Area
- Railroads

CASTROVILLE

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; City of Carmel, 2012; The Planning Center | DC&E, 2013

BASE CASE CARMEL PLACE TYPES

Suburban Place Types

- S-1 Suburban Single-Family Residential
- S-3 Neighborhood Commercial

Town Place Types

- T-1 Town Single-Family Residential
- T-2 Town Multi-Family Residential
- T-3 Town Commercial
- T-4 Town Mixed-Use

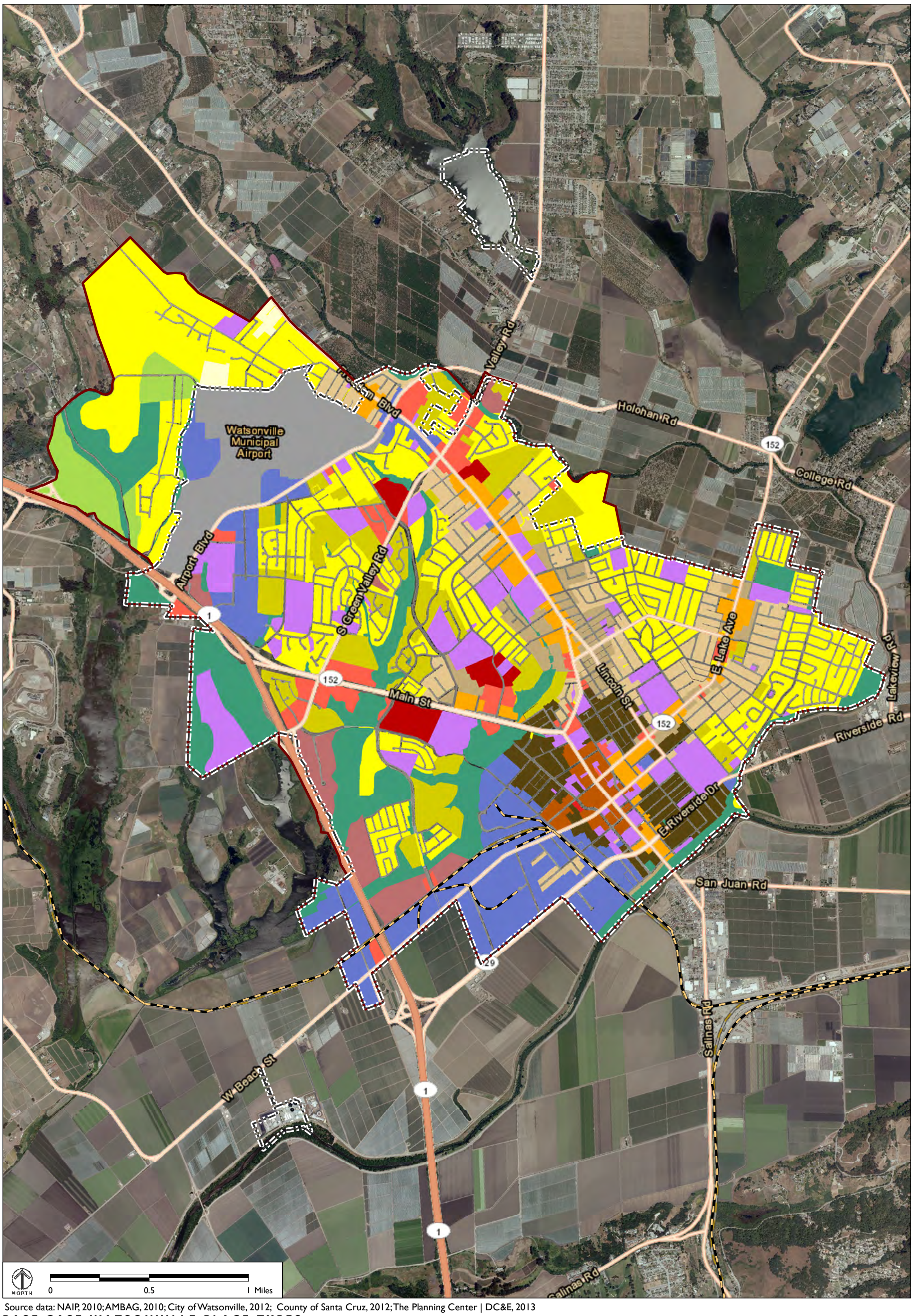
Other

- INS Institutional/Civic
- OSR Open Space/Recreational

- City Limits
- Sphere of Influence

CARMEL

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; City of Watsonville, 2012; County of Santa Cruz, 2012; The Planning Center | DC&E, 2013

BASE CASE WATSONVILLE PLACE TYPES

Urban Place Types

- U-1 Urban Single-Family Residential
- U-2 Urban Multi-Family Residential
- U-3 Urban Commercial
- U-4 Urban Mixed Use

Suburban Place Types

- S-1 Suburban Single-Family Residential
- S-2 Suburban Multi-Family Residential
- S-3 Neighborhood Commercial
- S-4 Regional Commercial
- S-5 Employment Center
- S-6 Neighborhood Mixed-Use

Town Place Types

- T-1 Town Single-Family Residential
- S-2 Town Multi-Family Residential
- S-3 Town Commercial
- S-4 Town Mixed-Use

Non-Urban Place Types

- NU-1 Agriculture/Rural Residential; AG
- NU-2 Rural Town Commercial
- NU-3 Rural Town Residential
- NU-4 Exurban and Rural Residential

Other

- IND Industrial/Manufacturing
- AT Airport
- INS Institutional/Civic
- OSR Open Space/Recreational

- Sphere of Influence
- City Limits
- Railroads

WATSONVILLE
BASE CASE SCENARIO

2. Financial Feasibility Analysis of Infill Deliverables

Findings

Introduction

In real estate development, it is a commonly used rule of thumb that a developer must expect at least a 15 percent return on development in order to take on a project. The return must be sufficient such that investors are willing to take on the risk, time, and commitment of resources inherent in development.

As shown in Table 1, under current market conditions and the assumptions used for this analysis, none of the building typologies reach this threshold in any of the cost areas. In fact, none even results in a positive return on investment. The "least negative" scenario is typology B in the high cost area, and even this is projected to result in a return of 15 percent.

However, in evaluating these data, it is important to not merely assess the profitability of individual scenarios- with changes in assumptions (such as construction costs, housing prices, and policy changes), these numbers can change dramatically. Instead, there are two critical pieces of data on which to focus for this analysis:

1) *Which scenarios are **most** feasible*- regardless of whether they currently pass the threshold for feasibility, it is useful to compare scenarios to determine which will be most attractive to developers when market conditions improve.
2) *Which policy and market changes have the greatest impact on feasibility*- comparing the magnitude of the impact induced by these changes can help to prioritize policy interventions.

Baseline Analysis

Charts 1, 2, and 3 illustrate the comparative profitability of each of the scenarios in the high cost, medium cost, and low cost areas, respectively.

Table 1: Summary of Scenarios and Findings (Baseline)

	Scenario	Residential Units	Commercial SF	Usable Area (Commercial + Residential)	Density (du/acre)	FAR	Developer Revenue	Developer Cost	Developer Profit	Return on Investment
1	Typology A, High Cost Markets (Ownership)	17	0	34,200	27	1.24	$10,264,000	$12,435,000	($2,171,000)	-17%
2	Typology A, Medium Cost Markets (Ownership)	17	0	34,200	27	1.24	$5,320,000	$10,844,000	($5,524,000)	-51%
3	Typology A, Low Cost Markets (Ownership)	17	0	34,200	27	1.24	$3,049,000	$10,547,000	($7,498,000)	-71%
4	Typology B, High Cost Markets (Ownership)	24	2,600	38,600	38	1.46	$11,497,000	$13,530,000	($2,033,000)	-15%
5	Typology B, Medium Cost Markets(Ownership)	24	2,600	38,600	38	1.46	$5,316,000	$12,492,000	($7,176,000)	-57%
6	Typology B, Low Cost Markets (Ownership)	24	2,600	38,600	38	1.46	$3,465,000	$11,811,000	($8,346,000)	-71%
7	Typology B, High Cost Markets (Rental)	24	2,600	38,600	38	1.46	$6,585,000	$13,211,000	($6,626,000)	-50%
8	Typology B, Medium Cost Markets (Rental)	24	2,600	38,600	38	1.46	$5,145,000	$12,070,000	($6,924,000)	-57%
9	Typology B, Low Cost Markets (Rental)	24	2,600	38,600	38	1.46	$4,031,000	$11,848,000	($7,817,000)	-66%
10	Typology C1, High Cost Markets (Ownership)	54	8,000	80,900	85	3.36	$22,077,000	$26,043,000	($3,967,000)	-15%
11	Typology C1, Medium Cost Markets (Ownership)	54	8,000	80,900	85	3.36	$8,071,000	$24,086,000	($16,014,000)	-66%
12	Typology C1, Low Cost Markets (Ownership)	54	8,000	80,900	85	3.36	$4,760,000	$23,721,000	($18,961,000)	-80%
13	Typology C1, High Cost Markets (Rental)	54	8,000	80,900	85	3.36	$12,357,000	$25,412,000	($13,054,000)	-51%
14	Typology C1, Medium Cost Markets (Rental)	54	8,000	80,900	85	3.36	$7,679,000	$24,060,000	($16,381,000)	-68%
15	Typology C1, Low Cost Markets (Rental)	54	8,000	80,900	85	3.36	$6,144,000	$23,811,000	($17,666,000)	-74%
16	Typology C2, High Cost Markets (Ownership)	32	4,000	47,200	50	1.96	$12,743,000	$18,667,000	($5,923,000)	-32%
17	Typology C2, Medium Cost Markets (Ownership)	32	4,000	47,200	50	1.96	$4,696,000	$17,096,000	($12,400,000)	-73%
18	Typology C2, Low Cost Markets (Ownership)	32	4,000	47,200	50	1.96	$2,790,000	$16,823,000	($14,032,000)	-83%
19	Typology C2, High Cost Markets (Rental)	32	4,000	47,200	50	1.96	$6,996,000	$18,293,000	($11,297,000)	-62%
20	Typology C2, Medium Cost Markets (Rental)	32	4,000	47,200	50	1.96	$4,464,000	$17,081,000	($12,617,000)	-74%
21	Typology C2, Low Cost Markets (Rental)	32	4,000	47,200	50	1.96	$3,611,000	$16,876,000	($13,265,000)	-79%

- **High Cost Areas-** In high cost areas, ownership housing is much more feasible than rental housing in all typologies. This is partly because luxury homes and condominiums (which cost only a little more to construct, but can be sold at a high premium) are most marketable in these areas. However, except in the most expensive housing markets in the nation, high-income households have a strong preference for ownership; as such, luxury rental properties are much less marketable. The most feasible scenario is typology B (3-story townhomes and low-rise apartments with ground floor retail), though typologies A (2-story detached homes) and C1 (4-story multi-family housing with ground floor retail and off-site parking) each provide a similar return on investment. In contrast, among ownership housing scenarios, C2 (multi-family housing with ground floor retail and on-site parking) is significantly less feasible. This is because the provision of pedestal parking on-site significantly limits the number of units that can be fit on-site and instead requires the construction of nearly an entire floor of non-revenue producing space.
- **Medium Cost Areas-** In contrast to high costs areas, in the medium cost areas, rental housing generates nearly the same return on investment as ownership housing in all typologies. Typology A is the most feasible of these building programs with typology B close behind.
- **Low Cost Areas-** Finally, in low cost areas, rental housing is somewhat more feasible than ownership housing in all three typologies for which it was modeled. Typology B (rental) is the most feasible of the scenarios, followed by typology B (ownership), typology A (ownership), and typology C1 (rental).

Chart 1: Return on Investment in High Cost Areas, by Typology

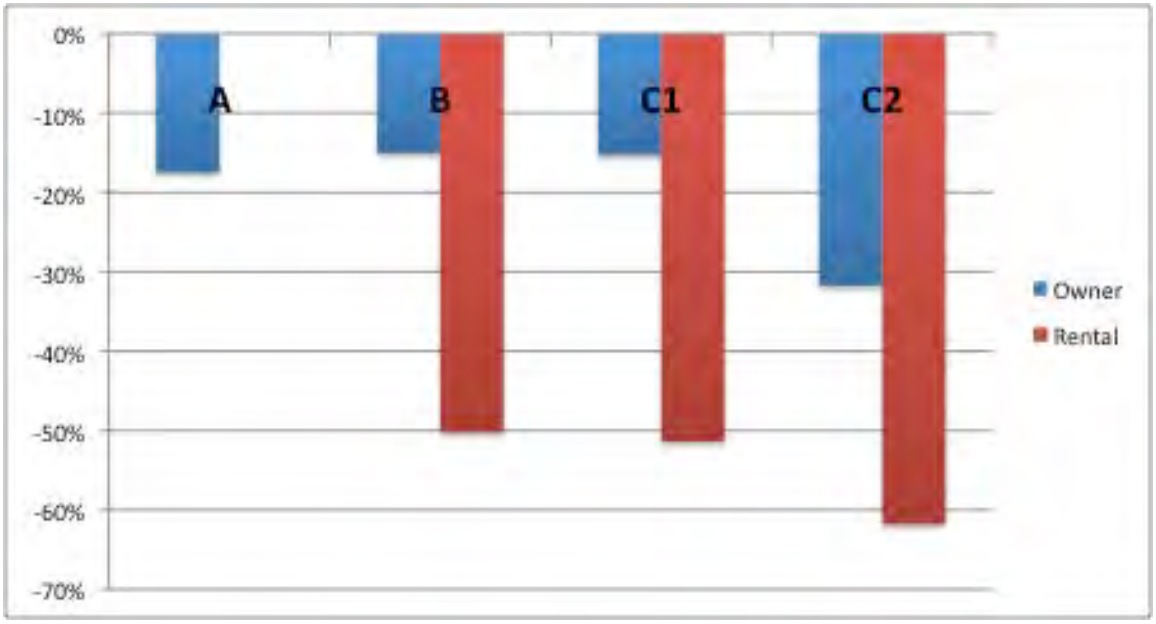


Chart 2: Return on Investment in Medium Cost Areas, by Typology

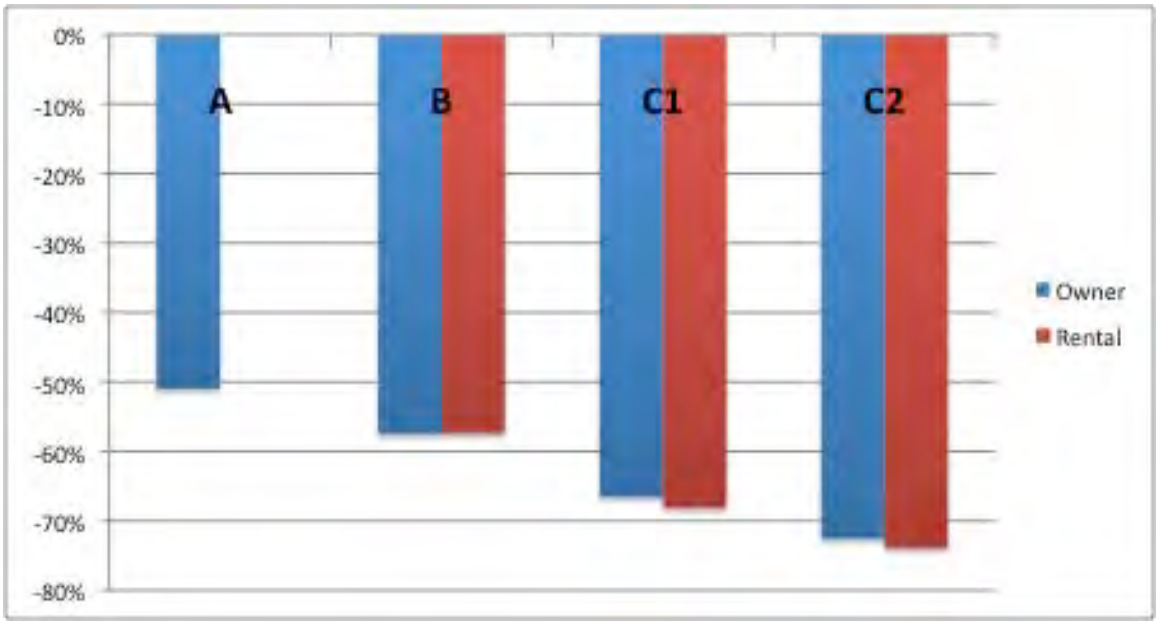
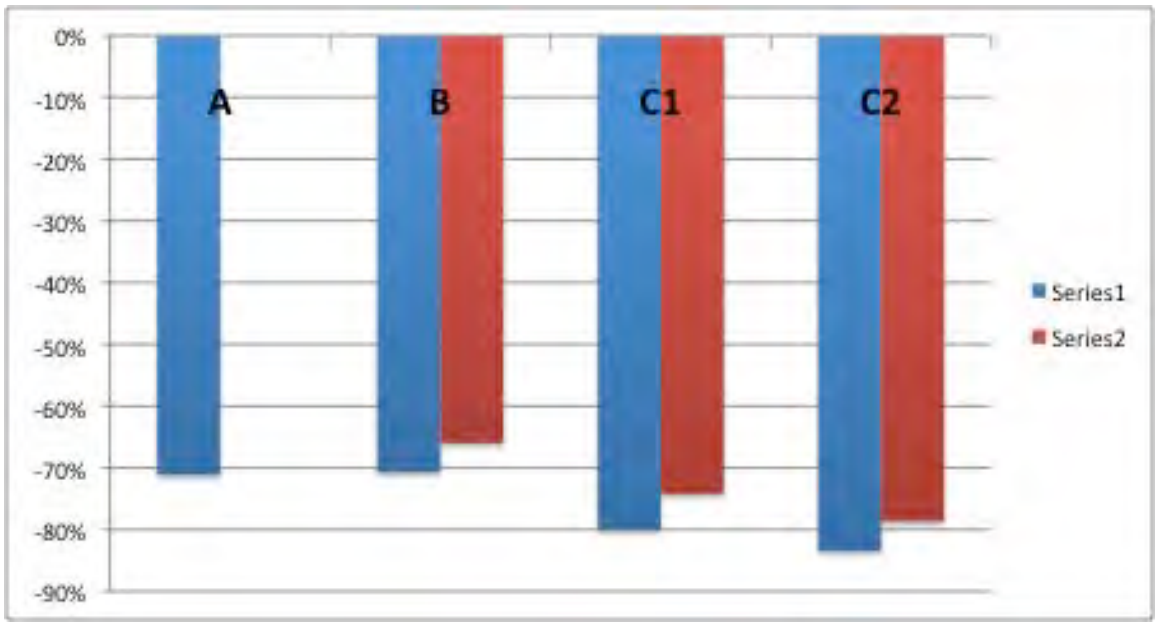


Chart 3: Return on Investment in Low Cost Areas, by Typology



Charts 4, 5, 6, and 7 illustrate the comparative profitability of each of the scenarios in the high cost, medium cost, and low cost areas, respectively.

- **Typology A-** As is true of all typologies, development of typology A is most feasible in the high cost areas, followed by medium cost areas and then low

cost areas. Though land costs are highest here, the difference in housing prices is much greater, leading to greater overall profitability. Because it is very uncommon for single family detached homes to be constructed for the rental market (except in subsidized developments), the feasibility of rental housing was not modeled for this typology.

- **Typology B-** In this typology, ownership housing in high cost areas is by far the most feasible of the scenarios; though rental housing is the next most feasible scenario in these areas, there is a significant difference between the two. However, in both medium cost and low cost areas, rental housing is somewhat more feasible than ownership. Partly due to the disproportionate impact of the housing bubble collapse in these areas, the demand for rental housing appears to be rising in these areas. However, according to those interviewed, the supply of rental units has not grown significantly in decades, which may be responsible for the rise of rents in the region.
- **Typologies C1 and C2**- Though in each scenario, typology C1 is more feasible than C2, their feasibility varies along a similar pattern between the three areas. The most feasible scenario for each is ownership housing in high costs areas, followed far behind by rental housing in high cost areas. These areas tend to have more urban amenities and are better able to attract higher-income households to smaller, multifamily housing units. In medium cost areas, the feasibility of ownership and rental housing is nearly the same. Finally, in low cost areas, rental housing is somewhat more feasible than ownership.

Chart 4: Return on Investment for Typology A, by Cost Area

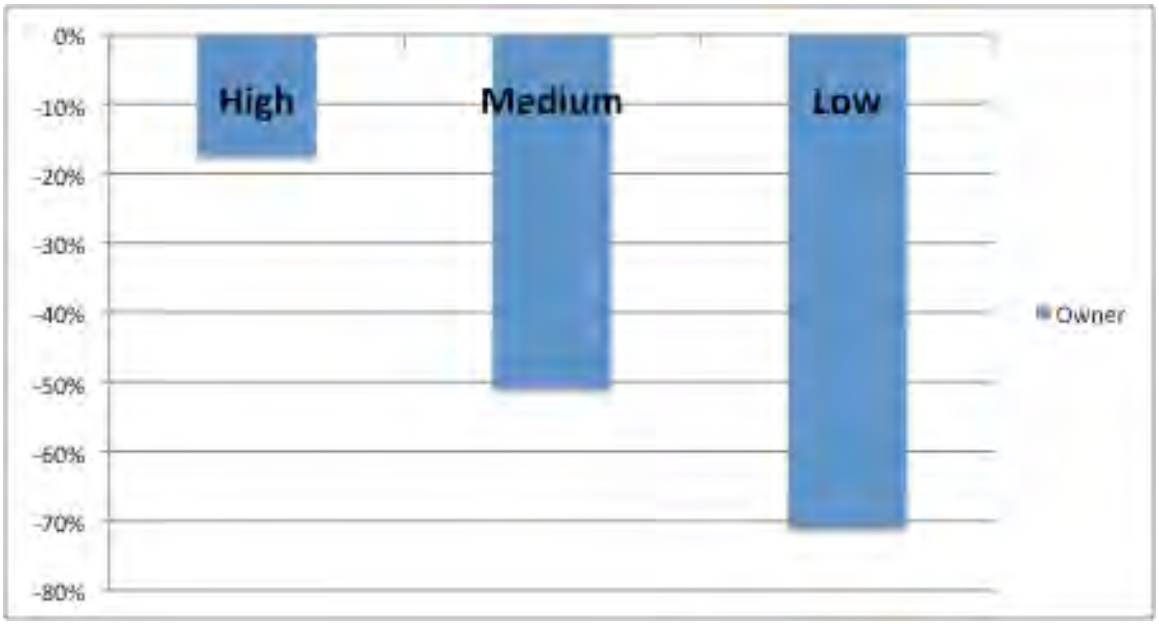


Chart 5: Return on Investment for Typology B, by Cost Area

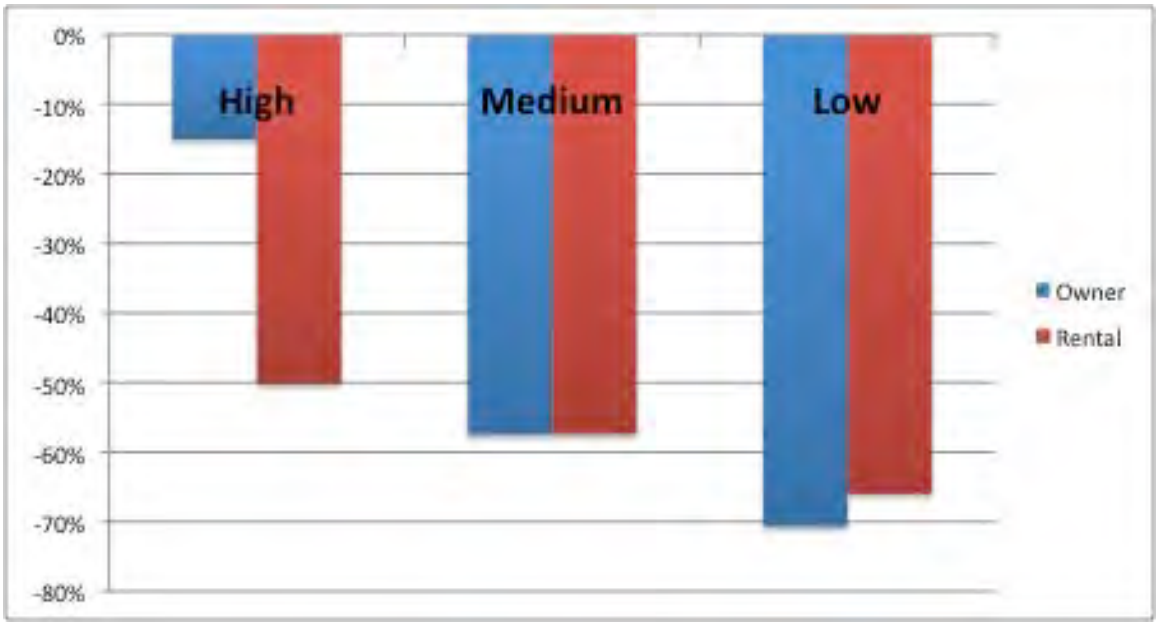


Chart 6: Return on Investment for Typology C (off-site parking), by Cost Area

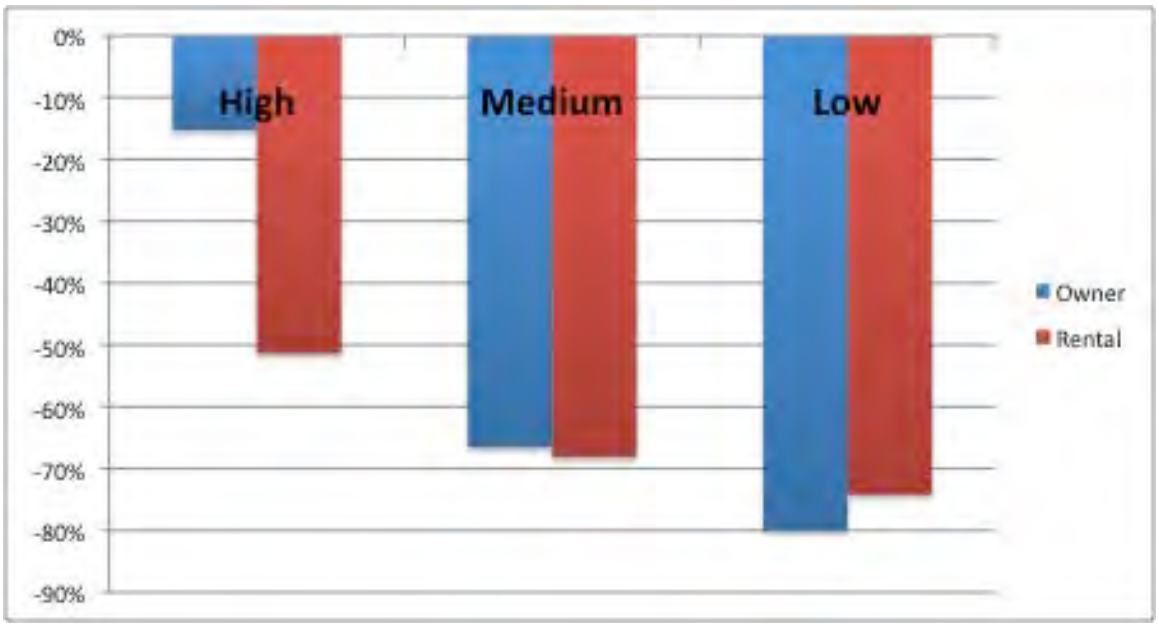
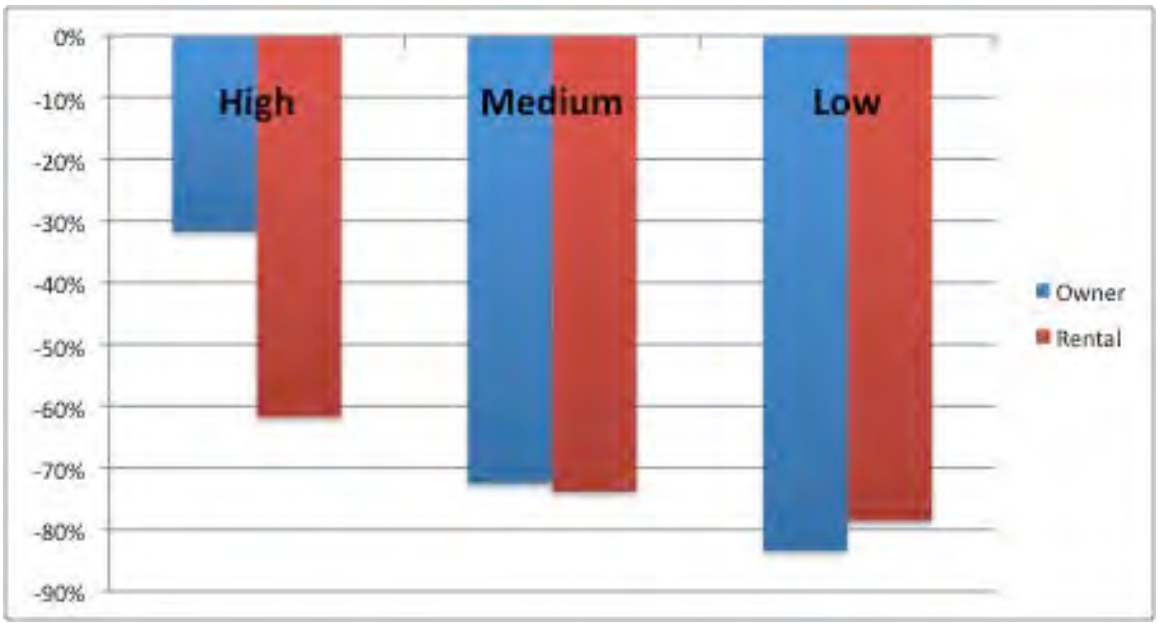


Chart 7: Return on Investment for Typology C (on-site parking), by Cost Area



Impact of Policy and Market Changes

Three different policy changes were modeled as a part of this analysis: decreases in parking requirements, the elimination of ground floor retail in multi-family housing, and the elimination of inclusionary housing requirements. The first two of these allow for significant changes in building programs, which in turn has an impact on profitability. Detailed in the "assumptions" section of this report, these changes are chiefly manifest in the expansion of residential space and the reduction of either/both commercial and parking space. However, neither of these changes has any effect on typology A as this development form is most likely in more auto-dependent areas and there is no commercial space in the baseline scenario. The last of these policy changes, the elimination of inclusionary housing requirements, does not have an effect on the building programs and merely substitutes affordable housing units with market rate units of the same type.

In addition to these policy changes, this analysis includes an assessment of the impact of two types of market changes: increases in housing prices and decreases in construction costs. Though municipalities have little control over these factors, it is useful to model market changes as prices are likely to fluctuate over time and construction costs can be highly volatile.

Some of these factors do not "interact"- that is, the magnitude of their impacts can, roughly speaking, be added together to arrive at their combined impact. However, in cases where there are changes in building program, other changes will have an uneven affect on feasibility. Two of those combinations (lower parking and the

elimination of commercial space and those changes along with a 25 percent increase in housing prices) are shown below.

Table 3 illustrates the magnitude of the impact on Return on Investment that result from these changes, as compared to the baseline scenarios.

- **Lower Parking-** As mentioned above, this change has no impact on the feasibility of typology A. In addition, though it has an impact of the feasibility of typology C1, it has no affect on its building program, since the parking is provided off-site. In both typology B and C2, the magnitude of this impact is greatest in the scenarios where ownership housing is being built in high cost areas. This is where there is the greatest gain in revenue from the substitution of parking for residential space; feasibility within these three typologies increases by 7-8 percentage points. The feasibility of all other scenarios increases by 0-4 percentage points.
- **No Commercial Space**- As with lowering parking requirements, this change has no impact on the feasibility of typology A. However, it only increases feasibility by more than 2 percentage points in two scenarios: typology B in medium cost areas (ownership) and typology C2 in high cost areas (ownership). This is because the model assumes that, in the long run, commercial space will be largely leased out with vacancy rates and rents comparable that which already exists in the region. However, there is a great deal of anecdotal evidence that ground floor retail in mixed use development takes longer to lease up and is costlier to manage and finance than commercial space in single-use developments. Therefore, in the short-term, this may understate the impact of this policy change.
- **No Inclusionary Requirement-** In keeping with each of the previous policy changes, this change has the greatest impact on homeownership scenarios in high cost areas, where the price spread between market-rate housing and affordable housing is greatest. In these scenarios, this policy change increases feasibility by 12-15 percentage points. However, in all other homeownership scenarios, this change increases feasibility by no more than 1 percentage point. In high cost rental scenarios, eliminating affordable housing requirements can increase feasibility by up to 4 percentage points; in all other rental scenarios, the impact is 0-2 percentage points. Thus, except in the most expensive portions of the region, the presence of affordable housing requirements is unlikely to pose a significant barrier to development.
- **Increase in Housing Prices**- Increasing the price of housing by 25 percent in all scenarios had the greatest impact on feasibility of any of the changes that were modeled. Not surprisingly, the greatest impact of this change was in high cost areas, where this translated into the greatest increase in revenue. Among the ownership scenarios in the high cost areas, this change led to 12-17 percent percentage point increases in return on investment; among the rental scenarios in these areas, this translated into 6-9 percentage point

increases. In middle and low cost scenarios, increasing housing prices by 25 percent led to 4 -9 percentage point increases in feasibility. Though the greatest differences in the impact of the price increases are between rental and ownership scenarios and between the cost areas, there is also a differential effect among the typologies. In general, price increases had the greatest impact on the feasibility of typology A, followed by typology B, C1, and finally C2.

- **Decrease in Construction Costs**- The other market change that was modeled also had a profound impact on feasibility. The pattern of the impacts of a 20 percent decrease in construction costs was similar to that of the impact of increases in housing prices. In the ownership scenarios in high cost areas, return on investment increased by 13-16 percentage points, whereas feasibility of rental scenarios in these areas increased by 7-9 percentage points. In all other scenarios, feasibility increased by 3-10 percentage points. Though it is unlikely that the average price of construction will fall by this amount, economizing on construction methods and materials may result in costs that fall below those estimated in this model.
- **Combinations of Market and Policy Changes**- The best way to maximize the feasibility of these typologies is through a combination of multiple policy changes and through improvement in market conditions. The right-most columns of Table 2 illustrate two examples of these combinations. By adopting reduced parking minimums, eliminating ground floor commercial, and projecting a housing price increase of 25 percent, feasibility can be increased by as much as 26 percentage points over the baseline (in the case of the ownership scenario for typology C2 in high cost areas.
- **Potential policy changes not modeled**- The developers interviewed as a part of this study emphasized that the biggest policy barrier to development is not land use controls, such as those assessed in this model. Instead, they cited the fees, risks, and uncertainties associated with entitlement process as the major deterrent to new in-fill development in the region. Fees (including environmental review, traffic and other impact fees, infrastructure hook-up fees, etc.) commonly exceed a million dollars, even in small projects. As such, reductions could have a significant impact on feasibility. In addition to these fees, the time delays and uncertainty that are often associated with the entitlements process in the region are extremely costly to development; a developer may be willing to accept a return on investment much lower than 15 percent, if entitlement risk and other forms of uncertainty are minimized. As such, an efficient and reliable entitlements process can greatly enhance the feasibility of these or any other development forms.

Table 2: Difference from Baseline in Return on Investment (Percentage Points) in Each Scenario and Policy or Market Change

Scenario	Baseline	Policy or Market Change						
		Single Changes					*Lower Parking + No Commercial*	*Lower Parking + No Commercial + 25% Increase in Housing Prices*
		Lower Parking	No Commercial	No Inclusionary Requirement	25% Increase in Housing Prices	20% Decrease in Construction Costs		
1	-	0	0	12	17	14	0	17
2	-	0	0	1	9	10	(0)	9
3	-	0	0	0	7	6	0	7
4	-	7	2	15	16	15	6	24
5	-	3	4	0	8	8	5	14
6	-	2	1	0	7	6	3	10
7	-	4	(0)	4	9	9	2	13
8	-	4	0	2	8	8	2	11
9	-	2	2	(0)	7	7	3	10
10	-	1	2	15	15	16	2	20
11	-	0	(1)	0	7	7	(1)	8
12	-	0	1	0	5	4	1	6
13	-	1	(2)	2	8	9	(2)	8
14	-	0	(1)	0	7	6	0	7
15	-	0	1	0	6	5	1	8
16	-	8	4	13	12	13	11	26
17	-	2	0	0	6	6	3	9
18	-	1	1	0	4	3	2	7
19	-	4	0	2	6	7	4	12
20	-	2	0	0	6	5	2	9
21	-	2	1	(0)	5	4	4	9

Task 3.2 Financial Feasibility Analysis of Infill Typologies

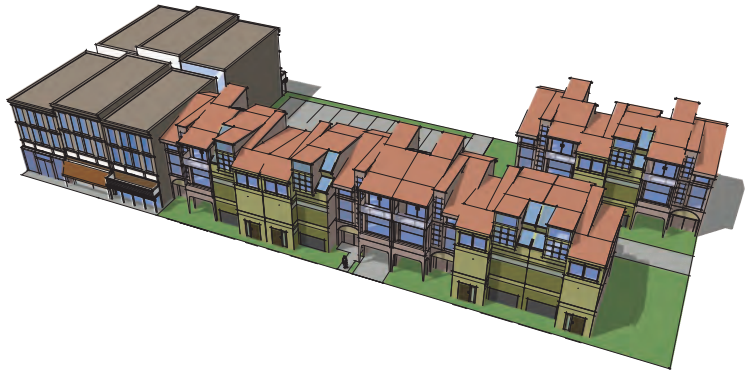
Typology A: Small Lot Single Family Detached Houses

Illustration purposes only

Task 3.2 Financial Feasibility Analysis of Infill Typologies

Typology B: Townhouses & Rowhouses

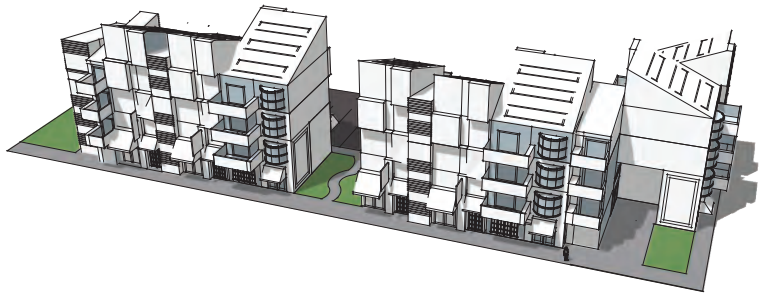
Illustration purposes only



Task 3.2 Financial Feasibility Analysis of Infill Typologies

Typology C1: 4 Story Mid Rise Apartment Buildings (off site parking)

Illustration purposes only



Task 3.2 Financial Feasibility Analysis of Infill Typologies

Typology C2: 4-8 Story Mid Rise Apartment Buildings (on-site parking)

Illustration purposes only

Monterey Bay Area Market Sub-Regions

Based on average rents and lease rates as of Fall 2011

Summary of Findings: Baseline Scenarios

		Residential Units	Commercial SF	Usable Area (Commercial + Residential)	Density (du/acre)	FAR	Developer Revenue	Developer Cost	Developer Profit	Return on Investment
1	Typology A, High Cost Markets (Ownership)	17	0	34,200	27	1.24	$10,264,000	$12,435,000	($2,171,000)	-17%
2	Typology A, Medium Cost Markets (Ownership)	17	0	34,200	27	1.24	$5,320,000	$10,844,000	($5,524,000)	-51%
3	Typology A, Low Cost Markets (Ownership)	17	0	34,200	27	1.24	$3,049,000	$10,547,000	($7,498,000)	-71%
4	Typology B, High Cost Markets (Ownership)	24	2,600	38,600	38	1.46	$11,497,000	$13,530,000	($2,033,000)	-15%
5	Typology B, Medium Cost Markets(Ownership)	24	2,600	38,600	38	1.46	$5,316,000	$12,492,000	($7,176,000)	-57%
6	Typology B, Low Cost Markets (Ownership)	24	2,600	38,600	38	1.46	$3,465,000	$11,811,000	($8,346,000)	-71%
7	Typology B, High Cost Markets (Rental)	24	2,600	38,600	38	1.46	$6,585,000	$13,211,000	($6,626,000)	-50%
8	Typology B, Medium Cost Markets (Rental)	24	2,600	38,600	38	1.46	$5,145,000	$12,070,000	($6,924,000)	-57%
9	Typology B, Low Cost Markets (Rental)	24	2,600	38,600	38	1.46	$4,031,000	$11,848,000	($7,817,000)	-66%
10	Typology C1, High Cost Markets (Ownership)	54	8,000	80,900	85	3.36	$22,077,000	$26,043,000	($3,967,000)	-15%
11	Typology C1, Medium Cost Markets (Ownership)	54	8,000	80,900	85	3.36	$8,071,000	$24,086,000	($16,014,000)	-66%
12	Typology C1, Low Cost Markets (Ownership)	54	8,000	80,900	85	3.36	$4,760,000	$23,721,000	($18,961,000)	-80%
13	Typology C1, High Cost Markets (Rental)	54	8,000	80,900	85	3.36	$12,357,000	$25,412,000	($13,054,000)	-51%
14	Typology C1, Medium Cost Markets (Rental)	54	8,000	80,900	85	3.36	$7,679,000	$24,060,000	($16,381,000)	-68%
15	Typology C1, Low Cost Markets (Rental)	54	8,000	80,900	85	3.36	$6,144,000	$23,811,000	($17,666,000)	-74%
16	Typology C2, High Cost Markets (Ownership)	32	4,000	47,200	50	1.96	$12,743,000	$18,667,000	($5,923,000)	-32%
17	Typology C2, Medium Cost Markets (Ownership)	32	4,000	47,200	50	1.96	$4,696,000	$17,096,000	($12,400,000)	-73%
18	Typology C2, Low Cost Markets (Ownership)	32	4,000	47,200	50	1.96	$2,790,000	$16,823,000	($14,032,000)	-83%
19	Typology C2, High Cost Markets (Rental)	32	4,000	47,200	50	1.96	$6,996,000	$18,293,000	($11,297,000)	-62%
20	Typology C2, Medium Cost Markets (Rental)	32	4,000	47,200	50	1.96	$4,464,000	$17,081,000	($12,617,000)	-74%
21	Typology C2, Low Cost Markets (Rental)	32	4,000	47,200	50	1.96	$3,611,000	$16,876,000	($13,265,000)	-79%

Summary of Findings: Impact of Policy & Market Changes

Return on Investment

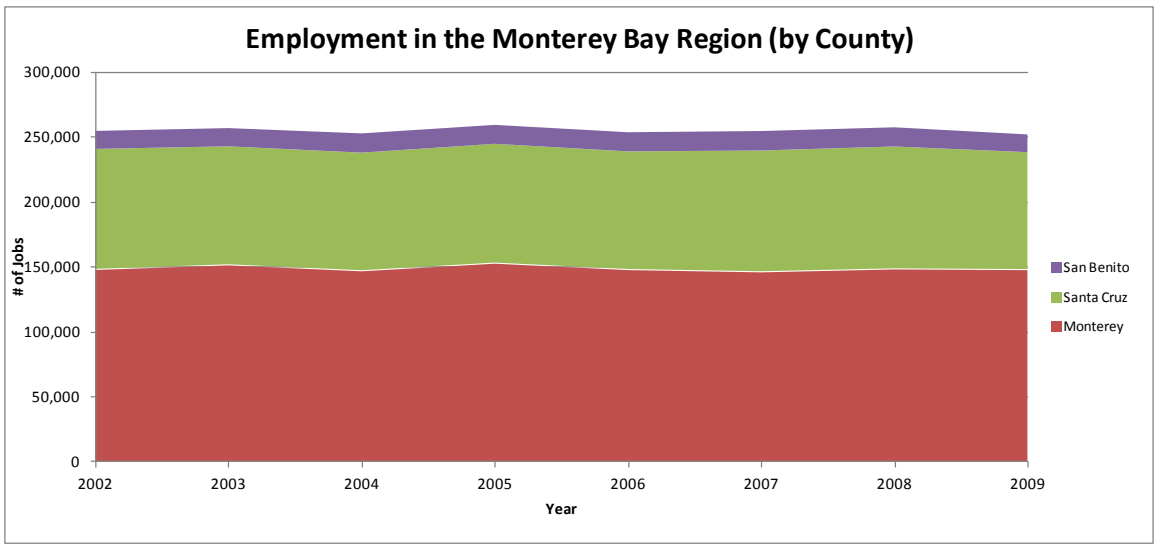
Scenario		Baseline	Lower Parking	No Commercial	No Inclusionary Requirement	25% Increase in Housing Prices	20% Decrease in Construction Costs	*Lower Parking + No Commercial*	*Lower Parking + No Commercial + 25% Increase in Housing Prices*
1	Typology A, High Cost Markets (Ownership)	-17%	-17%	-17%	-5%	-1%	-4%	-17%	-1%
2	Typology A, Medium Cost Markets (Ownership)	-51%	-51%	-51%	-50%	-42%	-41%	-51%	-42%
3	Typology A, Low Cost Markets (Ownership)	-71%	-71%	-71%	-71%	-64%	-65%	-71%	-64%
4	Typology B, High Cost Markets (Ownership)	-15%	-8%	-13%	0%	1%	0%	-9%	9%
5	Typology B, Medium Cost Markets(Ownership)	-57%	-54%	-53%	-57%	-49%	-49%	-52%	-43%
6	Typology B, Low Cost Markets (Ownership)	-71%	-69%	-69%	-71%	-64%	-65%	-68%	-61%
7	Typology B, High Cost Markets (Rental)	-50%	-47%	-51%	-46%	-41%	-41%	-48%	-38%
8	Typology B, Medium Cost Markets (Rental)	-57%	-54%	-57%	-56%	-49%	-49%	-55%	-46%
9	Typology B, Low Cost Markets (Rental)	-66%	-64%	-64%	-66%	-59%	-59%	-63%	-56%
10	Typology C1, High Cost Markets (Ownership)	-15%	-14%	-14%	0%	0%	0%	-13%	4%
11	Typology C1, Medium Cost Markets (Ownership)	-66%	-66%	-67%	-66%	-59%	-60%	-67%	-59%
12	Typology C1, Low Cost Markets (Ownership)	-80%	-80%	-79%	-80%	-75%	-76%	-79%	-74%
13	Typology C1, High Cost Markets (Rental)	-51%	-51%	-53%	-50%	-43%	-42%	-53%	-44%
14	Typology C1, Medium Cost Markets (Rental)	-68%	-68%	-69%	-68%	-61%	-62%	-68%	-61%
15	Typology C1, Low Cost Markets (Rental)	-74%	-74%	-73%	-74%	-68%	-69%	-73%	-66%
16	Typology C2, High Cost Markets (Ownership)	-32%	-23%	-28%	-18%	-19%	-19%	-21%	-5%
17	Typology C2, Medium Cost Markets (Ownership)	-73%	-70%	-73%	-73%	-66%	-67%	-70%	-63%
18	Typology C2, Low Cost Markets (Ownership)	-83%	-82%	-83%	-83%	-80%	-80%	-81%	-77%
19	Typology C2, High Cost Markets (Rental)	-62%	-58%	-62%	-60%	-56%	-54%	-58%	-50%
20	Typology C2, Medium Cost Markets (Rental)	-74%	-72%	-74%	-74%	-68%	-68%	-72%	-65%
21	Typology C2, Low Cost Markets (Rental)	-79%	-77%	-77%	-79%	-74%	-74%	-75%	-69%

KEY FINDINGS FROM INTERVIEWS

Market Trends

Housing Demand

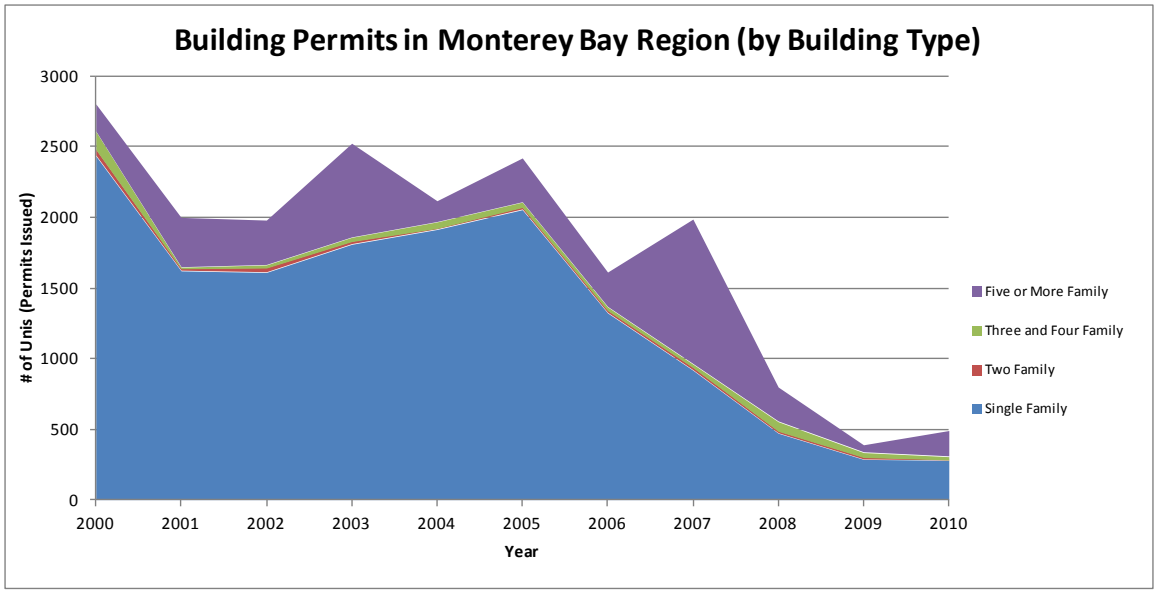
- Employment growth was stagnant in all portions of the region from 2002-2009. Consequently, there have been no endogenous drivers for major expansion of housing demand.
    - In addition, in both Monterey and San Benito Counties, more than 30% of jobs are in Natural Resources (Agriculture and Mining), or Production, Distribution, and Repair industries; these sectors are generally located away from cities and thus are not conducive to compact development.
- According to contacts, however, there has been an increase in the number of households that commute from the northern-most portions of the region to the Silicon Valley, where there has been significant employment growth in recent years.
    - Consequently, there is potential for the absorption of existing and future housing supply in Santa Cruz County. However, since these will be auto-based commuters, there may not be demand for homes without one or more parking spaces.
    - In contrast, it is less likely that new ownership housing will have a market in the near-term in Monterey and San Benito Counties; homeowners already living in those counties may have difficulty selling their homes at prices sufficient to upgrade to new-construction.
- All else being equal, most families will prefer a single family detached home for purchase; however, in the current housing market, with so much over-hang in that portion of the market (foreclosures and short-sales), the greatest unmet demand is in multi-family units, especially rental
- 3-Bedrooms are the most in-demand unit-type in for-sale housing
    - 2-Bedrooms are extremely difficult to sell in most markets, while 1-Bedroom and Studio units are nearly impossible, except in the centers of large cities.
- Several contacts noted that there is unmet demand for rental housing in the region. Because of this unmet demand and difficulty financing the construction or purchase of condominiums, some developers have shifted to rental housing. However, some of these units are designed to be sold as condos when that market regains strength.
- In the rental market, smaller, more affordable units are in greatest demand



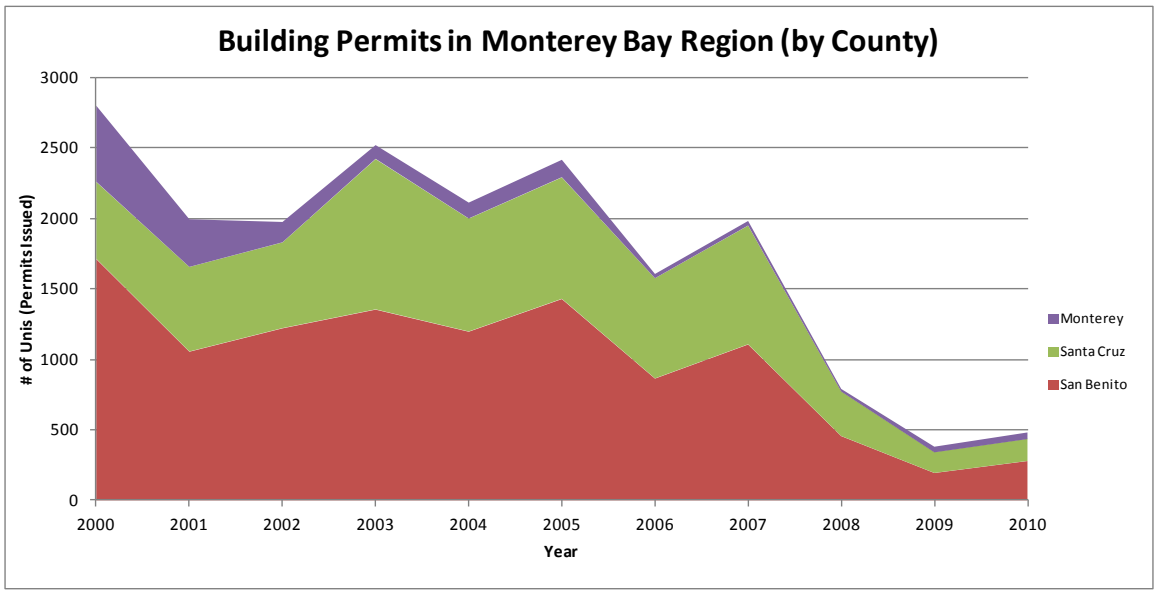
Source: U.S. Census Bureau, Longitudinal Employment and Housnig Dynamics, 2002-2009

Housing Production

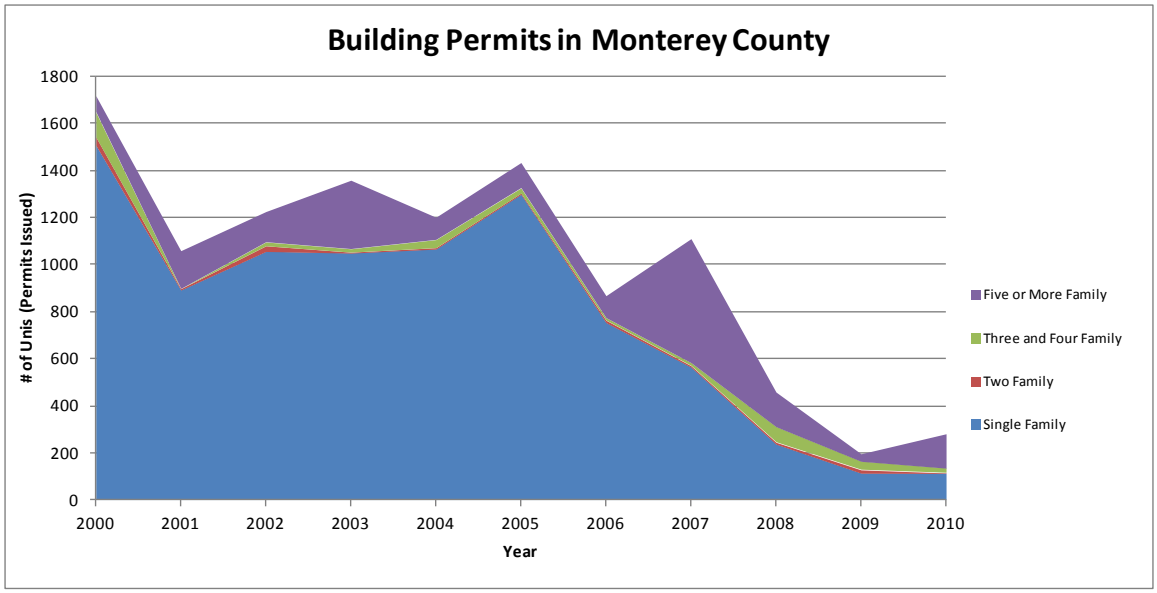
- Contacts indicated that, all else being equal, most developers would prefer to build single-family homes on small parcels- these are the cheapest products to build and (at least historically) the easiest to market. This building type tends to be the lowest risk and offer the greatest return on investment.
    - However, contacts also suggested that, especially in the northern portion of the region, the limited land supply, regulations, and demand are driving developers to move away from single-family housing in favor of multi-family housing.
- Land values and the cost of building materials have dramatically fallen in most of the region, enhancing the feasibility of projects. However, many landowners are simply holding out until the market rebounds, while labor costs and development fees remain unchanged and rents/prices remain very low. As such, the production of new housing is still very difficult.
- In each of the three counties, the number of building permits issued rebounded somewhat in 2010, after a low in 2009. However, from 2000, permits in 2010 were down 84%, 71%, and 91% in Monterey County, Santa Cruz County, and San Benito County, respectively.
- From 2000-2006, single-family homes represented 83% of all building permits issued in the region; from 2007-2010, however, this dropped to 62% (including 57% in 2010). However, in 2000-2006, there were an average of 2,202 building permits issued in the region each year; from 2007-2010, this average was halved to 1,049, including only 484 in 2010.
- In 2010, buildings with 5-units or more accounted for 52% of the units issued building permits in Monterey County. In Santa Cruz and San Benito Counties, however, these buildings accounted for 21% and 0% of permits issued, respectively.



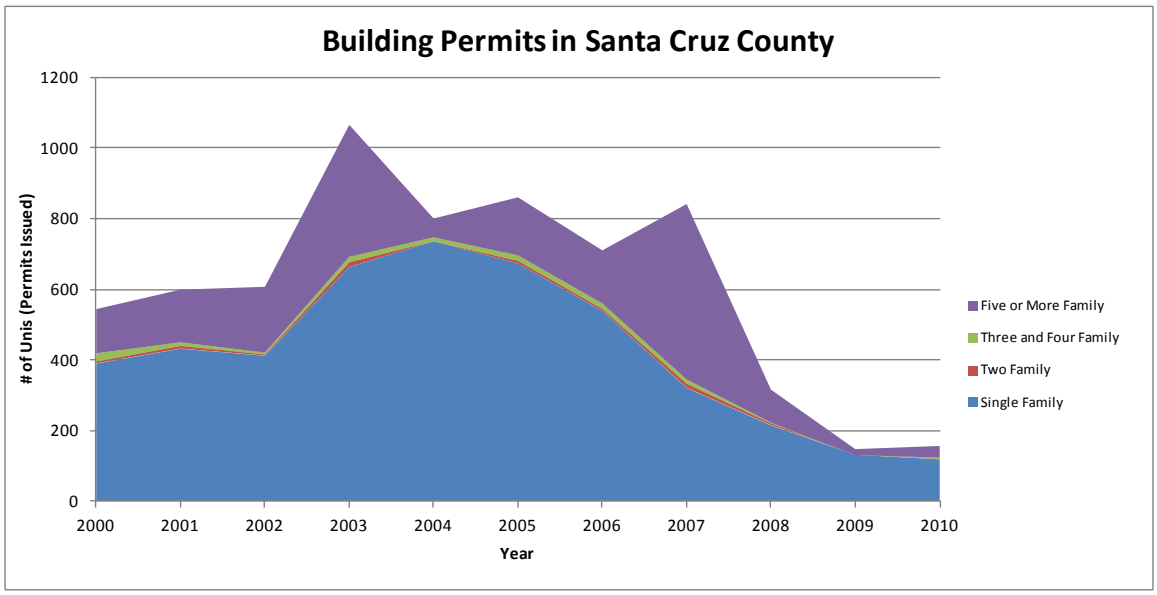
Source: U.S. Census Bureau, Building Permits Survey, 2000-2010



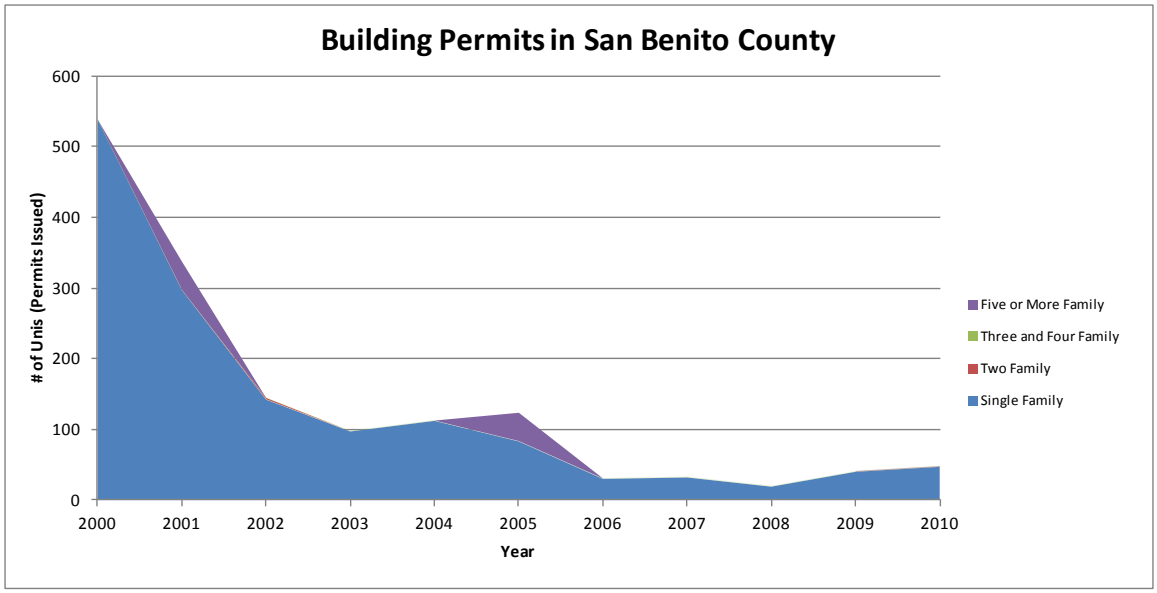
Source: U.S. Census Bureau, Building Permits Survey, 2000-2010



Source: U.S. Census Bureau, Building Permits Survey, 2000-2010



Source: U.S. Census Bureau, Building Permits Survey, 2000-2010



Source: U.S. Census Bureau, Building Permits Survey, 2000-2010

Housing Sales

- 174 of the 196 (89%) of the recently constructed homes sold during from 11/21/11 to 2/21/12 in the region as a whole were small-lot single-family detached. Only 5 (3%) were in multi-family buildings.
- More than half of all recently single-family detached homes sold in the region had 4-bedrooms; among single-family attached homes, half were 3-bedrooms; among homes in multifamily buildings, half were 2-bedrooms.
- In low-cost areas of the Monterey Bay Region, the only recently constructed homes (2000 or later) to sell during this period were small-lot, single-family detached; these averaged $96/sf
- In middle-cost areas of the region, among recently constructed homes sold over this period, low-rise multi-family homes were the least expensive on a square-foot basis, selling for an average of $107/sf; large-lot single-family detached were most expensive selling for an average of $249/sf
- In high-cost areas of the region, among recently constructed homes sold over this period, large-lot single-family detached were the least expensive on a square-foot basis, selling for an average of $274/sf; low-rise multi-family and small-lot, single-family detached were significantly more expensive, selling for $360/sf and $412/sf, respectively.
- In low-cost areas of the region, there no recently constructed homes smaller than 3-bedrooms sold from 11/21/11 to 2/21/12; in each area of the region, roughly half of these sales were represented by 4-bedroom units.
- In terms of bedroom counts, in the region as a whole, the average square footage of recently constructed homes sold during this period were as follows: studio = 441 sf; 1-bedroom = 1,832 sf; 2-bedroom = 1,112 sf; 3-bedroom = 1,833 sf; 4-bedroom = 2,204 sf; 5-bedroom = 2,654 sf; and larger units = 2,718 sf.

- In terms of building types, in the region as a whole, the average square footage of recently constructed homes sold during this period were as follows: large-lot single-family = 4,214 sf; small-lot single-family = 2,140 sf; single-family attached = 1,459 sf; multi-family = 893 sf

Price per Square Foot- Building Type (built 2000 or later, sold 11/21/11-2/21/12)

Cost Areas	Large Lot SFR	Small Lot SFR	Attached	Low-Rise MFR	All
Low		$ 96			$ 96
Middle	$ 249	$ 151	$ 158	$ 107	$ 152
High	$ 274	$ 412		$ 360	$ 374
All	$ 267	$ 153	$ 158	$ 220	$ 158

Source: Redfin, www.redfin.com, accessed 2/21/12

Number of Homes Sold- Building Type (built 2000 or later, sold 11/21/11-2/21/12)

Cost Areas	Large Lot SFR	Small Lot SFR	Attached	Low-Rise MFR	All
Low		60			60
Middle	2	100	10	3	115
High	5	14		2	21
All	7	174	10	5	196

Source: Redfin, www.redfin.com, accessed 2/21/12

Price per Square Foot- Bedroom Count (built 2000 or later, sold 11/21/11-2/21/12)

Cost Areas	0	1	2	3	4	5	6	7	All
Low				$ 105	$ 99	$ 89	$ 88	$ 72	$ 96
Middle		$ 131	$ 173	$ 166	$ 150	$ 120			$ 152
High	$ 370		$ 367	$ 496	$ 315	$ 129			$ 374
All	$ 370	$ 131	$ 221	$ 204	$ 152	$ 103	$ 88	$ 72	$ 158

Source: Redfin, www.redfin.com, accessed 2/21/12

Number of Homes Sold - Bedroom Count (built 2000 or later, sold 11/21/11-2/21/12)

Cost Areas	0	1	2	3	4	5	6	7	All
Low				9	28	18	4	1	60
Middle		1	6	30	65	13			115
High	1		2	7	10	1			21
All	1	1	8	46	103	32	4	1	196

Source: Redfin, www.redfin.com, accessed 2/21/12

Square Footage- Bedroom Count and Building Type (built 2000 or later, sold 11/21/11-2/21/12)

Building Type	0	1	2	3	4	5	6	7	All
Large Lot SFR				2,926	3,656	9,020			4,214
Small Lot SFR		1,832	1,248	1,839	2,160	2,449	2,567	3,326	2,140
Attached			1,048	1,521	1,631				1,459
Low-Rise MFR	441		1,018	972					893
All	441	1,832	1,112	1,833	2,203	2,654	2,567	3,326	2,147

Source: Redfin, www.redfin.com, accessed 2/21/12

Number of Homes Sold - Bedroom Count and Building Type (built 2000 or later, sold 11/21/11-2/21/12)

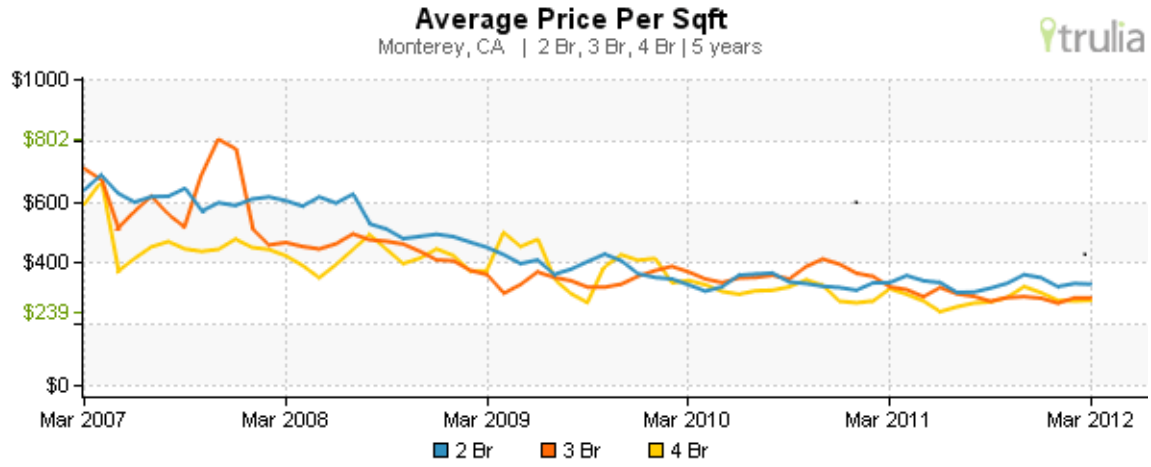
Building Type	0	1	2	3	4	5	6	7	All
Large Lot SFR				2	4	1			7
Small Lot SFR		1	3	38	96	31	4	1	174
Attached			2	5	3				10
Low-Rise MFR	1		3	1					5
All	1	1	8	46	103	32	4	1	196

Source: Redfin, www.redfin.com, accessed 2/21/12

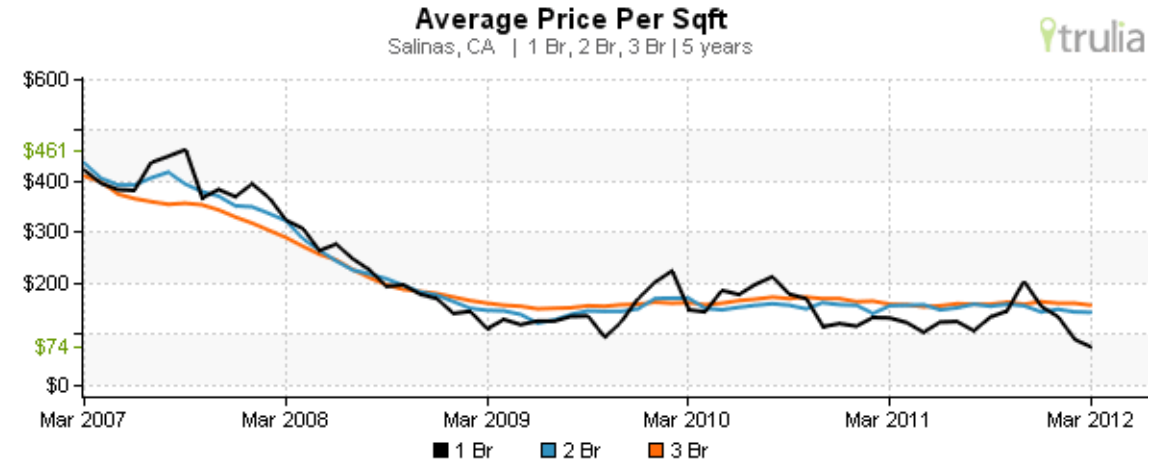
Housing Prices

- In all areas of the Monterey Bay Region, housing prices have continued to decline through the last year, even as the rate of decline has greatly diminished since the years immediately following the end of the housing bubble.
- Median Sales prices were examined for Monterey and Santa Cruz as examples of the most expensive areas of the region.
    - In March of 2012, the average price per square foot of housing in Monterey and Santa Cruz was $297 and $351, respectively.
    - In Santa Cruz, the price of 4-bedroom units rose in the last year, while the price of all other unit types fell; the smaller the unit, the greater the decline.
    - In Monterey, the price of all unit types fell in the last year, with larger units declining more than smaller units.
- Median Sales prices were examined for Soledad as an example of the least expensive areas of the region.
    - In March of 2012, the average price per square foot of housing in Soledad was $99.
    - In the past year, prices for three-bedroom units rose, as the prices for four-bedrooms fell.
- Median Sales prices were examined for Salinas and Watsonville as examples areas of the region for whom sales prices lie between these extremes.
    - In March of 2012, the average price per square foot of housing in Salinas and Watsonville was $148 and $206, respectively.

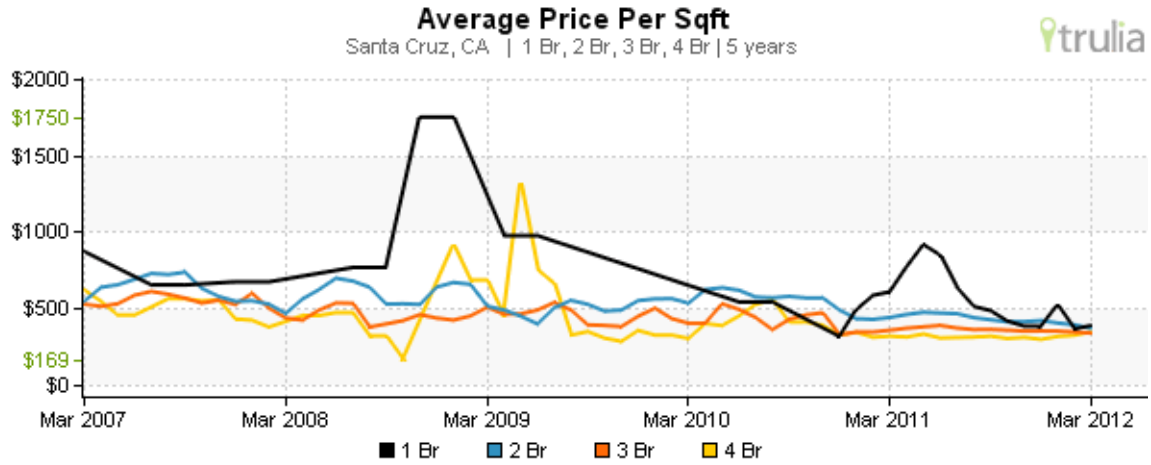
    - Like in Santa Cruz, in Salinas, the price of 4-bedroom units rose in the last year, while the price of all other unit types fell; the smaller the unit, the greater the decline.
    - Like in Salinas and Santa Cruz, 4-bedroom units were the only ones for which prices rose in the past year. However, unlike those cities, there was no association between the amount of decline and bedroom count among 1-, 2-, and 3-Bedroom units.
- In Contrast to the homeownership market, rents have risen over the past two years in both the southern and northern portions of the Monterey Bay region.
    - In the Santa Cruz-Watsonville MSA, median rents rose from $1,527 to $1,633 from fall of 2009 to fall of 2011. Overall, these rents were significantly higher than those of northern California as a whole.
        - In Fall of 2011, rents by bedroom count averaged $1,049 for a studio, $1,516 for a one-bedroom, $1,694- $2,219 for a two-bedroom (depending on building type and bathroom count), and $2,202 for a three-bedroom.
        - From Fall of 2009 to Fall of 2011, rent for most unit types rose, with the exception of studios, which fell 0.6%, annually. The greatest increases were for 2-bedroom/2-bathroom apartments (8.8%) and 1-bedroom/1-bathrooms apartments (6.5%).
    - In the Salinas MSA, median rents rose from $1,143 to $1,203 from fall of 2009 to fall of 2011. Overall, these rents were significantly lower than those of northern California as a whole.
        - In Fall of 2011, rents by bedroom count averaged $909 for a studio, $1,048 for a one-bedroom, $1,091- $1,279 for a two-bedroom (depending on building type and bathroom count), and $1,646 to $1.895 for a three-bedroom (depending on building type).
        - From Fall of 2009 to Fall of 2011, rent for most unit types rose between 2.4% and 3.2%, annually. However, rent on 3-bedroom apartments fell by 0.6% and rent on 3-bedroom townhouses rose by 11.8%
- In Fall of 2011, the occupancy rates for rental housing both Santa Cruz-Watsonville and Salinas MSAs were slightly higher than those of northern California as a whole.



Source: Trulia.com, March 2012



Source: Trulia.com, March 2012



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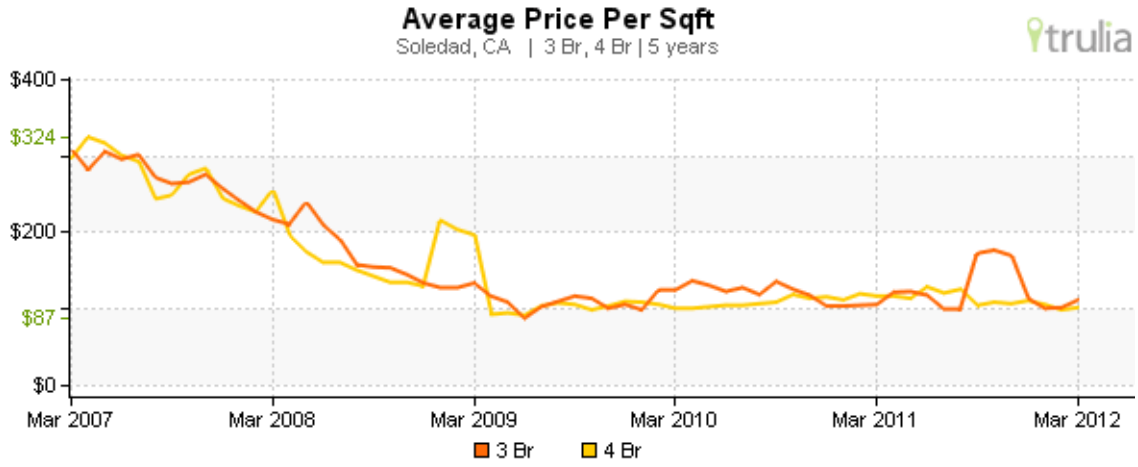
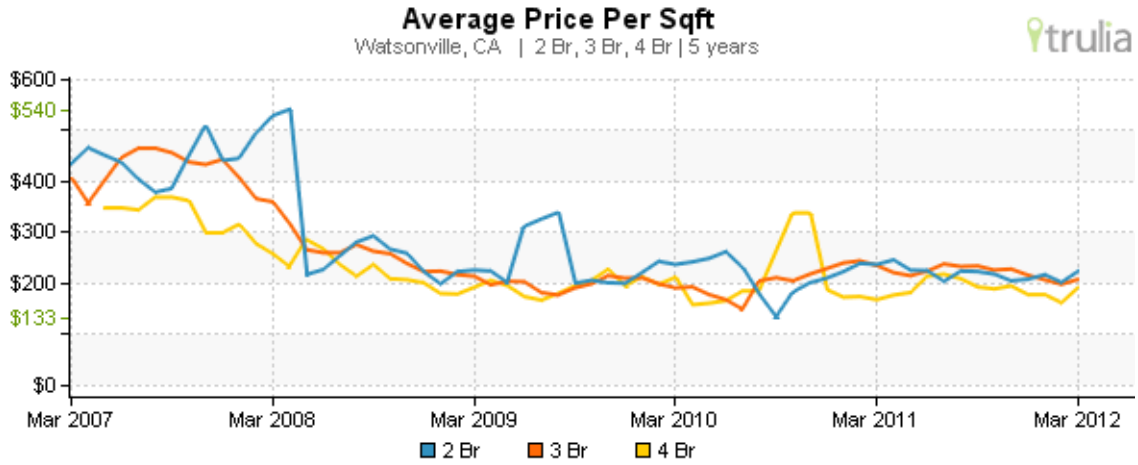
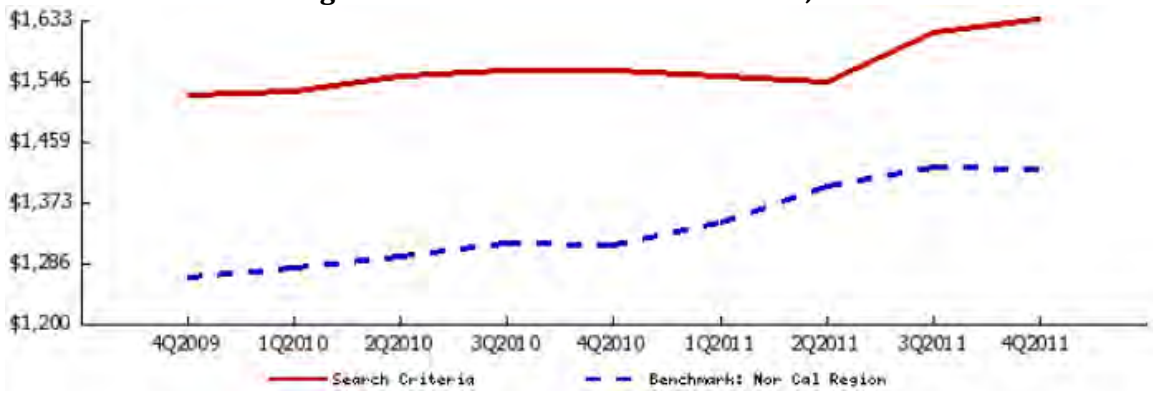


Source: Trulia.com, March 2012



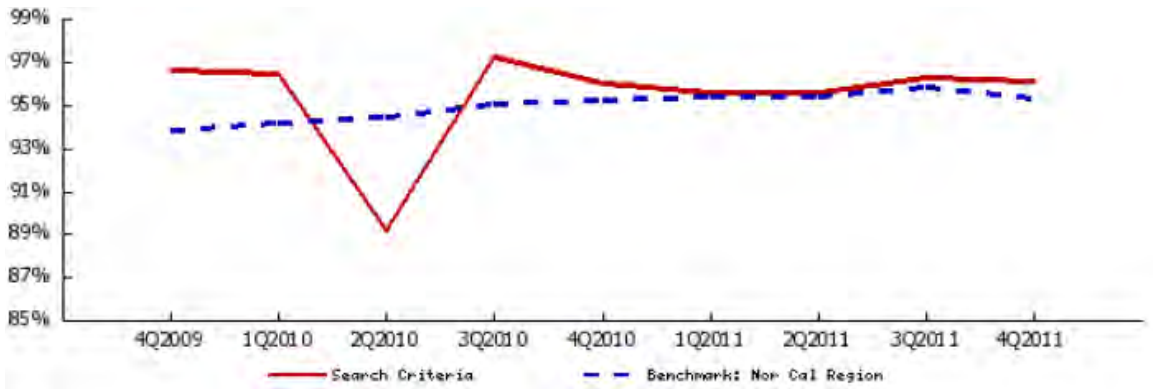
Source: Trulia.com, March 2012

Median Rent for Housing in the Santa Cruz-Watsonville MSA, 2009-2011



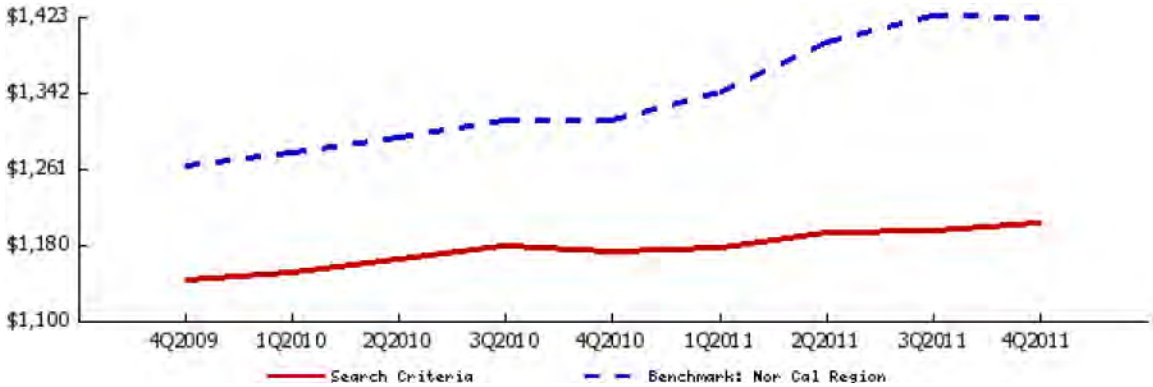
Source: Real Facts, March 2012

Occupancy Rate for Rental Housing in the Santa Cruz-Watsonville MSA, 2009-2011



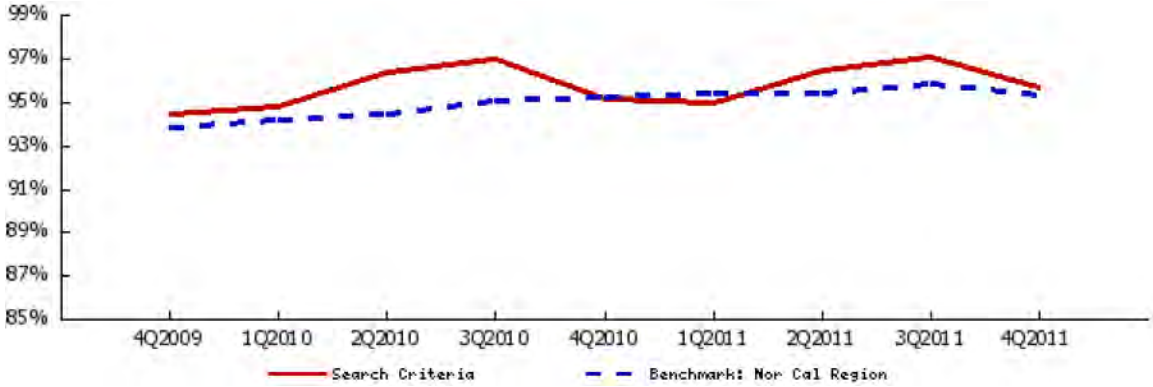
Source: Real Facts, March 2012

Median Rent for Housing in the Salinas MSA, 2009-2011



Source: Real Facts, March 2012

Occupancy Rate for Rental Housing in the Salinas MSA, 2009-2011



Source: Real Facts, March 2012

Commercial Market

- The commercial market has rebounded significantly from the depths of the recession

- However, in most places, that market is still very soft. Rents are not yet at a level that would support new development.
- The ground-floor retail in many mixed-use projects in Santa Cruz have been vacant for many years
- Developers estimate that current rents are $1.25 - $2 per square foot NNN for commercial space, depending on size, location, and type of space.

Barriers to Development

- The most frequently named barrier to development is the entitlements process- several contacts indicated that they would be willing and able to work with nearly any zoning/land use regulation as long as the time, cost, and uncertainty associated with the entitlements process were not so onerous.
    - One contact noted that, even as land prices and the cost of materials have fallen (which would enable development even in a down-market), impact fees, CEQA studies, and other costs associated with entitlement remain the same as at the peak of the bubble.
- Of regulations that are problematic, parking was the one most often cited. However, there was a split in the opinion on this issue that was tightly associated with geography
    - Contacts primarily working in Santa Cruz County tended to say that parking requirements are too high and that the provision of public garages was necessary to achieve the cities' goals of higher density development
    - In contrast, contacts in Monterey and San Benito counties tended to say that homes without sufficient off-street parking were unmarketable and that they did not wish for reductions in parking requirements.
- With regard to mixed-use development, several contacts noted that cities tend to make it more difficult than necessary, especially by requiring a mix of uses within buildings
    - This makes financing and management much more difficult and increases risk while decreasing profitability
    - Instead, contacts indicated that they would prefer that a neighborhood-level approach be taken to mixed-use, potentially including single-use commercial and residential buildings in the same area.
- The land supply is another barrier to development.
    - Along corridors, parcels are often too shallow for high-density development, especially if parking is required on-site
    - In other areas, parcels may be priced too higher as landowners prefer to hold their land rather than sell at depressed prices.
- Because of the high barriers of entry associated with the local entitlements processes, there are too few local developers with the capacity to see projects through to completion. Without local developers that can at least

take projects through the entitlements phase, there will not be projects that can be sold to larger developers for construction.
- Finally, while the cost of materials has fallen, the price of labor has not; together with the high cost of entitlements, the (often) high price of land, and depressed rents/sales, it is difficult to get enough value at the back-end of development to justify the upfront risks and costs.

Affordable Housing

- Until recently, subsidized housing accounted for much of the mult-family housing that was being constructed in the region.
- As with market rate housing, two of the biggest barriers have been finding suitable and affordable parcels and navigating the onerous entitlements processes.
- Funding has always been difficult, but with cuts in HOME at the federal level and the end of Redevelopment in California, gap financing will be extremely difficult, especially in higher cost areas.
-

Outlook

- The market has a ways to go before the numbers will work. However, land prices will fall and builders are very efficient- as such, new product will eventually get built
- In particular, the for-sale market for high-density housing is years away in most of the region. Now people are building for rental and thinking they can sell later.
- When that market rebounds, the provision of mechanical, stacked parking may be necessary to address parking requirements within smaller parcels
- In the long run, things will come around, but you need to build a cadre of local developers who are willing to build in a way that is socially/environmentally responsible, even if it is somewhat less profitable.
- However, the numbers must produce at least some profit, even for this set of developers, or else investors/lenders will not allow them to take on the risk
- In Santa Cruz, especially, the market will be for households who want to live in a walkable neighborhood within half mile of downtown. They might still own a car, but will appreciate not needing to use it frequently.
- A lifestyle choice, it will be in-fill housing close to services. – On a square-foot basis, it will be the most expensive to build, but it will also be the most desirable.
- However, this won't apply elsewhere in Santa Cruz County- there will continue to be lower rents elsewhere, such that such housing development will not be feasible.
- Right now, there is no competition against existing homes in Salinas and the surrounding areas. However, older homes will take a hit when new supply comes online- these older, larger homes will become unmarketable when new, green homes are built.

- The provision of public parking structures (even if built using contributions from private developers), is necessary for the realization of high density neighborhoods.
- Streamlining and rationalizing the entitlements process (and, where possible, reducing fees) is a critical step to generating the type of development cities want.

Assumptions (Baseline)

Building Program

- **Parcel:** The model parcel used for this analysis is a .635 acre plot of vacant land in Seaside. Though any one of thousands of parcels could have been selected for this purpose, this was determined to be fairly representative of the type and size of parcels that tend to be available for development in in-fill locations.
- **Total Units:** It was assumed that, regardless of market demand, the developer would maximize the total usable space (commercial + residential), given the constraints of parcel size, parking requirements, and the need for open space and common areas.
- **Bedroom Counts:** Taking into account current population trends (smaller household sizes), it was assumed that demand would shift toward units with a smaller number of bedrooms. However, realtors indicated that it is very difficult to sell homes with fewer than 3-bedrooms. As such, both the single-family and townhouse typologies include an approximately equal number of 3- and 4-bedroom units. However, realtors suggested that in multi-family housing (especially rental), 2-bedroom units are in high demand. Therefore, the multifamily unit types include a mix of 2- and 3-bedroom units.
- **Unit Sizes:** The square footage of units was estimated under the counsel of developers and realtors in the region and modified by examining a sample of recently constructed homes in the region.
- **Parking Requirements:** In all typologies and cost areas, it is assumed that parking requirements are as follows:
    - studios/1-BR/2-BR: 1 space per unit
    - 3-BR: 1.5 spaces per unit
    - 4-BR: 2 spaces per unit
    - Commercial: 1 space per 666 sf

  It is possible and desirable that future developments include fewer spots than this. However, several realtors indicated that, at present and outside of the highest-density downtown areas in the region, it is difficult to sell homes or have developments approved without at least this amount of parking.
- **Typology A:** This typology assumes the development of two-story homes with built-in garages. It is important to note that this form of development is much costlier to developers per-unit than single-story ranch homes, and does not return a significantly greater amount of revenue per-unit. However, this style of development allows for a much greater number of single-family homes to be developed on-site. This is a minimum strategy for increasing density while addressing consumer preferences for single-family detached housing.

	sq ft	units	parking spaces	total sq ft
Total housing		17		34,200
4 bedroom units- 2 stories	*2,200*	*9*	*18*	*19,800*
3 bedroom units- 2 stories	*1,800*	*8*	*12*	*14,400*
2 bedroom units	*1,200*	*-*	*0*	*-*
1 bedroom units	*900*	*-*	*0*	*-*
Commercial	-	-	*0*	-
Common area / Utilities / HVA	0%			
Landscaping / Yard	25%			8,550
Parking (garage)			*30*	10,500
Building Envelope Square Footage				**44,700**
Building Lot Coverage				**66%**
DU/Acre				**27**
FAR				**1.62**

- **Typology B:** This typology includes a mix of townhouses with built-in garages and apartments with ground floor retail. The amount of retail is sufficient for approximately 3 neighborhood-serving commercial spaces. Parking for both the retail and apartments is provided in an on-site surface lot.

	sq ft	units	parking spaces	total sq ft
Total housing		24		36,000
4 bedroom units	*1,800*	*6*	*12*	*10,800*
3 bedroom units	*1,500*	*12*	*18*	*18,000*
2 bedroom units	*1,200*	*6*	*6*	*7,200*
1 bedroom units	*900*	*-*	*0*	*-*
Commercial	*3,600*	-	6	3,600
Common area / Utilities / HVA	15%			1,620
Landscaping / Yard	10%			3,600
Parking (garage)			*24*	8,400
Parking (surface)			*18*	*6,300*
Building Envelope Square Footage				**49,620**
Building Lot Coverage				**64%**
DU/Acre				**38**
FAR				**1.79**

- **Typology C1 and C2:** These two models are both for multi-family housing with ground floor retail. C1 assumes that the developer has an option to pay an "in-lieu parking fee" to the city instead of building parking on-site. C2 assumes that the builder must build it on-site (and that she does so in a built-in garage). C2 includes significantly fewer residential units and less commercial space for two reasons: 1) part of the building envelope is occupied by parking instead of usable space 2) the developer cannot build to

the full building envelope because there is no way to get additional required parking on the site (the parcel is too small to accommodate a ramp for multi-level parking).

	sq ft	*units*	*parking spaces*	*total sq ft*
Total housing		54		72,900
4 bedroom units	*1,800*	*-*	*0*	*-*
3 bedroom units	*1,500*	*27*	*41*	*40,500*
2 bedroom units	*1,200*	*27*	*27*	*32,400*
1 bedroom units	*900*	*-*	*0*	*-*
Commercial	-	-	13	8,000
Common area / Utilities / HVA	15%			12,135
Landscaping / Yard	5%			4,252
Parking (provided off site)			*81*	*28,175*
Building Envelope Square Footage				**93,035**
Building Lot Coverage				**85%**
DU/Acre				**85**
FAR				**3.36**

	sq ft	*units*	*parking spaces*	*total sq ft*
Total housing		32		43,200
4 bedroom units	*1,800*		*0*	*-*
3 bedroom units	*1,500*	*16*	*24*	*24,000*
2 bedroom units	*1,200*	*16*	*16*	*19,200*
1 bedroom units	*900*		*0*	*-*
Commercial	-	-	7	4,000
Common area / Utilities / HVA	15%			7,080
Landscaping / Yard	5%			3,337
Parking (provided on-site)			*47*	16,450
Building Envelope Square Footage				**70,730**
Building Lot Coverage				**87%**
DU/Acre				**50**
FAR				**2.56**

- **Provision of Affordable Units**: It is assumed that developers are required to reserve 20% of units for families earning 80% of area median income. This is an approximate average of inclusionary housing requirements of municipalities in the Monterey Bay Area.
- **Open Space:** Open space is provided at the following rates:
    - Typology A: 25% of living area
    - Typology B: 10% of living area
    - Typology C: 5% of living area
- **Common Space:** Common space is provided at the following rates:
    - Typology A: 0%

- Typology B: 15% of commercial and apartment space
- Typology C: 15% of usable space area

Revenues

- All revenues are based on the sales price of residential and commercial spaces.
- Rental values were not estimated for the single family detached units that are modeled in Typology A; it is uncommon for this housing type to be developed for that purpose.

- **Assumptions for ownership residential units**
  - Price per square foot for market-rate units: Prices are based on sales prices for units constructed after the year 2000 in each cost area. They were estimated by interpolating the price per square foot of each unit type for homes sold over a three-month period in each cost area (11/21/11 – 2/21/12). *(source: www.redfin.com)*
  - Prices for affordable units: Prices based on the estimated sales price of a home that would be affordable to households earning 80% of area median income. This income level was calculated by taking an average of the California Department of Housing and Community Development's maximum income for 4-person households earning 80% of area median income in Monterey, Santa Cruz, and San Benito Counties. Based on this income level and prevailing interest rates, insurance, and fees for low-income buyers, this price is estimated at $300,000. However, in cases where market-rate prices are less than this, market-rate sales prices are used instead.

		Cost Area		
Unit Types	**Bedroooms**	**High**	**Medium**	**Low**
Single-Family Detached	3	$368	$168	$105
	4	$331	$150	$78
Townhouse	3	$381	$140	$108
	4	$342	$151	$81
Multifamily	2	$351	$120	$75
	3	$324	$80	$49

- **Assumptions for rental residential units**
  - Rents for market-rate units: The sales price of rental units are based on the capitalized values of current rents in each cost area. Rents were estimated by interpolating the average rents by unit types for Santa Cruz and Monterey Counties with recent postings for available units. *(source: RealFacts, www.craigslist.com)*

Unit Types	Bedroooms	Cost Area		
		High	Medium	Low
Townhouse	3	$2,869	$1,970	$1,800
	4	$3,530	$3,525	$2,040
Multifamily	2	$1,798	$1,073	$980
	3	$2,347	$1,456	$1,200

- Rents for affordable units: Rents are based on an average of the California Department of Housing and Community Development's maximum rents for 3-bedroom units reserved for households earning 80% of area median income in Monterey, Santa Cruz, and San Benito Counties. However, in cases where market-rate rents are less than these levels, market-rate rents area used instead.
- Operating-Expense ratio**:** 45.9%. This is based on data provided by the National Apartment Association (*source: http://www.naahq.org)*
- Vacancy Rate: 4.15%. Based on the average rental vacancy rate in Santa Cruz and Monterey Counties, Q4 2011 *(source: RealFacts)*
- Capitalization Rate: 6.3%. Based on a survey of listings for rental properties *(source: www.costar.com)*

- **Assumptions for commercial spaces**
  - Rents for market-rate units: The sales price of rental units are based on the capitalized values of current rents in each cost area. Rents were based on feedback from commercial developers and realtors in Santa Cruz, San Benito, and Monterey Counties and are as follows:
    - High Cost Area: $2.35 per square foot
    - Medium Cost Area: $1.28 per square foot
    - Low Cost Area: $0.47 per square foot

    (source: www.costar.com).
  - Operating-Expense ratio**:** 45.9%. This is based on data provided by the National Apartment Association. It is acknowledge that, typically, commercial space has a much lower Operating-Expense Ratio than residential space. However, in cases where a single entity is responsible for the management of both residential and commercial space, maintenance costs are often inseparable. As such, for these mixed-use buildings, it is assumed that the Operating-Expense Ratios are equal. (*source: http://www.naahq.org)*
  - Vacancy Rate: Based on existing commercial vacancy rates in the region, as follows:
    - High Cost Area: 5.86%
    - Medium Cost Area: 5.73%
    - Low Cost Area: 9.22%

    (source: www.costar.com).
  - Capitalization Rate: 6.7%. Based on a capitalization rates for existing commercial properties in the region
    (source: www.costar.com).

Costs

- **Land Costs:** Land Costs are based on a review of land prices and are as follows:
    - High Cost Area: $50 per square foot
    - Medium Cost Area: $15 per square foot
    - Low Cost Area: $10 per square foot

    (Source: www.costar.com)
- **Hard Costs:** The costs of construction are based on data provided in the *RS Means Building Construction Cost Data* guide for 2012. The quality of construction was assumed to be "Custom," given the need to employ non-standard designs for most in-fill housing. All buildings are assumed to be wood-framed with wood siding. Per square foot costs varied by the size of units and the building type. All costs were inflated upward by 16%, using the guide's adjustment factors for Salinas and Santa Cruz (reflecting the greater cost of construction in the region, as compared to the national average).
- **Soft Costs**
    - Sales and Marketing costs: 6.5% of revenues. Based on interview data.
    - Concept : $100,000 per project. Based on interview data.
    - Entitlement: $165,000 per project. Based on rule-of-thumb
    - Construction Documents: 12.5% of Hard Costs. Based on interview data.
    - Wrap-Around Insurance: $20 per square foot. Based on interview data.
    - Parking In-Lieu Fees: $10,000 per space (the median of a sample of 9 California cities with such fees in place)
    - City Fees: 11.3% of Hard Costs. Based on interview data.
- **Financing Costs**
    - Construction Loan Fee: 1.5% of loan (80% of construction cost). Based on prevailing rates
    - Construction Loan Interest: 6.5% of average outstanding balance of loan (45%) over three years of construction. Based on prevailing rates.

Assumptions for Policy and Market Interventions

Lower Parking

- This change assess the impact of lowering parking requirements as follows:
    - Typology A: 4-BR: 2 spaces per unit; 3-BR: 3 spaces per unit
    - Typology B: All units: 1 space per unit
    - Typology C: All units: .75 spaces per unit
- These changes have no impact on the building programs for Typologies A and C1. However, in Typologies B and C2, the reduced parking frees space in

the building envelope for the construction of additional residential units. In addition, in the baseline version of C2, parking requirements limit residential construction to a lower amount than is otherwise permitted by policy. Reducing parking minimums also raises this limit.

- As a consequence of this policy change, the building program for Typology B is as follows:

	sq ft	*units*	*parking spaces*	*total sq ft*
Total housing		30		45,900
4 bedroom units	*1,800*	*9*	*9*	*16,200*
3 bedroom units	*1,500*	*15*	*15*	*22,500*
2 bedroom units	*1,200*	*6*	*6*	*7,200*
1 bedroom units	*900*	*-*	*0*	*-*
Commercial	*3,600*	-	6	3,600
Common area / Utilities / HVAC	15%			1,620
Landscaping / Yard	10%			4,590
Parking (garage)			*24*	8,400
Parking (surface)			*12*	*4,200*
Building Envelope Square Footage				**59,520**
Building Lot Coverage				**68%**
DU/Acre				**47**
FAR				**2.15**

- As compared to the baseline scenario, this program has 3 additional 4-BR units and 3 additional 3-BR units.
- As a consequence of this policy change, the building program for Typology C2 is as follows:

	sq ft	*units*	*parking spaces*	*total sq ft*
Total housing		45		60,900
4 bedroom units	*1,800*		*0*	*-*
3 bedroom units	*1,500*	*23*	*17*	*34,500*
2 bedroom units	*1,200*	*22*	*17*	*26,400*
1 bedroom units	*900*		*0*	*-*
Commercial	-	-	7	4,000
Common area / Utilities / HVAC	15%			9,735
Landscaping / Yard	5%			4,249
Parking (provided on-site)			*41*	*14,350*
Building Envelope Square Footage				**88,985**
Building Lot Coverage				**84%**
DU/Acre				**71**
FAR				**3**

- As compared to the baseline scenario, this program has 7 additional 3-BR units and 6 additional 2-BR units.

No Commercial

- In many cities, ground floor commercial is required for all residential development in commercial zones- this change assess the impact of allowing developers to eliminate this commercial space (in favor of additional residential units).
- In this scenario, ground floor commercial is eliminated from the building programs of Typologies B, C1, and C2. To the extent possible, this space is supplanted by additional residential units.
- As a consequence of this policy change, apartments over ground-floor retail are eliminated from Typology B; instead all residential units are row homes with built-in garages.
- This policy change does not result in any changes of the building program for Typology A.
- With this change, the building program for Typology B is as follows:

	sq ft	*units*	*parking spaces*	*total sq ft*
Total housing		31		46,800
4 bedroom units	*1,800*	*8*	*16*	*14,400*
3 bedroom units	*1,500*	*16*	*24*	*24,000*
2 bedroom units	*1,200*	*7*	*7*	*8,400*
1 bedroom units	*900*	*-*	*0*	*-*
Commercial	-	-	0	-
Common area / Utilities / HVAC (o	15%			-
Landscaping / Yard	10%			4,680
Parking (garage)			*39*	*13,650*
Parking (surface)			**8**	**2,800**
Building Envelope Square Footage				**6045000%**
Building Lot Coverage				**1**
DU/Acre				**49**
FAR				**2.19**

- As compared to the baseline scenario, this program has 1 additional 4-BR unit, 2 additional 3-BR units, and 1 additional 2-BR units.
- With no commercial space, the building program for Typology C1 is as follows:

	sq ft	units	parking spaces	total sq ft
Total housing		58		78,300
4 bedroom units	*1,800*	*-*	*0*	*-*
3 bedroom units	*1,500*	*29*	*44*	*43,500*
2 bedroom units	*1,200*	*29*	*29*	*34,800*
1 bedroom units	*900*	*-*	*0*	*-*
Commercial	-	-	0	
Common area / Utilities / HVAC	15%			11,745
Landscaping / Yard	5%			4,502
Parking (provided off site)			*73*	*25,375*
Building Envelope Square Footage				**90,045**
Building Lot Coverage				**84%**
DU/Acre				**91**
FAR				**3.26**

- As compared to the baseline scenario, this program has 2 additional 3-BR units and 2 additional 2-BR units.
- Finally, with the commercial component eliminated no commercial space, the building program for Typology C2 is as follows:

	sq ft	units	parking spaces	total sq ft
Total housing		43		58,200
4 bedroom units	*1,800*		*0*	*-*
3 bedroom units	*1,500*	*22*	*33*	*33,000*
2 bedroom units	*1,200*	*21*	*21*	*25,200*
1 bedroom units	*900*		*0*	*-*
Commercial	-	-	0	
Common area / Utilities / HVAC	15%			8,730
Landscaping / Yard	5%			4,292
Parking (provided on-site)			*54*	18,900
Building Envelope Square Footage				**85,830**
Building Lot Coverage				**84%**
DU/Acre				**68**
FAR				**3.10**

- As compared to the baseline scenario, this program has 6 additional 3-BR units and 5 additional 2-BR units.

Lower Parking and No Commercial

- Under this policy change, parking ratios are the same as in the "Lower Parking" scenario above.
- In addition, all commercial space has been eliminated and converted to residential space, as shown in the "No Commercial" scenario, above.

- This policy change does not result in any changes of the building program for Typology A.
- As a consequence of this policy change, the building program for Typology B is as follows:

	sq ft	*units*	*parking spaces*	*total sq ft*
Total housing		36		54,000
4 bedroom units	*1,800*	*9*	*9*	*16,200*
3 bedroom units	*1,500*	*18*	*18*	*27,000*
2 bedroom units	*1,200*	*9*	*9*	*10,800*
1 bedroom units	*900*	*-*	*0*	*-*
Commercial	-	-	0	-
Common area / Utilities / HVAC (o	15%			-
Landscaping / Yard	10%			5,400
Parking (garage)			*36*	12,600
Parking (surface)				-
Building Envelope Square Footage				**66,600**
Building Lot Coverage				**80%**
DU/Acre				**57**
FAR				**2.41**

- As compared to the baseline scenario, this program has 3 additional 4-BR units, 5 additional 4-BR units, and 2 additional 2-BR units.
- Because the parking is provided off-site, the building program for C1 is identical to the "No Commercial" scenario above.
- With no commercial space and diminished parking minimums, the building program for Typology C2 is as follows:

	sq ft	*units*	*parking spaces*	*total sq ft*
Total housing		50		67,800
4 bedroom units	*1,800*		*0*	*-*
3 bedroom units	*1,500*	*26*	*20*	*39,000*
2 bedroom units	*1,200*	*24*	*18*	*28,800*
1 bedroom units	*900*		*0*	*-*
Commercial	-	-	0	
Common area / Utilities / HVAC	15%			10,170
Landscaping / Yard	5%			4,555
Parking (provided on-site)			*38*	13,125
Building Envelope Square Footage				**91,095**
Building Lot Coverage				**66%**
DU/Acre				**79**
FAR				**3.29**

- As compared to the baseline scenario, this program has 10 additional 3-BR units and 8 additional 2-BR units.

No Inclusionary Requirement

- Under this policy change, the building programs are nearly identical to those in the baseline scenario. However, the assumption that 20% of all units will be reserved for low-income households is eliminated and all units are priced at the market rate.

25% Increase in Housing Prices

- Under this policy change, the building programs are identical to those in the baseline scenario. However, all rents and sales prices for housing are increased by 25%.
- Given that prices are still in the trough following the collapse of the housing market, there is a strong possibility that home prices will increase by 25% in real value over the next decade.

50% Increase in Housing Prices

- Under this policy change, the building programs are identical to those in the baseline scenario. However, all rents and sales prices for housing are increased by 50%.
- Although much less likely than the previous scenario, the depressed state of the housing market and the potential for unpredictable, significant shifts in market demand make this a real possibility.

20% Decrease in Construction Costs

- Under this policy change, the building programs are identical to those in the baseline scenario. However, all hard costs for construction are decreased by 20%.
- Costs of construction and materials are highly volatile and difficult to model accurately without a completed design to bid out. Therefore, this scenario does not assume that average construction prices will decrease, but that costs may have been overestimated in the baseline model.

Proforma Run Baseline
Summary of Findings

Scenario		Residential Units	Commercial SF	Usable Area (Commercial + Residential)	Density (du/acre)	FAR	Developer Revenue	Developer Cost	Developer Profit	Return on Investment
1	Typology A, High Cost Markets (Ownership)	17	0	34,200	27	1.24	$10,264,000	$12,435,000	($2,171,000)	-17%
2	Typology A, Medium Cost Markets (Ownership)	17	0	34,200	27	1.24	$5,320,000	$10,844,000	($5,524,000)	-51%
3	Typology A, Low Cost Markets (Ownership)	17	0	34,200	27	1.24	$3,049,000	$10,547,000	($7,498,000)	-71%
4	Typology B, High Cost Markets (Ownership)	24	2,600	38,600	38	1.46	$12,007,000	$13,563,000	($1,556,000)	-11%
5	Typology B, Medium Cost Markets(Ownership)	24	2,600	38,600	38	1.46	$5,866,000	$12,528,000	($6,662,000)	-53%
6	Typology B, Low Cost Markets (Ownership)	24	2,600	38,600	38	1.46	$4,024,000	$11,847,000	($7,823,000)	-66%
7	Typology B, High Cost Markets (Rental)	24	2,600	38,600	38	1.46	$7,501,000	$13,270,000	($5,769,000)	-43%
8	Typology B, Medium Cost Markets (Rental)	24	2,600	38,600	38	1.46	$6,022,000	$12,127,000	($6,105,000)	-50%
9	Typology B, Low Cost Markets (Rental)	24	2,600	38,600	38	1.46	$4,855,000	$11,901,000	($7,046,000)	-59%
10	Typology C1, High Cost Markets (Ownership)	51	8,000	77,000	80	3.20	$22,323,000	$25,652,000	($3,330,000)	-13%
11	Typology C1, Medium Cost Markets (Ownership)	51	8,000	77,000	80	3.20	$9,354,000	$23,762,000	($14,408,000)	-61%
12	Typology C1, Low Cost Markets (Ownership)	51	8,000	77,000	80	3.20	$6,227,000	$23,409,000	($17,182,000)	-73%
13	Typology C1, High Cost Markets (Rental)	51	8,000	77,000	80	3.20	$14,011,000	$25,112,000	($11,101,000)	-44%
14	Typology C1, Medium Cost Markets (Rental)	51	8,000	77,000	80	3.20	$9,446,000	$23,768,000	($14,322,000)	-60%
15	Typology C1, Low Cost Markets (Rental)	51	8,000	77,000	80	3.20	$7,925,000	$23,519,000	($15,595,000)	-66%
16	Typology C2, High Cost Markets (Ownership)	32	4,000	47,200	50	1.96	$13,527,000	$18,718,000	($5,190,000)	-28%
17	Typology C2, Medium Cost Markets (Ownership)	32	4,000	47,200	50	1.96	$5,542,000	$17,151,000	($11,609,000)	-68%
18	Typology C2, Low Cost Markets (Ownership)	32	4,000	47,200	50	1.96	$3,651,000	$16,879,000	($13,228,000)	-78%
19	Typology C2, High Cost Markets (Rental)	32	4,000	47,200	50	1.96	$8,194,000	$18,371,000	($10,177,000)	-55%
20	Typology C2, Medium Cost Markets (Rental)	32	4,000	47,200	50	1.96	$5,579,000	$17,154,000	($11,574,000)	-67%
21	Typology C2, Low Cost Markets (Rental)	32	4,000	47,200	50	1.96	$4,704,000	$16,947,000	($12,243,000)	-72%

1. Typology A, High Cost Markets (Ownership)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**0**	**$410**	**$0**
Single Family Units				
3BR	8	14,400	$368	$5,302,944
4BR	9	19,800	$331	$6,559,740
Townhomes				
3BR	0	0	$381	$0
4BR	0	0	$342	$0
Apartments				
2BR	0	0	$351	$0
3BR	0	0	$324	$0
Subtotal	**17**	**34,200**		**$11,862,684**
Affordable Units	**4**	**8,000**	**$300,000**	**$1,200,000**
Loss in Market Rate Units	**-4**	**-8,000**	**-$350**	**-$2,798,240**
TOTAL	**17**	**34,200**		**$10,264,444**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$50	per sf	27,654	$1,382,700
Hard Costs				
Site Improvements/Landscaping	$10	per sf	46,950	$469,500
Site/Utilities/Offsite	$8	per sf	46,950	$375,600
Construction: Single Family Residential	$137	per sf	34,200	$4,685,915
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental		per sf	0	$0
Construction: Commercial	$145	per sf	0	$0
Construction: Parking (surface)	$5	per sf	0	$0
Construction: Parking (structured)	$37,500	per space	30	$1,125,000
Construction: Common Area	$137	Per sf	0	$0
Subtotal Hard Costs				**$6,656,015**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$667,189
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$832,002
Construction Insurance	$20	per sf	46,950	$939,000
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$748,802
Subtotal Soft Costs				**$3,451,992**
Financing Costs				
Construction Loan Fee				$137,888
Construction Interest				$806,648
Subtotal Financing Costs				**$944,536**
TOTAL				**$12,435,244**

Developer Profit	**-$2,170,800**
Developer Profit as Percent of Cost	**-17%**

2. Typology A, Medium Cost Markets (Ownership)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**0**	**$328**	**$0**
Single Family Units				
3BR	8	14,400	$168	$2,425,824
4BR	9	19,800	$150	$2,967,228
Townhomes				
3BR	0	0	$140	$0
4BR	0	0	$151	$0
Apartments				
2BR	0	0	$120	$0
3BR	0	0	$80	$0
Subtotal	**17**	**34,200**		**$5,393,052**
Affordable Units	**4**	**8,000**	**$300,000**	**$1,200,000**
Loss in Market Rate Units	**-4**	**-8,000**	**-$159**	**-$1,273,280**
TOTAL	**17**	**34,200**		**$5,319,772**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$15	per sf	27,654	$414,810
Hard Costs				
Site Improvements/Landscaping	$10	per sf	46,950	$469,500
Site/Utilities/Offsite	$8	per sf	46,950	$375,600
Construction: Single Family Residential	$137	per sf	34,200	$4,685,915
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental		per sf	0	$0
Construction: Commercial	$145	per sf	0	$0
Construction: Parking (surface)	$5	per sf	0	$0
Construction: Parking (structured)	$37,500	per space	30	$1,125,000
Construction: Common Area	$137	Per sf	0	$0
Subtotal Hard Costs				**$6,656,015**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$345,785
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$832,002
Construction Insurance	$20	per sf	46,950	$939,000
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$748,802
Subtotal Soft Costs				**$3,130,589**
Financing Costs				
Construction Loan Fee				$93,836
Construction Interest				$548,938
Subtotal Financing Costs				**$642,773**
TOTAL				**$10,844,187**

Developer Profit	**-$5,524,415**
Developer Profit as Percent of Cost	**-51%**

3. Typology A, Low Cost Markets (Ownership)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**0**	**$257**	**$0**
Single Family Units				
3BR	8	14,400	$105	$1,505,088
4BR	9	19,800	$78	$1,543,599
Townhomes				
3BR	0	0	$108	$0
4BR	0	0	$81	$0
Apartments				
2BR	0	0	$75	$0
3BR	0	0	$49	$0
Subtotal	**17**	**34,200**		**$3,048,687**
Affordable Units	**4**	**8,000**	**$182,480**	**$729,918**
Loss in Market Rate Units	**-4**	**-8,000**	**-$91**	**-$729,918**
TOTAL	**17**	**34,200**		**$3,048,687**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$10	per sf	27,654	$276,540
Hard Costs				
Site Improvements/Landscaping	$10	per sf	46,950	$469,500
Site/Utilities/Offsite	$8	per sf	46,950	$375,600
Construction: Single Family Residential	$137	per sf	34,200	$4,685,915
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental		per sf	0	$0
Construction: Commercial	$145	per sf	0	$0
Construction: Parking (surface)	$5	per sf	0	$0
Construction: Parking (structured)	$37,500	per space	30	$1,125,000
Construction: Common Area	$137	Per sf	0	$0
Subtotal Hard Costs				**$6,656,015**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$198,165
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$832,002
Construction Insurance	$20	per sf	46,950	$939,000
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$748,802
Subtotal Soft Costs				**$2,982,968**
Financing Costs				
Construction Loan Fee				$92,176
Construction Interest				$539,231
Subtotal Financing Costs				**$631,408**
TOTAL				**$10,546,931**

Developer Profit	**-$7,498,244**
Developer Profit as Percent of Cost	**-71%**

4. Typology B, High Cost Markets (Ownership)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**2,600**	**$410**	**$1,067,040**
Single Family Units				
3BR	0	0	$368	$0
4BR	0	0	$331	$0
Townhomes				
3BR	12	18,000	$381	$6,850,546
4BR	6	10,800	$342	$3,697,799
Apartments				
2BR	6	7,200	$351	$2,527,992
3BR	0	0	$324	$0
Subtotal	**24**	**36,000**		**$13,076,337**
Affordable Units	**5**	**10,000**	**$300,000**	**$1,500,000**
Loss in Market Rate Units	**-5**	**-10,000**	**-$364**	**-$3,636,676**
TOTAL	**24**	**36,000**		**$12,006,701**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$50	per sf	27,654	$1,382,700
Hard Costs				
Site Improvements/Landscaping	$10	per sf	50,420	$504,200
Site/Utilities/Offsite	$8	per sf	50,420	$403,360
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes	$140	per sf	28,800	$4,043,086
Construction: Multifamily Residental	$145	per sf	7,200	$1,045,498
Construction: Commercial	$145	per sf	2,600	$377,000
Construction: Parking (surface)	$5	per sf	6,300	$31,941
Construction: Parking (structured)	$37,500	per space	24	$900,000
Construction: Common Area	$142	Per sf	1,620	$229,385
Subtotal Hard Costs				**$7,534,470**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$780,436
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$941,809
Construction Insurance	$20	per sf	50,420	$1,008,400
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$847,628
Subtotal Soft Costs				**$3,843,272**
Financing Costs				
Construction Loan Fee				$117,178
Construction Interest				$685,489
Subtotal Financing Costs				**$802,666**
TOTAL				**$13,563,108**

Developer Profit	**-$1,556,408**
Developer Profit as Percent of Cost	**-11%**

5. Typology B, Medium Cost Markets(Ownership)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**2,600**	**$328**	**$853,632**
Single Family Units				
3BR	0	0	$168	$0
4BR	0	0	$150	$0
Townhomes				
3BR	12	18,000	$140	$2,514,600
4BR	6	10,800	$151	$1,633,932
Apartments				
2BR	6	7,200	$120	$863,496
3BR	0	0	$80	$0
Subtotal	**24**	**36,000**		**$5,012,028**
Affordable Units	**5**	**10,000**	**$275,310**	**$1,376,550**
Loss in Market Rate Units	**-5**	**-10,000**	**-$138**	**-$1,376,550**
TOTAL	**24**	**36,000**		**$5,865,660**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$15	per sf	27,654	$414,810
Hard Costs				
Site Improvements/Landscaping	$10	per sf	52,970	$529,700
Site/Utilities/Offsite	$8	per sf	52,970	$423,760
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes	$140	per sf	28,800	$4,043,086
Construction: Multifamily Residental	$145	per sf	7,200	$1,045,498
Construction: Commercial	$145	per sf	2,600	$377,000
Construction: Parking (surface)	$5	per sf	6,300	$31,941
Construction: Parking (structured)	$37,500	per space	30	$1,125,000
Construction: Common Area	$142	Per sf	1,620	$229,385
Subtotal Hard Costs				**$7,805,370**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$381,268
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$975,671
Construction Insurance	$20	per sf	52,970	$1,059,400
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$878,104
Subtotal Soft Costs				**$3,559,443**
Financing Costs				
Construction Loan Fee				$109,179
Construction Interest				$638,700
Subtotal Financing Costs				**$747,879**
TOTAL				**$12,527,502**

Developer Profit	**-$6,661,842**
Developer Profit as Percent of Cost	**-53%**

6. Typology B, Low Cost Markets (Ownership)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**2,600**	**$257**	**$666,900**
Single Family Units				
3BR	0	0	$105	$0
4BR	0	0	$78	$0
Townhomes				
3BR	12	18,000	$108	$1,944,330
4BR	6	10,800	$81	$870,144
Apartments				
2BR	6	7,200	$75	$543,046
3BR	0	0	$49	$0
Subtotal	**24**	**36,000**		**$3,357,520**
Affordable Units	**5**	**10,000**	**$186,014**	**$930,071**
Loss in Market Rate Units	**-5**	**-10,000**	**-$93**	**-$930,071**
TOTAL	**24**	**36,000**		**$4,024,420**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$10	per sf	27,654	$276,540
Hard Costs				
Site Improvements/Landscaping	$10	per sf	50,420	$504,200
Site/Utilities/Offsite	$8	per sf	50,420	$403,360
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes	$140	per sf	28,800	$4,043,086
Construction: Multifamily Residental	$145	per sf	7,200	$1,045,498
Construction: Commercial	$145	per sf	2,600	$377,000
Construction: Parking (surface)	$5	per sf	6,300	$31,941
Construction: Parking (structured)	$37,500	per space	24	$900,000
Construction: Common Area	$142	Per sf	1,620	$229,385
Subtotal Hard Costs				**$7,534,470**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$261,587
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$941,809
Construction Insurance	$20	per sf	50,420	$1,008,400
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$847,628
Subtotal Soft Costs				**$3,324,424**
Financing Costs				
Construction Loan Fee				$103,904
Construction Interest				$607,836
Subtotal Financing Costs				**$711,740**
TOTAL				**$11,847,174**

Developer Profit	**-$7,822,754**
Developer Profit as Percent of Cost	**-66%**

7. Typology B, High Cost Markets (Rental)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**2,600**	**$410**	**$1,067,040**
Single Family Units				
3BR				
4BR				
Townhomes				
3BR	12	18,000	$302,472	$3,629,663
4BR	6	10,800	$372,175	$2,233,050
Apartments				
2BR	6	7,200	$189,593	$1,137,559
3BR	0	0	$247,477	$0
Subtotal	**24**	**36,000**		**$7,000,272**
Affordable Units	**5**	**10,000**	**$178,501**	**$892,507**
Loss in Market Rate Units	**-5**	**-10,000**	**-$291,678**	**-$1,458,390**
TOTAL	**24**	**36,000**		**$7,501,430**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$50	per sf	27,654	$1,382,700
Hard Costs				
Site Improvements/Landscaping	$10	per sf	50,420	$504,200
Site/Utilities/Offsite	$8	per sf	50,420	$403,360
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes	$140	per sf	28,800	$4,043,086
Construction: Multifamily Residental	$145	per sf	7,200	$1,045,498
Construction: Commercial	$145	per sf	2,600	$377,000
Construction: Parking (surface)	$5	per sf	6,300	$31,941
Construction: Parking (structured)	$37,500	per space	24	$900,000
Construction: Common Area	$142	Per sf	1,620	$229,385
Subtotal Hard Costs				**$7,534,470**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$487,593
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$941,809
Construction Insurance	$20	per sf	50,420	$1,008,400
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$847,628
Subtotal Soft Costs				**$3,550,429**
Financing Costs				
Construction Loan Fee				$117,178
Construction Interest				$685,489
Subtotal Financing Costs				**$802,666**
TOTAL				**$13,270,266**

Developer Profit	**-$5,768,836**
Developer Profit as Percent of Cost	**-43%**

8. Typology B, Medium Cost Markets (Rental)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**2,600**	**$328**	**$853,632**
Single Family Units				
3BR				
4BR				
Townhomes				
3BR	12	18,000	$207,702	$2,492,420
4BR	6	10,800	$371,632	$2,229,792
Apartments				
2BR	6	7,200	$113,100	$678,601
3BR	0	0	$153,519	$0
Subtotal	**24**	**36,000**		**$5,400,813**
Affordable Units	**5**	**10,000**	**$178,501**	**$892,507**
Loss in Market Rate Units	**-5**	**-10,000**	**-$225,034**	**-$1,125,169**
TOTAL	**24**	**36,000**		**$6,021,783**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$15	per sf	27,654	$414,810
Hard Costs				
Site Improvements/Landscaping	$10	per sf	50,420	$504,200
Site/Utilities/Offsite	$8	per sf	50,420	$403,360
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes	$140	per sf	28,800	$4,043,086
Construction: Multifamily Residental	$145	per sf	7,200	$1,045,498
Construction: Commercial	$145	per sf	2,600	$377,000
Construction: Parking (surface)	$5	per sf	6,300	$31,941
Construction: Parking (structured)	$37,500	per space	24	$900,000
Construction: Common Area	$142	Per sf	1,620	$229,385
Subtotal Hard Costs				**$7,534,470**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$391,416
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$941,809
Construction Insurance	$20	per sf	50,420	$1,008,400
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$847,628
Subtotal Soft Costs				**$3,454,252**
Financing Costs				
Construction Loan Fee				$105,563
Construction Interest				$617,543
Subtotal Financing Costs				**$723,106**
TOTAL				**$12,126,638**

Developer Profit	**-$6,104,855**
Developer Profit as Percent of Cost	**-50%**

9. Typology B, Low Cost Markets (Rental)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**2,600**	**$257**	**$666,900**
Single Family Units				
3BR				
4BR				
Townhomes				
3BR	12	18,000	$189,783	$2,277,396
4BR	6	10,800	$215,087	$1,290,524
Apartments				
2BR	6	7,200	$103,326	$619,958
3BR	0	0	$126,522	$0
Subtotal	**24**	**36,000**		**$4,187,878**
Affordable Units	**5**	**10,000**	**$174,495**	**$872,475**
Loss in Market Rate Units	**-5**	**-10,000**	**-$174,495**	**-$872,475**
TOTAL	**24**	**36,000**		**$4,854,778**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$10	per sf	27,654	$276,540
Hard Costs				
Site Improvements/Landscaping	$10	per sf	50,420	$504,200
Site/Utilities/Offsite	$8	per sf	50,420	$403,360
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes	$140	per sf	28,800	$4,043,086
Construction: Multifamily Residental	$145	per sf	7,200	$1,045,498
Construction: Commercial	$145	per sf	2,600	$377,000
Construction: Parking (surface)	$5	per sf	6,300	$31,941
Construction: Parking (structured)	$37,500	per space	24	$900,000
Construction: Common Area	$142	Per sf	1,620	$229,385
Subtotal Hard Costs				**$7,534,470**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$315,561
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$941,809
Construction Insurance	$20	per sf	50,420	$1,008,400
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$847,628
Subtotal Soft Costs				**$3,378,397**
Financing Costs				
Construction Loan Fee				$103,904
Construction Interest				$607,836
Subtotal Financing Costs				**$711,740**
TOTAL				**$11,901,147**

Developer Profit	**-$7,046,369**
Developer Profit as Percent of Cost	**-59%**

10. Typology C1, High Cost Markets (Ownership)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**8,000**	**$410**	**$3,283,200**
Single Family Units				
3BR	0	0	$368	$0
4BR	0	0	$331	$0
Townhomes				
3BR	0	0	$381	$0
4BR	0	0	$342	$0
Apartments				
2BR	25	30,000	$351	$10,533,300
3BR	26	39,000	$324	$12,622,738
Subtotal	**51**	**69,000**		**$23,156,038**
Affordable Units	**11**	**22,000**	**$300,000**	**$3,300,000**
Loss in Market Rate Units	**-11**	**-22,000**	**-$337**	**-$7,416,549**
TOTAL	**51**	**69,000**		**$22,322,689**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$50	per sf	27,654	$1,382,700
Hard Costs				
Site Improvements/Landscaping	$10	per sf	88,550	$885,500
Site/Utilities/Offsite	$8	per sf	88,550	$708,400
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental	$145	per sf	69,000	$10,019,358
Construction: Commercial	$145	per sf	8,000	$1,160,000
Construction: Parking (surface)	$5	per sf	0	$0
Construction: Parking (structured)	$37,500	per space	0	$0
Construction: Common Area	$145	Per sf	11,550	$1,676,904
Subtotal Hard Costs				**$14,450,162**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$1,450,975
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$1,806,270
Construction Insurance	$20	per sf	88,550	$1,771,000
Parking In-Lieu Fees	$19,031	Per space	77	$1,465,387
City Fees	11%	Pct hard costs		$1,625,643
Subtotal Soft Costs				**$8,384,275**
Financing Costs				
Construction Loan Fee				$209,502
Construction Interest				$1,225,587
Subtotal Financing Costs				**$1,435,089**
TOTAL				**$25,652,227**

Developer Profit	**-$3,329,537**
Developer Profit as Percent of Cost	**-13%**

11. Typology C1, Medium Cost Markets (Ownership)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**8,000**	**$328**	**$2,626,560**
Single Family Units				
3BR	0	0	$168	$0
4BR	0	0	$150	$0
Townhomes				
3BR	0	0	$140	$0
4BR	0	0	$151	$0
Apartments				
2BR	25	30,000	$120	$3,597,900
3BR	26	39,000	$80	$3,129,750
Subtotal	**51**	**69,000**		**$6,727,650**
Affordable Units	**11**	**22,000**	**$199,402**	**$2,193,422**
Loss in Market Rate Units	**-11**	**-22,000**	**-$100**	**-$2,193,422**
TOTAL	**51**	**69,000**		**$9,354,210**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$15	per sf	27,654	$414,810
Hard Costs				
Site Improvements/Landscaping	$10	per sf	88,550	$885,500
Site/Utilities/Offsite	$8	per sf	88,550	$708,400
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental	$145	per sf	69,000	$10,019,358
Construction: Commercial	$145	per sf	8,000	$1,160,000
Construction: Parking (surface)	$5	per sf	0	$0
Construction: Parking (structured)	$37,500	per space	0	$0
Construction: Common Area	$145	Per sf	11,550	$1,676,904
Subtotal Hard Costs				**$14,450,162**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$608,024
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$1,806,270
Construction Insurance	$20	per sf	88,550	$1,771,000
Parking In-Lieu Fees	$19,031	Per space	77	$1,465,387
City Fees	11%	Pct hard costs		$1,625,643
Subtotal Soft Costs				**$7,541,324**
Financing Costs				
Construction Loan Fee				$197,887
Construction Interest				$1,157,641
Subtotal Financing Costs				**$1,355,529**
TOTAL				**$23,761,825**

Developer Profit	**-$14,407,615**
Developer Profit as Percent of Cost	**-61%**

12. Typology C1, Low Cost Markets (Ownership)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**8,000**	**$257**	**$2,052,000**
Single Family Units				
3BR	0	0	$105	$0
4BR	0	0	$78	$0
Townhomes				
3BR	0	0	$108	$0
4BR	0	0	$81	$0
Apartments				
2BR	25	30,000	$75	$2,262,690
3BR	26	39,000	$49	$1,912,097
Subtotal	**51**	**69,000**		**$4,174,787**
Affordable Units	**11**	**22,000**	**$123,934**	**$1,363,269**
Loss in Market Rate Units	**-11**	**-22,000**	**-$62**	**-$1,363,269**
TOTAL	**51**	**69,000**		**$6,226,787**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$10	per sf	27,654	$276,540
Hard Costs				
Site Improvements/Landscaping	$10	per sf	88,550	$885,500
Site/Utilities/Offsite	$8	per sf	88,550	$708,400
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental	$145	per sf	69,000	$10,019,358
Construction: Commercial	$145	per sf	8,000	$1,160,000
Construction: Parking (surface)	$5	per sf	0	$0
Construction: Parking (structured)	$37,500	per space	0	$0
Construction: Common Area	$145	Per sf	11,550	$1,676,904
Subtotal Hard Costs				**$14,450,162**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$404,741
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$1,806,270
Construction Insurance	$20	per sf	88,550	$1,771,000
Parking In-Lieu Fees	$19,031	Per space	77	$1,465,387
City Fees	11%	Pct hard costs		$1,625,643
Subtotal Soft Costs				**$7,338,042**
Financing Costs				
Construction Loan Fee				$196,228
Construction Interest				$1,147,935
Subtotal Financing Costs				**$1,344,163**
TOTAL				**$23,408,907**

Developer Profit	**-$17,182,119**
Developer Profit as Percent of Cost	**-73%**

13. Typology C1, High Cost Markets (Rental)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**8,000**	**$410**	**$3,283,200**
Single Family Units				
3BR				$0
4BR				$0
Townhomes				
3BR	0	0	$302,472	$0
4BR	0	0	$372,175	$0
Apartments				
2BR	25	30,000	$189,593	$4,739,830
3BR	26	39,000	$247,477	$6,434,403
Subtotal	**51**	**69,000**		**$11,174,233**
Affordable Units	**11**	**22,000**	**$178,501**	**$1,963,516**
Loss in Market Rate Units	**-11**	**-22,000**	**-$219,103**	**-$2,410,129**
TOTAL	**51**	**69,000**		**$14,010,821**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$50	per sf	27,654	$1,382,700
Hard Costs				
Site Improvements/Landscaping	$10	per sf	88,550	$885,500
Site/Utilities/Offsite	$8	per sf	88,550	$708,400
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental	$145	per sf	69,000	$10,019,358
Construction: Commercial	$145	per sf	8,000	$1,160,000
Construction: Parking (surface)	$5	per sf	0	$0
Construction: Parking (structured)	$37,500	per space	0	$0
Construction: Common Area	$145	Per sf	11,550	$1,676,904
Subtotal Hard Costs				**$14,450,162**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$910,703
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$1,806,270
Construction Insurance	$20	per sf	88,550	$1,771,000
Parking In-Lieu Fees	$19,031	Per space	77	$1,465,387
City Fees	11%	Pct hard costs		$1,625,643
Subtotal Soft Costs				**$7,844,004**
Financing Costs				
Construction Loan Fee				$209,502
Construction Interest				$1,225,587
Subtotal Financing Costs				**$1,435,089**
TOTAL				**$25,111,955**

Developer Profit	**-$11,101,135**
Developer Profit as Percent of Cost	**-44%**

14. Typology C1, Medium Cost Markets (Rental)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**8,000**	**$328**	**$2,626,560**
Single Family Units				
3BR				
4BR				
Townhomes				
3BR	0	0	$207,702	$0
4BR	0	0	$371,632	$0
Apartments				
2BR	25	30,000	$113,100	$2,827,503
3BR	26	39,000	$153,519	$3,991,484
Subtotal	**51**	**69,000**		**$6,818,988**
Affordable Units	**11**	**22,000**	**$133,706**	**$1,470,762**
Loss in Market Rate Units	**-11**	**-22,000**	**-$133,706**	**-$1,470,762**
TOTAL	**51**	**69,000**		**$9,445,548**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$15	per sf	27,654	$414,810
Hard Costs				
Site Improvements/Landscaping	$10	per sf	88,550	$885,500
Site/Utilities/Offsite	$8	per sf	88,550	$708,400
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental	$145	per sf	69,000	$10,019,358
Construction: Commercial	$145	per sf	8,000	$1,160,000
Construction: Parking (surface)	$5	per sf	0	$0
Construction: Parking (structured)	$37,500	per space	0	$0
Construction: Common Area	$145	Per sf	11,550	$1,676,904
Subtotal Hard Costs				**$14,450,162**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$613,961
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$1,806,270
Construction Insurance	$20	per sf	88,550	$1,771,000
Parking In-Lieu Fees	$19,031	Per space	77	$1,465,387
City Fees	11%	Pct hard costs		$1,625,643
Subtotal Soft Costs				**$7,547,261**
Financing Costs				
Construction Loan Fee				$197,887
Construction Interest				$1,157,641
Subtotal Financing Costs				**$1,355,529**
TOTAL				**$23,767,762**

Developer Profit	**-$14,322,214**
Developer Profit as Percent of Cost	**-60%**

15. Typology C1, Low Cost Markets (Rental)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**8,000**	**$257**	**$2,052,000**
Single Family Units				
3BR				
4BR				
Townhomes				
3BR	0	0	$189,783	$0
4BR	0	0	$215,087	$0
Apartments				
2BR	25	30,000	$103,326	$2,583,158
3BR	26	39,000	$126,522	$3,289,572
Subtotal	**51**	**69,000**		**$5,872,730**
Affordable Units	**11**	**22,000**	**$115,152**	**$1,266,667**
Loss in Market Rate Units	**-11**	**-22,000**	**-$115,152**	**-$1,266,667**
TOTAL	**51**	**69,000**		**$7,924,730**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$10	per sf	27,654	$276,540
Hard Costs				
Site Improvements/Landscaping	$10	per sf	88,550	$885,500
Site/Utilities/Offsite	$8	per sf	88,550	$708,400
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental	$145	per sf	69,000	$10,019,358
Construction: Commercial	$145	per sf	8,000	$1,160,000
Construction: Parking (surface)	$5	per sf	0	$0
Construction: Parking (structured)	$37,500	per space	0	$0
Construction: Common Area	$145	Per sf	11,550	$1,676,904
Subtotal Hard Costs				**$14,450,162**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$515,107
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$1,806,270
Construction Insurance	$20	per sf	88,550	$1,771,000
Parking In-Lieu Fees	$19,031	Per space	77	$1,465,387
City Fees	11%	Pct hard costs		$1,625,643
Subtotal Soft Costs				**$7,448,408**
Financing Costs				
Construction Loan Fee				$196,228
Construction Interest				$1,147,935
Subtotal Financing Costs				**$1,344,163**
TOTAL				**$23,519,273**

Developer Profit	**-$15,594,543**
Developer Profit as Percent of Cost	**-66%**

16. Typology C2, High Cost Markets (Ownership)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**4,000**	**$410**	**$1,641,600**
Single Family Units				
3BR	0	0	$368	$0
4BR	0	0	$331	$0
Townhomes				
3BR	0	0	$381	$0
4BR	0	0	$342	$0
Apartments				
2BR	16	19,200	$351	$6,741,312
3BR	16	24,000	$324	$7,767,839
Subtotal	**32**	**43,200**		**$14,509,151**
Affordable Units	**7**	**14,000**	**$300,000**	**$2,100,000**
Loss in Market Rate Units	**-7**	**-14,000**	**-$337**	**-$4,723,390**
TOTAL	**32**	**43,200**		**$13,527,361**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$50	per sf	27,654	$1,382,700
Hard Costs				
Site Improvements/Landscaping	$10	per sf	74,255	$742,550
Site/Utilities/Offsite	$8	per sf	74,255	$594,040
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental	$145	per sf	43,200	$6,272,990
Construction: Commercial	$145	per sf	4,000	$580,000
Construction: Parking (surface)	$5	per sf	0	$0
Construction: Parking (structured)	$37,500	per space	47	$1,762,500
Construction: Common Area	$145	Per sf	7,080	$1,027,948
Subtotal Hard Costs				**$10,980,028**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$879,278
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$1,372,504
Construction Insurance	$20	per sf	74,255	$1,485,100
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$1,235,253
Subtotal Soft Costs				**$5,237,135**
Financing Costs				
Construction Loan Fee				$163,176
Construction Interest				$954,578
Subtotal Financing Costs				**$1,117,754**
TOTAL				**$18,717,617**

Developer Profit	**-$5,190,256**
Developer Profit as Percent of Cost	**-28%**

17. Typology C2, Medium Cost Markets (Ownership)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**4,000**	**$328**	**$1,313,280**
Single Family Units				
3BR	0	0	$168	$0
4BR	0	0	$150	$0
Townhomes				
3BR	0	0	$140	$0
4BR	0	0	$151	$0
Apartments				
2BR	16	19,200	$120	$2,302,656
3BR	16	24,000	$80	$1,926,000
Subtotal	**32**	**43,200**		**$4,228,656**
Affordable Units	**7**	**14,000**	**$200,180**	**$1,401,260**
Loss in Market Rate Units	**-7**	**-14,000**	**-$100**	**-$1,401,260**
TOTAL	**32**	**43,200**		**$5,541,936**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$15	per sf	27,654	$414,810
Hard Costs				
Site Improvements/Landscaping	$10	per sf	74,255	$742,550
Site/Utilities/Offsite	$8	per sf	74,255	$594,040
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental	$145	per sf	43,200	$6,272,990
Construction: Commercial	$145	per sf	4,000	$580,000
Construction: Parking (surface)	$5	per sf	0	$0
Construction: Parking (structured)	$37,500	per space	47	$1,762,500
Construction: Common Area	$145	Per sf	7,080	$1,027,948
Subtotal Hard Costs				**$10,980,028**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$360,226
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$1,372,504
Construction Insurance	$20	per sf	74,255	$1,485,100
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$1,235,253
Subtotal Soft Costs				**$4,718,082**
Financing Costs				
Construction Loan Fee				$151,561
Construction Interest				$886,632
Subtotal Financing Costs				**$1,038,193**
TOTAL				**$17,151,114**

Developer Profit	**-$11,609,178**
Developer Profit as Percent of Cost	**-68%**

18. Typology C2, Low Cost Markets (Ownership)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**4,000**	**$257**	**$1,026,000**
Single Family Units				
3BR	0	0	$105	$0
4BR	0	0	$78	$0
Townhomes				
3BR	0	0	$108	$0
4BR	0	0	$81	$0
Apartments				
2BR	16	19,200	$75	$1,448,122
3BR	16	24,000	$49	$1,176,675
Subtotal	**32**	**43,200**		**$2,624,797**
Affordable Units	**7**	**14,000**	**$124,451**	**$871,158**
Loss in Market Rate Units	**-7**	**-14,000**	**-$62**	**-$871,158**
TOTAL	**32**	**43,200**		**$3,650,797**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$10	per sf	27,654	$276,540
Hard Costs				
Site Improvements/Landscaping	$10	per sf	74,255	$742,550
Site/Utilities/Offsite	$8	per sf	74,255	$594,040
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental	$145	per sf	43,200	$6,272,990
Construction: Commercial	$145	per sf	4,000	$580,000
Construction: Parking (surface)	$5	per sf	0	$0
Construction: Parking (structured)	$37,500	per space	47	$1,762,500
Construction: Common Area	$145	Per sf	7,080	$1,027,948
Subtotal Hard Costs				**$10,980,028**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$237,302
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$1,372,504
Construction Insurance	$20	per sf	74,255	$1,485,100
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$1,235,253
Subtotal Soft Costs				**$4,595,158**
Financing Costs				
Construction Loan Fee				$149,902
Construction Interest				$876,926
Subtotal Financing Costs				**$1,026,828**
TOTAL				**$16,878,554**

Developer Profit	**-$13,227,757**
Developer Profit as Percent of Cost	**-78%**

19. Typology C2, High Cost Markets (Rental)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**4,000**	**$410**	**$1,641,600**
Single Family Units				
3BR				$0
4BR				$0
Townhomes				
3BR	0	0	$302,472	$0
4BR	0	0	$372,175	$0
Apartments				
2BR	16	19,200	$189,593	$3,033,491
3BR	16	24,000	$247,477	$3,959,633
Subtotal	**32**	**43,200**		**$6,993,124**
Affordable Units	**11**	**22,000**	**$178,501**	**$1,963,516**
Loss in Market Rate Units	**-11**	**-22,000**	**-$218,535**	**-$2,403,886**
TOTAL	**32**	**43,200**		**$8,194,354**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$50	per sf	27,654	$1,382,700
Hard Costs				
Site Improvements/Landscaping	$10	per sf	74,255	$742,550
Site/Utilities/Offsite	$8	per sf	74,255	$594,040
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental	$145	per sf	43,200	$6,272,990
Construction: Commercial	$145	per sf	4,000	$580,000
Construction: Parking (surface)	$5	per sf	0	$0
Construction: Parking (structured)	$37,500	per space	47	$1,762,500
Construction: Common Area	$145	Per sf	7,080	$1,027,948
Subtotal Hard Costs				**$10,980,028**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$532,633
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$1,372,504
Construction Insurance	$20	per sf	74,255	$1,485,100
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$1,235,253
Subtotal Soft Costs				**$4,890,490**
Financing Costs				
Construction Loan Fee				$163,176
Construction Interest				$954,578
Subtotal Financing Costs				**$1,117,754**
TOTAL				**$18,370,972**

Developer Profit	**-$10,176,618**
Developer Profit as Percent of Cost	**-55%**

20. Typology C2, Medium Cost Markets (Rental)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**4,000**	**$328**	**$1,313,280**
Single Family Units				
3BR				
4BR				
Townhomes				
3BR	0	0	$207,702	$0
4BR	0	0	$371,632	$0
Apartments				
2BR	16	19,200	$113,100	$1,809,602
3BR	16	24,000	$153,519	$2,456,298
Subtotal	**32**	**43,200**		**$4,265,900**
Affordable Units	**7**	**14,000**	**$133,309**	**$933,166**
Loss in Market Rate Units	**-7**	**-14,000**	**-$133,309**	**-$933,166**
TOTAL	**32**	**43,200**		**$5,579,180**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$15	per sf	27,654	$414,810
Hard Costs				
Site Improvements/Landscaping	$10	per sf	74,255	$742,550
Site/Utilities/Offsite	$8	per sf	74,255	$594,040
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental	$145	per sf	43,200	$6,272,990
Construction: Commercial	$145	per sf	4,000	$580,000
Construction: Parking (surface)	$5	per sf	0	$0
Construction: Parking (structured)	$37,500	per space	47	$1,762,500
Construction: Common Area	$145	Per sf	7,080	$1,027,948
Subtotal Hard Costs				**$10,980,028**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$362,647
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$1,372,504
Construction Insurance	$20	per sf	74,255	$1,485,100
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$1,235,253
Subtotal Soft Costs				**$4,720,503**
Financing Costs				
Construction Loan Fee				$151,561
Construction Interest				$886,632
Subtotal Financing Costs				**$1,038,193**
TOTAL				**$17,153,535**

Developer Profit	**-$11,574,355**
Developer Profit as Percent of Cost	**-67%**

21. Typology C2, Low Cost Markets (Rental)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**4,000**	**$257**	**$1,026,000**
Single Family Units				
3BR				
4BR				
Townhomes				
3BR	0	0	$189,783	$0
4BR	0	0	$215,087	$0
Apartments				
2BR	16	19,200	$103,326	$1,653,221
3BR	16	24,000	$126,522	$2,024,352
Subtotal	**32**	**43,200**		**$3,677,573**
Affordable Units	**7**	**14,000**	**$114,924**	**$804,469**
Loss in Market Rate Units	**-7**	**-14,000**	**-$114,924**	**-$804,469**
TOTAL	**32**	**43,200**		**$4,703,573**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$10	per sf	27,654	$276,540
Hard Costs				
Site Improvements/Landscaping	$10	per sf	74,255	$742,550
Site/Utilities/Offsite	$8	per sf	74,255	$594,040
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental	$145	per sf	43,200	$6,272,990
Construction: Commercial	$145	per sf	4,000	$580,000
Construction: Parking (surface)	$5	per sf	0	$0
Construction: Parking (structured)	$37,500	per space	47	$1,762,500
Construction: Common Area	$145	Per sf	7,080	$1,027,948
Subtotal Hard Costs				**$10,980,028**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$305,732
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$1,372,504
Construction Insurance	$20	per sf	74,255	$1,485,100
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$1,235,253
Subtotal Soft Costs				**$4,663,589**
Financing Costs				
Construction Loan Fee				$149,902
Construction Interest				$876,926
Subtotal Financing Costs				**$1,026,828**
TOTAL				**$16,946,985**

Developer Profit	**-$12,243,412**
Developer Profit as Percent of Cost	**-72%**

			Unit Cost						Unit
			A3	A4	B3	B4	C2	C3	
Land Cost	A		$50						per sf
	B		$15						
	C		$10						
Hard Costs									
Site Improvements/Landscaping			10	10	10	10	10	10	per sf
Site/Utilities/Offsite	8								Project
Construction: Single Family Residential			143.149916	131.5619					per sf
Construction: Townhomes					145.2081	130.7386			per sf
Construction: Multifamily Residental							145.2081	145.2081	per sf
Construction: Commercial			145	145	145	145	145	145	per sf
Construction: Parking (surface)			5.07						per sf
Construction: Parking (structured)			37500	37500	37500	37500	37500	37500	per sf
Soft Costs									
Sales and Marketing Costs	6.5%	Pct revenues							
Purchase	$15,000	Project							
Concept	$100,000	Project							
Entitlement	$165,000	Project							
Const Documents	12.5%	Pct hard costs							
OCIP	$20	per sf							
City Fees	11.3%	Pct hard costs							
Subtotal Soft Costs									
Financing Costs									
Construction Loan Fee	6.5%								
Construction Interest	1.5%								
Subtotal Financing Costs									
Subtotal Above Costs									
Developer Profit									
Developer Profit as Percent of Cost									

Cost Area	Type	BR	Rent	Vacancy	Cap rate	Expense %	Rental	Ownership ppsf	
A	SFR	3	X	0.0415	0.06	0.45		$368	
A	SFR	4	X	0.0415	0.06	0.45		$331	
A	TH	3	$2,869	0.0415	0.06	0.45	$302,472	$381	
A	TH	4	$3,530	0.0415	0.06	0.45	$372,175	$342	
A	APT	2	$1,798	0.0415	0.06	0.45	$189,593	$351	-10%
A	APT	3	$2,347	0.0415	0.06	0.45	$247,477	$324	
B	SFR	3	X	0.0415	0.06	0.45		$168	
B	SFR	4	X	0.0415	0.06	0.45		$150	
B	TH	3	$1,970	0.0415	0.06	0.45	$207,702	$140	
B	TH	4	$3,525	0.0415	0.06	0.45	$371,632	$151	
B	APT	2	$1,073	0.0415	0.06	0.45	$113,100	$120	-15%
B	APT	3	$1,456	0.0415	0.06	0.45	$153,519	$80	
C	SFR	3	X	0.0415	0.06	0.45		$105	
C	SFR	4	X	0.0415	0.06	0.45		$78	
C	TH	3	$1,800	0.0415	0.06	0.45	$189,783	$108.02	
C	TH	4	$2,040	0.0415	0.06	0.45	$215,087	$80.57	
C	APT	2	$980	0.0415	0.06	0.45	$103,326	$75.42	-20%
C	APT	3	$1,200	0.0415	0.06	0.45	$126,522	$49.03	
Afford	Any	3	$1,693	0.0415	0.06	0.45	$178,501	$300,000	
A	Comm		2	0.1	0.05	0.05	$410		
B	Comm		1.6	0.1	0.05	0.05	$328		
C	Comm		1.25	0.1	0.05	0.05	$257		

Type	Quality	1200	1500	1800	2200	TH %	% Site Work	
2-Story	Economy	91.15	85.15	80.55	74.65		0.90%	*stucco on wood
2-Story	Average	111.45	104.15	98.5	91.7		0.80%	
3-Story	Average	112.8	112.8	102.3	96.825	0.91	0.50%	
2-Story	Custom	144.5	132.75	124.15	114.1	0.9	0.60%	*wood siding
3-Story	Custom	141.5	141.5	127.4	119.1	0.89	0.60%	
2-Story	Luxury	167.9	153.85	143.6	131.775	0.895	0.50%	
3-Story	Luxury	162.1	162.1	145.7	135.9625	0.88	0.50%	

Parking	Garage	Surface
Economy	-3.23529412	5.07
Average	-3.91058824	5.07
Custom	-9.64941176	5.07
Luxury	-9.95058824	5.07

Adj. Factor 1.16

	1	2	3	4
Typology	A	A	A	B
Area	High	Medium	Low	High
Tenure	Owner	Owner	Owner	Owner
Single Family Units				
3BR	8	8	8	0
4BR	9	9	9	0
Townhomes				
3BR	0	0	0	12
4BR	0	0	0	6
Apartments				
2BR	0	0	0	6
3BR	0	0	0	0
Total	17	17	17	24
Affordable	4	4	4	5
Parking				
Surface	0	0	0	18
Structured	30	30	30	24
Off-Site	0	0	0	0
Commercial	0	0	0	2,600
Common Area	0	0	0	1,620

5	6	7	8	9	10	11
B	B	B	B	B	C1	C1
Medium	Low	High	Medium	Low	High	Medium
Owner	Owner	Rental	Rental	Rental	Owner	Owner
0	0	0	0	0	0	
0	0	0	0	0	0	
12	12	12	12	12	0	
6	6	6	6	6	0	
6	6	6	6	6	25	25
0	0	0	0	0	26	26
24	24	24	24	24	51	51
5	5	5	5	5	11	11
18	18	18	18	18	0	0
24	24	24	24	24	0	0
0	0	0	0	0	77	77
2,600	2,600	2,600	2,600	2,600	8,000	8,000
1,620	1,620	1,620	1,620	1,620	11,550	11,550

12	13	14	15	16	17	18
C1	C1	C1	C1	C2	C2	C2
Low	High	Medium	Low	High	Medium	Low
Owner	Rental	Rental	Rental	Owner	Owner	Owner
25	25	25	25	16	16	16
26	26	26	26	16	16	16
51	51	51	51	32	32	32
11	11	11	11	7	7	7
0	0	0	0	0	0	0
0	0	0	0	47	47	47
77	77	77	77	0	0	0
8,000	8,000	8,000	8,000	4,000	4,000	4,000
11,550	11,550	11,550	11,550	7,080	7,080	7,080

19	20	21
C2	C2	C2
High	Medium	Low
Rental	Rental	Rental
16	16	16
16	16	16
32	32	32
7	7	7
0	0	0
47	47	47
0	0	0
4,000	4,000	4,000
7,080	7,080	7,080

	SFR	TH	MFR	P
2			1200	
3	1800	1500	1500	
4	2200	1800	1800	

P 425

Mo	2	329	1.1584507
	3	284	1
	4	276	0.97183099
Sa	1	74	0.47435897
	2	142	0.91025641
	3	156	1
	4	147	0.94230769
SC	1	388	1.14792899
	2	369	1.09171598
	3	338	1
	4	347	1.02662722
So	3	111	1
	4	101	0.90990991
W	1	212	1.02415459
	2	223	1.07729469
	3	207	1
	4	191	0.92270531

Proforma Run Assuming 20% Decrease in Cost of Construction
Summary of Findings

	Scenario	Residential Units	Commercial SF	Usable Area (Commercial + Residential)	Density (du/acre)	FAR	Developer Revenue	Developer Cost	Developer Profit	Return on Investment
1	Typology A, High Cost Markets (Ownership)	17	0	34,200	27	1.24	$10,264,000	$10,652,000	($388,000)	-4%
2	Typology A, Medium Cost Markets (Ownership)	17	0	34,200	27	1.24	$5,320,000	$9,075,000	($3,755,000)	-41%
3	Typology A, Low Cost Markets (Ownership)	17	0	34,200	27	1.24	$3,049,000	$8,778,000	($5,729,000)	-65%
4	Typology B, High Cost Markets (Ownership)	24	2,600	38,600	38	1.46	$12,007,000	$11,561,000	$446,000	4%
5	Typology B, Medium Cost Markets(Ownership)	24	2,600	38,600	38	1.46	$5,866,000	$10,453,000	($4,587,000)	-44%
6	Typology B, Low Cost Markets (Ownership)	24	2,600	38,600	38	1.46	$4,024,000	$9,845,000	($5,820,000)	-59%
7	Typology B, High Cost Markets (Rental)	24	2,600	38,600	38	1.46	$7,501,000	$11,268,000	($3,766,000)	-33%
8	Typology B, Medium Cost Markets (Rental)	24	2,600	38,600	38	1.46	$6,022,000	$10,124,000	($4,102,000)	-41%
9	Typology B, Low Cost Markets (Rental)	24	2,600	38,600	38	1.46	$4,855,000	$9,899,000	($5,044,000)	-51%
10	Typology C1, High Cost Markets (Ownership)	51	8,000	77,000	80	3.20	$22,323,000	$21,812,000	$511,000	2%
11	Typology C1, Medium Cost Markets (Ownership)	51	8,000	77,000	80	3.20	$9,354,000	$19,921,000	($10,567,000)	-53%
12	Typology C1, Low Cost Markets (Ownership)	51	8,000	77,000	80	3.20	$6,227,000	$19,568,000	($13,341,000)	-68%
13	Typology C1, High Cost Markets (Rental)	51	8,000	77,000	80	3.20	$14,011,000	$21,271,000	($7,260,000)	-34%
14	Typology C1, Medium Cost Markets (Rental)	51	8,000	77,000	80	3.20	$9,446,000	$19,927,000	($10,482,000)	-53%
15	Typology C1, Low Cost Markets (Rental)	51	8,000	77,000	80	3.20	$7,925,000	$19,679,000	($11,754,000)	-60%
16	Typology C2, High Cost Markets (Ownership)	32	4,000	47,200	50	1.96	$13,527,000	$15,799,000	($2,272,000)	-14%
17	Typology C2, Medium Cost Markets (Ownership)	32	4,000	47,200	50	1.96	$5,542,000	$14,233,000	($8,691,000)	-61%
18	Typology C2, Low Cost Markets (Ownership)	32	4,000	47,200	50	1.96	$3,651,000	$13,960,000	($10,309,000)	-74%
19	Typology C2, High Cost Markets (Rental)	32	4,000	47,200	50	1.96	$8,194,000	$15,453,000	($7,258,000)	-47%
20	Typology C2, Medium Cost Markets (Rental)	32	4,000	47,200	50	1.96	$5,579,000	$14,235,000	($8,656,000)	-61%
21	Typology C2, Low Cost Markets (Rental)	32	4,000	47,200	50	1.96	$4,704,000	$14,029,000	($9,325,000)	-66%

1. Typology A, High Cost Markets (Ownership)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**0**	**$410**	**$0**
Single Family Units				
3BR	8	14,400	$368	$5,302,944
4BR	9	19,800	$331	$6,559,740
Townhomes				
3BR	0	0	$381	$0
4BR	0	0	$342	$0
Apartments				
2BR	0	0	$351	$0
3BR	0	0	$324	$0
Subtotal	**17**	**34,200**		**$11,862,684**
Affordable Units	**4**	**8,000**	**$300,000**	**$1,200,000**
Loss in Market Rate Units	**-4**	**-8,000**	**-$350**	**-$2,798,240**
TOTAL	**17**	**34,200**		**$10,264,444**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$50	per sf	27,654	$1,382,700
Hard Costs				
Site Improvements/Landscaping	$8	per sf	46,950	$375,600
Site/Utilities/Offsite	$6	per sf	46,950	$300,480
Construction: Single Family Residential	$110	per sf	34,200	$3,748,732
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental		per sf	0	$0
Construction: Commercial	$116	per sf	0	$0
Construction: Parking (surface)	$4	per sf	0	$0
Construction: Parking (structured)	$30,000	per space	30	$900,000
Construction: Common Area	$110	Per sf	0	$0
Subtotal Hard Costs				**$5,324,812**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$667,189
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$665,602
Construction Insurance	$20	per sf	46,950	$939,000
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$599,041
Subtotal Soft Costs				**$3,135,832**
Financing Costs				
Construction Loan Fee				$118,120
Construction Interest				$691,003
Subtotal Financing Costs				**$809,123**
TOTAL				**$10,652,467**

Developer Profit	**-$388,023**
Developer Profit as Percent of Cost	**-4%**

2. Typology A, Medium Cost Markets (Ownership)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**0**	**$328**	**$0**
Single Family Units				
3BR	8	14,400	$168	$2,425,824
4BR	9	19,800	$150	$2,967,228
Townhomes				
3BR	0	0	$140	$0
4BR	0	0	$151	$0
Apartments				
2BR	0	0	$120	$0
3BR	0	0	$80	$0
Subtotal	**17**	**34,200**		**$5,393,052**
Affordable Units	**4**	**8,000**	**$300,000**	**$1,200,000**
Loss in Market Rate Units	**-4**	**-8,000**	**-$159**	**-$1,273,280**
TOTAL	**17**	**34,200**		**$5,319,772**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$15	per sf	27,654	$414,810
Hard Costs				
Site Improvements/Landscaping	$8	per sf	46,950	$375,600
Site/Utilities/Offsite	$6	per sf	46,950	$300,480
Construction: Single Family Residential	$110	per sf	34,200	$3,748,732
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental		per sf	0	$0
Construction: Commercial	$116	per sf	0	$0
Construction: Parking (surface)	$4	per sf	0	$0
Construction: Parking (structured)	$30,000	per space	30	$900,000
Construction: Common Area	$110	Per sf	0	$0
Subtotal Hard Costs				**$5,324,812**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$345,785
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$665,602
Construction Insurance	$20	per sf	46,950	$939,000
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$599,041
Subtotal Soft Costs				**$2,814,428**
Financing Costs				
Construction Loan Fee				$76,064
Construction Interest				$444,974
Subtotal Financing Costs				**$521,038**
TOTAL				**$9,075,088**

Developer Profit	**-$3,755,316**
Developer Profit as Percent of Cost	**-41%**

3. Typology A, Low Cost Markets (Ownership)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**0**	**$257**	**$0**
Single Family Units				
3BR	8	14,400	$105	$1,505,088
4BR	9	19,800	$78	$1,543,599
Townhomes				
3BR	0	0	$108	$0
4BR	0	0	$81	$0
Apartments				
2BR	0	0	$75	$0
3BR	0	0	$49	$0
Subtotal	**17**	**34,200**		**$3,048,687**
Affordable Units	**4**	**8,000**	**$182,480**	**$729,918**
Loss in Market Rate Units	**-4**	**-8,000**	**-$91**	**-$729,918**
TOTAL	**17**	**34,200**		**$3,048,687**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$10	per sf	27,654	$276,540
Hard Costs				
Site Improvements/Landscaping	$8	per sf	46,950	$375,600
Site/Utilities/Offsite	$6	per sf	46,950	$300,480
Construction: Single Family Residential	$110	per sf	34,200	$3,748,732
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental		per sf	0	$0
Construction: Commercial	$116	per sf	0	$0
Construction: Parking (surface)	$4	per sf	0	$0
Construction: Parking (structured)	$30,000	per space	30	$900,000
Construction: Common Area	$110	Per sf	0	$0
Subtotal Hard Costs				**$5,324,812**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$198,165
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$665,602
Construction Insurance	$20	per sf	46,950	$939,000
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$599,041
Subtotal Soft Costs				**$2,666,808**
Financing Costs				
Construction Loan Fee				$74,405
Construction Interest				$435,268
Subtotal Financing Costs				**$509,672**
TOTAL				**$8,777,832**

Developer Profit	**-$5,729,145**
Developer Profit as Percent of Cost	**-65%**

4. Typology B, High Cost Markets (Ownership)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**2,600**	**$410**	**$1,067,040**
Single Family Units				
3BR	0	0	$368	$0
4BR	0	0	$331	$0
Townhomes				
3BR	12	18,000	$381	$6,850,546
4BR	6	10,800	$342	$3,697,799
Apartments				
2BR	6	7,200	$351	$2,527,992
3BR	0	0	$324	$0
Subtotal	**24**	**36,000**		**$13,076,337**
Affordable Units	**5**	**10,000**	**$300,000**	**$1,500,000**
Loss in Market Rate Units	**-5**	**-10,000**	**-$364**	**-$3,636,676**
TOTAL	**24**	**36,000**		**$12,006,701**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$50	per sf	27,654	$1,382,700
Hard Costs				
Site Improvements/Landscaping	$8	per sf	50,420	$403,360
Site/Utilities/Offsite	$6	per sf	50,420	$322,688
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes	$112	per sf	28,800	$3,234,469
Construction: Multifamily Residental	$116	per sf	7,200	$836,399
Construction: Commercial	$116	per sf	2,600	$301,600
Construction: Parking (surface)	$4	per sf	6,300	$25,553
Construction: Parking (structured)	$30,000	per space	24	$720,000
Construction: Common Area	$113	Per sf	1,620	$183,508
Subtotal Hard Costs				**$6,027,576**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$780,436
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$753,447
Construction Insurance	$20	per sf	50,420	$1,008,400
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$678,102
Subtotal Soft Costs				**$3,485,385**
Financing Costs				
Construction Loan Fee				$97,061
Construction Interest				$567,804
Subtotal Financing Costs				**$664,865**
TOTAL				**$11,560,525**

Developer Profit	**$446,175**
Developer Profit as Percent of Cost	**4%**

5. Typology B, Medium Cost Markets(Ownership)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**2,600**	**$328**	**$853,632**
Single Family Units				
3BR	0	0	$168	$0
4BR	0	0	$150	$0
Townhomes				
3BR	12	18,000	$140	$2,514,600
4BR	6	10,800	$151	$1,633,932
Apartments				
2BR	6	7,200	$120	$863,496
3BR	0	0	$80	$0
Subtotal	**24**	**36,000**		**$5,012,028**
Affordable Units	**5**	**10,000**	**$275,310**	**$1,376,550**
Loss in Market Rate Units	**-5**	**-10,000**	**-$138**	**-$1,376,550**
TOTAL	**24**	**36,000**		**$5,865,660**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$15	per sf	27,654	$414,810
Hard Costs				
Site Improvements/Landscaping	$8	per sf	52,970	$423,760
Site/Utilities/Offsite	$6	per sf	52,970	$339,008
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes	$112	per sf	28,800	$3,234,469
Construction: Multifamily Residental	$116	per sf	7,200	$836,399
Construction: Commercial	$116	per sf	2,600	$301,600
Construction: Parking (surface)	$4	per sf	6,300	$25,553
Construction: Parking (structured)	$30,000	per space	30	$900,000
Construction: Common Area	$113	Per sf	1,620	$183,508
Subtotal Hard Costs				**$6,244,296**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$381,268
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$780,537
Construction Insurance	$20	per sf	52,970	$1,059,400
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$702,483
Subtotal Soft Costs				**$3,188,688**
Financing Costs				
Construction Loan Fee				$88,339
Construction Interest				$516,784
Subtotal Financing Costs				**$605,123**
TOTAL				**$10,452,917**

Developer Profit	**-$4,587,257**
Developer Profit as Percent of Cost	**-44%**

6. Typology B, Low Cost Markets (Ownership)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**2,600**	**$257**	**$666,900**
Single Family Units				
3BR	0	0	$105	$0
4BR	0	0	$78	$0
Townhomes				
3BR	12	18,000	$108	$1,944,330
4BR	6	10,800	$81	$870,144
Apartments				
2BR	6	7,200	$75	$543,046
3BR	0	0	$49	$0
Subtotal	**24**	**36,000**		**$3,357,520**
Affordable Units	**5**	**10,000**	**$186,014**	**$930,071**
Loss in Market Rate Units	**-5**	**-10,000**	**-$93**	**-$930,071**
TOTAL	**24**	**36,000**		**$4,024,420**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$10	per sf	27,654	$276,540
Hard Costs				
Site Improvements/Landscaping	$8	per sf	50,420	$403,360
Site/Utilities/Offsite	$6	per sf	50,420	$322,688
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes	$112	per sf	28,800	$3,234,469
Construction: Multifamily Residental	$116	per sf	7,200	$836,399
Construction: Commercial	$116	per sf	2,600	$301,600
Construction: Parking (surface)	$4	per sf	6,300	$25,553
Construction: Parking (structured)	$30,000	per space	24	$720,000
Construction: Common Area	$113	Per sf	1,620	$183,508
Subtotal Hard Costs				**$6,027,576**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$261,587
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$753,447
Construction Insurance	$20	per sf	50,420	$1,008,400
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$678,102
Subtotal Soft Costs				**$2,966,537**
Financing Costs				
Construction Loan Fee				$83,787
Construction Interest				$490,152
Subtotal Financing Costs				**$573,938**
TOTAL				**$9,844,591**

Developer Profit	**-$5,820,171**
Developer Profit as Percent of Cost	**-59%**

7. Typology B, High Cost Markets (Rental)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**2,600**	**$410**	**$1,067,040**
Single Family Units				
3BR				
4BR				
Townhomes				
3BR	12	18,000	$302,472	$3,629,663
4BR	6	10,800	$372,175	$2,233,050
Apartments				
2BR	6	7,200	$189,593	$1,137,559
3BR	0	0	$247,477	$0
Subtotal	**24**	**36,000**		**$7,000,272**
Affordable Units	**5**	**10,000**	**$178,501**	**$892,507**
Loss in Market Rate Units	**-5**	**-10,000**	**-$291,678**	**-$1,458,390**
TOTAL	**24**	**36,000**		**$7,501,430**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$50	per sf	27,654	$1,382,700
Hard Costs				
Site Improvements/Landscaping	$8	per sf	50,420	$403,360
Site/Utilities/Offsite	$6	per sf	50,420	$322,688
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes	$112	per sf	28,800	$3,234,469
Construction: Multifamily Residental	$116	per sf	7,200	$836,399
Construction: Commercial	$116	per sf	2,600	$301,600
Construction: Parking (surface)	$4	per sf	6,300	$25,553
Construction: Parking (structured)	$30,000	per space	24	$720,000
Construction: Common Area	$113	Per sf	1,620	$183,508
Subtotal Hard Costs				**$6,027,576**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$487,593
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$753,447
Construction Insurance	$20	per sf	50,420	$1,008,400
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$678,102
Subtotal Soft Costs				**$3,192,542**
Financing Costs				
Construction Loan Fee				$97,061
Construction Interest				$567,804
Subtotal Financing Costs				**$664,865**
TOTAL				**$11,267,683**

Developer Profit	**-$3,766,253**
Developer Profit as Percent of Cost	**-33%**

8. Typology B, Medium Cost Markets (Rental)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**2,600**	**$328**	**$853,632**
Single Family Units				
3BR				
4BR				
Townhomes				
3BR	12	18,000	$207,702	$2,492,420
4BR	6	10,800	$371,632	$2,229,792
Apartments				
2BR	6	7,200	$113,100	$678,601
3BR	0	0	$153,519	$0
Subtotal	**24**	**36,000**		**$5,400,813**
Affordable Units	**5**	**10,000**	**$178,501**	**$892,507**
Loss in Market Rate Units	**-5**	**-10,000**	**-$225,034**	**-$1,125,169**
TOTAL	**24**	**36,000**		**$6,021,783**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$15	per sf	27,654	$414,810
Hard Costs				
Site Improvements/Landscaping	$8	per sf	50,420	$403,360
Site/Utilities/Offsite	$6	per sf	50,420	$322,688
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes	$112	per sf	28,800	$3,234,469
Construction: Multifamily Residental	$116	per sf	7,200	$836,399
Construction: Commercial	$116	per sf	2,600	$301,600
Construction: Parking (surface)	$4	per sf	6,300	$25,553
Construction: Parking (structured)	$30,000	per space	24	$720,000
Construction: Common Area	$113	Per sf	1,620	$183,508
Subtotal Hard Costs				**$6,027,576**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$391,416
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$753,447
Construction Insurance	$20	per sf	50,420	$1,008,400
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$678,102
Subtotal Soft Costs				**$3,096,365**
Financing Costs				
Construction Loan Fee				$85,446
Construction Interest				$499,858
Subtotal Financing Costs				**$585,304**
TOTAL				**$10,124,055**

Developer Profit	**-$4,102,272**
Developer Profit as Percent of Cost	**-41%**

9. Typology B, Low Cost Markets (Rental)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**2,600**	**$257**	**$666,900**
Single Family Units				
3BR				
4BR				
Townhomes				
3BR	12	18,000	$189,783	$2,277,396
4BR	6	10,800	$215,087	$1,290,524
Apartments				
2BR	6	7,200	$103,326	$619,958
3BR	0	0	$126,522	$0
Subtotal	**24**	**36,000**		**$4,187,878**
Affordable Units	**5**	**10,000**	**$174,495**	**$872,475**
Loss in Market Rate Units	**-5**	**-10,000**	**-$174,495**	**-$872,475**
TOTAL	**24**	**36,000**		**$4,854,778**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$10	per sf	27,654	$276,540
Hard Costs				
Site Improvements/Landscaping	$8	per sf	50,420	$403,360
Site/Utilities/Offsite	$6	per sf	50,420	$322,688
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes	$112	per sf	28,800	$3,234,469
Construction: Multifamily Residental	$116	per sf	7,200	$836,399
Construction: Commercial	$116	per sf	2,600	$301,600
Construction: Parking (surface)	$4	per sf	6,300	$25,553
Construction: Parking (structured)	$30,000	per space	24	$720,000
Construction: Common Area	$113	Per sf	1,620	$183,508
Subtotal Hard Costs				**$6,027,576**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$315,561
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$753,447
Construction Insurance	$20	per sf	50,420	$1,008,400
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$678,102
Subtotal Soft Costs				**$3,020,510**
Financing Costs				
Construction Loan Fee				$83,787
Construction Interest				$490,152
Subtotal Financing Costs				**$573,938**
TOTAL				**$9,898,564**

Developer Profit	**-$5,043,786**
Developer Profit as Percent of Cost	**-51%**

10. Typology C1, High Cost Markets (Ownership)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**8,000**	**$410**	**$3,283,200**
Single Family Units				
3BR	0	0	$368	$0
4BR	0	0	$331	$0
Townhomes				
3BR	0	0	$381	$0
4BR	0	0	$342	$0
Apartments				
2BR	25	30,000	$351	$10,533,300
3BR	26	39,000	$324	$12,622,738
Subtotal	**51**	**69,000**		**$23,156,038**
Affordable Units	**11**	**22,000**	**$300,000**	**$3,300,000**
Loss in Market Rate Units	**-11**	**-22,000**	**-$337**	**-$7,416,549**
TOTAL	**51**	**69,000**		**$22,322,689**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$50	per sf	27,654	$1,382,700
Hard Costs				
Site Improvements/Landscaping	$8	per sf	88,550	$708,400
Site/Utilities/Offsite	$6	per sf	88,550	$566,720
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental	$116	per sf	69,000	$8,015,487
Construction: Commercial	$116	per sf	8,000	$928,000
Construction: Parking (surface)	$4	per sf	0	$0
Construction: Parking (structured)	$30,000	per space	0	$0
Construction: Common Area	$116	Per sf	11,550	$1,341,523
Subtotal Hard Costs				**$11,560,130**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$1,450,975
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$1,445,016
Construction Insurance	$20	per sf	88,550	$1,771,000
Parking In-Lieu Fees	$19,031	Per space	77	$1,465,387
City Fees	11%	Pct hard costs		$1,300,515
Subtotal Soft Costs				**$7,697,893**
Financing Costs				
Construction Loan Fee				$170,920
Construction Interest				$999,883
Subtotal Financing Costs				**$1,170,803**
TOTAL				**$21,811,525**

Developer Profit	**$511,164**
Developer Profit as Percent of Cost	**2%**

11. Typology C1, Medium Cost Markets (Ownership)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**8,000**	**$328**	**$2,626,560**
Single Family Units				
3BR	0	0	$168	$0
4BR	0	0	$150	$0
Townhomes				
3BR	0	0	$140	$0
4BR	0	0	$151	$0
Apartments				
2BR	25	30,000	$120	$3,597,900
3BR	26	39,000	$80	$3,129,750
Subtotal	**51**	**69,000**		**$6,727,650**
Affordable Units	**11**	**22,000**	**$199,402**	**$2,193,422**
Loss in Market Rate Units	**-11**	**-22,000**	**-$100**	**-$2,193,422**
TOTAL	**51**	**69,000**		**$9,354,210**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$15	per sf	27,654	$414,810
Hard Costs				
Site Improvements/Landscaping	$8	per sf	88,550	$708,400
Site/Utilities/Offsite	$6	per sf	88,550	$566,720
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental	$116	per sf	69,000	$8,015,487
Construction: Commercial	$116	per sf	8,000	$928,000
Construction: Parking (surface)	$4	per sf	0	$0
Construction: Parking (structured)	$30,000	per space	0	$0
Construction: Common Area	$116	Per sf	11,550	$1,341,523
Subtotal Hard Costs				**$11,560,130**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$608,024
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$1,445,016
Construction Insurance	$20	per sf	88,550	$1,771,000
Parking In-Lieu Fees	$19,031	Per space	77	$1,465,387
City Fees	11%	Pct hard costs		$1,300,515
Subtotal Soft Costs				**$6,854,941**
Financing Costs				
Construction Loan Fee				$159,305
Construction Interest				$931,937
Subtotal Financing Costs				**$1,091,242**
TOTAL				**$19,921,124**

Developer Profit	**-$10,566,914**
Developer Profit as Percent of Cost	**-53%**

12. Typology C1, Low Cost Markets (Ownership)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**8,000**	**$257**	**$2,052,000**
Single Family Units				
3BR	0	0	$105	$0
4BR	0	0	$78	$0
Townhomes				
3BR	0	0	$108	$0
4BR	0	0	$81	$0
Apartments				
2BR	25	30,000	$75	$2,262,690
3BR	26	39,000	$49	$1,912,097
Subtotal	**51**	**69,000**		**$4,174,787**
Affordable Units	**11**	**22,000**	**$123,934**	**$1,363,269**
Loss in Market Rate Units	**-11**	**-22,000**	**-$62**	**-$1,363,269**
TOTAL	**51**	**69,000**		**$6,226,787**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$10	per sf	27,654	$276,540
Hard Costs				
Site Improvements/Landscaping	$8	per sf	88,550	$708,400
Site/Utilities/Offsite	$6	per sf	88,550	$566,720
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental	$116	per sf	69,000	$8,015,487
Construction: Commercial	$116	per sf	8,000	$928,000
Construction: Parking (surface)	$4	per sf	0	$0
Construction: Parking (structured)	$30,000	per space	0	$0
Construction: Common Area	$116	Per sf	11,550	$1,341,523
Subtotal Hard Costs				**$11,560,130**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$404,741
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$1,445,016
Construction Insurance	$20	per sf	88,550	$1,771,000
Parking In-Lieu Fees	$19,031	Per space	77	$1,465,387
City Fees	11%	Pct hard costs		$1,300,515
Subtotal Soft Costs				**$6,651,659**
Financing Costs				
Construction Loan Fee				$157,646
Construction Interest				$922,230
Subtotal Financing Costs				**$1,079,877**
TOTAL				**$19,568,205**

Developer Profit	**-$13,341,418**
Developer Profit as Percent of Cost	**-68%**

13. Typology C1, High Cost Markets (Rental)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**8,000**	**$410**	**$3,283,200**
Single Family Units				
3BR				$0
4BR				$0
Townhomes				
3BR	0	0	$302,472	$0
4BR	0	0	$372,175	$0
Apartments				
2BR	25	30,000	$189,593	$4,739,830
3BR	26	39,000	$247,477	$6,434,403
Subtotal	**51**	**69,000**		**$11,174,233**
Affordable Units	**11**	**22,000**	**$178,501**	**$1,963,516**
Loss in Market Rate Units	**-11**	**-22,000**	**-$219,103**	**-$2,410,129**
TOTAL	**51**	**69,000**		**$14,010,821**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$50	per sf	27,654	$1,382,700
Hard Costs				
Site Improvements/Landscaping	$8	per sf	88,550	$708,400
Site/Utilities/Offsite	$6	per sf	88,550	$566,720
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental	$116	per sf	69,000	$8,015,487
Construction: Commercial	$116	per sf	8,000	$928,000
Construction: Parking (surface)	$4	per sf	0	$0
Construction: Parking (structured)	$30,000	per space	0	$0
Construction: Common Area	$116	Per sf	11,550	$1,341,523
Subtotal Hard Costs				**$11,560,130**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$910,703
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$1,445,016
Construction Insurance	$20	per sf	88,550	$1,771,000
Parking In-Lieu Fees	$19,031	Per space	77	$1,465,387
City Fees	11%	Pct hard costs		$1,300,515
Subtotal Soft Costs				**$7,157,621**
Financing Costs				
Construction Loan Fee				$170,920
Construction Interest				$999,883
Subtotal Financing Costs				**$1,170,803**
TOTAL				**$21,271,254**

Developer Profit	**-$7,260,433**
Developer Profit as Percent of Cost	**-34%**

14. Typology C1, Medium Cost Markets (Rental)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**8,000**	**$328**	**$2,626,560**
Single Family Units				
3BR				
4BR				
Townhomes				
3BR	0	0	$207,702	$0
4BR	0	0	$371,632	$0
Apartments				
2BR	25	30,000	$113,100	$2,827,503
3BR	26	39,000	$153,519	$3,991,484
Subtotal	**51**	**69,000**		**$6,818,988**
Affordable Units	**11**	**22,000**	**$133,706**	**$1,470,762**
Loss in Market Rate Units	**-11**	**-22,000**	**-$133,706**	**-$1,470,762**
TOTAL	**51**	**69,000**		**$9,445,548**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$15	per sf	27,654	$414,810
Hard Costs				
Site Improvements/Landscaping	$8	per sf	88,550	$708,400
Site/Utilities/Offsite	$6	per sf	88,550	$566,720
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental	$116	per sf	69,000	$8,015,487
Construction: Commercial	$116	per sf	8,000	$928,000
Construction: Parking (surface)	$4	per sf	0	$0
Construction: Parking (structured)	$30,000	per space	0	$0
Construction: Common Area	$116	Per sf	11,550	$1,341,523
Subtotal Hard Costs				**$11,560,130**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$613,961
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$1,445,016
Construction Insurance	$20	per sf	88,550	$1,771,000
Parking In-Lieu Fees	$19,031	Per space	77	$1,465,387
City Fees	11%	Pct hard costs		$1,300,515
Subtotal Soft Costs				**$6,860,878**
Financing Costs				
Construction Loan Fee				$159,305
Construction Interest				$931,937
Subtotal Financing Costs				**$1,091,242**
TOTAL				**$19,927,060**

Developer Profit	**-$10,481,513**
Developer Profit as Percent of Cost	**-53%**

15. Typology C1, Low Cost Markets (Rental)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**8,000**	**$257**	**$2,052,000**
Single Family Units				
3BR				
4BR				
Townhomes				
3BR	0	0	$189,783	$0
4BR	0	0	$215,087	$0
Apartments				
2BR	25	30,000	$103,326	$2,583,158
3BR	26	39,000	$126,522	$3,289,572
Subtotal	**51**	**69,000**		**$5,872,730**
Affordable Units	**11**	**22,000**	**$115,152**	**$1,266,667**
Loss in Market Rate Units	**-11**	**-22,000**	**-$115,152**	**-$1,266,667**
TOTAL	**51**	**69,000**		**$7,924,730**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$10	per sf	27,654	$276,540
Hard Costs				
Site Improvements/Landscaping	$8	per sf	88,550	$708,400
Site/Utilities/Offsite	$6	per sf	88,550	$566,720
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental	$116	per sf	69,000	$8,015,487
Construction: Commercial	$116	per sf	8,000	$928,000
Construction: Parking (surface)	$4	per sf	0	$0
Construction: Parking (structured)	$30,000	per space	0	$0
Construction: Common Area	$116	Per sf	11,550	$1,341,523
Subtotal Hard Costs				**$11,560,130**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$515,107
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$1,445,016
Construction Insurance	$20	per sf	88,550	$1,771,000
Parking In-Lieu Fees	$19,031	Per space	77	$1,465,387
City Fees	11%	Pct hard costs		$1,300,515
Subtotal Soft Costs				**$6,762,025**
Financing Costs				
Construction Loan Fee				$157,646
Construction Interest				$922,230
Subtotal Financing Costs				**$1,079,877**
TOTAL				**$19,678,571**

Developer Profit	**-$11,753,842**
Developer Profit as Percent of Cost	**-60%**

16. Typology C2, High Cost Markets (Ownership)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**4,000**	**$410**	**$1,641,600**
Single Family Units				
3BR	0	0	$368	$0
4BR	0	0	$331	$0
Townhomes				
3BR	0	0	$381	$0
4BR	0	0	$342	$0
Apartments				
2BR	16	19,200	$351	$6,741,312
3BR	16	24,000	$324	$7,767,839
Subtotal	**32**	**43,200**		**$14,509,151**
Affordable Units	**7**	**14,000**	**$300,000**	**$2,100,000**
Loss in Market Rate Units	**-7**	**-14,000**	**-$337**	**-$4,723,390**
TOTAL	**32**	**43,200**		**$13,527,361**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$50	per sf	27,654	$1,382,700
Hard Costs				
Site Improvements/Landscaping	$8	per sf	74,255	$594,040
Site/Utilities/Offsite	$6	per sf	74,255	$475,232
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental	$116	per sf	43,200	$5,018,392
Construction: Commercial	$116	per sf	4,000	$464,000
Construction: Parking (surface)	$4	per sf	0	$0
Construction: Parking (structured)	$30,000	per space	47	$1,410,000
Construction: Common Area	$116	Per sf	7,080	$822,359
Subtotal Hard Costs				**$8,784,022**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$879,278
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$1,098,003
Construction Insurance	$20	per sf	74,255	$1,485,100
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$988,203
Subtotal Soft Costs				**$4,715,584**
Financing Costs				
Construction Loan Fee				$133,859
Construction Interest				$783,076
Subtotal Financing Costs				**$916,935**
TOTAL				**$15,799,241**

Developer Profit	**-$2,271,880**
Developer Profit as Percent of Cost	**-14%**

17. Typology C2, Medium Cost Markets (Ownership)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**4,000**	**$328**	**$1,313,280**
Single Family Units				
3BR	0	0	$168	$0
4BR	0	0	$150	$0
Townhomes				
3BR	0	0	$140	$0
4BR	0	0	$151	$0
Apartments				
2BR	16	19,200	$120	$2,302,656
3BR	16	24,000	$80	$1,926,000
Subtotal	**32**	**43,200**		**$4,228,656**
Affordable Units	**7**	**14,000**	**$200,180**	**$1,401,260**
Loss in Market Rate Units	**-7**	**-14,000**	**-$100**	**-$1,401,260**
TOTAL	**32**	**43,200**		**$5,541,936**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$15	per sf	27,654	$414,810
Hard Costs				
Site Improvements/Landscaping	$8	per sf	74,255	$594,040
Site/Utilities/Offsite	$6	per sf	74,255	$475,232
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental	$116	per sf	43,200	$5,018,392
Construction: Commercial	$116	per sf	4,000	$464,000
Construction: Parking (surface)	$4	per sf	0	$0
Construction: Parking (structured)	$30,000	per space	47	$1,410,000
Construction: Common Area	$116	Per sf	7,080	$822,359
Subtotal Hard Costs				**$8,784,022**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$360,226
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$1,098,003
Construction Insurance	$20	per sf	74,255	$1,485,100
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$988,203
Subtotal Soft Costs				**$4,196,531**
Financing Costs				
Construction Loan Fee				$122,244
Construction Interest				$715,130
Subtotal Financing Costs				**$837,374**
TOTAL				**$14,232,738**

Developer Profit	**-$8,690,802**
Developer Profit as Percent of Cost	**-61%**

18. Typology C2, Low Cost Markets (Ownership)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**4,000**	**$257**	**$1,026,000**
Single Family Units				
3BR	0	0	$105	$0
4BR	0	0	$78	$0
Townhomes				
3BR	0	0	$108	$0
4BR	0	0	$81	$0
Apartments				
2BR	16	19,200	$75	$1,448,122
3BR	16	24,000	$49	$1,176,675
Subtotal	**32**	**43,200**		**$2,624,797**
Affordable Units	**7**	**14,000**	**$124,451**	**$871,158**
Loss in Market Rate Units	**-7**	**-14,000**	**-$62**	**-$871,158**
TOTAL	**32**	**43,200**		**$3,650,797**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$10	per sf	27,654	$276,540
Hard Costs				
Site Improvements/Landscaping	$8	per sf	74,255	$594,040
Site/Utilities/Offsite	$6	per sf	74,255	$475,232
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental	$116	per sf	43,200	$5,018,392
Construction: Commercial	$116	per sf	4,000	$464,000
Construction: Parking (surface)	$4	per sf	0	$0
Construction: Parking (structured)	$30,000	per space	47	$1,410,000
Construction: Common Area	$116	Per sf	7,080	$822,359
Subtotal Hard Costs				**$8,784,022**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$237,302
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$1,098,003
Construction Insurance	$20	per sf	74,255	$1,485,100
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$988,203
Subtotal Soft Costs				**$4,073,607**
Financing Costs				
Construction Loan Fee				$120,585
Construction Interest				$705,423
Subtotal Financing Costs				**$826,008**
TOTAL				**$13,960,178**

Developer Profit	**-$10,309,381**
Developer Profit as Percent of Cost	**-74%**

19. Typology C2, High Cost Markets (Rental)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**4,000**	**$410**	**$1,641,600**
Single Family Units				
3BR				$0
4BR				$0
Townhomes				
3BR	0	0	$302,472	$0
4BR	0	0	$372,175	$0
Apartments				
2BR	16	19,200	$189,593	$3,033,491
3BR	16	24,000	$247,477	$3,959,633
Subtotal	**32**	**43,200**		**$6,993,124**
Affordable Units	**11**	**22,000**	**$178,501**	**$1,963,516**
Loss in Market Rate Units	**-11**	**-22,000**	**-$218,535**	**-$2,403,886**
TOTAL	**32**	**43,200**		**$8,194,354**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$50	per sf	27,654	$1,382,700
Hard Costs				
Site Improvements/Landscaping	$8	per sf	74,255	$594,040
Site/Utilities/Offsite	$6	per sf	74,255	$475,232
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental	$116	per sf	43,200	$5,018,392
Construction: Commercial	$116	per sf	4,000	$464,000
Construction: Parking (surface)	$4	per sf	0	$0
Construction: Parking (structured)	$30,000	per space	47	$1,410,000
Construction: Common Area	$116	Per sf	7,080	$822,359
Subtotal Hard Costs				**$8,784,022**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$532,633
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$1,098,003
Construction Insurance	$20	per sf	74,255	$1,485,100
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$988,203
Subtotal Soft Costs				**$4,368,938**
Financing Costs				
Construction Loan Fee				$133,859
Construction Interest				$783,076
Subtotal Financing Costs				**$916,935**
TOTAL				**$15,452,596**

Developer Profit	**-$7,258,242**
Developer Profit as Percent of Cost	**-47%**

20. Typology C2, Medium Cost Markets (Rental)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**4,000**	**$328**	**$1,313,280**
Single Family Units				
3BR				
4BR				
Townhomes				
3BR	0	0	$207,702	$0
4BR	0	0	$371,632	$0
Apartments				
2BR	16	19,200	$113,100	$1,809,602
3BR	16	24,000	$153,519	$2,456,298
Subtotal	**32**	**43,200**		**$4,265,900**
Affordable Units	**7**	**14,000**	**$133,309**	**$933,166**
Loss in Market Rate Units	**-7**	**-14,000**	**-$133,309**	**-$933,166**
TOTAL	**32**	**43,200**		**$5,579,180**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$15	per sf	27,654	$414,810
Hard Costs				
Site Improvements/Landscaping	$8	per sf	74,255	$594,040
Site/Utilities/Offsite	$6	per sf	74,255	$475,232
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental	$116	per sf	43,200	$5,018,392
Construction: Commercial	$116	per sf	4,000	$464,000
Construction: Parking (surface)	$4	per sf	0	$0
Construction: Parking (structured)	$30,000	per space	47	$1,410,000
Construction: Common Area	$116	Per sf	7,080	$822,359
Subtotal Hard Costs				**$8,784,022**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$362,647
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$1,098,003
Construction Insurance	$20	per sf	74,255	$1,485,100
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$988,203
Subtotal Soft Costs				**$4,198,952**
Financing Costs				
Construction Loan Fee				$122,244
Construction Interest				$715,130
Subtotal Financing Costs				**$837,374**
TOTAL				**$14,235,159**

Developer Profit	**-$8,655,979**
Developer Profit as Percent of Cost	**-61%**

21. Typology C2, Low Cost Markets (Rental)

Revenue

	Unit	Area (SF)	Revenue Per Unit/SF	Revenue Total
Commercial Space		**4,000**	**$257**	**$1,026,000**
Single Family Units				
3BR				
4BR				
Townhomes				
3BR	0	0	$189,783	$0
4BR	0	0	$215,087	$0
Apartments				
2BR	16	19,200	$103,326	$1,653,221
3BR	16	24,000	$126,522	$2,024,352
Subtotal	**32**	**43,200**		**$3,677,573**
Affordable Units	**7**	**14,000**	**$114,924**	**$804,469**
Loss in Market Rate Units	**-7**	**-14,000**	**-$114,924**	**-$804,469**
TOTAL	**32**	**43,200**		**$4,703,573**

Expenses

	Unit Cost	Unit	Units	Total Cost
Land Cost	$10	per sf	27,654	$276,540
Hard Costs				
Site Improvements/Landscaping	$8	per sf	74,255	$594,040
Site/Utilities/Offsite	$6	per sf	74,255	$475,232
Construction: Single Family Residential		per sf	0	$0
Construction: Townhomes		per sf	0	$0
Construction: Multifamily Residental	$116	per sf	43,200	$5,018,392
Construction: Commercial	$116	per sf	4,000	$464,000
Construction: Parking (surface)	$4	per sf	0	$0
Construction: Parking (structured)	$30,000	per space	47	$1,410,000
Construction: Common Area	$116	Per sf	7,080	$822,359
Subtotal Hard Costs				**$8,784,022**
Soft Costs				
Sales and Marketing Costs	7%	Pct revenues		$305,732
Concept	$100,000	Project		$100,000
Entitlement	$165,000	Project		$165,000
Construction Documents	13%	Pct hard costs		$1,098,003
Construction Insurance	$20	per sf	74,255	$1,485,100
Parking In-Lieu Fees	$19,031	Per space	0	$0
City Fees	11%	Pct hard costs		$988,203
Subtotal Soft Costs				**$4,142,038**
Financing Costs				
Construction Loan Fee				$120,585
Construction Interest				$705,423
Subtotal Financing Costs				**$826,008**
TOTAL				**$14,028,608**

Developer Profit	**-$9,325,036**
Developer Profit as Percent of Cost	**-66%**

		Unit Cost						Unit
		A3	A4	B3	B4	C2	C3	
Land Cost	A	$50						per sf
	B	$15						
	C	$10						
Hard Costs								
Site Improvements/Landscaping		8	8	8	8	8	8	per sf
Site/Utilities/Offsite	6	0	0	0	0	0	0	Project
Construction: Single Family Residential		114.5199328	105.2495	0	0	0	0	per sf
Construction: Townhomes		0	0	116.1665	104.5909	0	0	per sf
Construction: Multifamily Residental		0	0	0	0	116.1665	116.1665	per sf
Construction: Commercial		116	116	116	116	116	116	per sf
Construction: Parking (surface)		4.056	0	0	0	0	0	per sf
Construction: Parking (structured)		30000	30000	30000	30000	30000	30000	per sf
Soft Costs								
Sales and Marketing Costs	6.5%	Pct revenues						
Purchase	$15,000	Project						
Concept	$100,000	Project						
Entitlement	$165,000	Project						
Const Documents	12.5%	Pct hard costs						
OCIP	$20	per sf						
City Fees	11.3%	Pct hard costs						
Subtotal Soft Costs								
Financing Costs								
Construction Loan Fee	6.5%							
Construction Interest	1.5%							
Subtotal Financing Costs								
Subtotal Above Costs								
Developer Profit								
Developer Profit as Percent of Cost								

Cost Area	Type	BR	Rent	Vacancy	Cap rate	Expense %	Rental	Ownership ppsf
A	SFR	3	X	0.0415	0.06	0.45		$368
A	SFR	4	X	0.0415	0.06	0.45		$331
A	TH	3	$2,869	0.0415	0.06	0.45	$302,472	$381
A	TH	4	$3,530	0.0415	0.06	0.45	$372,175	$342
A	APT	2	$1,798	0.0415	0.06	0.45	$189,593	$351
A	APT	3	$2,347	0.0415	0.06	0.45	$247,477	$324
B	SFR	3	X	0.0415	0.06	0.45		$168
B	SFR	4	X	0.0415	0.06	0.45		$150
B	TH	3	$1,970	0.0415	0.06	0.45	$207,702	$140
B	TH	4	$3,525	0.0415	0.06	0.45	$371,632	$151
B	APT	2	$1,073	0.0415	0.06	0.45	$113,100	$120
B	APT	3	$1,456	0.0415	0.06	0.45	$153,519	$80
C	SFR	3	X	0.0415	0.06	0.45		$105
C	SFR	4	X	0.0415	0.06	0.45		$78
C	TH	3	$1,800	0.0415	0.06	0.45	$189,783	$108.02
C	TH	4	$2,040	0.0415	0.06	0.45	$215,087	$80.57
C	APT	2	$980	0.0415	0.06	0.45	$103,326	$75.42
C	APT	3	$1,200	0.0415	0.06	0.45	$126,522	$49.03
Afford	Any	3	$1,693	0.0415	0.06	0.45	$178,501	$300,000
A	Comm		2	0.1	0.05	0.05	$410	
B	Comm		1.6	0.1	0.05	0.05	$328	
C	Comm		1.25	0.1	0.05	0.05	$257	

Type	Quality	1200	1500	1800	2200	TH %	% Site Work
2-Story	Economy	91.15	85.15	80.55	74.65		0.90%
2-Story	Average	111.45	104.15	98.5	91.7		0.80%
3-Story	Average	112.8	112.8	102.3	96.825	0.91	0.50%
2-Story	Custom	144.5	132.75	124.15	114.1	0.9	0.60%
3-Story	Custom	141.5	141.5	127.4	119.1	0.89	0.60%
2-Story	Luxury	167.9	153.85	143.6	131.775	0.895	0.50%
3-Story	Luxury	162.1	162.1	145.7	135.9625	0.88	0.50%

Parking	Garage	Surface
Economy	-3.23529412	5.07
Average	-3.91058824	5.07
Custom	-9.64941176	5.07
Luxury	-9.95058824	5.07

Adj. Factor	1.16

	1	2	3	4	5	6	7	8	9	10
Typology	A	A	A	B	B	B	B	B	B	C1
Area	High	Medium	Low	High	Medium	Low	High	Medium	Low	High
Tenure	Owner	Owner	Owner	Owner	Owner	Owner	Rental	Rental	Rental	Owner
Single Family Units										
3BR	8	8	8	0	0	0	0	0	0	0
4BR	9	9	9	0	0	0	0	0	0	0
Townhomes										
3BR	0	0	0	12	12	12	12	12	12	0
4BR	0	0	0	6	6	6	6	6	6	0
Apartments										
2BR	0	0	0	6	6	6	6	6	6	25
3BR	0	0	0	0	0	0	0	0	0	26
Total	17	17	17	24	24	24	24	24	24	51
Affordable	4	4	4	5	5	5	5	5	5	11
Parking										
Surface	0	0	0	18	18	18	18	18	18	0
Structured	30	30	30	24	24	24	24	24	24	0
Off-Site	0	0	0	0	0	0	0	0	0	77
Commercial	0	0	0	2,600	2,600	2,600	2,600	2,600	2,600	8,000
Common Area	0	0	0	1,620	1,620	1,620	1,620	1,620	1,620	11,550

11	12	13	14	15	16	17	18	19	20	21
C1	C1	C1	C1	C1	C2	C2	C2	C2	C2	C2
Medium	Low	High	Medium	Low	High	Medium	Low	High	Medium	Low
Owner	Owner	Rental	Rental	Rental	Owner	Owner	Owner	Rental	Rental	Rental
25	25	25	25	25	16	16	16	16	16	16
26	26	26	26	26	16	16	16	16	16	16
51	51	51	51	51	32	32	32	32	32	32
11	11	11	11	11	7	7	7	7	7	7
0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	47	47	47	47	47	47
77	77	77	77	77	0	0	0	0	0	0
8,000	8,000	8,000	8,000	8,000	4,000	4,000	4,000	4,000	4,000	4,000
11,550	11,550	11,550	11,550	11,550	7,080	7,080	7,080	7,080	7,080	7,080

	SFR	TH	MFR	P
2			1200	
3	1800	1500	1500	
4	2200	1800	1800	

P 425

Mo	2	329	1.1584507
	3	284	1
	4	276	0.97183099
Sa	1	74	0.47435897
	2	142	0.91025641
	3	156	1
	4	147	0.94230769
SC	1	388	1.14792899
	2	369	1.09171598
	3	338	1
	4	347	1.02662722
So	3	111	1
	4	101	0.90990991
W	1	212	1.02415459
	2	223	1.07729469
	3	207	1
	4	191	0.92270531

3. Political Feasibility Analysis of Smart Growth Development Strategies Deliverables

POLITICAL FEASIBILITY OF IMPLEMENTING SMART GROWTH DEVELOPMENT STRATEGIES IN THE MONTEREY BAY AREA

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TITLE: Political Feasibility of Implementing Smart Growth Development Strategies in the Monterey Bay Area

AUTHOR: Kristin McKee

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LIST OF ACRONYMS

AB 32	Assembly Bill 32
AMBAG	Association of Monterey Bay Area Governments
CAPCOA	California Air Pollution Control Officers Association
CARB	California Air Resources Board
GHG	Greenhouse gas
MPO	Metropolitan Planning Organization
RAC	Regional Advisory Committee
RTP	Regional Transportation Plan
SB 375	Senate Bill 375
SCS	Sustainable Communities Strategy
SGDS	Smart Growth Development Strategies
TDM	Transportation Demand Management
TDR	Transfer of Development Rights
VMT	Vehicle Miles Traveled

INTRODUCTION

Background and Planning Context

Over the past 60 years, urbanized areas in the United States have been growing and expanding outward from the city center, extending the urban footprint and urbanizing open space and rural lands. This development pattern can also be seen across California. A study by the Brookings Institute shows that more than “3,000 square miles of land annually is converted to residential development over one acre in size. If this pattern is sustained for an additional 30 years, this would equal development of land area the size of the entire state of Colorado” (Nelson, 2004, p.1). Some of the lands converted through urban sprawl include prime farmland, forests, range lands, and pastures (OPR, Narrative Explanation, p.3). Conversion of these and other ecologically and environmentally significant lands consumes open space, pollutes air and water, increases greenhouse gas (GHG) emissions, and destroys and fragments habitat (EPA, 2001, p.80-82).

Developing large residential lots that are separated from other residences and land uses results in costly infrastructure and public services, as well as automobile dependency to reach commercial services and employment centers (EPA, 2001, p.4). The segregation and dispersal of land uses increases vehicle miles traveled (VMT), which causes GHG emissions and global warming. According to the California Air Resources Board (CARB), the transportation sector contributed 36% of GHG emissions in 2008.

In 2006, the California State Legislature passed Assembly Bill 32: Global

Warming Solutions Act of 2006. This Act officially recognized the need to reduce greenhouse gas emissions, mandating a reduction in GHG emissions to 1990 levels by 2020. The Sustainable Communities and Climate Protection Act (SB 375) was passed in 2008 to help reach the goals set out in AB 32. SB 375 directs metropolitan planning organizations (MPO) to develop and implement a "Sustainable Communities Strategy" (SCS) to meet CARB-assigned greenhouse gas reduction targets for 2020 and 2035. The plans will outline how each region will reduce GHG emissions, by reducing VMT, through coordinated land use and transportation planning (Barbour & Deakin, 2012, p.73). CARB must then approve the SCS, based on whether or not it will achieve the regional greenhouse gas reduction targets, before it is incorporated into the regional transportation plan (RTP).

Objective

The Association of Monterey Bay Area Governments (AMBAG), the MPO for Monterey, San Benito, and Santa Cruz counties, is in the process of developing the *Regional Implementation Plan for Smart Growth Development Strategies*, which will implement the smart growth strategies that will be outlined in the SCS. In joining these two efforts, the region will be poised to meet its assigned 5% greenhouse gas emissions reduction target from the transportation sector by 2035.

Development of the plan entails two complementary analyses: a development potential analysis and a political feasibility analysis. The outcome

of these two analyses will inform the development of resources to assist jurisdictions in implementing the smart growth strategies that have been identified through the two analyses. This particular effort contributes the political feasibility analysis and the identification of smart growth strategies that are the most politically feasible to implement in the Monterey Bay Area.

THEORETICAL FRAMEWORK

Feasibility, in this context, is synonymous with political feasibility. Political feasibility was evaluated based on a specific theoretical framework and set of factors, as determined by planning staff at AMBAG. Three factors were determined by staff to contribute to the feasibility of implementing a smart growth strategy for the region: 1) support from the public/stakeholders, 2) “low-hanging fruit” potential based on Planning Director expertise and local experience, and 3) potential to reduce vehicle miles traveled and the associated greenhouse gas emissions. The analysis was driven by two main questions:

1. What are (if any) the opportunities to implement any “low hanging fruit,” or smart growth strategies that may have widespread stakeholder support but are not already being implemented?
2. What resources would be most helpful to overcome barriers to implementing smart growth strategies?

These methods used to answer these driving questions also aimed to begin identifying the barriers to implementing smart growth strategies, the conditions or circumstances for overcoming those barriers, and the resources that AMBAG can provide to assist jurisdictions with implementation.

Public/Stakeholder Support (Factor 1)

In order to obtain meaningful input from stakeholders, AMBAG convened the Regional Advisory Committee (the RAC). Committee members were recommended by local planning directors, staff, and elected officials. The

committee (see Appendix A) consists of representatives of stakeholder groups from the tri-county region, including local planning and redevelopment staff, community interest groups, business, labor relations, agriculture, environmental organizations, design, development, real estate, tourism, transportation, water resources, and education. RAC Members play a crucial role in guiding policy recommendations through their professional and personal experiences and expertise. Members also act as liaisons to their respective stakeholder groups, providing important connections with the general public.

The Project for Public Spaces theme of “great places” was used to frame the activities with the Regional Advisory Committee. The creation of great places, or Placemaking, embodies the concept of the Power of 10, which suggests that all great places need to:

> Offer at least 10 things to do or 10 reasons to be there. These could include a place to sit, playgrounds to enjoy, art to touch, music to hear, food to eat, history to experience, and people to meet. Ideally, some of these activities are unique to that particular spot and are interesting enough to keep people coming back. (http://www.pps.org/articles/the-power-of-10/).

The Project for Public Spaces divides the qualities within places into four categories: 1) sociability, 2) access and linkages, 3) comfort and image, and 4) uses and activities (see Appendix B). Each of these qualities is influenced by numerous factors such as street life, social networks, mode splits, pedestrian

activity, land use patterns, property values, building conditions, and crime statistics.

Using the “Great Places” framework, RAC members participated in activities to identify the qualities that make up great places and the circumstances or conditions that are needed to create more great places using smart growth development strategies.

Identifying Great Places

Identifying great places involved determining the top qualities of great natural and built environment places, types and quality of access, and the predominant characteristics of existing successful and unsuccessful developments in the region.

Creating Great Places

Once the qualities of great places were identified, RAC members performed a high-level evaluation of smart growth strategies. They evaluated strategies in general as well as three sub-types of strategies (Land Use Strategies, Investments in Transit and Alternatives to Driving, and Strategies that Impact the Cost of Driving). The general evaluation of smart growth strategies aimed to identify the:

- Potential to reduce GHG emissions over the next few decades
- Barriers to implementation
- Level of agreement in the benefits of coordinating strategies geographically according to real estate market trends

Using the three general types of strategies, RAC members evaluated each type based on:

- Potential to create great places and reduce greenhouse gas emissions in the short/medium term (1 to 10 years) and long-term (10 to 25 years)
- Whether knowing the fiscal benefits or GHG reduction impact has the greater potential to gain stakeholder support

Next, RAC members evaluated a specific set of smart growth strategies, to delve deeper into specific strategies. AMBAG staff directed the evaluation to focus on forty-two specific strategies (see Appendix C), based on:

- Level of existing stakeholder support
- Stakeholder concerns with specific strategies
- Circumstances or conditions for support
- Resources to assist with implementation

<u>“Low-Hanging Fruit” Potential (Factor 2)</u>

Another factor in determining political feasibility was to have decision-makers use their expertise and local knowledge to identify the “low-hanging fruit” potential of a strategy. “Low-hanging fruit” potential, in this context, is defined as whether or the not the strategy has a high degree of public acceptability and ability to be implemented in the region. Planning Directors throughout the tri-county region were surveyed on the “low-hanging fruit” potential of the forty-two strategies.

VMT/GHG Reduction Potential (Factor 3)

The third factor in determining political feasibility was the potential to reduce Vehicle Miles Traveled (VMT), and the associated greenhouse gas emissions. Quantified VMT and GHG emissions reduction potentials were pulled from the California Air Pollution Control Officers Association's (CAPCOA) Greenhouse Gas Mitigation Measures: A Resource for Local Government to Assess Emission Reductions from Greenhouse Gas Mitigation Measures. Figures were obtained strictly from the chapter on transportation measures.

METHODOLOGY

Using the theoretical framework outlined above, a number of methods were chosen for the three factors in determining the political feasibility of smart growth strategies. Each factor was analyzed through a series of activities and research method. The data obtained through each activity was compiled into the Master Evaluation Table (see Appendix L) to facilitate the analysis.

Public/Stakeholder Support

To help determine political feasibility, Regional Advisory Committee members participated in two online surveys, three group meetings, and one-on-one interviews. Each activity had a specific purpose and method for obtaining information and feedback. The activities are presented below in sequential order.

RAC Online Survey #1

The purpose of the first online survey was to introduce the committee members to the project and pose some general questions about smart growth strategies. This survey (see Appendix D) was administered online through SurveyMonkey™ and asked RAC members to:

- State their familiarity and experience with implementing smart growth strategies
- Indicate the potential for types of smart growth strategies to reduce greenhouse gas emissions in their city or county over the next few decades
- Identify some of the major barriers to implementation

RAC Meeting #1

The theme of the first committee meeting was “Identifying and Creating Great Places” in the Monterey Bay Area. RAC members participated in small group discussions and an interactive polling survey.

Members were divided into focus groups and provided with a two-part worksheet (see Appendix E). Part One asked groups to identify one or two places that they consider to be “great places and identify their qualities. Places were grouped into “natural environment” and “built environment” places and groups were given the Project for Public Spaces’ four main categories for places (i.e. Sociability, Access and Linkages, Uses and Activities, and Comfort and Image) to help them identify the qualities that contribute to making it a great place.

Part Two asked groups to think about how to create great places. Using the three general types of smart growth strategies (Land Use Strategies, Investments in Transit and Alternatives to Driving, and Strategies that Impact the Cost of Driving) and a sub-selection of more specific strategies, groups were asked to select the strategies that would be the most effective in creating great places over the short/medium term (1 to 10 years) and long term (10 to 25 years).

The final activity for the first meeting was an interactive poll, which asked the larger group to identify the potential of the general smart growth strategy types to create places over the short/medium term and long term. They were also asked what type of strategies are most likely to gain support from their stakeholder groups based on greenhouse gas reduction potential versus the

potential fiscal benefits. Lastly, the group was asked to indicate their level of agreement with the benefits of coordinating strategies geographically according to real estate market trends.

RAC Online Survey #2

The main purpose of the second online survey was to gauge each stakeholder groups existing level of support that stakeholder groups for all forty-two smart growth strategies (see Appendix F). Level of support was measured by the circumstances for support (under any, only under certain, and under no). This survey was administered online through SurveyMonkey™ and served as the basis for the upcoming one-on-one interviews that were conducted after the second group meeting.

RAC Meeting #2

The purpose of the second group meeting was to engage RAC members in a discussion about design and density, and begin to identify stakeholder concerns with smart growth strategies. RAC members were given individual discussion worksheets (see Appendix F) to identify one or two local examples of successful and unsuccessful existing medium to high density developments that does or does not positively contribute to the livability of the area. Furthermore, RAC members were asked to identify the characteristics of the chosen developments that makes them either successful or unsuccessful.

An additional discussion activity was also planned for the meeting, however, the design and density discussion became very substantive and time

did not allow for this activity to take place. The activity would have involved pairs of members identify one or two local examples of planned development projects and whether they would consider them successful or unsuccessful examples of medium to high density, contributing to the livability of the area.

One-on-one Interviews

Building on the previous exercises and the responses to the second online survey, which evaluated the circumstances for stakeholder support for smart growth strategies, the one-on-one interviews were conducted to delve further into stakeholder concerns for specific strategies. The interviews were based on the responses to the circumstances for stakeholder support (under any, only under certain, and under no) for the forty-two strategies. RAC members were asked to provide more information about their “only under certain circumstances” responses in order to identify the circumstances or conditions for gaining stakeholder support.

The thirty-minute interviews were conducted over the phone and sought to answer to main questions:

1. What are your stakeholders’ concerns with these strategies?
2. What circumstances might increase your stakeholders’ support for these strategies?

RAC Meeting #3

The purpose of the third group meeting was to give RAC members the opportunity to share “lessons learned” with implementing smart growth

strategies. RAC members were able to share their experiences, to demonstrate how they were able to overcome barriers to implementation, as well as identify the resources that would have assisted with implementation. Presentations were focused on answering the following questions:

- What was the strategy?
- What challenges/barriers did you encounter?
- How did you overcome barriers?
- What resources would you like to have had available?

"Low-Hanging Fruit" Potential (Factor 2)

In addition to the work with the Regional Advisory Committee, strategies were evaluated using a secondary factor, the potential for a strategy to be "low-hanging fruit." Planning directors in the region were surveyed to identify the "low-hanging fruit" potential of the forty-two smart growth strategies, based on their experiences and local knowledge. Planning directors participated in an online survey (see Appendix I) through SurveyMonkey™, and asked to generally identify the strategies that they would consider to be "low-hanging fruit."

VMT/GHG Reduction Potential (Factor 3)

The third factor in the analysis was the potential of strategies to reduce vehicle miles traveled (VMT) and the associated greenhouse gas emissions. The CAPCOA *Greenhouse Gas Mitigation Measures: A Resource for Local Government to Assess Emission Reductions from Greenhouse Gas Mitigation Measures* document was the main resource for quantified reduction figures.

This document was consulted for transportation related measures, which cover Land Use/Location, Neighborhood/Site Enhancements, Parking Policy/Pricing, Commute Trip Reduction Programs, Transit System Improvements, Road Pricing/Management, and Vehicles. The forty-two strategies were evaluated relative to the CAPCOA mitigation measures to find those measures (if any) that corresponded with the list of smart growth strategies.

FINDINGS

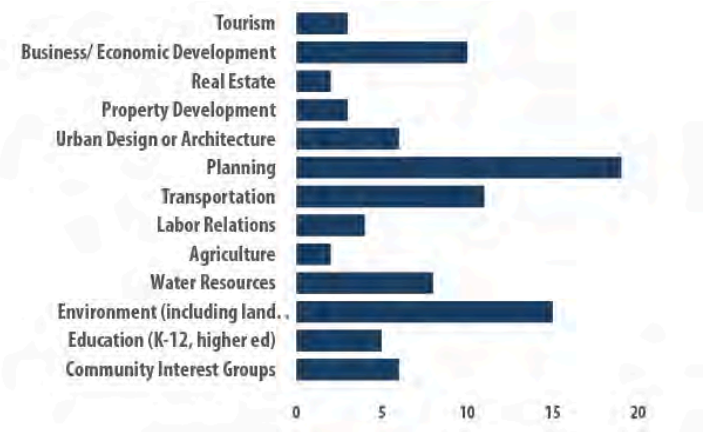
The research process involved the evaluation of smart growth strategies based on three different factors determined to contribute to the political feasibility of implementation in the Monterey Bay Area. For each factor, Public/Stakeholder Support, “Low-Hanging Fruit” Potential, and VMT/GHG Reduction Potential, a series of activities were conducted to ascertain the level of political feasibility of specific strategies. The process also aimed to begin identifying the barriers to implementing smart growth strategies, the conditions or circumstances for overcoming those barriers, and the resources that AMBAG can provide to assist jurisdictions with implementation.

Public/Stakeholder Support (Factor 1)

Online Survey #1

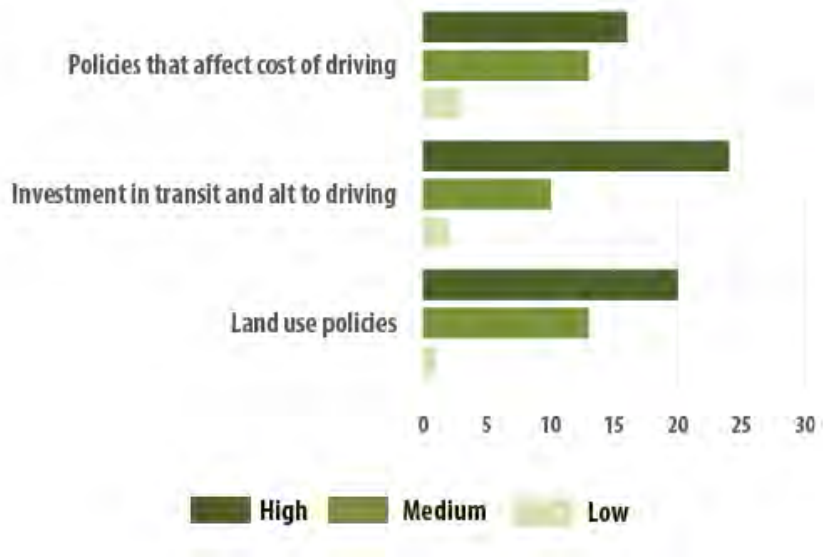
The first online survey aimed to gauge how RAC members identify themselves. Figure 2 shows that the majority of committee members identify ‘Planning’ and ‘Environment (including land conservation)’ as their primary areas of expertise and/or professional interest, followed by ‘Transportation’ and ‘Business/Economic Development.’ This survey also asked RAC members what potential three subtypes of strategies have for reducing greenhouse gas

Figure 2: Areas of Expertise and/or Professional Interest



emissions in their city or county over the next few decades. Figure 3 shows that 'Investments in transit and alternatives to driving,' followed by 'Land use policies' has the greatest potential for reducing GHG emissions. Lastly, they were asked

Figure 3: GHG Reduction Potential



how serious of a barrier certain factors would be to implementing smart growth strategies. Combining the total number of 'Very serious' and 'Serious' responses shows that the top five factors for creating implementation barriers are:

1. Public opposition to higher density development
2. Public resistance to using alternative transportation
3. Public opposition to higher charges
4. Lack of support from appointed/elected officials
5. Lack of leadership from appointed/elected officials

Meeting #1

The first RAC meeting asked the committee to identify great places in the Monterey Bay Area and identify how to create more great places in the short/medium and long-term. Using discussion worksheets (see Appendix F), committee members responded to questions prompting them to outline the

qualities and conditions of great places, using the Project for Public Spaces' theme of "Great Places," and also to state the characteristics of existing successful and unsuccessful developments in the region. The hand-written worksheets were then put into Excel and the responses were coded. The coded responses were tabulated to find the most common responses, as summarized below.

Identifying Great Places:

Top qualities in natural "Great Places"

1. Environmental features
2. Active recreation
3. Passive recreation

Top qualities in built environment "Great Places"

1. Active recreation
2. Environmental features
3. Culture/history/art
4. Tourism

Access in built environment "Great Places"

1. Car
2. Walk
3. Bike
4. Transit

Characteristics of Existing Successful Developments

1. Density
2. Walkability

3. Shopping/retail in close proximity
4. Access to transit
5. Environmental features

Characteristics of Existing Unsuccessful Developments

1. Bad design
2. Traffic/parking issues
3. Isolated from services, commercial areas
4. Not walkable/pededestrian-friendly

Creating Great Places

Short/Medium-term Strategies

1. Parking Benefit Districts
2. Prioritize funding for transit, bicycle, and pedestrian infrastructure
3. Mixed-use ordinances
4. Car share, electric vehicle and hybrid parking requirements
5. Expand express bus and local bus service

Long-term Strategies

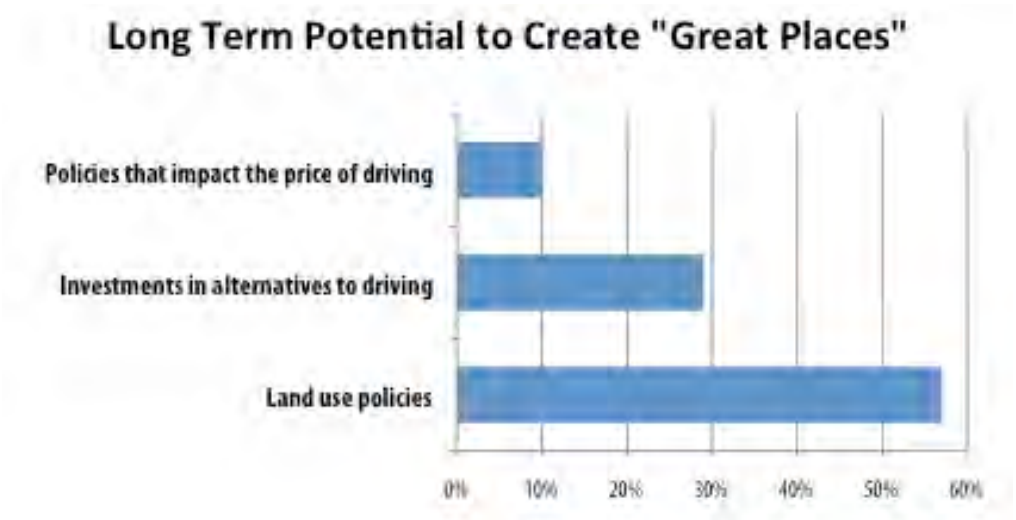
1. Expand express bus and local bus service
2. Prioritize funding for transit, bicycle, and pedestrian infrastructure
3. Car share, electric vehicle and hybrid parking requirements
4. Mixed-use ordinances
5. TDR

RAC members as a whole ranked the potential to the three subtypes of strategies to reduce greenhouse gas emissions and create “Great Places” in the short/medium term (see Figure 4) versus the long term (see Figure 5).

Overall, RAC members believe that ‘Investments in alternatives to driving’ and ‘Land Use’ strategies have the greatest potential to reduce GHGs and create “great places.” They also have the greatest support from stakeholder groups. On the other hand, ‘Policies that impact the cost of driving’ are thought to have the lowest potential and level of support. Results from the interactive poll also

Figure 4: Short/Medium Term Potential to Create “Great Places”

Figure 5: Long Term Potential to Create “Great Places”



showed that knowing the fiscal benefits has more potential to gain support for strategies than knowing the GHG reduction impact (see Figure 6 and 7). Figure 8 also shows that 38% of RAC members ‘Strongly agree’ or ‘Agree’ that smart growth strategies should be coordinated geographically with market trends, 33% ‘Somewhat agree,’ and 14% ‘Disagree’ or ‘Strongly disagree.’ These results

Figure 6: Stakeholder Support by GHG Reduction Impact

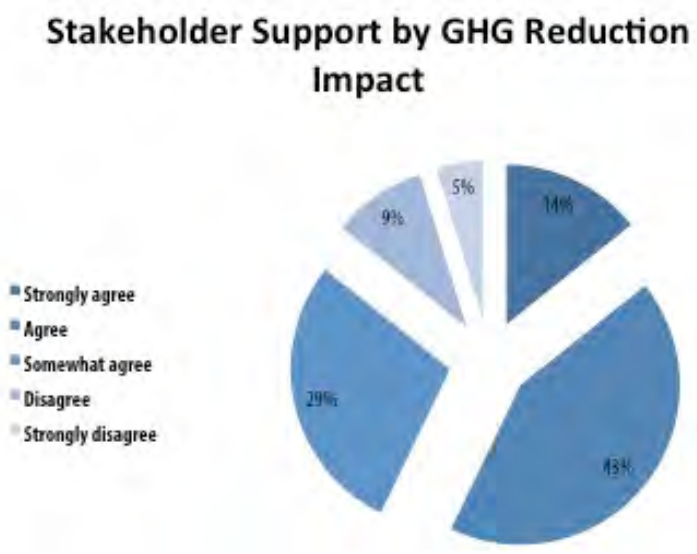
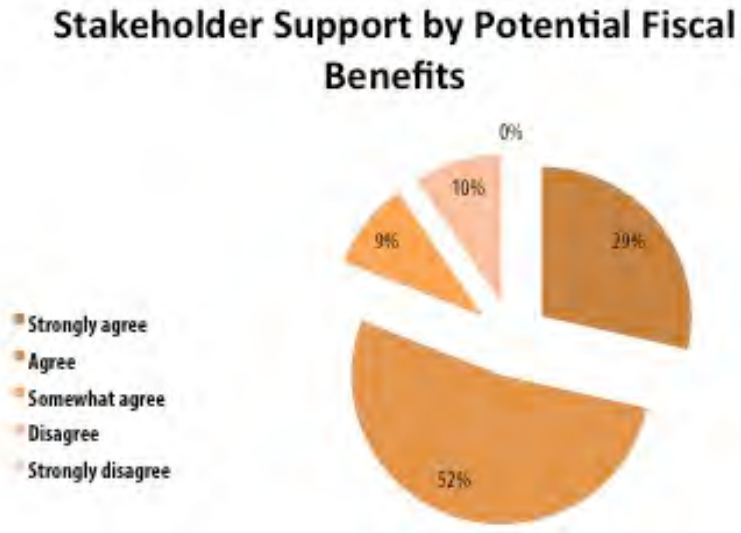


Figure 7: Stakeholder Support by Potential Fiscal Benefits



suggest that AMBAG staff might consider coordinating strategies according to market trends.

Figure 8: Agreement in Coordinating Strategies Geographically with Market Trends

Online Survey #2

The second online survey asked RAC members to evaluate all forty-two strategies individually and identify the existing level of support of their stakeholder groups. Appendix I shows the responses, further broken down into more specific strategy subtypes- Alternatives to Driving, Parking Strategies, Education and TDM, Economic Strategies, Strategies that Impact the Price of Driving, and Land Use Strategies. The top strategies that stakeholder groups would support under any circumstance (see Table 1), identified as having a 52% or greater response rate, are the following:

1. “Safe routes to schools” program
2. Improve bicycle and pedestrian routes

3. Encourage telecommuting and alternative work schedules

4. Vehicle sharing programs

5. Employee vehicle sharing programs and alternative modes

6. Mixed-use ordinances

7. “Fix it first” policy for infrastructure

Table 1: Stakeholder Support ‘Under Any’ Circumstance

Strategy	Circumstance for Support			PD Low-Hanging Fruit	VMT/GHG Reduction Potential	Type of Strategy
	Under Any	Under Certain	Under No			
“Safe routes to schools” program	22	8	0	50%	0.25 -1%	Alt. Driving
Improve bicycle & pedestrian routes	22	9	1	58%	0 - 21.3%	Alt. Driving
Encourage telecommuting and alternative work schedules	20	9	0	67%	0.07 - 21%	Ed + TDM
Vehicle sharing programs	18	12	0	25%	0.4 - 15%	Alt. Driving
Employee vehicle sharing programs and alternative modes	18	12	0	33%	0.3 - 15%	Alt. Driving
Mixed-use ordinances	17	15	0	58%	9 - 65%	Land Use
“Fix it first” policy for infrastructure	17	9	1	42%	0 -45%	Alt. Driving
Educate realtors, lenders, and home buyers on the use of location-efficient mortgages	16	6	1	25%	-	Ed + TDM
Prioritize funding for transit, bicycle and pedestrian infrastructure over auto-oriented infrastructure	15	14	2	50%	3% - 30%	Alt. Driving
School-centered development or locate schools in dense areas	15	16	1	33%	-	Land Use
Expand express bus & local bus service	14	18	0	58%	0.02 - 63%	Alt. Driving
Streamlined development review	14	16	1	33%	-	Land Use
Tax credits or exemptions for redevelopment/reuse, infill	13	17	0	17%	0.08 - 65%	Economic
Increase funding for the most effective transit services	13	19	0	50%	0.02 - 8.2%	Alt. Driving
Joint Development	13	13	0	17%	-	Economic
Provide recognition programs	12	11	1	25%	0.8 - 4%	Ed + TDM
Employer parking management	12	14	2	33%	0.1 - 19.7%	Parking
Tax credits or exemptions for incorporating affordable housing	12	18	0	25%	0.04 - 1.2%	Economic
Tax credits or exemptions for incorporating mixed-use	11	20	0	25%	9 - 30%	Economic
Reduce impact fees for infill development projects	11	17	2	50%	0.8 - 65%	Economic
Car share, electric vehicle, and hybrid parking requirements	10	16	2	58%	0.4 - 20.3%	Parking
Graduated density bonus for infill projects	10	20	0	33%	0.08 - 65%	Land Use
High Occupancy Vehicle (HOV) lanes	10	18	1	8%	-	Cost of Driving
Development Impact Fee program	10	15	2	42%	-	Economic
Increase funding to repair or purchase new buses, commuter rail, etc.	10	20	1	33%	-	Alt. Driving
Ordinances that increase density and stock of affordable housing, such as Accessory Dwelling Unit (ADU) Ordinances, Inclusionary Ordinances, and Single-Room-Occupancy Ordinances)	9	19	2	42%	0.04 - 30%	Land Use
Transit-Oriented Affordable Housing Fund	9	17	1	50%	0.04 - 24.6%	Economic
Expand commuter rail service	8	20	4	33%	0.10 - 8.20%	Alt. Driving
Use Specific Plans and EIRs to reduce costs of entitlements and approvals to Site and Architectural Design Review	8	13	2	33%	-	Land Use
Reduce minimum parking requirements	7	18	4	42%	2.6 - 13%	Parking
Parking waivers or reductions to allow for deviation from zoning code	6	20	1	42%	5 - 12.5%	Parking
Vehicle Miles Traveled (VMT) fees	5	7	8	17%	-	Cost of Driving
Pay-as-you-drive car insurance	5	16	1	25%	-	Cost of Driving
Zoning based on street type, and street network type (A-B Street Networks)	5	13	3	25%	-	Land Use
Transfer of Development Rights	5	18	1	25%	-	Economic
Regional gas tax	5	15	3	17%	-	Cost of Driving
Congestion pricing	4	14	5	8%		Cost of Driving
Demand-based parking pricing	4	18	2	33%	2.8 - 5.5%	Parking
Tax Increment Financing (TIF) Districts	4	13	0	25%	-	Economic
Regional Tax Revenue Sharing Program	4	16	1	17%	-	Economic
Toll lanes	2	21	5	8%	-	Cost of Driving
Floating Zones for certain types of undetermined uses	2	11	1	17%	-	Land Use

Table 2: Stakeholder Support 'Under Any' and 'Only Under Certain' Circumstances

Strategy	Under Any + Certain	PD Low-Hanging Fruit	VMT/GHG Reduction Potential	Type of Strategy
Increase funding for the most effective transit services	97%	50%	0.02 - 8.2%	Alt. Driving
Expand express bus & local bus service	97%	58%	0.02 - 63%	Alt. Driving
Mixed-use ordinances	97%	58%	9 - 65%	Land Use
Improve bicycle & pedestrian routes	94%	58%	0 - 21.3%	Alt. Driving
School-centered development or locate schools in dense areas	94%	33%	-	Land Use
Tax credits or exemptions for incorporating mixed-use	94%	25%	9 - 30%	Economic
Increase funding to repair or purchase new buses, commuter rail, etc.	91%	33%	-	Alt. Driving
"Safe routes to schools" program	91%	50%	0.25 -1%	Alt. Driving
Employee vehicle sharing programs and alternative modes	91%	33%	0.3 - 15%	Alt. Driving
Vehicle sharing programs	91%	25%	0.4 - 15%	Alt. Driving
Streamlined development review	91%	33%	-	Land Use
Graduated density bonus for infill projects	91%	33%	0.08 - 65%	Land Use
Tax credits or exemptions for redevelopment/reuse, infill	91%	17%	0.08 - 65%	Economic
Tax credits or exemptions for incorporating affordable housing	91%	25%	0.04 - 1.2%	Economic
Prioritize funding for transit, bicycle and pedestrian infrastructure over auto-oriented infrastructure	88%	50%	3% - 30%	Alt. Driving
Encourage telecommuting and alternative work schedules	88%	67%	0.07 - 21%	Ed + TDM
Expand commuter rail service	85%	33%	0.10 - 8.20%	Alt. Driving
High Occupancy Vehicle (HOV) lanes	85%	8%	-	Cost of Driving
Reduce impact fees for infill development projects	85%	50%	0.8 - 65%	Economic
Ordinances that increase density and stock of affordable housing, such as Accessory Dwelling Unit (ADU) Ordinances, Inclusionary Ordinances, and Single-Room-Occupancy Ordinances)	85%	42%	0.04 - 30%	Land Use
"Fix it first" policy for infrastructure	79%	42%	0 -45%	Alt. Driving
Parking waivers or reductions to allow for deviation from zoning code	79%	42%	5 - 12.5%	Parking
Car share, electric vehicle, and hybrid parking requirements	79%	58%	0.4 - 20.3%	Parking
Employer parking management	79%	33%	0.1 - 19.7%	Parking
Joint Development	79%	17%	-	Economic
Transit-Oriented Affordable Housing Fund	79%	50%	0.04 - 24.6%	Economic
Reduce minimum parking requirements	76%	42%	2.6 - 13%	Parking
Development Impact Fee program	76%	42%	-	Economic
Provide recognition programs	70%	25%	0.8 - 4%	Ed + TDM
Toll lanes	70%	8%	-	Cost of Driving
Transfer of Development Rights	70%	25%	-	Economic
Demand-based parking pricing	67%	33%	2.8 - 5.5%	Parking
Educate realtors, lenders, and home buyers on the use of location-efficient mortgages	67%	25%	-	Ed + TDM
Pay-as-you-drive car insurance	64%	25%	-	Cost of Driving
Use Specific Plans and EIRs to reduce costs of entitlements and approvals to Site and Architectural Design Review	64%	33%	-	Land Use
Regional gas tax	61%	17%	-	Cost of Driving
Regional Tax Revenue Sharing Program	61%	17%	-	Economic
Congestion pricing	55%	8%		Cost of Driving
Zoning based on street type, and street network type (A-B Street Networks)	55%	25%	-	Land Use
Tax Increment Financing (TIF) Districts	52%	25%	-	Economic
Floating Zones for certain types of undetermined uses	39%	17%	-	Land Use
Vehicle Miles Traveled (VMT) fees	36%	17%	-	Cost of Driving

Five out of seven strategies fall within the subtype ‘Alternatives to Driving’ and the other two are ‘Education and TDM’ and ‘Land Use Strategies.’ ‘Strategies that Impact the Price of Driving’ received the lowest response rates overall with the majority falling below 15%.

Looking at the combined responses for ‘Under Any’ and ‘Only Under Certain’ circumstances, the top strategies that stakeholder groups would support (see Table 2), identified as having a 94% or greater combined response rate, are the following:

1. Increase funding for the most effective transit services
2. Expand express bus and local bus service
3. Mixed-use ordinances
4. Improve bicycle and pedestrian routes
5. School-centered development or locate schools in dense areas
6. Tax credits or exemptions for incorporating mixed-use

Half of these strategies fall within the subtype ‘Alternatives to Driving,’ while the other three strategies are ‘Land Use Strategies’ and ‘Economic Strategies.’ The combined responses in this case also show that ‘Polices that Impact the Price of Driving’ again received the lowest response rates overall, indicating the least amount of stakeholder support. These findings further confirm that RAC members’ stakeholders groups would be least likely to support these types of strategies regardless of the circumstances or conditions.

Meeting #2

The second RAC meeting engaged members in a discussion about density and design, as well as the initial identification of stakeholder concerns with smart growth strategies. Taking into account both design and density, RAC members were asked to detail the characteristics of existing successful and unsuccessful developments in the region. The hand-written worksheets were then put into Excel and the responses were coded. The coded responses were tabulated to find the most common responses, as summarized below.

Characteristics of Existing Successful Developments

1. Density
2. Walkability
3. Shopping/retail in close proximity
4. Access to transit
5. Environmental features

Characteristics of Existing Unsuccessful Developments

1. Bad design
2. Traffic/parking issues
3. Isolated from services, commercial areas
4. Not walkable/pedestrian-friendly

These responses indicate that numerous factors contribute to the success of developments. ‘Density’ was identified as the most common factor among RAC members as contributing to a successful development, while ‘Bad design’ was the most common factor in unsuccessful developments. These

results suggest that both design and density play critical roles in the outcome of projects and how they are perceived. Both the outcome of the density and design discussion and the responses to these questions will be useful in AMBAG's development of resources for implementation.

One-On-One Interviews

The one-on-one interviews with RAC members built on the previous exercises and the responses to the second online survey, to further identify circumstances for stakeholder support. Notes taken during the interviews were compiled, coded, and put into an Excel table, the Master Evaluation Table (see Appendix L). The responses categorized as "summary of circumstances" reflects both the concerns and circumstances for support, to determine the essence of what factors need to exist for their stakeholder group to support each strategy. Based on the number of overall circumstances identified, each strategy was assigned a low, medium, or high level of complexity. After coding the responses, the total for each "circumstance" was summed across strategies to determined how many times this circumstance was repeated among strategies. This analysis produced the following results, showing the top circumstances that the group believes need to be considered in gaining support from their stakeholder groups:

1. Clear definition and explanation of process
2. Make attractive: enhances the quality of life, protects the urban boundary and natural environment, reduces GHGs, benefits workers, etc.
3. Emphasize the benefits

4. Show that it's economical (no risk to developers, implications on budget shortfalls, positive impacts)
5. Identify funding sources
6. No/low cost to households
7. Tie to community objectives, greater good
8. Include environmental features and services
9. Combine with other strategies
10. Compatible uses
11. No impacts on freight
12. Well-written ordinance

"Low-Hanging Fruit" Potential (Factor 2)

Results of the Planning Director Survey show that the top five strategies, based on a 58% or greater response rate, identified as "low-hanging fruit" are:

1. Encourage telecommuting and alternative work schedules
2. Mixed-use ordinances
3. Car share, electric vehicle, and hybrid parking requirements
4. Expand express and local bus service
5. Improve bicycle and pedestrian routes

Appendix J, however shows the complete survey results for all forty-two strategies. The strategies that received the lowest response rates are 'Congestion Pricing,' 'Toll lanes,' and 'High Occupancy Vehicle (HOV) lanes.' Each of these strategies falls under the subtype "Policies that Impact the Cost of Driving," which RAC members identified as the having the lowest support from

stakeholder groups and lowest potential for reducing greenhouse gas emissions and creating great places in both the short/medium term and long term.

VMT/GHG Reduction Potential (Factor 3)

The CAPCOA *Greenhouse Gas Mitigation Measures: A Resource for Local Government to Assess Emission Reductions from Greenhouse Gas Mitigation Measures* was consulted for VMT and GHG reduction potential figures for transportation related measures. The forty-two strategies were evaluated relative to the CAPCOA transportation mitigation measures to find those measures (if any) that corresponded with the list of smart growth strategies. The review found that the mitigation measures often had a range of reduction potential and some measures corresponded to more than one smart growth strategy. Additionally, certain strategies had multiple corresponding mitigation measures or grouped strategies. Appendix K: CAPCOA VMT/GHG Reduction Potential shows all forty-two strategies, the corresponding mitigation measures, and the VMT/GHG reduction potential range. For strategies that had more than one corresponding mitigation measure, an overall range was given by taking the lowest and highest reduction potential between all measures. Sorting the data for the greatest VMT/GHG reduction potential on the low-end of the range, the strategies with the greatest minimum potential, based on having a potential greater than 1%, are:

1. Mixed-use ordinances
2. Tax credits or exemptions for incorporating mixed-use

3. Congestion pricing
4. Parking waivers or reductions to allow for deviation from zoning code
5. Prioritize funding for transit, bicycle and pedestrian infrastructure over auto-oriented infrastructure
6. Demand-based parking pricing
7. Reduce minimum parking requirements

Table 3 shows the reduction potential sorted for the greatest potential on the low-end of the range. The strategies with the greatest maximum potential, based on a 45% or greater reduction potential, are:

1. Mixed-use ordinances
2. Graduated density bonus for infill projects
3. Tax credits or exemptions for redevelopment/reuse, infill
4. Expand express and local bus service
5. “Fix it first” policy for infrastructure

An important thing to note regarding this evaluation is the lack of quantified reduction figures for many of the strategies. CAPCOA has limited data at this point and each strategy is considered to have some degree of VMT and GHG reduction potential, regardless of whether it can be quantified at this point in time.

Table 3: VMT/GHG Low-End Reduction Potential

Strategy	VMT/GHG Reduction Potential	Type of Strategy
Mixed-use ordinances	9 - 65%	Land Use
Tax credits or exemptions for incorporating mixed-use	9 - 30%	Economic
Congestion pricing	7.9-22%	Cost of Driving
Parking waivers or reductions to allow for deviation from zoning code	5 - 12.5%	Parking
Prioritize funding for transit, bicycle and pedestrian infrastructure over auto-oriented infrastructure	3% - 30%	Alt. Driving
Demand-based parking pricing	2.8 - 5.5%	Parking
Reduce minimum parking requirements	2.6 - 13%	Parking
Reduce impact fees for infill development projects	0.8 - 65%	Economic
Provide recognition programs	0.8 - 4%	Ed + TDM
Car share, electric vehicle, and hybrid parking requirements	0.4 - 20.3%	Parking
Vehicle sharing programs	0.4 - 15%	Alt. Driving
Employee vehicle sharing programs and alternative modes	0.3 - 15%	Alt. Driving
"Safe routes to schools" program	0.25 -1%	Alt. Driving
Expand commuter rail service	0.10 - 8.20%	Alt. Driving
Employer parking management	0.1 - 19.7%	Parking
Graduated density bonus for infill projects	0.08 - 65%	Land Use
Tax credits or exemptions for redevelopment/reuse, infill	0.08 - 65%	Economic
Encourage telecommuting and alternative work schedules	0.07 - 21%	Ed + TDM
Ordinances that increase density and stock of affordable housing, such as Accessory Dwelling Unit (ADU) Ordinances, Inclusionary Ordinances, and Single-Room-Occupancy Ordinances)	0.04 - 30%	Land Use
Transit-Oriented Affordable Housing Fund	0.04 - 24.6%	Economic
Tax credits or exemptions for incorporating affordable housing	0.04 - 1.2%	Economic
Increase funding for the most effective transit services	0.02 - 8.2%	Alt. Driving
Expand express bus & local bus service	0.02 - 63%	Alt. Driving
"Fix it first" policy for infrastructure	0 -45%	Alt. Driving
Improve bicycle & pedestrian routes	0 - 21.3%	Alt. Driving
School-centered development or locate schools in dense areas	-	Land Use
Toll lanes	-	Cost of Driving
Vehicle Miles Traveled (VMT) fees	-	Cost of Driving
High Occupancy Vehicle (HOV) lanes	-	Cost of Driving
Pay-as-you-drive car insurance	-	Cost of Driving
Zoning based on street type, and street network type (A-B Street Networks)	-	Land Use
Development Impact Fee program	-	Economic
Transfer of Development Rights	-	Economic
Tax Increment Financing (TIF) Districts	-	Economic
Streamlined development review	-	Land Use
Joint Development	-	Economic
Regional Tax Revenue Sharing Program	-	Economic
Floating Zones for certain types of undetermined uses	-	Land Use
Use Specific Plans and EIRs to reduce costs of entitlements and approvals to Site and Architectural Design Review	-	Land Use
Educate realtors, lenders, and home buyers on the use of location-efficient mortgages	-	Ed + TDM
Increase funding to repair or purchase new buses, commuter rail, etc.	-	Alt. Driving
Regional gas tax	-	Cost of Driving

FEASIBILITY ANALYSIS AND RECOMMENDATIONS

Feasibility Analysis

The cumulative findings from the activities with the Regional Advisory Committee, results of the Planning Director “low-hanging fruit” potential survey, and the corresponding CAPCOA quantified VMT and GHG reduction potential were the major factors in determining the feasibility of implementing smart growth strategies in the Monterey Bay Area. The results were compiled into the Master Evaluation Table (see Appendix L), which was used to perform the political feasibility analysis. The political feasibility analysis was driven by the following set of thresholds, to identify the most feasible strategies:

- Minimum 25% response rate to ‘Under Any’ circumstances for stakeholder support
- Minimum 75% combined response rate to ‘Under Any’ and ‘ Only Under Certain’ circumstances for stakeholder support
- Minimum 25% response rate from Planning Directors for being a “low-hanging fruit” strategy
- Low or medium complexity of circumstances for stakeholder support
- Quantified VMT/GHG reduction potential (if any)

The results of the feasibility analysis identified seventeen strategies that are determined to be the most politically feasible for implementation in the Monterey Bay Area based on three factors: 1) support from the public/ stakeholders, 2) “low-hanging fruit” potential based on Planning Director expertise and local experience, and 3) potential to reduce vehicle miles traveled and the associated greenhouse gas emissions. While all three factors were

Table 4: Strategy Feasibility Potential

Strategy	Under Any	Under Any + Certain	PD Low-Hanging Fruit	VMT/GHG Reduction Potential	Complexity of Concerns	Type of Strategy
Mixed-use ordinances	52%	97%	58%	9-65%	Low	Land Use
Improve bicycle & pedestrian routes	67%	94%	58%	0 - 21.3%	Medium	Alt. to driving
School-centered develoment or locate schools in dense areas	45%	94%	33%	-	Medium	Land Use
Tax credits or exemptions for incorporating mixed-use	33%	94%	25%	9-30%	Low	Economic
Educate realtors, lenders, and home buyers about location-efficient mortgages	48%	94%	33%	-	Medium	Ed + TDM
"Safe routes to schools" program	67%	91%	50%	0.25-1%	Medium	Alt. to driving
Employee vehicle sharing programs and alternative modes	55%	91%	33%	0.3-15%	Low	Alt. to driving
Vehicle sharing programs	55%	91%	25%	0.4-15%	Low	Alt. to driving
Streamlined development review	42%	91%	33%	-	High	Land Use
Tax credits or exemptions for incorporating affordable housing	36%	91%	25%	0.04-1.2%	Medium	Economic
Encourage telecommuting and alternative work schedules	61%	88%	67%	-	Low	Ed + TDM
Reduce impact fees for infill development projects	33%	85%	50%	0.8-65%	Medium	Economic
Car share, electric vehicle, and hybrid parking requirements	30%	79%	58%	0.4-20.3%	Low	Parking
Transit-oriented Affordable Housing Fund	27%	79%	50%	0.04-24.6%	Medium	Economic
Employer parking management	36%	79%	33%	0.1-19.7%	Low	Parking
"Fix it first" policy for infrastructure	52%	79%	42%	0 -45%	Medium	Alt. to driving
Development Impact Fee program	30%	76%	42%	-	Medium	Economic

considered in the analysis, the first two were weighted the most heavily. VMT/GHG reduction potential was another important factor, but it was weighted less, as there are many emissions reduction measures that have not been quantified. Based on the thresholds above and the weighted factors, Table 4 shows the most politically feasible strategies for the Monterey Bay Area. Given the lack of quantified VMT/GHG reduction potential for all strategies and the overall findings, it is recognized that many of these strategies will yield greater emissions reductions in combination than as stand-along strategies.

Recommendations

The results of the feasibility analysis identified seventeen strategies (see Table 4). It recommended that AMBAG staff focus on these strategies as they develop the *Regional Implementation Plan for Smart Growth Development Strategies*. The results of this feasibility analysis should inform the development of this plan by addressing the barriers to implementing smart growth strategies, the conditions or circumstances for overcoming those barriers, and the resources for implementation that have been identified through the activities with the Regional Advisory Committee, as summarized in Appendix L. The format of the plan is an online Wiki site, see Appendix M, that will be an interactive, dynamic plan, created through contributions from AMBAG staff and Regional Advisory Committee members. It is recommended that AMBAG use this platform to allow the contributing authors to participate in the development of resources for implementing the smart growth strategies that have been identified in this analysis.

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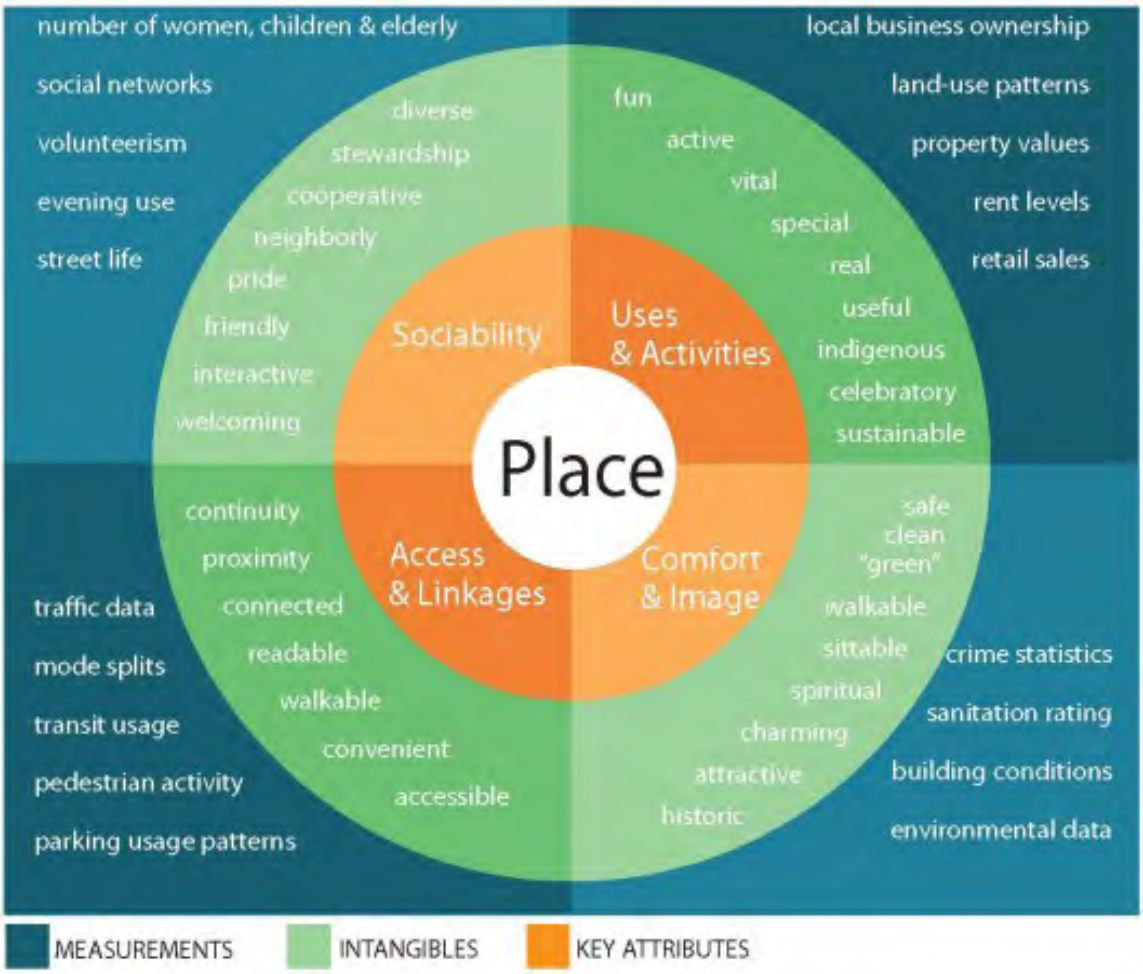
Appendix A: Regional Advisory Committee Information Packet

Appendix B: Project for Public Spaces Places Diagram

Figure 1: Project for Public Spaces Diagram



Appendix C: List of Smart Growth Development Strategies

Alternatives to Driving

- Prioritize funding for transit, bicycle and pedestrian infrastructure over auto-oriented infrastructure
- Increase funding for the most effective transit services
- Improve bicycle & pedestrian routes
- Expand express bus & local bus service
- Expand commuter rail service
- Increase funding to repair or purchase new buses, commuter rail, etc.
- “Fix it first” policy for infrastructure
- “Safe routes to schools” program
- Employee vehicle sharing programs and alternative modes
- Vehicle sharing programs

Strategies that Impact the Price of Driving

- Toll lanes
- Regional gas tax
- Congestion pricing
- Vehicle Miles Traveled (VMT) fees
- High Occupancy Vehicle (HOV) lanes
- Pay-as-you-drive car insurance

Economic Strategies

- Development Impact Fee program
- Reduce impact fees for infill development projects
- Transfer of Development Rights
- Tax Increment Financing (TIF) Districts
- Joint Development
- Regional Tax Revenue Sharing Program
- Transit-Oriented Affordable Housing Fund

- Tax credits or exemptions for redevelopment/reuse, infill
- Tax credits or exemptions for incorporating affordable housing
- Tax credits or exemptions for incorporating mixed-use

Educational and Transportation Demand Management (TDM)

- Encourage telecommuting and alternative work schedules
- Provide recognition programs
- Educate realtors, lenders, and home buyers on the use of location-efficient mortgages

Land Use Strategies

- School-centered development or locate schools in dense areas
- Zoning based on street type, and street network type (A-B Street Networks)
- Streamlined development review
- Floating Zones for certain types of undetermined uses
- Graduated density bonus for infill projects
- Use Specific Plans and EIRs to reduce costs of entitlements and approvals to Site and Architectural Design Review
- Ordinances that increase density and stock of affordable housing, such as Accessory Dwelling Unit (ADU) Ordinances, Inclusionary Ordinances, and Single-Room-Occupancy Ordinances)
- Mixed-use ordinances

Parking Strategies

- Parking waivers or reductions to allow for deviation from zoning code
- Reduce minimum parking requirements
- Demand-based parking pricing
- Car share, electric vehicle, and hybrid parking requirements
- Employer parking management

Appendix D: Online Survey #1 Template

Introduction & Welcome

Dear Regional Advisory Committee Members:

As you may be aware, AMBAG's recently completed regional vision plan, Envisioning the Monterey Bay Area: A Blueprint for Sustainable Growth and Smart Infrastructure, laid the foundation for the state mandated Sustainable Communities Strategy for the Monterey Bay Area, or the "SCS".

The SCS will identify how our three county region can achieve an ambitious but achievable reduction in greenhouse gases from personal vehicles by 2035 through planning.

To help identify these supporting policies, AMBAG will be working with the Regional Advisory Committee on a quarterly basis, from Fall 2011 through early 2013.

This survey is the first of several that will greatly help us in this effort.

Thank you for participating in this survey and we look forward to seeing you this Fall.

Contact Information

* 1. Contact Information

Name:

Company:

Title:

Address:

City/Town:

State:

ZIP:

Email Address:

* 2. Please indicate your primary, secondary, and any additional fields of professional interest or other expertise.

Primary	
Secondary	
Additional	

If other, please specify.

*3. Regional Advisory Committee Members are tasked with acting as liaisons for various stakeholder groups.

Stakeholder groups can be informal social or professional networks or formal organizations. For example "agricultural workers" might be an informal network while "Santa Cruz Chamber of Commerce" might be a formal organization. All residents and employees of the Monterey Bay Area are considered to be stakeholders in this process.

As a liaison, you may be invited to help facilitate opportunities for AMBAG to conduct surveys similar to this one for your identified stakeholder groups. You will also be asked to identify and communicate common concerns and issues that your stakeholder group (s) may have in relation to the topics of discussion. For example, if you are a business owner, you may make a point to articulate concerns on behalf of many business owners about how a particular policy might impact your profit margin.

What groups or organizations would you like to act as a liaison for?

Getting to Know You

We would like to know a little bit more about your housing and transportation choices.

*4. What is your MOST important reason in deciding where to live?

- ◯ Being close to my job
- ◯ Access to transit
- ◯ Being close to my family & friends
- ◯ Having a yard
- ◯ Living in a rural or natural setting
- ◯ Being close to shops, art, culture & recreation
- ◯ Being near good schools
- ◯ Being in a safe neighborhood
- ◯ Having affordable homeownership opportunities
- ◯ Other reason (please explain).

*5. What is your PRIMARY mode of transportation to work?

- ◯ Car (drive alone)
- ◯ Carpool/Vanpool
- ◯ Public transit
- ◯ Walk
- ◯ Bike
- ◯ Other reason (please explain).

*6. What is your AVERAGE door-to-door travel time from home to work?

- ◯ Less than 10 minutes
- ◯ 10 to 20 minutes
- ◯ 20 to 30 minutes
- ◯ 30 to 45 minutes
- ◯ More than 45 minutes

Smart Growth Development Strategies

In light of the state mandate to reduce greenhouse gas emissions, we are interested in your opinions and experience regarding the following smart growth development strategies.

*7. How much potential do the following strategies have for reducing greenhouse gas emissions in your city/county over the next few decades?

	No Potential	Low Potential	Moderate Potential	High Potential	I need more information
Land use policies	◯	◯	◯	◯	◯
Investment in transit and alternatives to driving	◯	◯	◯	◯	◯
Policies that affect cost of driving	◯	◯	◯	◯	◯

Land Use Strategies

*** 8. What is your EXPERIENCE with each of the following policies?**

	I am unfamiliar with this policy	I have some familiarity with this policy	I have had some involvement with this policy	I have been actively involved with implementing this policy
Transfer of Development Rights	○	○	○	○
Tax Increment Financing (TIF) Districts	○	○	○	○
Graduated Density Bonus for Infill Projects	○	○	○	○
Regional Tax Revenue Sharing	○	○	○	○
Streamlined Development Review Process	○	○	○	○

Other 'land use' policies that I have experience with:

Investment in Transit and Alternatives to Driving Strategies

*** 9. What is your EXPERIENCE with:**

	I am unfamiliar with this strategy	I have some familiarity with this strategy	I have had some involvement with this strategy	I have been actively involved with implementing this strategy
Increasing funding for most effective transit services?	○	○	○	○
Offering more transportation funds to cities that build new housing & affordable housing near transit?	○	○	○	○
Improving bicycle & pedestrian routes?	○	○	○	○
Expanding express bus & local bus services?	○	○	○	○
Expanding commuter rail services?	○	○	○	○
Increasing funding to repair or purchase new buses, commuter rail, etc.?	○	○	○	○

Other 'investment in transit & alternatives to driving' strategies that I have experience with:

Strategies That Affect Cost of Driving

*10. What is your EXPERIENCE with each of the following strategies?

	I am unfamiliar with this strategy	I have some familiarity with this strategy	I have had some involvement with this strategy	I have been actively involved with implementing this strategy
Reducing or limiting parking supply	◯	◯	◯	◯
Higher gas prices	◯	◯	◯	◯
Carpool lanes	◯	◯	◯	◯
Toll lanes	◯	◯	◯	◯
Variable road pricing based on congestion	◯	◯	◯	◯
Pay-as-you-drive car insurance	◯	◯	◯	◯
Vehicle miles traveled (VMT) fees	◯	◯	◯	◯

Other strategies that affect 'cost of driving' that I have experience with:

Barriers to Implementation

*11. Please indicate how SERIOUS A BARRIER each of the following factors would be to implementing the aforementioned strategies.

	Not at all serious	Somewhat serious	Serious	Very serious	I need more information
Lack of developer support for transit-oriented or infill development	○	○	○	○	○
Lack of lender support for transit-oriented or infill development	○	○	○	○	○
Lack of staff time or resources	○	○	○	○	○
Lack of staff skills or technical knowledge	○	○	○	○	○
Lack of staff leadership	○	○	○	○	○
Public opposition to higher-density development	○	○	○	○	○
Public opposition to higher charges (such as toll lanes) for driving	○	○	○	○	○
Public resistance to using alternative transportation	○	○	○	○	○
Lack of support from appointed/elected officials	○	○	○	○	○
Lack of leadership from appointed/elected officials	○	○	○	○	○

Other (please specify)

12. Please provide us with comments or suggestions on how we could improve the format or content of this survey.

AMBAG Regional Advisory Committee Meeting #1 October 19th 2011 9.30am to 12pm UC MBest Center, Marina, CA

Names:

Discussion Questions (tick as discussed)…

Discussion Notes

PART ONE (in pairs): Identifying Great Places & Their Characteristics

1. Identify 1-2 places that you consider to be "great places." Think of places within the Monterey Bay Area or elsewhere .

Great Places

2. If your "great places" are natural environment places:

- ☐ What makes this place a "great place?"
- ☐ Who uses this place? For what purposes? How far do they travel to get here? How do they get there? Do people visit in groups or alone?

Natural Environments Characteristics

3. If your great places are built environment places, what are the ten things that make it a great place? Use the following questions to help you think about the details of the place.

Ten Things That Make It a Great Place

Sociability

- ☐ What are the people in this place doing? Are there a lot of people who live in this place? Are they in groups or are they alone?
- ☐ Do people who work or visit this place also live there?
- ☐ If people live or work there, do they know many others who also live or work there?
- ☐ What are the characteristics of the people who work, live or visit this place? (age, occupation?) If people live or work there, do they know many others who also live or work there?
- ☐ Do you encounter people on the street? Is this a place where people come out at night? During the day? Both? Neither?

Access & Linkages

- ☐ How do most people get around? Walk, bike, bus, subway, trolley, drive, van/carpool (or even taxi, motorcycle, ferry, gondola)?
- ☐ Are there short or long blocks? Winding streets? Diagonal streets? How is it for pedestrians to cross the street?

Comfort & Image

- ☐ What do the streets look like? How wide are they? How fast do vehicles and/or people move on them? What types of modes (means of transport) are on them?
- ☐ Are there sidewalks? Do the sidewalks have amenities such as benches, lighting, plazas, public art, street trees, xeriscaping/hardscaping/landscaping, bike parking, water fountains, shading structures?
- ☐ How close are buildings to the street or sidewalk? Are there front yards? Porches, stoops, balconies? Is there a street wall? If so, how high is it? Does the height vary? Is it interesting to look at?
- ☐ How safe is it? What makes it safe?
- ☐ What is the natural environment like in this place? Are there parks, bodies of water or other features; are they managed or naturally occuring?

Uses & Activities

- ☐ Are there community amenities nearby? What are they? (eg. recreational facilities, community centers)
- ☐ Are there public institutions nearby? What are they? (eg. schools, museums, government offices, libraries)
- ☐ How would you describe the housing? Apartments, houses, townhouses, live/work lofts etc? Any particular type of architecture? How many stories are there? Are there yards? Is it mostly rental or ownership or a mix?
- ☐ What types of jobs are there? Are there shops, cafes, restaurants? What about offices? Are there light, medium or heavy industrial facilities?

Sociability

Access & Linkages

Comfort & Image

Uses & Activities

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Group #:

Discussion Questions

Discussion Notes

PART TWO (in small groups): Creating More Great Places

5. Check off which of the following strategies would be most effective in creating Great Places in the short/medium term (1 to 10 years). Consider which of these strategies might act as catalysts for others; which should be coordinated regionwide; and which agencies or organizations would need to be involved.

Policies that Impact the Price of Driving

- ☐ Congestion pricing (cordon pricing)
- ☐ Parking Benefit Districts and Demand Based Parking Pricing

Investing in Alternatives to Driving

- ☐ Expand express bus and local bus service
- ☐ Prioritize Funding for Transit, Bicycle and Pedestrian Infrastructure (provide pedestrian network improvements, incorporate bike lane street design)
- ☐ Safe routes to schools program (and provide traffic calming measures)

Land Use Policies

- ☐ Reduce Minimum Parking Requirements (Limit Parking Supply and Unbundle Parking Costs from Property Costs)
- ☐ Transit oriented affordable housing fund (integrate affordable and below market rate housing, increase density and transit accessibility)
- ☐ Transfer of Development Rights
- ☐ Regional Tax Revenue Sharing
- ☐ Reduce impact fees for infill projects (increase densiry and location efficiency)
- ☐ Mixed-use ordinances

Other

- ☐ Car share, electric vehicle and hyrid parking requirements (implement EV network and provide EV parking)

AMBAG Regional Advisory Committee Meeting #1 October 19th 2011 9.30am to 12pm UC MBest Center, Marina, CA

Discussion Questions

Group #:

6. Check off which of the following strategies would be most effective in creating Great Places in the long term (10 to 25 years+). Consider which of these strategies might act as catalysts for others; which should be coordinated regionwide; and which agencies or organizations would need to be involved.

Policies that Impact the Price of Driving

- ☐ Congestion pricing (cordon pricing)
- ☐ Parking Benefit Districts and Demand Based Parking Pricing

Investing in Alternatives to Driving

- ☐ Expand express bus and local bus service
- ☐ Prioritize Funding for Transit, Bicycle and Pedestrian Infrastructure (provide pedestrian network improvements, incorporate bike lane street design)
- ☐ Safe routes to schools program (and provide traffic calming measures)

Land Use Policies

- ☐ Reduce Minimum Parking Requirements (Limit Parking Supply and Unbundle Parking Costs from Property Costs)
- ☐ Transit oriented affordable housing fund (integrate affordable and below market rate housing, increase density and transit accessibility)
- ☐ Transfer of Development Rights
- ☐ Regional Tax Revenue Sharing
- ☐ Reduce impact fees for infill projects (increase densiry and location efficiency)
- ☐ Mixed-use ordinances

Other

- ☐ Car share, electric vehicle and hyrid parking requirements (implement EV network and provide EV parking)

C. Things to consider regarding the strategies above:

- ☐ Which would you like to have more information about?
- ☐ Which of these strategies would your stakeholder group have concerns about? What are these concerns?
- ☐ Under what conditions would your stakeholder group support the strategies they may have concerns about?

Discussion Notes

Notes

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Appendix F: Online Survey #2 Template

Regional Advisory Committee Online Survey #2

Committee Members,

Thank you in advance for taking 15 minutes to complete this second online survey. This survey builds on your responses to previous surveys and discussion questions. This survey contains five questions spread over three sections:

1. Identifying & Creating Great Places (2 questions)
2. Coordinating Regional Implementation (2 questions)
3. Evaluating Smart Growth Development Strategies (1 question)

Thank you again for your participation in this exciting project.

Demographic Information

* 1. Demographic Information

Name:

Address:

Address 2:

City/Town:

State:

ZIP:

Identifying & Creating Great Places

"Great Places" as defined by the Project for Public Spaces:

"Any great place itself needs to offer at least 10 things to do or 10 reasons to be there. These could include a place to sit, playgrounds to enjoy, art to touch, music to hear, food to eat, history to experience, and people to meet. Ideally, some of these activities are unique to that particular spot and are interesting to keep people coming back."

At the October 2011 Regional Advisory Committee meeting, Committee members identified the following places as some of the “Great Places” in the Monterey Bay Area:

Asilomar • Big Sur • Carmel • Carmel Valley • Downtown Monterey • Downtown Salinas • Downtown Santa Cruz • Elkhorn Slough • Fremont Peak • Moss Landing • Point Lobos • San Juan Bautista • West Cliff

Identifying & Creating Great Places

Committee members were also asked which of the four major characteristics should be first improved in order to create a Great Place from 1) scratch, and 2) from existing Monterey Bay Area Communities. Committee member responses differed slightly from one question to the next.

Identifying & Creating Great Places

*2. Please identify one place in the Monterey Bay Area that you consider to be "low hanging fruit" for potential transformation into a "Great Place." This may be a place that you would say was "almost a Great Place" or a "pretty Great Place except for _____."

*3. Please rank the strength of each characteristic of this potential "Great Place."

	Strong	Pretty Good	Needs alot of improvement
Sociability	◯	◯	◯
Access & Linkages	◯	◯	◯
Comfort & Image	◯	◯	◯
Uses & Activities	◯	◯	◯

Coordinating Regional Implementation

At the October 2011 Regional Advisory Committee meeting, three quarters of Committee members somewhat agreed, agreed or strongly agreed that it could be beneficial to coordinate strategies geographically according to real estate market trends as evidenced by rental and lease rates and land costs. 15% disagreed or strongly disagreed.

4. If you disagreed, what concerns do you have with utilizing real estate market trends to coordinate regional implementation of smart growth development strategies? If you agreed, please skip to the next question.

Coordinating Regional Implementation

*5. Please identify one or more additional trends that you think should help shape regional coordination of smart growth development strategies, and provide a brief explanation of how that trend might be useful.

Evaluating Smart Growth Development Strategies

At the October 2011 Regional Advisory Committee meeting, 57% of Committee members stated that 'land use policies' are most effective in creating Great Places in the long term while 40% stated that 'investments in alternatives to driving' and 35% stated that 'land use policies' are most effective for the short to medium term. On the following page, you will be asked about additional strategies.

Evaluating Smart Growth Development Strategies

To the best of your knowledge, please indicate the level of support that your stakeholder group would have for the following smart growth development strategies.

- If you have not previously identified a stakeholder group, please respond with the general public in mind.

- If you are unfamiliar with some of these strategies, you can refer to your Regional Advisory Committee informational packet to assist you. For strategies that you are unfamiliar with and that are not in the information packet, you can select "More info, please."

- If you are familiar with the strategy, but unsure how your stakeholder group might respond, you can select "I'm unsure."

We know this list is long - please bear with us. Your feedback is very important!

*6. My stakeholder group would be most likely to support these strategies (under any, only under certain, under no) circumstances.

	Under any	Only under certain	Under no	I'm unsure	More info, please
1. Prioritize funding for transit, bicycle and pedestrian infrastructure over auto-oriented infrastructure	☐	☐	☐	☐	☐
2. Increase funding for the most effective transit services	☐	☐	☐	☐	☐
3. Improve bicycle & pedestrian routes	☐	☐	☐	☐	☐
4. Expand express bus & local bus service	☐	☐	☐	☐	☐
5. Expand commuter rail service	☐	☐	☐	☐	☐
6. Increase funding to repair or purchase new buses, commuter rail, etc.	☐	☐	☐	☐	☐
7. “Fix it first” policy for infrastructure	☐	☐	☐	☐	☐
8. Parking waivers or reductions to allow for deviation from zoning code	☐	☐	☐	☐	☐
9. “Safe routes to schools” program	☐	☐	☐	☐	☐
10. School-centered development or locate schools in dense areas	☐	☐	☐	☐	☐
11. Reduce minimum parking requirements	☐	☐	☐	☐	☐
12. Demand-based parking pricing	☐	☐	☐	☐	☐
13. Car share, electric vehicle, and hybrid parking requirements	☐	☐	☐	☐	☐
14. Encourage telecommuting and alternative work schedules	☐	☐	☐	☐	☐
15. Employee vehicle sharing programs and alternative modes	☐	☐	☐	☐	☐
16. Vehicle sharing programs	☐	☐	☐	☐	☐
17. Employer parking management	☐	☐	☐	☐	☐
18. Provide recognition programs	☐	☐	☐	☐	☐
19. Toll lanes	☐	☐	☐	☐	☐
20. Regional gas tax	☐	☐	☐	☐	☐
21. Congestion pricing	☐	☐	☐	☐	☐
22. Vehicle Miles Traveled (VMT) fees	☐	☐	☐	☐	☐
23. High Occupancy Vehicle (HOV) lanes	☐	☐	☐	☐	☐
24. Pay-as-you-drive car insurance	☐	☐	☐	☐	☐
25. Zoning based on street type, and street network type (A-B Street Networks)	☐	☐	☐	☐	☐
26. Development Impact Fee program	☐	☐	☐	☐	☐
27. Reduce impact fees for infill development projects	☐	☐	☐	☐	☐
28. Transfer of Development Rights	☐	☐	☐	☐	☐
29. Tax Increment Financing (TIF) Districts	☐	☐	☐	☐	☐
30. Streamlined development review	☐	☐	☐	☐	☐
31. Joint Development	☐	☐	☐	☐	☐
32. Regional Tax Revenue Sharing Program	☐	☐	☐	☐	☐
33. Floating Zones for certain types of undetermined uses	☐	☐	☐	☐	☐
34. Transit-Oriented Affordable Housing Fund	☐	☐	☐	☐	☐
35. Graduated density bonus for infill projects	☐	☐	☐	☐	☐

36. Tax credits or exemptions for redevelopment/reuse, infill	☐	☐	☐	☐	☐
37. Tax credits or exemptions for incorporating affordable housing	☐	☐	☐	☐	☐
38. Tax credits or exemptions for incorporating mixed-use	☐	☐	☐	☐	☐
39. Use Specific Plans and EIRs to reduce costs of entitlements and approvals to Site and Architectural Design Review	☐	☐	☐	☐	☐
41. Ordinances that increase density and stock of affordable housing, such as Accessory Dwelling Unit (ADU) Ordinances, Inclusionary Ordinances, and Single-Room-Occupancy Ordinances)	☐	☐	☐	☐	☐
43. Mixed-use ordinances	☐	☐	☐	☐	☐
44. Educate realtors, lenders, and home buyers on the use of location-efficient mortgages	☐	☐	☐	☐	☐

Please identify any concerns and circumstances referenced above.

Survey Feedback

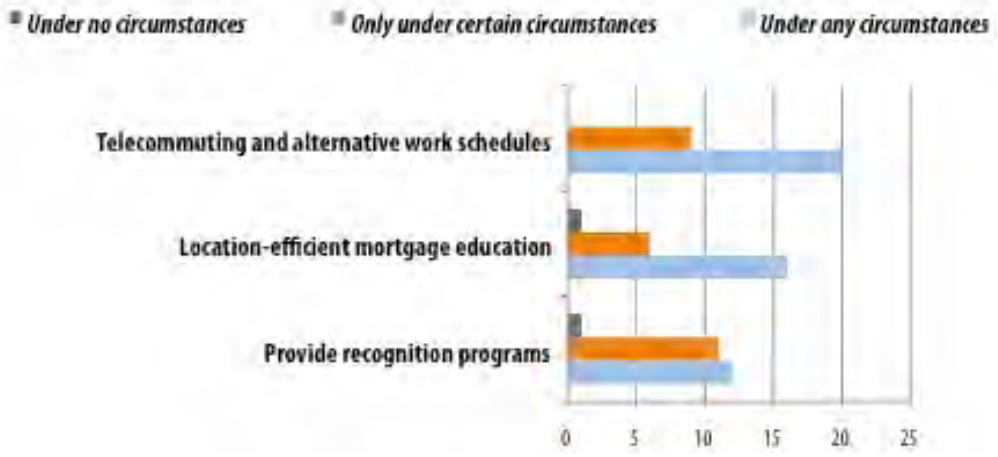
Thank you for your participation in the second online survey for the Regional Advisory Committee. Please take a moment to provide us with some feedback to help us improve future surveys.

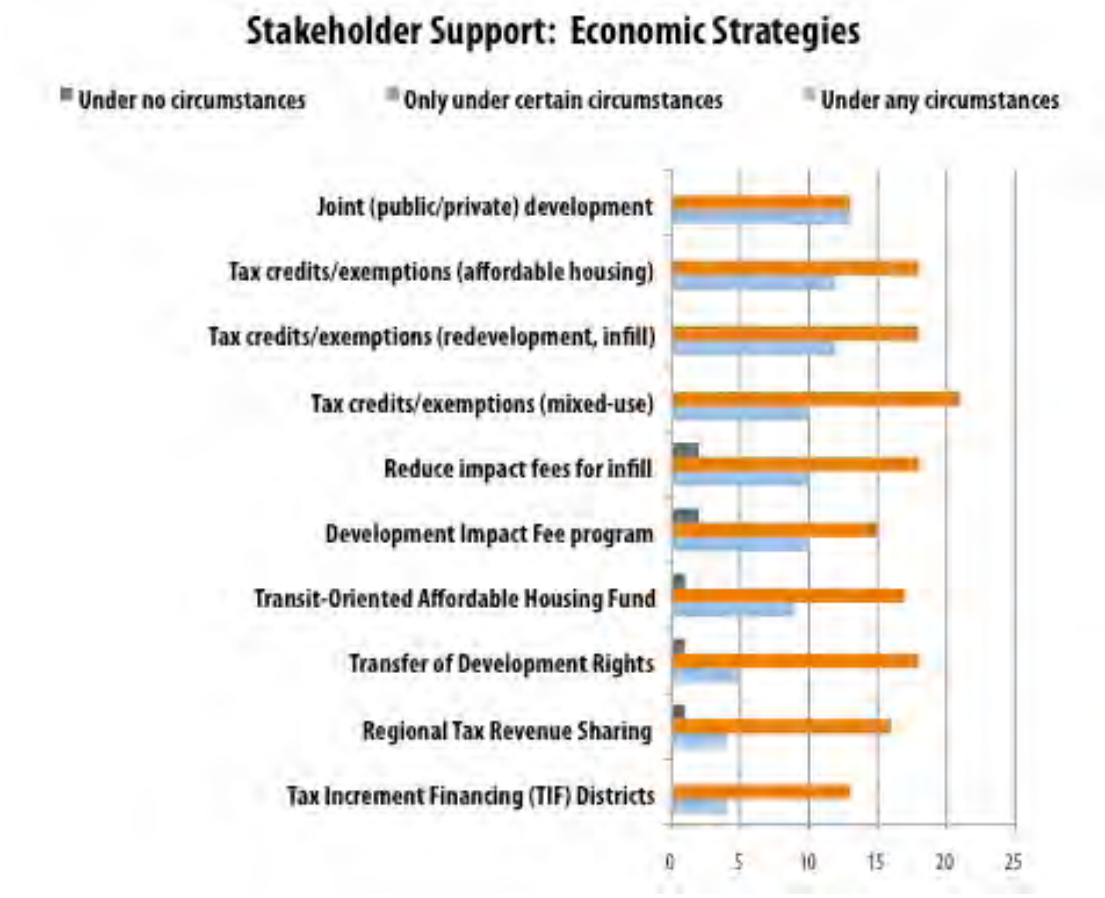
7. Please provide us with comments or suggestions on how we could improve the format or content of this survey and future surveys.

Appendix G: Online Survey #2 Results

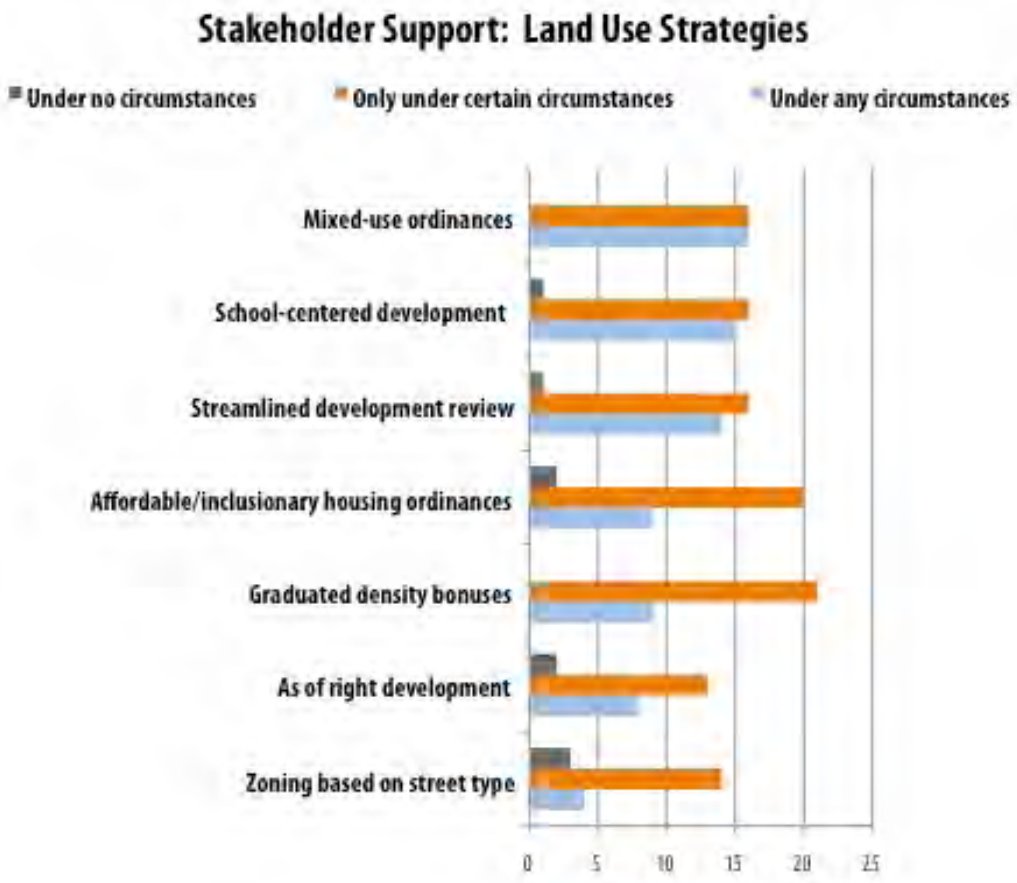
Stakeholder Support: Parking Strategies

Stakeholder Support: Educational & TDM




Stakeholder Support: Economic Strategies
Under no circumstances
Only under certain circumstances
Under any circumstances
Joint (public/private) development
Tax credits/exemptions (affordable housing)
Tax credits/exemptions (redevelopment, infill)
Tax credits/exemptions (mixed-use)
Reduce impact fees for infill
Development Impact Fee program
Transit-Oriented Affordable Housing Fund
Transfer of Development Rights
Regional Tax Revenue Sharing
Tax Increment Financing (TIF) Districts
0
5
10
15
20
25

Stakeholder Support:
Strategies that Impact the Price of Driving
Under no circumstances
Only under certain circumstances
Under any circumstances
High Occupancy Vehicle (HOV) lanes
Pay-as-you-drive car insurance
Vehicle Miles Traveled (VMT) fees
Regional gas tax
Congestion pricing
Toll lanes
0
5
10
15
20
25


Stakeholder Support: Land Use Strategies
Under no circumstances
Only under certain circumstances
Under any circumstances
Mixed-use ordinances
School-centered development
Streamlined development review
Affordable/inclusionary housing ordinances
Graduated density bonuses
As of right development
Zoning based on street type
0
5
10
15
20
25

Appendix H: Meeting #2 Discussion Worksheets

AMBAG Regional Advisory Committee Meeting #2 January 19th 2012 9.30am to 12pm Watsonville Civic Plaza Community Room, Watsonville, CA

Names:

PART ONE (in pairs): Density & Design

1. Local Examples - Successes

1a. Identify 1-2 local examples of existing medium to high density developments that you consider to be "done well" or in such a way that positively contributes to the livability of that area ("livability" can be defined as "quality of life").

1b. What are the characteristics of these developments that make them successful?

2. Local Examples - Unsuccessful

2a. Identify 1-2 local examples (if any) of existing medium to high density developments that you consider to be unsuccessful, or in such a way that does not positively contribute to the livability of that area.

2b. What are the characteristics of these developments that make them unsuccessful?

3. Future Local Examples

3a. Identify 1-2 local examples of planned (but not built) projects and whether you consider them to be successful or unsuccessful examples of medium to high density developments that contribute to the livability of that area (see examples on the back side of this sheet).

3b. What are the characteristics of these developments that make them successful or unsuccessful? What does this suggest for implementation of smart growth development strategies (if anything)?

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If you have trouble thinking of local examples, feel free to use the following brief descriptions of planned projects in the Monterey Bay Area.

Source: CEQA Documents submitted to AMBAG's Regional Clearinghouse Database

Case #1: Pebble Beach Company Project

The project consists of the build-out development and preservation of the remaining undeveloped Pebble Beach Company properties within the Del Monte Forest. The project would allow the renovation and expansion of visitor-serving uses at The Lodge at Pebble Beach, The Inn at Spanish Bay, Spyglass Hill, and the Pebble Beach Equestrian Center; creation of 90 to 100 single-family residential lots; preservation and conservation of approximately 635 acres as primarily forested open space; the relocation of existing trails and construction of new trail segments; construction/installation of internal roadway, circulation, and drainage improvements at four intersections; and the reconfiguration/reconstruction of the main entrance/gate to the Pebble Beach/Del Monte Forest area at the Highway 1/Highway 68/17-Mile Drive Intersection.

Case #2: 350 Ocean Street Mixed-Use Development

The project application consists of a Demolition Authorization, Planned Development Permit, Design Permit, and Tentative Map to construct a mixed-use development with 58 residential apartments and 5,269 sf of commercial space within a four story building. The property currently is developed with two single-family units and 20 older multi-family units, which all will be demolished. Thus, the project will result in a net increase of 36 dwelling units on the site. The project requires the removal of 14 Heritage trees.

Case #3: Rigoulette LLC (Villas De Carmelo)

Amending the Land Use Map changing the land use designation for the 3.68 acre parcel from Medium Density Residential, two units per acre (MDR/2) to High Density Residential, 12.5 units per acre (HDR/12.5)...A Combined Development Permit for the proposed project (PLN070497) that consists of: 1) Standard Subdivision for a Vesting Tentative Map to subdivide 3.68 acres into 46 condominium parcels and common space; 2) Coastal Development Permit to convert the former convalescent hospital into nine condominium units with underground parking, recreation room, storage, and a gym, and convert existing garage/shop building into three condominium units; 3) Coastal Administrative Permit to demolish one existing structure and construct eight buildings for a total of 46 condominium units to include 9 moderate income housing units.

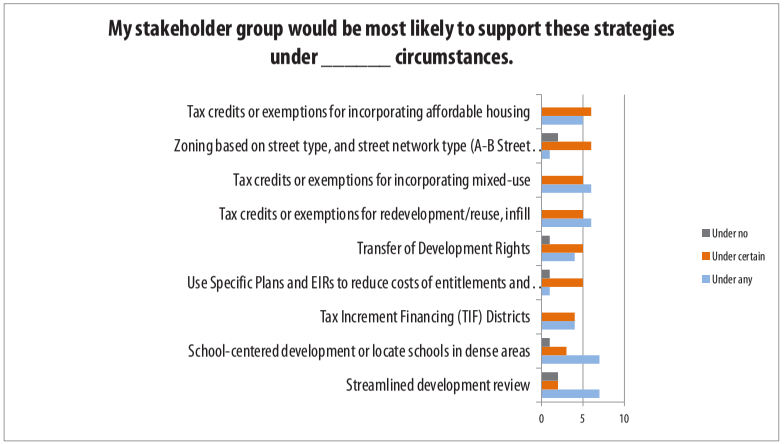
Case #4: Aptos Village Project

The project proposes to construct a mixed-use commercial and residential development (including a maximum of 63 residential units and 75,000 sf of commercial space) for the core area of the Aptos Village....would require the following: Planned Unit Development; Subdivision and Commercial Development Permit; Residential Development Permit; General Plan Amendment; Roadway Abandonment; Historic Preservation Plan Review; Archaeological Report Review; Soils Report Review; and Preliminary Grading Review.

PART TWO: Understanding Stakeholder Concerns

1. In the second online survey, RAC Members indicated the level of support that their stakeholder group would have for specific smart growth development strategies. The following graphs show these survey results. For each of the five graphs below, please select one strategy and identify the following: A) stakeholder concerns regarding that strategy and B) identify what the circumstances might need to be for your stakeholder groups to support the selected strategy.

Graph #1 (Land Use pt 1)



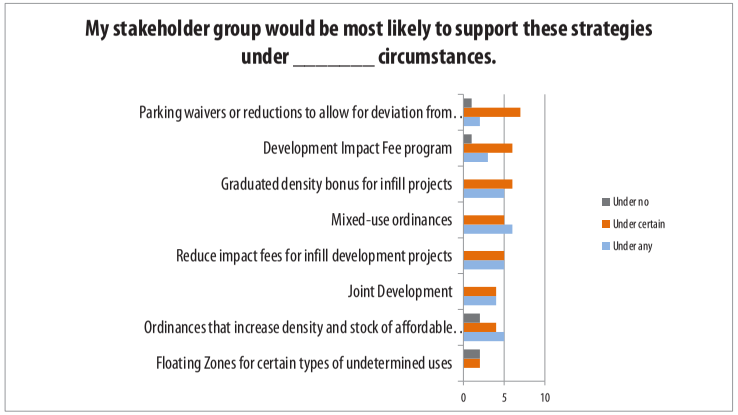
Source: AMBAG, Smart Growth Development Strategies- Regional Advisory Committee Online Survey #2

Strategy:

Concern(s):

Circumstances:

Graph #2 (Land Use pt 2)



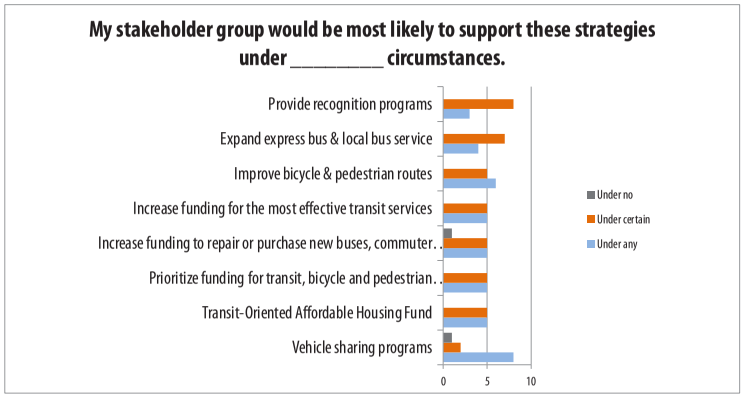
Source: AMBAG, Smart Growth Development Strategies- Regional Advisory Committee Online Survey #2

Strategy:

Concern(s):

Circumstances:

Graph #3 (Transit + Alternatives to Driving, pt 1)



Source: AMBAG, Smart Growth Development Strategies- Regional Advisory Committee Online Survey #2

Strategy:

Concern(s):

Circumstances:

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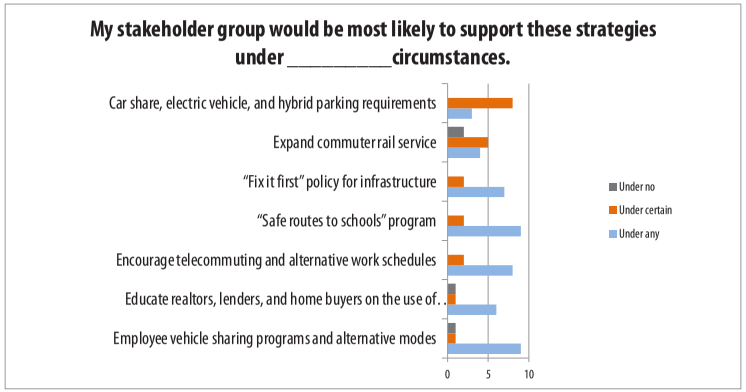
Graph #4 (Transit + Alternatives to Driving, pt 2)



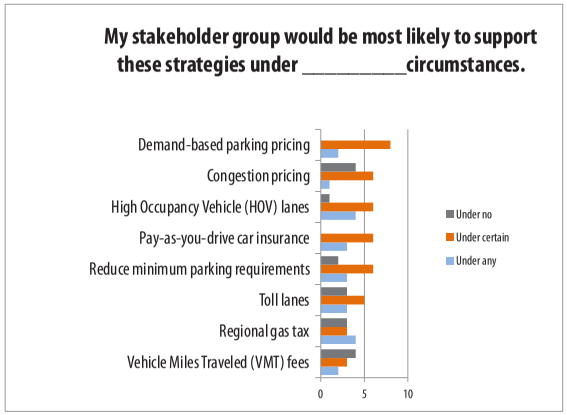
Source: AMBAG, Smart Growth Development Strategies- Regional Advisory Committee Online Survey #2

Strategy:

Concern(s):

Circumstances:

Graph #5 (Cost of Driving)



Source: AMBAG, Smart Growth Development Strategies- Regional Advisory Committee Online Survey #2

Strategy:

Concern(s):

Circumstances:

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Appendix I: Planning Director "Low-Hanging Fruit" Potential Survey Template

Introduction & Welcome

Dear Planning Directors:

As you are aware, AMBAG's recently completed regional vision plan, Envisioning the Monterey Bay Area: A Blueprint for Sustainable Growth and Smart Infrastructure, laid the foundation for the state mandated Sustainable Communities Strategy (SCS) for the Monterey Bay Area.

We are now in the process of gathering background information about implementation needs for a range of smart growth development strategies.

This survey will help us to identify 1) how seriously certain factors act as barriers to implementation in your city or county, 2) if and how you have overcome these barriers in the past, and 3) what resources could facilitate cities and counties with addressing the identified barriers in the future.

Thank you for your time and participation in this survey!

Contact Information

1. This survey will remain anonymous and the information that you provide will only be used for internal purposes.

For certain questions, it will be helpful for us to be able to identify what city/county you represent, but please only provide contact information that you are comfortable with.

Name:

Company:

Address:

Address 2:

City/Town:

State:

ZIP:

Email Address:

Phone Number:

Barriers to Implementation

*2. Please indicate how SERIOUS A BARRIER each of the following factors would be to implementing smart growth development strategies in your city/county.

	Not at all serious	Somewhat serious	Serious	Very serious	I need more information
Lack of developer support for transit-oriented or infill development	○	○	○	○	○
Lack of lender support for transit-oriented or infill development	○	○	○	○	○
Lack of staff time or resources	○	○	○	○	○
Lack of staff skills or technical knowledge	○	○	○	○	○
Lack of staff leadership	○	○	○	○	○
Public opposition to higher-density development	○	○	○	○	○
Public opposition to higher charges (such as toll lanes) for driving	○	○	○	○	○
Public resistance to using alternative transportation	○	○	○	○	○
Lack of support from appointed/elected officials	○	○	○	○	○
Lack of leadership from appointed/elected officials	○	○	○	○	○

Other (please specify)

3. What approach have you employed in your city/county to overcome these barriers?

Lack of developer support for transit-oriented or infill development	
Lack of lender support for transit-oriented or infill development	
Lack of staff time or resources	
Lack of staff skills or technical knowledge	
Lack of leadership among staff	
Public opposition to higher-density development	
Public opposition to higher charges (such as toll lanes) for driving	
Public resistance to using alternative transportation	
Lack of support from appointed/elected officials	
Lack of leadership from appointed/elected officials	

4. Please let us know if you are interested in sharing any success stories about smart growth development strategies that have been implemented in your city/county/region at an upcoming Planning Directors Forum.

*5. What additional resources would you find helpful to overcome the barriers to implementation that you identified in your city/county?

- [ ] Benefit/cost analyses
- [ ] Informational workshops/presentations
- [ ] Informational pamphlets/flyers
- [ ] Internet resources
- [ ] Media coverage of smart growth efforts
- [ ] Professional development/skills training
- [ ] Public education
- [ ] Public opinion polls
- [ ] Staff or intern resources
- [ ] Visualization materials (i.e. streetscape renderings, depictions of housing densities, maps)
- [ ] Other (please specify)

"Low Hanging Fruit"

We are interested in identifying smart growth development strategies that may be considered "low hanging fruit." What strategies might you consider to be "low hanging fruit" for cities and counties in the Monterey Bay Area?

Several cities and counties are already implementing smart growth policies and programs. Some examples include:
- City of Marina Redevelopment Agency utilizes Tax Increment Financing as a redevelopment tool.
- City of Monterey and County of Monterey share Transit-Occupancy-Tax revenues from the Marriott Courtyard.
- City of Santa Cruz has an Accessory Dwelling Unit (ADU) Ordinance, Inclusionary Ordinance, and is in the process of developing a Single-Room-Occupancy Ordinance that supports denser, more affordable housing.
- The City of Salinas has worked with low income housing developers, utilizing local assistance and tax credit financing.

*6. Please indicate what strategies you consider to be "low hanging fruit" and if your city/county/region is already implementing that strategy.

	I consider this "low hanging fruit"	My city/county is already implementing this strategy
Prioritize funding for transit, bicycle and pedestrian infrastructure over auto-oriented infrastructure	☐	☐
Increase funding for the most effective transit services	☐	☐
Improve bicycle & pedestrian routes	☐	☐
Expand express bus & local bus service	☐	☐
Expand commuter rail service	☐	☐
Increase funding to repair or purchase new buses, commuter rail, etc.	☐	☐
“Fix it first” policy for infrastructure	☐	☐
Parking waivers or reductions to allow for deviation from zoning code	☐	☐
“Safe routes to schools” program	☐	☐
School-centered development or locate schools in dense areas	☐	☐
Reduce minimum parking requirements	☐	☐
Demand-based parking pricing	☐	☐
Car share, electric vehicle, and hybrid parking requirements	☐	☐
Encourage telecommuting and alternative work schedules	☐	☐
Employee vehicle sharing programs and alternative modes	☐	☐
Vehicle sharing programs	☐	☐
Employer parking management	☐	☐
Provide recognition programs	☐	☐
Toll lanes	☐	☐
Regional gas tax	☐	☐
Congestion pricing	☐	☐
	☐	☐

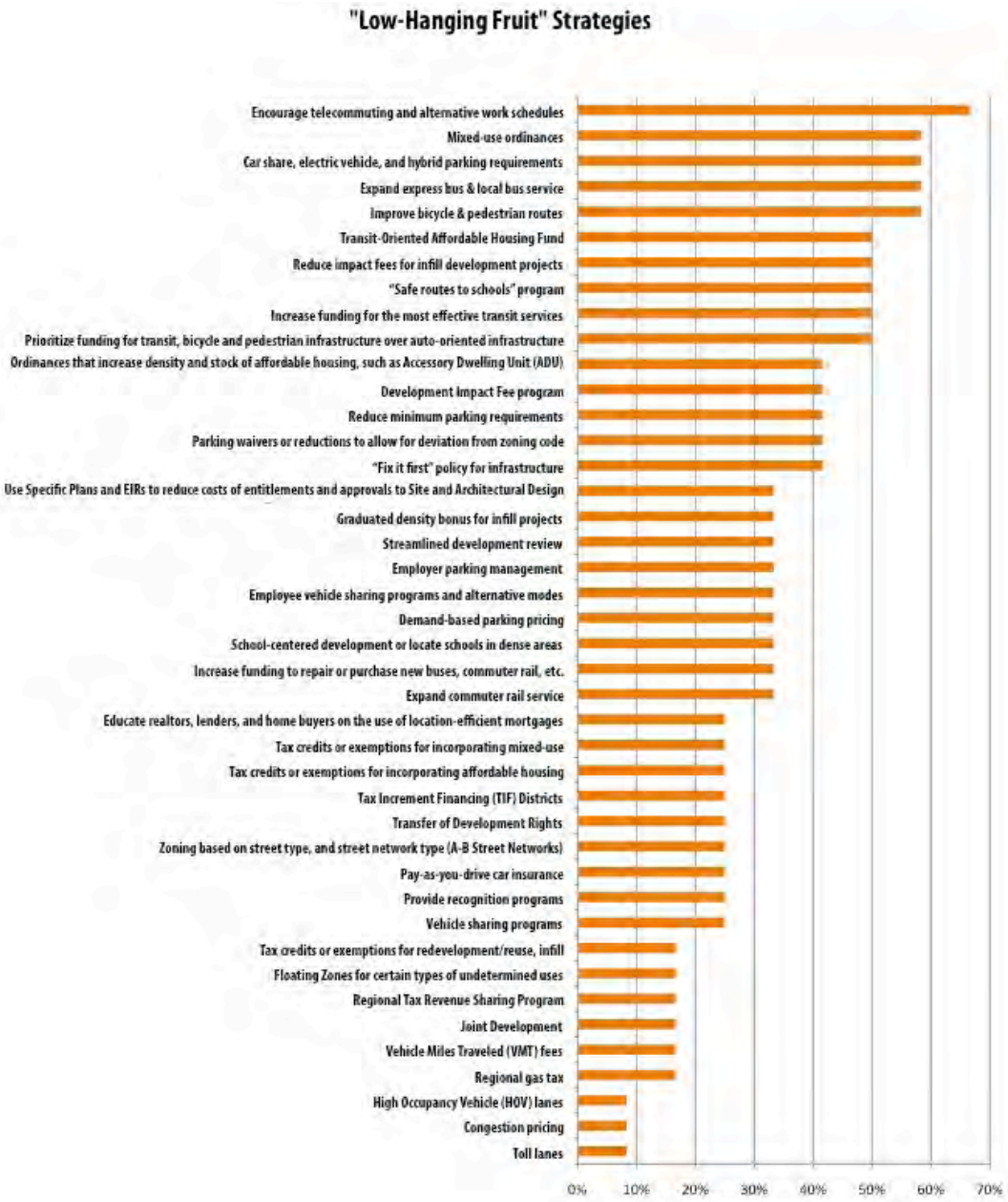
Vehicle Miles Traveled (VMT) fees	☐	☐
High Occupancy Vehicle (HOV) lanes	☐	☐
Pay-as-you-drive car insurance	☐	☐
Zoning based on street type, and street network type (A-B Street Networks)	☐	☐
Development Impact Fee program	☐	☐
Reduce impact fees for infill development projects	☐	☐
Transfer of Development Rights	☐	☐
Tax Increment Financing (TIF) Districts	☐	☐
Streamlined development review	☐	☐
Joint Development	☐	☐
Regional Tax Revenue Sharing Program	☐	☐
Floating Zones for certain types of undetermined uses	☐	☐
Transit-Oriented Affordable Housing Fund	☐	☐
Graduated density bonus for infill projects	☐	☐
Tax credits or exemptions for redevelopment/reuse, infill	☐	☐
Tax credits or exemptions for incorporating affordable housing	☐	☐
Tax credits or exemptions for incorporating mixed-use	☐	☐
Use Specific Plans and EIRs to reduce costs of entitlements and approvals to Site and Architectural Design Review	☐	☐
Ordinances that increase density and stock of affordable housing, such as Accessory Dwelling Unit (ADU) Ordinances, Inclusionary Ordinances, and Single-Room-Occupancy Ordinances)	☐	☐
Mixed-use ordinances	☐	☐
Educate realtors, lenders, and home buyers on the	☐	☐

use of location-efficient
mortgages

Please list other strategies that you consider to be "low hanging fruit."

7. Please provide us with comments or suggestions on how we could improve the format or content of this survey.

Appendix J: Planning Director "Low-Hanging Fruit" Potential Survey Results



Appendix K: CAPCOA VMT/GHG Reduction Potential

	Strategy	VMT/GHG Reduction Potential
1	**Prioritize funding for transit, bicycle and pedestrian infrastructure over auto-oriented infrastructure**	**3% - 30%**
	Increase Destination Accessibility	10-30%
	Implement Transit Access Improvements (coupled with Expand Transit Network & Increase Transit Service Frequency/Speed)	grouped
	Provide Bike Parking Near Transit (coupled with Expand Transit Network & Increase Transit Service Frequency/Speed)	grouped
	Provide Bike Parking in Non-Residential Projects (coupled with Improve Design of Development)	3.0-21.3%
	Provide Bike Parking with Multi-Unit Residential Projects (coupled with Improve Design of Development)	3.0-21.3%
	Implement Bike-Sharing Programs (grouped with Bike Lane Street Design, Improve Design of Development)	grouped
2	**Increase funding for the most effective transit services**	**0.02 - 8.2%**
	Expand Transit Network	0.1-8.2%
	Increase Transit Service Frequency/Speed	0.02-2.5%
3	**Improve bicycle & pedestrian routes**	**0 - 21.3%**
	Provide Pedestrian Network Improvements: 0-2% reduction in VMT & equivalent GHG emissions	0-2%
	Provide Pedestrian Network Improvements (coupled with Create Urban Non-Motorized Zones)	0-2%
	Incorporate Bike Land Street Design (coupled with Improve Design of Development)	3.0-21.3%
	Implement Bike-Sharing Programs (grouped with Bike Lane Street Design, Improve Design of Development)	grouped
4	**Expand express bus & local bus service**	**0.02 - 63%**
	Provide a BRT System	0.02-3.2%
	Expand Transit Network	0.1-8.2%
	Increase Transit Service Frequency/Speed	0.02-2.5%
	Provide Local Shuttles (grouped with Increase Transit Service Frequency/Speed & Provide Bike Parking Near Transit)	grouped
	Implement School Bus Program	38-63%
	Install Park-and-Ride Lots (grouped with Implement Area or Cordon Pricing, Employer-Sponsored Vanpool/Shuttle, Ride Share Program, Transit System Improvements 1-6)	grouped
5	**Expand commuter rail service**	**0.10 - 8.20%**
	Expand Transit Network	0.1-8.2%
	Install Park-and-Ride Lots (grouped with Implement Area or Cordon Pricing, Employer-Sponsored Vanpool/Shuttle, Ride Share Program, Transit System Improvements 1-6)	grouped
6	**Increase funding to repair or purchase new buses, commuter rail, etc.**	**-**
7	**"Fix it first" policy for infrastructure**	**0 -45%**
	Improve Traffic Flow	0-45%
8	**Parking waivers or reductions to allow for deviation from zoning code**	**5 - 12.5%**
	Limit Parking Supply	5-12.5%
9	**"Safe routes to schools" program**	**0.25 -1%**
	Provide Traffic Calming Measures	0.25-1.00%
10	**School-centered development or locate schools in dense areas**	**-**
11	**Reduce minimum parking requirements**	**2.6 - 13%**
	Limit Parking Supply	5-12.5%
	Unbundle Parking Costs from Property Costs	2.6-13%
	Require Residential Area Parking Permits (coupled with Limit Parking Supply, Unbundle Parking Costs from Property Costs, Market Rate Parking Pricing)	grouped
12	**Demand-based parking pricing**	**2.8 - 5.5%**
	Implement Market Price Public Parking	2.8-5.5%
13	**Car share, electric vehicle, and hybrid parking requirements**	**0.4 - 20.3%**
	Implement a Neighborhood Electric Vehicle (NEV) Network (coupled with Provide Electric Vehicle Parking)	0.5-12.7%
	Implement Preferential Parking Permit Program (grouped with Implement Commute Trip Reduction Program-Voluntary, Provide Ride-Sharing Programs)	grouped
	Utilize Alternative Fueled Vehicles	
	Utilize Electric or Hybrid Vehicles	0.4-20.3%
14	**Encourage telecommuting and alternative work schedules**	**0.07 - 21%**
	Encourage telecommuting and alternative work schedules	0.07-5.50%
	Implement Commute Trip Reduction Program (Voluntary)	1.0-6.2%
	Implement Commute Trip Reduction Program (Required Implementation/Monitoring)	4.2-21.0%

15	**Employee vehicle sharing programs and alternative modes**	**0.3 - 15%**
	Provide Ride-Sharing Programs	1-15%
	Implement Commute Trip Reduction Program (Voluntary)	1.0-6.2%
	Implement Commute Trip Reduction Program (Required Implementation/Monitoring)	4.2-21.0%
	Implement Commute Trip Reduction Marketing	0.8-4.0%
	Implement Car-Sharing Program	0.4-0.7%
	Provide Employer-Sponsored Vanpool/Shuttle	0.3-13.4%
	Install Park-and-Ride Lots (grouped with Implement Area or Cordon Pricing, Employer-Sponsored Vanpool/Shuttle, Ride Share Program, Transit System Improvements 1-6)	grouped
16	**Vehicle sharing programs**	**0.4 - 15%**
	Provide Ride-Sharing Programs	1-15%
	Implement Car-Sharing Program	0.4-0.7%
	Install Park-and-Ride Lots (grouped with Implement Area or Cordon Pricing, Employer-Sponsored Vanpool/Shuttle, Ride Share Program, Transit System Improvements 1-6)	grouped
17	**Employer parking management**	**0.1 - 19.7%**
	Price Workplace Parking	0.1-19.7%
	Implement Employee Parking "Cash Out"	0.6-7.7%
18	**Provide recognition programs**	**0.8 - 4%**
	Implement Commute Trip Reduction Marketing	0.8-4.0%
19	**Toll lanes**	-
20	**Regional gas tax**	-
21	**Congestion pricing**	-
	Implement Area or Cordon Pricing	7.9-22.0%
22	**Vehicle Miles Traveled (VMT) fees**	-
23	**High Occupancy Vehicle (HOV) lanes**	-
24	**Pay-as-you-drive car insurance**	-
25	**Zoning based on street type, and street network type (A-B Street Networks)**	-
26	**Development Impact Fee program**	-
	Required Project Contributions to Transportation Infrastructure Improvement Projects (grouped with Improve Traffic Flow and Transit System Improvements 1-7)	grouped
27	**Reduce impact fees for infill development projects**	**0.8 - 65%**
	Increase Density	0.8-30.0%
	Increase Location Efficiency	10-65%
28	**Transfer of Development Rights**	-
29	**Tax Increment Financing (TIF) Districts**	-
30	**Streamlined development review**	-
31	**Joint Development**	-
32	**Regional Tax Revenue Sharing Program**	-
33	**Floating Zones for certain types of undetermined uses**	-
34	**Transit-Oriented Affordable Housing Fund**	**0.04 - 24.6%**
	Increase Transit Accessibility	0.5-24.6%
	Integrate Affordable & Below Market Rate Housing	0.04-1.20%
35	**Graduated density bonus for infill projects**	**0.08 - 65%**
	Increase Density	0.8-30.0%
	Increase Location Efficiency	10-65%
36	**Tax credits or exemptions for redevelopment/reuse, infill**	**0.08 - 65%**
	Increase Density	0.8-30.0%
	Increase Location Efficiency	10-65%
37	**Tax credits or exemptions for incorporating affordable housing**	**0.04 - 1.2%**
	Integrate Affordable & Below Market Rate Housing	0.04-1.20%
38	**Tax credits or exemptions for incorporating mixed-use**	**9 - 30%**
	Mixed-Use	9-30%
39	**Use Specific Plans and EIRs to reduce costs of entitlements and approvals to Site and Architectural Design Review**	-
40	**Ordinances that increase density and stock of affordable housing, such as Accessory Dwelling Unit (ADU) Ordinances, Inclusionary Ordinances, and Single-Room-Occupancy Ordinances)**	**0.04 - 30%**
	Increase Density	0.8-30.0%
	Integrate Affordable & Below Market Rate Housing	0.04-1.20%
41	**Mixed-use ordinances**	**9 - 65%**
	Mixed-Use	9-30%
	Increase Location Efficiency	10-65%
42	**Educate realtors, lenders, and home buyers on the use of location-efficient mortgages**	-

	Strategy	Under Any	Under Certain	Under Any + Certain	Under No	PD Low-Hanging Fruit	VMT/GHG Reduction Potential	VMT/GHG Low	VMT/GHG High	GP Short/Med-term	GP Long-term	GP Type of Strategy
1	**Prioritize funding for transit, bicycle and pedestrian infrastructure over auto-oriented infrastructure**	**15**	**14**	**88%**	**2**	**50%**	**3% - 30%**	**3.00%**	**30%**	**40%**	**29%**	**Alt. Driving**
	Increase Destination Accessibility						*10-30%*					
	Implement Transit Access Improvements (coupled with Expand Transit Network & Increase Transit Service Frequency/Speed)						grouped					
	Provide Bike Parking Near Transit (coupled with Expand Transit Network & Increase Transit Service Frequency/Speed)						grouped					
	Provide Bike Parking in Non-Residential Projects (coupled with Improve Design of Development)						3.0-21.3%					
	Provide Bike Parking with Multi-Unit Residential Projects (coupled with Improve Design of Development)						3.0-21.3%					
	Implement Bike-Sharing Programs (grouped with Bike Lane Street Design, Improve Design of Development)						grouped					
2	**Increase funding for the most effective transit services**	**13**	**19**	**97%**	**0**	**50%**	**0.02 - 8.2%**	**0.02%**	**8.20%**	**40%**	**29%**	**Alt. Driving**
	Expand Transit Network						0.1-8.2%					
	Increase Transit Service Frequency/Speed						0.02-2.5%					
3	**Improve bicycle & pedestrian routes**	**22**	**9**	**94%**	**1**	**58%**	**0 - 21.3%**	**0%**	**21.30%**	**40%**	**29%**	**Alt. Driving**
	Provide Pedestrian Network Improvements: 0-2% reduction in VMT & equivalent GHG emissions						0-2%					
	Provide Pedestrian Network Improvements (coupled with Create Urban Non-Motorized Zones)						0-2%					
	Incorporate Bike Land Street Design (coupled with Improve Design of Development)						3.0-21.3%					
	Implement Bike-Sharing Programs (grouped with Bike Lane Street Design, Improve Design of Development)						grouped					
4	**Expand express bus & local bus service**	**14**	**18**	**97%**	**0**	**58%**	**0.02 - 63%**	**0.02%**	**63%**	**40%**	**29%**	**Alt. Driving**
	Provide a BRT System						0.02-3.2%					
	Expand Transit Network						0.1-8.2%					
	Increase Transit Service Frequency/Speed						0.02-2.5%					
	Provide Local Shuttles (grouped with Increase Transit Service Frequency/Speed & Provide Bike Parking Near Transit)						grouped					
	Implement School Bus Program						38-63%					
	Install Park-and-Ride Lots (grouped with Implement Area or Cordon Pricing, Employer-Sponsored Vanpool/Shuttle, Ride Share Program, Transit System Improvements 1-6)						grouped					

	Currently Being Implemented?	Type of Strategy	Complexity of Concerns	Summary of Circumstances							
1	**Santa Cruz, Hollister**	**Alt. Driving**	**High**	Amendments to General Plan	Equity in funding priority for all parts of the region	Equity in priority for all modes	Fit transportation into larger planning efforts	Identify funding sources: grants, special funds	Make attractive: enhances the quality of life, protects the urban boundary and natural environment, reduces GHGs	Project evaluation to consider smart growth	Show connections between current and proposed facilities
2	**Watsonville**	**Alt. Driving**	**High**	Creates local jobs	Emphasize the benefits	Equity in priority for all modes	Identify funding sources: grants, special funds	Make attractive: enhances the quality of life, protects the urban boundary and natural environment, reduces GHGs, benefits workers	Project evaluation to consider smart growth	Service to rural routes and other parts of the region	Show that it's economical
3	**Capitola, Salinas, Pacific Grove, Soledad**	**Alt. Driving**	**Medium**	Creates local jobs	Equity in priority for all modes	Identify funding sources: grants, special funds	Make attractive: enhances the quality of life, protects the urban boundary and natural environment, reduces GHGs, benefits workers	Project evaluation to consider smart growth	Protect agricultural land (from intrusion and land conversion)		
4		**Alt. Driving**	**High**	Equity in funding priority for all parts of the region	Identify funding sources: grants, special funds	Increase frequency and speed	Make attractive: enhances the quality of life, protects the urban boundary and natural environment, reduces GHGs, benefits workers	More routes/coverage	Project evaluation to consider smart growth	Show that it's economical	Transportation in a regional context

		Resources	
1	Show that it's economical	Education and marketing	Case study examples of successful projects/programs
2	Transportation in a regional context	Benefit/cost analysis	
3			
4			

	Strategy	Under Any	Under Certain	Under Any + Certain	Under No	PD Low-Hanging Fruit	VMT/GHG Reduction Potential	VMT/GHG Low	VMT/GHG High	GP Short/Med-term	GP Long-term	GP Type of Strategy
5	**Expand commuter rail service**	**8**	**20**	**85%**	**4**	**33%**	**0.10 - 8.20%**	**0.10%**	**8.20%**	**40%**	**29%**	**Alt. Driving**
	Expand Transit Network						0.1-8.2%					
	Install Park-and-Ride Lots (grouped with Implement Area or Cordon Pricing, Employer-Sponsored Vanpool/Shuttle, Ride Share Program, Transit System Improvements 1-6)						grouped					
6	**Increase funding to repair or purchase new buses, commuter rail, etc.**	**10**	**20**	**91%**	**1**	**33%**	**-**	**0%**	**-**	**40%**	**29%**	**Alt. Driving**
7	**"Fix it first" policy for infrastructure**	**17**	**9**	**79%**	**1**	**42%**	**0 -45%**	**0%**	**45%**	**40%**	**29%**	**Alt. Driving**
	Improve Traffic Flow						0-45%					
8	**Parking waivers or reductions to allow for deviation from zoning code**	**6**	**20**	**79%**	**1**	**42%**	**5 - 12.5%**	**5%**	**12.50%**	**35%**	**57%**	**Alt. Driving**
	Limit Parking Supply						5-12.5%					
9	**"Safe routes to schools" program**	**22**	**8**	**91%**	**0**	**50%**	**0.25 -1%**	**0.25%**	**1%**	**40%**	**29%**	**Alt. Driving**
	Provide Traffic Calming Measures						0.25-1.00%					
10	**School-centered development or locate schools in dense areas**	**15**	**16**	**94%**	**1**	**33%**	**-**	**0%**	**-**	**35%**	**57%**	**Alt. Driving**
11	**Reduce minimum parking requirements**	**7**	**18**	**76%**	**4**	**42%**	**2.6 - 13%**	**2.6%**	**13%**	**25%**	**10%**	**Alt. Driving**
	Limit Parking Supply						5-12.5%					
	Unbundle Parking Costs from Property Costs						2.6-13%					

	Currently Being Implemented?	Type of Strategy	Complexity of Concerns	Summary of Circumstances							
5	**Salinas**	**Alt. Driving**	**High**	Emphasize benefits	Equity in funding priority for all parts of the region	Equity in priority for all modes	Identify funding sources: grants, special funds	Identify proper locations	Make attractive: enhances the quality of life, protects the urban boundary and natural environment, reduces GHGs, benefits workers	Project evaluation to consider smart growth	Show that it's economical
6		**Alt. Driving**	**High**	Equity in funding priority for all parts of the region	Equity in priority for all modes	Identify funding sources: grants, special funds	Make attractive: enhances the quality of life, protects the urban boundary and natural environment, reduces GHGs, benefits workers	No or low cost to households	Project evaluation to consider smart growth	Show that it's economical	Transportation in a regional context
7	**Pacific Grove**	**Alt. Driving**	**Medium**	Equity in funding priority for all parts of the region	Identify funding sources: grants, special funds	Make attractive: enhances the quality of life, protects the urban boundary and natural environment, reduces GHGs, benefits workers	No money or property tax assessment	Project evaluation to consider smart growth	Show that it's economical		
8	**Capitola, Salinas, Soledad**	**Parking**	**High**	Collateral impacts, by location	Combine with other strategies	Emphasize the benefits (value)	Make attractive: enhances the quality of life, protects the urban boundary and natural environment, reduces GHGs, benefits workers	Make programs voluntary, do not mandate	No or low cost to households	Positive economic impacts	Tie to community objectives and the greater good
9	**Salinas, Capitola, Soledad, Gonzales**	**Alt. Driving**	**Medium**	Funding sources, other than education money	Good design (neighborhood)	Identify proper locations	Involve/outreach to the community (agricultural)	Make attractive: enhances the quality of life, protects the urban boundary and natural environment, reduces GHGs	Protect agricultural land		
10	**Santa Cruz, San Benito dev. master plan**	**Land Use**	**Medium**	Emphasize the benefits	Equal priority for urban and rural schools	Good design (neighborhood-to reduce traffic and congestion)	Identify proper locations (according to land base)	Make attractive: enhances the quality of life, protects the urban boundary and natural environment, reduces GHGs, benefits workers			
11	**Capitola, Soledad**	**Parking**	**Medium**	Clear definition and explanation of process	Combine with other strategies (alternate modes)	Emphasize the benefits (to the jurisdiction)	Make attractive: enhances the quality of life, protects the urban boundary and natural environment, reduces GHGs, benefits workers	Tie to community objectives and the greater good			

	Resources	
5	Education and marketing	
6	Data showing that region meets criteria for transit to work	Education and marketing (to make buses appealing)
7	Education and marketing	
8	Case study examples of successful projects/programs (fewer cars in high density or along corridors)	Education about new parking practices
9	Design guidelines	
10	Benefit/cost analysis	Education about good design
11	Smart parking mobile applications	

	Strategy	Under Any	Under Certain	Under Any + Certain	Under No	PD Low-Hanging Fruit	VMT/GHG Reduction Potential	VMT/GHG Low	VMT/GHG High	GP Short/Med-term	GP Long-term	GP Type of Strategy
	Require Residential Area Parking Permits (coupled with Limit Parking Supply, Unbundle Parking Costs from Property Costs, Market Rate Parking Pricing)						grouped					
12	**Demand-based parking pricing**	**4**	**18**	**67%**	**2**	**33%**	**2.8 - 5.5%**	**2.8%**	**5.5%**	**25%**	**10%**	**Cost of Driving**
	Implement Market Price Public Parking						2.8-5.5%					
13	**Car share, electric vehicle, and hybrid parking requirements**	**10**	**16**	**79%**	**2**	**58%**	**0.4 - 20.3%**	**0.4%**	**20.3%**	**40%**	**29%**	**Alt. Driving**
	Implement a Neighborhood Electric Vehicle (NEV) Network (coupled with Provide Electric Vehicle Parking)						0.5-12.7%					
	Implement Preferential Parking Permit Program (grouped with Implement Commute Trip Reduction Program-Voluntary, Provide Ride-Sharing Programs)						grouped					
	Utilize Alternative Fueled Vehicles											
	Utilize Electric or Hybrid Vehicles						0.4-20.3%					
14	**Encourage telecommuting and alternative work schedules**	**20**	**9**	**88%**	**0**	**67%**	**0.07 - 21%**	**0.07%**	**21%**	**40%**	**29%**	**Alt. Driving**
	Encourage telecommuting and alternative work schedules						0.07-5.50%					
	Implement Commute Trip Reduction Program (Voluntary)						1.0-6.2%					
	Implement Commute Trip Reduction Program (Required Implementation/Monitoring)						4.2-21.0%					
15	**Employee vehicle sharing programs and alternative modes**	**18**	**12**	**91%**	**0**	**33%**	**0.3 - 15%**	**0.3%**	**15%**	**40%**	**29%**	**Alt. Driving**
	Provide Ride-Sharing Programs						1-15%					
	Implement Commute Trip Reduction Program (Voluntary)						1.0-6.2%					
	Implement Commute Trip Reduction Program (Required Implementation/Monitoring)						4.2-21.0%					
	Implement Commute Trip Reduction Marketing						0.8-4.0%					
	Implement Car-Sharing Program						0.4-0.7%					
	Provide Employer-Sponsored Vanpool/Shuttle						0.3-13.4%					
	Install Park-and-Ride Lots (grouped with Implement Area or Cordon Pricing, Employer-Sponsored Vanpool/Shuttle, Ride Share Program, Transit System Improvements 1-6)						grouped					
16	**Vehicle sharing programs**	**18**	**12**	**91%**	**0**	**25%**	**0.4 - 15%**	**0.4%**	**15%**	**40%**	**29%**	**Alt. Driving**
	Provide Ride-Sharing Programs						1-15%					
	Implement Car-Sharing Program						0.4-0.7%					
	Install Park-and-Ride Lots (grouped with Implement Area or Cordon Pricing, Employer-Sponsored Vanpool/Shuttle, Ride Share Program, Transit System Improvements 1-6)						grouped					
17	**Employer parking management**	**12**	**14**	**79%**	**2**	**33%**	**0.1 - 19.7%**	**0.1%**	**19.7%**	**40%**	**29%**	**Alt. Driving**
	Price Workplace Parking						0.1-19.7%					
	Implement Employee Parking "Cash Out"						0.6-7.7%					

	Currently Being Implemented?	Type of Strategy	Complexity of Concerns	Summary of Circumstances				
12	**Capitola, Pacific Grove**	**Parking**	**Medium**	Combine with other strategies (parking benefit district)	Emphasize benefits	Identify proper locations (downtown, high demand areas)	Make attractive: enhances the quality of life, protects the urban boundary and natural environment, reduces GHGs	Show that it fulfills community needs (socio, econ, enviro)- visibly invested in community
13	**Capitola**	**Parking**	**Low**	Clear definition and explanation of process	Educate leaders and politicians	Justify new requirements		
14	**Monterey County, Capitola**	**Ed + TDM**	**Low**	Dependent on the type of industry	Make programs voluntary, do not mandate	No associated costs		
15	**Monterey County, Capitola**	**Alt. Driving**	**Low**	Emphasize the benefits (value)	Make programs voluntary, do not mandate	No associated costs		
16	**Capitola**	**Alt. Driving**	**Low**	Emphasize the benefits (value)	Make programs voluntary, do not mandate	No associated costs	No liability	
17	**Capitola, City of Monterey (Seasonal)**	**Parking**	**Low**	Make programs voluntary, do not mandate	Option for seasonal programs			

	Resources			
12	Smart parking mobile applications	Education and marketing	Benefit/cost analysis	Feasibility analysis
13	Feasibility analysis	Education about new programs		
14	Marketing to industries that can support alternate schedules	Program management guides		
15	Education and marketing	Benefit/cost analysis		
16	Education and marketing			
17	Case study examples of successful projects/programs			

	Strategy	Under Any	Under Certain	Under Any + Certain	Under No	PD Low-Hanging Fruit	VMT/GHG Reduction Potential	VMT/GHG Low	VMT/GHG High	GP Short/Med-term	GP Long-term	GP Type of Strategy
18	**Provide recognition programs**	12	11	70%	1	25%	0.8 - 4%	0.8%	4%	40%	29%	Alt. Driving
	Implement Commute Trip Reduction Marketing						0.8-4.0%					
19	**Toll lanes**	2	21	70%	5	8%	-	0%	-	25%	10%	Cost of Driving
20	**Regional gas tax**	5	15	61%	3	17%	-	0%	-	25%	10%	Cost of Driving
21	**Congestion pricing**	4	14	55%	5	8%	-	7.9%	22%	25%	10%	Cost of Driving
	Implement Area or Cordon Pricing						7.9-22.0%					
22	**Vehicle Miles Traveled (VMT) fees**	5	7	36%	8	17%	-	0%	-	25%	10%	Cost of Driving
23	**High Occupancy Vehicle (HOV) lanes**	10	18	85%	1	8%	-	0%	-	25%	10%	Cost of Driving
24	**Pay-as-you-drive car insurance**	5	16	64%	1	25%	-	0%	-	25%	10%	Cost of Driving
25	**Zoning based on street type, and street network type (A-B Street Networks)**	5	13	55%	3	25%	-	0%	-	35%	57%	Land Use
26	**Development Impact Fee program**	10	15	76%	2	42%	-	0%	-	35%	57%	Land Use
	Required Project Contributions to Transportation Infrastructure Improvement Projects (grouped with Improve Traffic Flow and Transit System Improvements 1-7)						grouped					
27	**Reduce impact fees for infill development projects**	11	17	85%	2	50%	0.8 - 65%	0.80%	65%	35%	57%	Land Use
	Increase Density						0.8-30.0%					

	Currently Being Implemented?	Type of Strategy	Complexity of Concerns	Summary of Circumstances							
18	**Gonzales**	**Ed + TDM**	**Low**	Encourage and recognize new groups (not groups already doing it)	Make programs voluntary, do not mandate	No/low associated costs					
19		**Cost of Driving**	**High**	Emphasize the benefits	Identify proper locations (not only one way in/out)	Make equitable	No booth (uninterrupted traffic flow)	No impacts on freight	Show that it fulfills community needs (socio, econ, enviro)- visibly invested in community	Show that it will create new income for the region	
20		**Cost of Driving**	**High**	Clear definition and explanation of process (how funds will be allocated & spent- to alternate transportation)	Cumulative taxes not higher than surrounding areas	Demonstrate improvement in business and economic community	Make attractive: enhances the quality of life, protects the urban boundary and natural environment, reduces GHGs, benefits workers (reducing petroleum dependency)	Show that it creates new income/wealth for the community/region	Voter approval		
21		**Cost of Driving**	**High**	Clear definition and explanation of process (reason, purpose)	Combine with other strategies (alternative transportation, HOT lane)	Identify funding sources	Identify proper locations (high volume areas)	No impacts on freight	No impacts on tourism	Show that it creates new income/wealth for the community/region	
22		**Cost of Driving**	**High**	Creates local jobs	Emphasize the benefits	Equity in priority for all modes	Identify funding sources: grants, special funds	Make attractive: enhances the quality of life, protects the urban boundary and natural environment, reduces GHGs, benefits workers	Project evaluation to consider smart growth	Service to rural routes and other parts of the region	Show that it's economical
23		**Cost of Driving**	**High**	Establish consistent rules for user groups	Identify appropriate regional strategy	Maintain existing roadway width vs. adding dedicated HOV lanes	Show that it creates new income/wealth for the community/region	Time to congestion			
24		**Cost of Driving**	**Low**	No or low cost to households	Regulations	Show that overall fees are reduced					
25		**Land Use**	**Medium**	Clear definition and explanation of process (results, impacts)	Compatible uses	Identify proper locations (dense areas)	Neighborhood support				
26	**Santa Cruz, Gonzales, Soledad, Pacific Grove**	**Economic**	**Medium**	Clear definition and explanation of process (disclosure, allocation)	Emphasize the benefits	Share fee burden among developers and property owners	Tie to community objectives and the greater good				
27	**Santa Cruz, Soledad, Gonzales**	**Economic**	**Medium**	Clear definition and explanation of process	Community decision about what impact fees to reduce	Emphasize the benefits (of putting land into production)	Include environmental features and services	Show that it fulfills community needs (socio, econ, enviro)	Tied to regional planning strategy		

		Resources		
18				
19		Case study examples successful projects/programs (equitable toll lanes)	Impact studies of low income drivers	Impact studies on nearby routes
20		Education and marketing (walking, transit)		
21		Education and marketing (walking, transit)		
22	Transportation in a regional context	Education		
23				
24		Insurance company forms that ask about driving habits (opportunity to add fields)	Demonstrate how this factors into state's insurance policy	Steps for how to regulate
25		Education and marketing (location, setting)		
26		Case study examples of successful projects/programs (regional)		
27		Examples of good design and implementation	Case study examples of successful projects/programs	Education and marketing

	Strategy	Under Any	Under Certain	Under Any + Certain	Under No	PD Low-Hanging Fruit	VMT/GHG Reduction Potential	VMT/GHG Low	VMT/GHG High	GP Short/Med-term	GP Long-term	GP Type of Strategy
	Increase Location Efficiency						10-65%					
28	**Transfer of Development Rights**	5	18	70%	1	25%	-	0%	-	35%	57%	Land Use
29	**Tax Increment Financing (TIF) Districts**	4	13	52%	0	25%	-	0%	-	35%	57%	Land Use
30	**Streamlined development review**	14	16	91%	1	33%	-	0%	-	35%	57%	Land Use
31	**Joint Development**	13	13	79%	0	17%	-	0%	-	35%	57%	Land Use
32	**Regional Tax Revenue Sharing Program**	4	16	61%	1	17%	-	0%	-	35%	57%	Land Use
33	**Floating Zones for certain types of undetermined uses**	2	11	39%	1	17%	-	0%	-	35%	57%	Land Use
34	**Transit-Oriented Affordable Housing Fund**	9	17	79%	1	50%	0.04 - 24.6%	0.04%	24.6%	40%	29%	Alt. Driving
	Increase Transit Accessibility						0.5-24.6%					
	Integrate Affordable & Below Market Rate Housing						0.04-1.20%					
35	**Graduated density bonus for infill projects**	10	20	91%	0	33%	0.08 - 65%	0.08%	65%	35%	57%	Land Use
	Increase Density						0.8-30.0%					
	Increase Location Efficiency						10-65%					
36	**Tax credits or exemptions for redevelopment/reuse, infill**	13	17	91%	0	17%	0.08 - 65%	0.08%	65%	35%	57%	Land Use
	Increase Density						0.8-30.0%					
	Increase Location Efficiency						10-65%					
37	**Tax credits or exemptions for incorporating affordable housing**	12	18	91%	0	25%	0.04 - 1.2%	0.04%	1.2%	35%	57%	Land Use
	Integrate Affordable & Below Market Rate Housing						0.04-1.20%					

	Currently Being Implemented?	Type of Strategy	Complexity of Concerns	Summary of Circumstances						
28	**Gonzales SOI, Santa Cruz, San Benito, Hollister**	**Economic**	**High**	Cooperation between sending and receiving sites	Good design (structure to function)	Identify funding (initial cash input)	Identify proper locations (land already geared for development)	Involve/outreach to the community	Make attractive: enhances the quality of life, protects the urban boundary and natural environment, reduces GHGs	
29	**Santa Cruz, Salinas, Gonzales**	**Economic**	**Low**	Clear definition and explanation of process (how set up, who it serves, funding to transportation improvements)	Emphasize the benefits (to community, industry)	Show that it creates new income/wealth for the community/region (and district, property owners)				
30	**Monterey County, Pacific Grove, Hollister, Gonzales**	**Land Use**	**High**	Clear definition and explanation of process	Encourage a quick process once all the info is there, reducing costs	Maintain public participation process	No economic risk to developers	Show that it creates wealth for community	Show that it fulfills community needs (socio, econ, enviro)	Show that it maintains the integrity of the enviro review process
31	**Monterey County· TAMC**	**Economic**	**Low**	Clear definition and explanation of process	Emphasize the benefits (to multiple groups)	Show that it fulfills community needs (socio, econ, enviro)				
32	**Seaside & Sand City**	**Economic**	**Medium**	Clear definition and explanation of process (what taxes, who participates, circumstances, how funds allocated & spent)	Make equitable	Political will, buy-in				
33		**Land Use**	**Low**	Clear definition and explanation of process	Identify proper locations (zones)					
34	**City of Monterey-Corridors**	**Economic**	**Medium**	Clear definition and explanation of process	Combine with other strategies (better transit)	Good design (streetscape)	Identify funding sources: grants, special funds	Identify proper locations	Make attractive: enhances the quality of life, protects the urban boundary and natural environment, reduces GHGs, benefits workers	
35	**Carmel (Carmel Foundation)**	**Land Use**	**High**	Bonus for greater affordability	Clear definition and explanation of process	Identify proper locations	Include environmental features and services	Require/mandate (affordable housing)	Tie to community objectives and the greater good	Tie to conservation
36	**Soledad**	**Economic**	**High**	Clear definition and explanation of process	Identify proper locations	Include environmental features and services	Require/mandate (affordable housing)	Show implications on budget shortfalls	Tie to community objectives and the greater good	
37	**Soledad**	**Economic**	**Medium**	Appropriate housing types	Equity in affordable housing	Identify proper locations	Include environmental features and services	Integrate with market rate housing		

	Resources				
28	Education and marketing	Case study examples of successful projects/programs	Examples of good design and implementation	Implementation plan	
29					
30	General Plan and zoning clarification	Case study examples of successful projects/programs	Examples of how moving projects forward increases community wealth and tax base	Education about process	Examples of good design and implementation
31	Education and marketing	Examples of good design and implementation			
32	Education and marketing	Comparison of existing and regional system	Explanation of the process	Benefit/cost analysis (for stakeholder groups)	
33	AMBAG (manually implement mix of uses)	Education			
34	Feasibility analysis	Examples of good design and implementation	Education and marketing		
35	Education about process	Examples of good design and implementation	Examples of how projects pencil out to developers	Examples of high quality infill projects	
36	Education about process	Examples of good design and implementation	Examples of well-crafted law	Examples of high quality infill projects	
37	Education about process	Feasibility analysis	Case study examples of successful projects/programs		

	Strategy	Under Any	Under Certain	Under Any + Certain	Under No	PD Low-Hanging Fruit	VMT/GHG Reduction Potential	VMT/GHG Low	VMT/GHG High	GP Short/Med-term	GP Long-term	GP Type of Strategy
38	**Tax credits or exemptions for incorporating mixed-use**	**11**	**20**	**94%**	**0**	**25%**	**9 - 30%**	**9%**	**30%**	**35%**	**57%**	**Land Use**
	Mixed-Use						9-30%					
39	**Use Specific Plans and EIRs to reduce costs of entitlements and approvals to Site and Architectural Design Review**	**8**	**13**	**64%**	**2**	**33%**	**-**	**0%**	**-**	**35%**	**57%**	**Land Use**
40	**Ordinances that increase density and stock of affordable housing, such as Accessory Dwelling Unit (ADU) Ordinances, Inclusionary Ordinances, and Single-Room-Occupancy Ordinances)**	**9**	**19**	**85%**	**2**	**42%**	**0.04 - 30%**	**0.04%**	**30%**	**35%**	**57%**	**Land Use**
	Increase Density						0.8-30.0%					
	Integrate Affordable & Below Market Rate Housing						0.04-1.20%					
41	**Mixed-use ordinances**	**17**	**15**	**97%**	**0**	**58%**	**9 - 65%**	**9%**	**65%**	**35%**	**57%**	**Land Use**
	Mixed-Use						9-30%					
	Increase Location Efficiency						10-65%					
42	**Educate realtors, lenders, and home buyers on the use of location-efficient mortgages**	**16**	**6**	**67%**	**1**	**25%**	**-**	**0%**	**-**	**35%**	**57%**	**Land Use**

	Currently Being Implemented?	Type of Strategy	Complexity of Concerns	Summary of Circumstances					
38		**Economic**	**Low**	Compatible uses	Identify proper locations	Include environmental features and services			
39	**Santa Cruz, Monterey County, Capitola, Salinas, Soledad, Gonzales**	**Land Use**	**Medium**	Clear definition and explanation of process	Good design (architecture that fits in)	No economic risk to developers	Show that it maintains the integrity of the enviro review process (mitigations enforced)		
40	**Capitola, Pacific Grove**	**Land Use**	**Medium**	Emphasize the benefits	Ensures public safety	Integrate with market rate housing	Make it voluntary, do not mandate	Tie to community objectives and the greater good	Well-written ordinance
41	**Capitola, Salinas, Pacific Grove, Soledad, Gonzales**	**Land Use**	**Low**	Compatible uses	Include environmental features and services	Tie to community objectives	Well-written ordinance		
42	**Capitola**	**Ed + TDM**	**Low**	Require/mandate	Tie environmental costs to home buying decision				

	Resources				
38	Best practices for implementation, incl. detailed program with timeline	Feasibility analysis	Sustainable design practices	Education	Sample zoning code
39	Design guidelines				
40	Model ordinance; guidance documents	Case study examples of successful projects/programs			
41	Model ordinance; guidance documents				
42	Education and marketing (smart planning, consequences, community benefits)				

Appendix M: Smart Growth Wiki

Resources for Implementation

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Smart Growth Development Strategies in the Monterey Bay Area

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Welcome

Welcome to the wiki-site for Regional Implementation of Smart Growth Development Strategies for the Monterey Bay Area. Contributing authors of this wiki-site are AMBAG Regional Advisory Committee members as well as AMBAG staff.

By coordinating investments in transportation, land use, housing and economic development, we can build more walkable, sustainable communities and achieve our region's -5% greenhouse gas reduction target set by the California Air Resources Board as part of the Sustainable Communities & Climate Protection Act of 2008 (Senate Bill 375). This will ensure that as the Monterey Bay Area, we are doing our part in the statewide effort to reduce vehicle miles traveled and associated greenhouse gas emissions by 2035.

Regional Advisory Committee
Smart Growth Development Strategies
What's worked in the Monterey Bay?
What are stakeholders' concerns with smart growth development strategies?
What circumstances or conditions could increase support for smart growth development strategies?
Resources for Implementation
Great Places of the Monterey Bay Area
Is compact development financially feasible in the Monterey Bay Area?
More information

Background

AMBAG's recently completed regional vision plan, Envisioning the Monterey Bay Area: A Blueprint for Sustainable Growth and Smart Infrastructure, laid the foundation for the SB 375 mandated Sustainable Communities Strategy for the Monterey Bay Area. However, influencing market forces to support a sustainable growth pattern will require regional coordination in implementing innovative "carrot and stick" strategies. AMBAG recently received a Community Based Transportation Planning grant from Caltrans to develop such a plan, entitled the Regional Implementation Plan for Smart Growth Development Strategies.

The project includes an inventory of existing "Smart Growth Development Strategies" in the Monterey Bay Area as well as research into the political feasibility and implementation needs for new strategies that have the potential to most significantly improve the development potential of parcels within Priority Areas (as identified in the Blueprint planning process). Such strategies include multi-modal transportation investments, public/private partnerships, parking policies, graduated density zoning and transit benefit districts.

Regional Blueprint planning efforts in 2009-2010 allowed AMBAG staff to survey over 700 members of the public as well as over 100 local planning staff on their housing, neighborhood and transportation preferences as well as their interest in smart growth policies and development strategies. Picking up where Blueprint planning efforts left off, AMBAG convened the Regional Advisory Committee. Committee members are comprised of local planning and redevelopment staff, community leaders, and business leaders, among other stakeholders. Committee members provide the central input and guidance for this project.

This project is funded by Caltrans' Community Based Transportation Planning Grant program and managed by the Association of Monterey Bay Area Governments.

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AMBAG Regional Advisory Committee

Regional Advisory Committee members were recommended by planning directors, staff and elected officials throughout the Monterey Bay Area. The AMBAG Board of Directors approved the Committee in July of 2011 noting its representation of a diverse cross section of each of the three county's stakeholders and the impressive caliber of Committee members.

To date, Regional Advisory Committee members have participated in:

- 3 out of 6 quarterly meetings between Fall 2011 and early 2013
- 3 online surveys
- 2 interactive powerpoint surveys
- 30 minute phone interviews

Committee members maintain a fair and open-minded approach to regional issues and proposed strategies. Throughout 2012 and into early 2013, Committee members will provide crucial input to assist AMBAG staff with developing resources to assist participating local jurisdictions with the implementation of these strategies.

Committee Members

- Abby Taylor-Silva, Grower-Shipper Association of Central California
- Amy White, LandWatch Monterey County
- Andrew Schiffrin, City of Santa Cruz Water Commission
- Bert Lemke, Seascape Design
- Bill Leahy, Big Sur Land Trust
- Bill Tysseling, Santa Cruz Area Chamber of Commerce
- Bob Bumba, Bumba Real Estate
- Cesar Lara, Monterey Bay Central Labor Council
- Chris Robb, Monterey Bay Aquarium
- Colin Clark, Santa Cruz County Commission on the Environment (Alternate)
- Darby Fuerst, County of Monterey
- David Huboi, Huboi Architecture AIA
- David Roemer, County of San Benito
- Donna Walden, Big Sur Land Trust (Alternate)
- Deborah Elston, Santa Cruz Neighbors, Inc.
- Edward (Ned) Van Valkenburgh, Carpenters Union
- Eleanor Taylor, Monterey County Office of Education
- Eric Mangahis, County of Monterey
- Glenn Robinson, Monterey County
- Gine Johnson, Santa Cruz County Commission on the Environment
- Harold Wolgamott, City of Gonazales
- Hunter Harvath, Monterey-Salinas Transit

Success Stories: What's Worked in the Monterey Bay Area

The Monterey Bay Area consists of 21 jurisdictions and dozens of special districts, many of which have successfully implemented various smart growth development strategies. Descriptions of these projects and links to external pages are included here.

Streamlined Development Review
Green Infrastructure
Bike to Work/School Day & Ongoing Programs
Campus Based Sustainable Transportation Strategies
Pajaro Valley Growth Management Strategy

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Stakeholder Concerns

Top 5 Barriers to Implementing Smart Growth Development Strategies
1. Public opposition to higher density development
2. Public resistance to using alternative transportation
3. Public opposition to higher charges
4. Lack of support from appointed/elected officials
5. Lack of leadership from appointed/elected officials

Potential to Reduce GHGs and Create "Great Places" in the Short to Medium Term, and Level of Stakeholder Group Support
1. Investments in alternatives to driving
2. Land Use
3. Policies that impact the cost of driving

Potential to Reduce GHGs and Create "Great Places" in the Long Term, and Level of Stakeholder Group Support
1. Land Use
2. Investments in alternatives to driving
3. Policies that impact the cost of driving

Overall, RAC members believe that "Investments in Alternatives to Driving" and "Land Use" strategies have the greatest potential to reduce GHGs and create "Great Places," and also have the greatest support from stakeholder groups. Policies that "Impact the Cost of Driving" are thought to have the lowest potential for reducing GHGs and create "Great Places," and have a lower level of stakeholder support. Also, knowing the fiscal benefits has more potential to gain support for strategies than knowing the GHG reduction impact.

Circumstances for Stakeholder Support
1. Combination of strategies
2. Economic incentives
3. Ability to have input in the implementation process
4. Compelling results from a benefit/cost analysis

Top 3 Qualities of *Natural* "Great Places"
1. Environmental features
2. Active recreation
3. Passive recreation

Top 4 Qualities in *Built Environment* "Great Places"
1. Active recreation
2. Environmental features
3. Culture/history/art
4. Tourism

Resources for Implementation

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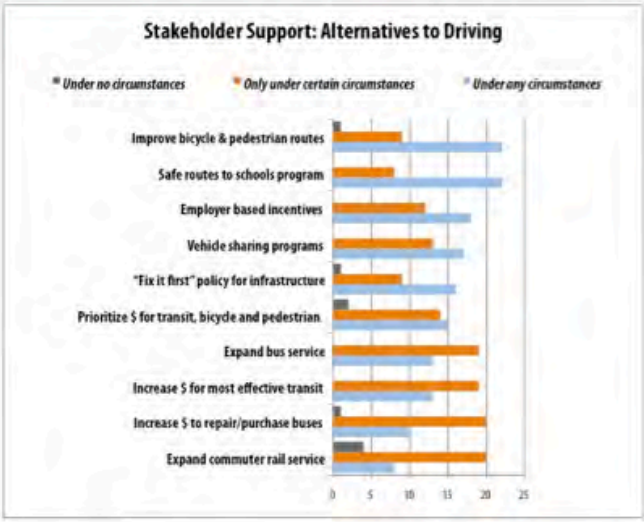
Circumstances for Increased Support

Under What Circumstances Would Your Stakeholder Group Support This Strategy?



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More Information

Commute Shed Maps

These maps depict where the residents in a given jurisdiction commute to work everyday. Data is sourced from the US Census Bureau's Longitudinal Employer Household Dataset via the On the Map tool. More info can be found here: http://onthemap.ces.census.gov/ and here: http://lehd.did.census.gov/led/.

Additionally, AMBAG serves as a US Census Data Center Regional Affiliate. For further assistance with US Census Data in the Monterey Bay Area, contact Anais Schenk and aschenk@ambag.org.

File name	File type	Size	
BP_MRYCounty_CommuteShed_Greenfield-01.pdf	PDF document	1.81 MB	Info
BP_MRYCounty_CommuteShed_MRY-01.pdf	PDF document	1.81 MB	Info
BP_MRYCounty_CommuteShed_Salinas-01.pdf	PDF document	1.91 MB	Info
BP_MRYCounty_CommuteShed_Seaside-01.pdf	PDF document	1.8 MB	Info
BP_SanBenito_CommuteShed.pdf	PDF document	1.8 MB	Info
BP_SantaCruzCounty_CommuteShed_Capitola-01.pdf	PDF document	1.59 MB	Info
BP_SantaCruzCounty_CommuteShed_SC-01.pdf	PDF document	1.64 MB	Info
BP_SantaCruzCounty_CommuteShed_ScottsValley-01.pdf	PDF document	1.62 MB	Info
BP_SantaCruzCounty_CommuteShed_Wats-01.pdf	PDF document	1.64 MB	Info

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Table 1: Political Feasibility Factors of Smart Growth Development Strategies

This table compares 42 smart growth development strategies across six feasibility factors, sourced from the California Air Pollution Control Officers Association, FHWA Publication: Transportation and Global Climate Change, the AMBAG Planning Directors Forum and the AMBAG Regional Advisory Committee.

Factors :

1. Potential for reduction in greenhouse gas emissions;
2. Percent of planning directors' that identified strategies as "low hanging fruit"
3. The level of support from stakeholder groups as articulated by the Regional Advisory Committee;
4. The aggregate complexity of stakeholder concerns
5. Regional Advisory Committee members' level of familiarity with strategies
6. Short/medium term vs long term prioritization of strategies

As indicated in the Federal Highway Administration's publication: Transportation and Global Climate Change, ranking of strategies can be misleading; they vary in degrees of stringency; economic and behavioral assumptions are uncertain; and the variability of effectiveness over time.

	Source	CAPCOA: Quantifying Greenhouse Gas Mitigation Measures			Planning Directors Forum	Regional Advisory Committee			Regional Advisory Committee	Regional Advisory Committee			Regional Advisory Committee	
		Resource manual			*Online Survey*	*Online Survey*			*Interviews*	*Online Survey*			*Interactive ppt survey*	
		Aug-10			*Aug-11*	*Nov 2011 - Mar 2012*			*Mar-12*	*Aug-11*			*Oct-11*	
	Factors	**Potential/Associated GHG Reduction**			**Low Hanging Fruit**	**Level of Stakeholder Support**			**Circumstances for Support: Level of Complexity**	**RAC Members' Level of Expertise**			**Prioritize in Short/Medium or Long Term**	
		(Percent range)				(Percent of RAC Members)				(Number of RAC Members)			(Percent of RAC Members)	
Type of Strategy	**Strategy**	Low	High	Median	% of responses	Low/no	Moderate	High	Low/Med/High	Low	Moderate	High	Short/Med (2020)	Long (2035)
Economic	Regional Tax Revenue Sharing Program	n/a	n/a	n/a	17%	5%	76%	19%	medium	14	16	6	35%	57%
Economic	Development Impact Fee program	n/a	n/a	n/a	42%	7%	56%	37%	medium	n/a	n/a	n/a	35%	57%
Alt. Driving	Fix it first policy for infrastructure	n/a	n/a	n/a	42%	4%	33%	63%	medium	n/a	n/a	n/a	40%	29%
Ed + TDM	Provide recognition programs	n/a	n/a	n/a	25%	4%	46%	50%	medium	n/a	n/a	n/a	40%	29%
Cost of Driving	Pay-as-you-drive car insurance	n/a	n/a	n/a	25%	5%	73%	23%	low	18	16	2	25%	10%
Cost of Driving	Regional gas tax	n/a	n/a	n/a	17%	13%	65%	22%	medium	n/a	n/a	n/a	25%	10%
Ed + TDM	Educate realtors, lenders, and home buyers on the use of location-efficient mortgages	10%	65%	38%	25%	4%	26%	70%	low	n/a	n/a	n/a	35%	57%
Land Use	Mixed-use ordinances	9%	65%	37%	58%	0%	47%	53%	medium	n/a	n/a	n/a	35%	57%
Land Use	School-centered development or locate schools in dense areas	9%	65%	37%	33%	3%	50%	47%	medium	n/a	n/a	n/a	35%	57%
Economic	Tax Increment Financing (TIF) Districts	1%	65%	33%	25%	0%	76%	24%	low	17	11	8	35%	57%
Economic	Transfer of Development Rights	1%	65%	33%	25%	4%	75%	21%	high	8	18	10	35%	57%
Land Use	Graduated density bonus for infill projects	1%	65%	33%	33%	0%	67%	33%	high	11	13	12	35%	57%
Land Use	Streamlined development review	1%	65%	33%	33%	3%	52%	45%	medium	6	15	15	35%	57%
Economic	Joint Development	1%	65%	33%	17%	0%	50%	50%	low	n/a	n/a	n/a	35%	57%
Land Use	Use Specific Plans/EIRs to reduce costs of entitlements	1%	65%	33%	33%	9%	57%	35%	medium	n/a	n/a	n/a	35%	57%
Economic	Reduce impact fees for infill development projects	1%	65%	33%	50%	7%	57%	37%	high	n/a	n/a	n/a	35%	57%
Economic	Tax credits or exemptions for redevelopment/reuse, infill	1%	65%	33%	17%	0%	57%	43%	high	n/a	n/a	n/a	35%	57%
Land Use	Floating Zones for certain types of undetermined uses	9%	30%	20%	17%	7%	79%	14%	low	n/a	n/a	n/a	35%	57%
Economic	Tax credits or exemptions for incorporating mixed-use	9%	30%	20%	25%	0%	65%	35%	medium	n/a	n/a	n/a	35%	57%
Land Use	Ordinances that increase density and stock of affordable housing (ADU/Inclusionary/SRO)	0%	30%	15%	42%	7%	63%	30%	medium	n/a	n/a	n/a	35%	57%
Land Use	Zoning based on street type, and street network type (A-B Street Networks)	0%	30%	15%	25%	14%	62%	24%	medium	n/a	n/a	n/a	35%	57%
Cost of Driving	Congestion pricing	8%	22%	15%	8%	22%	61%	17%	high	13	22	1	25%	10%
Cost of Driving	Toll lanes	8%	22%	15%	8%	18%	75%	7%	high	9	22	5	25%	10%
Cost of Driving	Vehicle Miles Traveled (VMT) fees	8%	20%	14%	17%	40%	35%	25%	high	17	17	2	25%	10%
Economic	Transit-Oriented Affordable Housing Fund	0%	25%	12%	50%	4%	63%	33%	high	n/a	n/a	n/a	40%	29%
Alt. Driving	Expand commuter rail service	0%	25%	12%	33%	13%	63%	25%	high	8	21	7	40%	29%
Alt. Driving	Expand express bus & local bus service	0%	25%	12%	58%	0%	56%	44%	high	8	21	7	40%	29%
Alt. Driving	Increase funding to repair or purchase new buses, commuter rail, etc.	0%	25%	12%	33%	3%	65%	32%	high	14	15	7	40%	29%
Alt. Driving	Increase funding for the most effective transit services	0%	25%	12%	50%	0%	59%	41%	high	6	21	9	40%	29%
Alt. Driving	Prioritize funding for transit, bicycle and pedestrian infrastructure over auto-oriented infrastructure	0%	25%	12%	50%	6%	45%	48%	high	n/a	n/a	n/a	40%	29%
Alt. Driving	Improve bicycle & pedestrian routes	0%	21%	11%	58%	3%	28%	69%	medium	1	15	20	40%	29%
Alt. Driving	Employee vehicle sharing programs and alternative modes	0%	21%	11%	33%	0%	40%	60%	medium	n/a	n/a	n/a	40%	29%
Alt. Driving	Safe routes to schools program	0%	21%	11%	50%	0%	27%	73%	high	n/a	n/a	n/a	40%	29%
Parking	Demand-based parking pricing	1%	20%	10%	33%	8%	75%	17%	medium	n/a	n/a	n/a	25%	10%
Parking	Employer parking management	1%	20%	10%	33%	7%	50%	43%	low	n/a	n/a	n/a	40%	29%
Alt. Driving	Vehicle sharing programs	0%	16%	8%	25%	0%	40%	60%	medium	n/a	n/a	n/a	40%	29%
Cost of Driving	High Occupancy Vehicle (HOV) lanes	0%	16%	8%	8%	3%	62%	34%	medium	5	23	8	25%	10%
Parking	Parking waivers or reductions to allow for deviation from zoning code	3%	13%	8%	42%	4%	74%	22%	high	8	18	10	35%	57%
Parking	Car share, electric vehicle, and hybrid parking requirements	1%	15%	8%	58%	7%	57%	36%	low	n/a	n/a	n/a	40%	29%
Parking	Reduce minimum parking requirements	3%	13%	8%	42%	14%	62%	24%	medium	8	18	10	25%	10%
Ed + TDM	Encourage telecommuting and alternative work schedules	0%	6%	3%	67%	0%	31%	69%	medium	n/a	n/a	n/a	40%	29%
Economic	Tax credits or exemptions for incorporating affordable housing	0%	1%	1%	25%	0%	60%	40%	medium	n/a	n/a	n/a	35%	57%

More information, contact: Aaron Nousaine, AMBAG Planner at anousaine@ambag.org

Table 2. Potential and Associated Greenhouse Gas Reduction of Smart Growth Development Strategies

This table shows the associated potential reductions in greenhouse gases based on references to CAPCOA and FHWA Documentation

#	Smart Growth Development Strategy	CAPCOA Measure	GHG Range	GHG Low	GHG High	GHG Median
1	**Prioritize funding for transit, bicycle and pedestrian infrastructure over**	**See Below**		**0.00%**	**24.60%**	**12%**
1	Prioritize funding for transit, bicycle and pedestrian infrastructure over auto-oriented infrastructure	Expand Transit Network	0.1-8.2%	0.10%	8.20%	4%
1	Prioritize funding for transit, bicycle and pedestrian infrastructure over auto-oriented infrastructure	Increase Transit Service Frequency/Speed	0.02-2.5%	0.02%	2.50%	1%
1	Prioritize funding for transit, bicycle and pedestrian infrastructure over auto-oriented infrastructure	Implement Transit Access Improvements (coupled with Expand Transit Network & Increase Transit Service Frequency/Speed)	grouped			
1	Prioritize funding for transit, bicycle and pedestrian infrastructure over auto-oriented infrastructure	Increase Transit Accessibility	0.5-24.6%	0.50%	24.60%	13%
1	Prioritize funding for transit, bicycle and pedestrian infrastructure over auto-oriented infrastructure	Provide Bike Parking Near Transit (coupled with Expand Transit Network & Increase Transit Service Frequency/Speed)	grouped			
1	Prioritize funding for transit, bicycle and pedestrian infrastructure over auto-oriented infrastructure	Incorporate Bike Lane Street Design (coupled with Improve Design of Development)	3.0-21.3%	3.00%	21.30%	12%
1	Prioritize funding for transit, bicycle and pedestrian infrastructure over auto-oriented infrastructure	Provide Pedestrian Network Improvements (coupled with Create Urban Non-Motorized Zones)	0-2%	0.00%	2.00%	1%
1	Prioritize funding for transit, bicycle and pedestrian infrastructure over auto-oriented infrastructure	Provide Traffic Calming Measures	0.25-1.00%	0.25%	1.00%	1%
2	**Increase funding for the most effective transit services**	**See Below**		**0.02%**	**24.60%**	**12%**
2	Increase funding for the most effective transit services	Expand Transit Network	0.1-8.2%	0.10%	8.20%	4%
2	Increase funding for the most effective transit services	Increase Transit Service Frequency/Speed	0.02-2.5%	0.02%	2.50%	1%
2	Increase funding for the most effective transit services	Increase Transit Accessibility	0.5-24.6%	0.50%	24.60%	13%
2	Increase funding for the most effective transit services	Implement Transit Access Improvements (coupled	grouped			
3	**Improve bicycle & pedestrian routes**	**See Below**		**0.00%**	**21.30%**	**11%**
3	Improve bicycle & pedestrian routes	Provide Pedestrian Network Improvements	0-2%	0.00%	2.00%	1%
3	Improve bicycle & pedestrian routes	Incorporate Bike Lane Street Design (coupled with	3.0-21.3%	3.00%	21.30%	12%
3	Improve bicycle & pedestrian routes	Provide Traffic Calming Measures	0.25-1.00%	0.25%	1.00%	1%
4	**Expand express bus & local bus service**	**See Below**		**0.02%**	**24.60%**	**12%**
4	Expand express bus & local bus service	Expand Transit Network	0.1-8.2%	0.10%	8.20%	4%
4	Expand express bus & local bus service	Increase Transit Service Frequency/Speed	0.02-2.5%	0.02%	2.50%	1%
4	Expand express bus & local bus service	Provide Local Shuttles (grouped with Increase	grouped			
4	Expand express bus & local bus service	Increase Transit Accessibility	0.5-24.6%	0.50%	24.60%	13%
4	Expand express bus & local bus service	Install Park-and-Ride Lots (grouped with	grouped			
5	**Expand commuter rail service**	**See Below**		**0.02%**	**24.60%**	**12%**
5	Expand commuter rail service	Expand Transit Network	0.1-8.2%	0.10%	8.20%	4%
5	Expand commuter rail service	Increase Transit Service Frequency/Speed	0.02-2.5%	0.02%	2.50%	1%
5	Expand commuter rail service	Increase Transit Accessibility	0.5-24.6%	0.50%	24.60%	13%
5	Expand commuter rail service	Install Park-and-Ride Lots (grouped with	grouped			
6	**Increase funding to repair or purchase new buses, commuter rail, etc.**	**See Below**	**-**	**0.02%**	**24.60%**	**12%**
6	Increase funding to repair or purchase new buses, commuter rail, etc.	Expand Transit Network	0.1-8.2%	0.10%	8.20%	4%
6	Increase funding to repair or purchase new buses, commuter rail, etc.	Increase Transit Service Frequency/Speed	0.02-2.5%	0.02%	2.50%	1%
6	Increase funding to repair or purchase new buses, commuter rail, etc.	Increase Transit Accessibility	0.5-24.6%	0.50%	24.60%	13%
6	Increase funding to repair or purchase new buses, commuter rail, etc.	Provide Local Shuttles (grouped with Increase	grouped			
7	**"Fix it first" policy for infrastructure**			**n/a**	**n/a**	**n/a**

#	Smart Growth Development Strategy	CAPCOA Measure	GHG Range	GHG Low	GHG High	GHG Median
8	**Parking waivers or reductions to allow for deviation from zoning code**	**See Below**		**2.60%**	**13.00%**	**8%**
8	Parking waivers or reductions to allow for deviation from zoning code	Limit Parking Supply	5-12.5%	5.00%	12.50%	9%
8	Parking waivers or reductions to allow for deviation from zoning code	Unbundle Parking Costs from Property Costs	2.6-13%	2.60%	13.00%	8%
9	**"Safe routes to schools" program**	**See Below**		**0.00%**	**21.30%**	**11%**
9	"Safe routes to schools" program	Provide Traffic Calming Measures	0.25-1.00%	0.25%	1.00%	1%
9	"Safe routes to schools" program	Provide Pedestrian Network Improvements	0-2%	0.00%	2.00%	1%
9	"Safe routes to schools" program	Incorporate Bike Lane Street Design (coupled with	3.0-21.3%	3.00%	21.30%	12%
10	**School-centered development or locate schools in dense areas**	**See Below**	**-**	**9.00%**	**65.00%**	**37%**
10	School-centered development or locate schools in dense areas	Increase Destination Accessibility	10-30%	10.00%	30.00%	20%
10	School-centered development or locate schools in dense areas	Increase Diversity (Mixed-Use)	9-30%	9.00%	30.00%	20%
10	School-centered development or locate schools in dense areas	Increase Location Efficiency	10-65%	10.00%	65.00%	38%
11	**Reduce minimum parking requirements**	**See Below**		**2.60%**	**12.50%**	**8%**
11	Reduce minimum parking requirements	Limit Parking Supply	5-12.5%	5.00%	12.50%	9%
11	Reduce minimum parking requirements	Unbundle Parking Costs from Property Costs	2.6-13%	2.60%	13.00%	8%
12	**Demand-based parking pricing**	**See Below**		**1.00%**	**19.70%**	**10%**
12	Demand-based parking pricing	Price Workplace Parking	0.1-19.7%	1.00%	19.70%	10%
12	Demand-based parking pricing	Implement Market Price Public Parking	2.8-5.5%	2.80%	5.50%	
13	**Car share, electric vehicle, and hybrid parking requirements**	**See Below**		**0.50%**	**15.00%**	**8%**
13	Car share, electric vehicle, and hybrid parking requirements	Provide Electric Vehicle Parking (coupled with	0.5-12.7%	0.50%	12.70%	7%
13	Car share, electric vehicle, and hybrid parking requirements	Implement Preferential Parking Permit Program	1.0-15%	1.00%	15.00%	
13	Car share, electric vehicle, and hybrid parking requirements					
13	Car share, electric vehicle, and hybrid parking requirements					
14	**Encourage telecommuting and alternative work schedules**	**See Below**		**0.07%**	**5.50%**	**3%**
14	Encourage telecommuting and alternative work schedules	Encourage telecommuting and alternative work	0.07-5.50%	0.07%	5.50%	
14	Encourage telecommuting and alternative work schedules					
14	Encourage telecommuting and alternative work schedules					
15	**Employee vehicle sharing programs and alternative modes**	**See Below**		**0.30%**	**21.00%**	**11%**
15	Employee vehicle sharing programs and alternative modes	Provide Ride-Sharing Programs	1-15%	1.00%	15.00%	8%
15	Employee vehicle sharing programs and alternative modes	Implement Commute Trip Reduction Program	1.0-6.2%	1.00%	6.20%	4%
15	Employee vehicle sharing programs and alternative modes	Implement Commute Trip Reduction Program	4.2-21.0%	4.20%	21.00%	13%
15	Employee vehicle sharing programs and alternative modes	Implement Commute Trip Reduction Marketing	0.8-4.0%	0.80%	4.00%	2%
15	Employee vehicle sharing programs and alternative modes	Implement Subsidized or Discounted Transit	.3% - 20%	0.30%	20.00%	10%
15	Employee vehicle sharing programs and alternative modes	Provide Employer-Sponsored Vanpool/Shuttle	0.3-13.4%	0.30%	13.40%	7%
15	Employee vehicle sharing programs and alternative modes	Install Park-and-Ride Lots (grouped with	grouped			
16	**Vehicle sharing programs**	**See Below**		**0.40%**	**15.80%**	**8%**
16	Vehicle sharing programs	Provide Ride-Sharing Programs	1-15%	1.00%	15.00%	8%
16	Vehicle sharing programs	Implement Car-Sharing Program	0.4-0.7%	0.40%	0.70%	1%
23	High Occupancy Vehicle (HOV) lanes	Implement School Pool Program	7.2%-15.8%	7.20%	15.80%	
16	Vehicle sharing programs	Install Park-and-Ride Lots (grouped with	grouped			

#	Smart Growth Development Strategy	CAPCOA Measure	GHG Range	GHG Low	GHG High	GHG Median
17	**Employer parking management**	**See Below**		**0.60%**	**19.70%**	**10%**
17	Employer parking management	Price Workplace Parking	0.1-19.7%	1.00%	19.70%	10%
17	Employer parking management	Implement Employee Parking "Cash Out"	0.6-7.7%	0.60%	7.70%	4%
18	**Provide recognition programs**		**n/a**	**n/a**	**n/a**	**n/a**
18	Provide recognition programs		n/a	n/a	n/a	n/a
19	**Toll lanes**	**See Below**		**7.90%**	**22.00%**	**15%**
19	Toll lanes	Implement Area or Cordon Pricing	7.9-22.0%	7.90%	22.00%	15%
20	**Regional gas tax**		**n/a**	**n/a**	**n/a**	**n/a**
20	Regional gas tax		n/a	n/a	n/a	n/a
21	**Congestion pricing**	**See Below**	**-**	**7.90%**	**22.00%**	**15%**
21	Congestion pricing	Implement Area or Cordon Pricing	7.9-22.0%	7.90%	22.00%	15%
22	**Vehicle Miles Traveled (VMT) fees**	**See Below**	**-**	**8.00%**	**20.00%**	**14%**
22	Vehicle Miles Traveled (VMT) fees	FHWA - Transportation and Global Climate Change,	8%-20%	8.00%	20.00%	n/a
23	**High Occupancy Vehicle (HOV) lanes**	**See Below**	**-**	**0.30%**	**15.80%**	**8%**
23	High Occupancy Vehicle (HOV) lanes	Provide Ride-Sharing Programs	1-15%	1.00%	15.00%	8%
23	High Occupancy Vehicle (HOV) lanes	Implement School Pool Program	7.2%-15.8%	7.20%	15.80%	12%
23	High Occupancy Vehicle (HOV) lanes	Provide Employer-Sponsored Vanpool/Shuttle	0.3-13.4%	0.30%	13.40%	7%
24	**Pay-as-you-drive car insurance**		**-**	**n/a**	**n/a**	**n/a**
24	Pay-as-you-drive car insurance		**-**	**n/a**	**n/a**	**n/a**
25	**Zoning based on street type, and street network type (A-B Street Networks)**	**See Below**	**-**	**0.00%**	**30.00%**	**15%**
25	Zoning based on street type, and street network type (A-B Street Networks)	Create Urban Non-Motorized Zones	0-2%	0.00%	2.00%	1%
25	Zoning based on street type, and street network type (A-B Street Networks)	Increase Destination Accessibility	10-30%	10.00%	30.00%	20%
25	Zoning based on street type, and street network type (A-B Street Networks)	Increase Transit Accessibility	0.5-24.6%	0.50%	24.60%	13%
25	Zoning based on street type, and street network type (A-B Street Networks)	Incorporate Bike Lane Street Design (coupled with Improve Design of Development)	3.0 - 21.3%	3.00%	21.30%	12%
25	Zoning based on street type, and street network type (A-B Street Networks)	Improve Design of Development	3.0 - 21.3%	3.00%	21.30%	12%
26	**Development Impact Fee program**			**n/a**	**n/a**	**n/a**
26	Development Impact Fee program	Required Project Contributions to Transportation Infrastructure Improvement Projects (grouped with Improve Traffic Flow and Transit System Improvements 1-7)	group with another strategy to quantify	n/a	n/a	n/a

#	Smart Growth Development Strategy	CAPCOA Measure	GHG Range	GHG Low	GHG High	GHG Median
27	**Reduce impact fees for infill development projects**	**See Below**		**0.80%**	**65.00%**	**33%**
27	Reduce impact fees for infill development projects	Increase Destination Accessibility	10-30%	10.00%	30.00%	20%
27	Reduce impact fees for infill development projects	Increase Density	0.8-30.0%	0.80%	30.00%	15%
27	Reduce impact fees for infill development projects	Increase Location Efficiency	10-65%	10.00%	65.00%	38%
28	**Transfer of Development Rights**	**See Below**	**-**	**0.80%**	**65.00%**	**33%**
28	Transfer of Development Rights	Increase Destination Accessibility	10-30%	10.00%	30.00%	20%
28	Transfer of Development Rights	Increase Density	0.8-30.0%	0.80%	30.00%	15%
28	Transfer of Development Rights	Increase Location Efficiency	10-65%	10.00%	65.00%	38%
29	**Tax Increment Financing (TIF) Districts**	**See Below**	**-**	**0.80%**	**65.00%**	**33%**
29	Tax Increment Financing (TIF) Districts	Increase Destination Accessibility	10-30%	10.00%	30.00%	20%
29	Tax Increment Financing (TIF) Districts	Increase Density	0.8-30.0%	0.80%	30.00%	15%
29	Tax Increment Financing (TIF) Districts	Increase Location Efficiency	10-65%	10.00%	65.00%	38%
30	**Streamlined development review**	**See Below**	**-**	**0.80%**	**65.00%**	**33%**
30	Streamlined development review	Improve Design of Development	3.0 - 21.3%	3.00%	21.30%	12%
30	Streamlined development review	Increase Destination Accessibility	10-30%	10.00%	30.00%	20%
30	Streamlined development review	Increase Density	0.8-30.0%	0.80%	30.00%	15%
30	Streamlined development review	Increase Location Efficiency	10-65%	10.00%	65.00%	38%
31	**Joint Development**	**See Below**	**-**	**0.80%**	**65.00%**	**33%**
31	Joint Development	Improve Design of Development	3.0 - 21.3%	3.00%	21.30%	12%
31	Joint Development	Increase Destination Accessibility	10-30%	10.00%	30.00%	20%
31	Joint Development	Increase Density	0.8-30.0%	0.80%	30.00%	15%
31	Joint Development	Increase Location Efficiency	10-65%	10.00%	65.00%	38%
32	**Regional Tax Revenue Sharing Program**	**See Below**	**-**	**n/a**	**n/a**	**n/a**
		Need to be grouped with another strategy to quantify				
33	**Floating Zones for certain types of undetermined uses**	**See Below**		**9.00%**	**30.00%**	**20%**
33	Floating Zones for certain types of undetermined uses	Increase Diversity (Mixed-Use)	9-30%	9.00%	30.00%	20%
34	**Transit-Oriented Affordable Housing Fund**	**See Below**		**0.04%**	**24.60%**	**12%**
34	Transit-Oriented Affordable Housing Fund	Increase Transit Accessibility	0.5-24.6%	0.50%	24.60%	13%
34	Transit-Oriented Affordable Housing Fund	Integrate Affordable & Below Market Rate Housing	0.04-1.20%	0.04%	1.20%	1%
35	**Graduated density bonus for infill projects**	**See Below**		**0.80%**	**65.00%**	**33%**
35	Graduated density bonus for infill projects	Improve Design of Development	3.0 - 21.3%	3.00%	21.30%	12%
35	Graduated density bonus for infill projects	Increase Destination Accessibility	10-30%	10.00%	30.00%	20%
35	Graduated density bonus for infill projects	Increase Density	0.8-30.0%	0.80%	30.00%	15%
35	Graduated density bonus for infill projects	Increase Location Efficiency	10-65%	10.00%	65.00%	38%
36	**Tax credits or exemptions for redevelopment/reuse, infill**	**See Below**		**0.80%**	**65.00%**	**33%**
36	Tax credits or exemptions for redevelopment/reuse, infill	Improve Design of Development	3.0 - 21.3%	3.00%	21.30%	12%
36	Tax credits or exemptions for redevelopment/reuse, infill	Increase Destination Accessibility	10-30%	10.00%	30.00%	20%
36	Tax credits or exemptions for redevelopment/reuse, infill	Increase Density	0.8-30.0%	0.80%	30.00%	15%
36	Tax credits or exemptions for redevelopment/reuse, infill	Increase Location Efficiency	10-65%	10.00%	65.00%	38%

#	Smart Growth Development Strategy	CAPCOA Measure	GHG Range	GHG Low	GHG High	GHG Median
37	**Tax credits or exemptions for incorporating affordable housing**	**See Below**		**0.04%**	**1.20%**	**1%**
37	Tax credits or exemptions for incorporating affordable housing	Integrate Affordable & Below Market Rate Housing	0.04-1.20%	0.04%	1.20%	1%
38	**Tax credits or exemptions for incorporating mixed-use**	**See Below**		**9.00%**	**30.00%**	**20%**
38	Tax credits or exemptions for incorporating mixed-use	Increase Diversity (Mixed-Use)	9-30%	9.00%	30.00%	20%
39	**Use Specific Plans and EIRs to reduce costs of entitlements and approvals to**	**See Below**	**-**	**0.80%**	**65.00%**	**33%**
39	Use Specific Plans and EIRs to reduce costs of entitlements and approvals to Site and Architectural Design Review	Improve Design of Development	3.0 - 21.3%	3.00%	21.30%	12%
39	Use Specific Plans and EIRs to reduce costs of entitlements and approvals to Site and Architectural Design Review	Increase Density	0.8-30.0%	0.80%	30.00%	15%
39	Use Specific Plans and EIRs to reduce costs of entitlements and approvals to Site and Architectural Design Review	Increase Location Efficiency	10-65%	10.00%	65.00%	38%
40	**Ordinances that increase density and stock of affordable housing, such as**	**See Below**		**0.04%**	**30.00%**	**15%**
40	Ordinances that increase density and stock of affordable housing, such as Accessory Dwelling Unit (ADU) Ordinances, Inclusionary Ordinances, and Single-Room-Occupancy Ordinances)	Increase Density	0.8-30.0%	0.80%	30.00%	15%
40	Ordinances that increase density and stock of affordable housing, such as Accessory Dwelling Unit (ADU) Ordinances, Inclusionary Ordinances, and Single-Room-Occupancy Ordinances)	Integrate Affordable & Below Market Rate Housing	0.04-1.20%	0.04%	1.20%	1%
41	**Mixed-use ordinances**	**See Below**		**9.00%**	**65.00%**	**37%**
41	Mixed-use ordinances	Increase Diversity (Mixed-Use)	9-30%	9.00%	30.00%	20%
41	Mixed-use ordinances	Increase Location Efficiency	10-65%	10.00%	65.00%	38%
42	**Educate realtors, lenders, and home buyers on the use of location-efficient**	**See Below**		**10.00%**	**65.00%**	**38%**
42	Educate realtors, lenders, and home buyers on the use of location-efficient	Increase Location Efficiency	10-65%	10.00%	65.00%	38%

Table 3. Smart Growth Development Strategies and Circumstances for Support Categories

Type	SGDS	Community/Public	Equity/Fairness	Cost/Funding	Jobs/Workers/Economy	Environment/Conservation	Framework/Context	Process	Quality/Specifications	GRAND TOTAL:
Alt. Driving	"Fix it first" policy for infrastructure	0	1	3	1	0	1	0	0	6
Alt. Driving	"Safe routes to schools" program	0	0	1	2	1	1	0	1	6
Parking	Car share, electric vehicle, and hybrid parking requirements	1	0	0	0	0	0	2	0	3
Cost of Driving	Congestion pricing	0	0	1	3	0	1	2	0	7
Parking	Demand-based parking pricing	2	0	0	0	1	1	1	0	5
Economic	Development Impact Fee program	2	0	1	0	0	0	1	0	4
Ed + TDM	Educate realtors, lenders, and home buyers on the use of location-efficient mortgages	0	0	1	0	0	0	1	0	2
Alt. Driving	Employee vehicle sharing programs and alternative modes	1	0	1	0	0	0	1	0	3
Parking	Employer parking management	0	0	0	0	0	0	1	1	2
Ed + TDM	Encourage telecommuting and alternative work schedules	0	0	1	1	0	0	1	0	3
Alt. Driving	Expand commuter rail service	1	2	2	1	0	2	0	0	8
Alt. Driving	Expand express bus & local bus service	0	1	2	1	0	2	0	2	8

Type	SGDS	Community/Public	Equity/Fairness	Cost/Funding	Jobs/Workers/Economy	Environment/Conservation	Framework/Context	Process	Quality/Specifications	GRAND TOTAL:
Land Use	Floating Zones for certain types of undetermined uses	0	0	0	0	0	1	1	0	2
Land Use	Graduated density bonus for infill projects	1	0	0	0	2	1	2	1	7
Cost of Driving	High Occupancy Vehicle (HOV) lanes	0	1	0	1	0	1	0	2	5
Alt. Driving	Improve bicycle & pedestrian routes	0	1	1	3	0	1	0	0	6
Alt. Driving	Increase funding for the most effective transit services	1	1	2	2	0	2	0	1	9
Alt. Driving	Increase funding to repair or purchase new buses, commuter rail, etc.	0	2	3	1	0	2	0	0	8
Economic	Joint Development	2	0	0	0	0	0	1	0	3
Land Use	Mixed-use ordinances	1	0	0	0	1	0	0	2	4
Land Use	Ordinances that increase density and stock of affordable housing, such as Accessory Dwelling Unit (ADU) Ordinances, Inclusionary Ordinances, and Single-Room-Occupancy Ordinances)	3	0	0	0	0	0	1	2	6
Parking	Parking waivers or reductions to allow for deviation from zoning code	2	0	1	2	0	1	2	0	8
Cost of Driving	Pay-as-you-drive car insurance	0	0	2	0	0	0	1	0	3

Type	SGDS	Community/Public	Equity/Fairness	Cost/Funding	Jobs/Workers/Economy	Environment/Conservation	Framework/Context	Process	Quality/Specifications	GRAND TOTAL:
Alt. Driving	Prioritize funding for transit, bicycle and pedestrian infrastructure over auto-oriented infrastructure	0	2	2	0	1	2	1	1	9
Ed + TDM	Provide recognition programs	0	1	1	0	0	0	1	0	3
Economic	Reduce impact fees for infill development projects	1	0	1	1	1	1	1	0	6
Parking	Reduce minimum parking requirements	2	0	0	1	0	0	2	0	5
Cost of Driving	Regional gas tax	0	0	1	3	0	0	1	0	5
Economic	Regional Tax Revenue Sharing Program	1	1	0	0	0	0	1	0	3
Land Use	School-centered development or locate schools in dense areas	1	1	0	1	0	1	0	0	4
Land Use	Streamlined development review	3	0	2	0	0	0	2	0	7
Economic	Tax credits or exemptions for incorporating affordable housing	0	1	0	0	1	1	0	2	5
Economic	Tax credits or exemptions for incorporating mixed-use	0	0	0	0	1	1	0	1	3
Economic	Tax credits or exemptions for redevelopment/reuse, infill	1	0	1	0	1	1	2	0	6
Economic	Tax Increment Financing (TIF) Districts	0	0	0	2	0	0	1	0	3
Cost of Driving	Toll lanes	2	1	0	2	0	1	0	1	7
Economic	Transfer of Development Rights	1	0	1	0	1	1	1	1	6
Economic	Transit-Oriented Affordable Housing Fund	0	0	1	1	0	1	2	1	6

Type	SGDS	Community/Public	Equity/Fairness	Cost/Funding	Jobs/Workers/Economy	Environment/Conservation	Framework/Context	Process	Quality/Specifications	GRAND TOTAL:
Land Use	Use Specific Plans and EIRs to reduce costs of entitlements and approvals to Site and Architectural Design Review	0	0	1	0	0	0	2	1	4
Cost of Driving	Vehicle Miles Traveled (VMT) fees	1	1	2	2	0	2	0	1	9
Alt. Driving	Vehicle sharing programs	1	0	1	0	0	0	2	0	4
Land Use	Zoning based on street type, and street network type (A-B Street Networks)	1	0	0	0	0	1	1	1	4